

# The Influence of Employee Welfare and Workplace Facilities on Employee Job Satisfaction

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## Abstract

**Purpose:** This study aims to examine the influence of employee well-being and workplace facilities on job satisfaction, focusing on how both factors contribute to employee sense of fulfilment at work.

**Methodology/approach:** Conducted at PT Hutomo Baut Indonesia using a quantitative approach. Data were collected via structured questionnaires and analyzed using SPSS 27 Software, focusing on the variables of employee well-being, work facilities and job satisfaction. The population of 24 employee selected through total sampling.

**Results/findings:** Both employee well-being and workplace facilities have a significant positive effect on job satisfaction. Well-being enhances motivation and initiative, while adequate facilities reduce stress and improve performance.

**Conclusions:** This study shows that employee well-being and workplace facilities significantly influence job satisfaction. Well-being increases motivation and engagement while adequate facilities reduce stress and improve performance, creating a more fulfilling work environment. Together, these factors enhance employees' sense of fulfilment at work. These findings suggest organizations integrate both factors in HR policies.

**Limitations:** This study limited to two independent variables-employee well-being and workplace facilities, excluding other influential factors such as leadership style, organizational culture or carrier development. The quantitative design also limits deeper exploration of employees' personal perceptions and experience.

**Contribution:** This study offers valuable recommendations for PT Hutomo Baut Indonesia and similar organizations to develop more employee-focused and sustainable HR policies.

**Keywords:** *Employee Well-Being, Human Resource Management, Job Satisfaction, Organizational Support, Workplace Facilities.*

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## 1. Introduction

Changes in the dynamics of the modern workplace require companies to continuously adapt strategically to enhance productivity while maintaining long-term operational stability. Increasingly intense industry competition and rapid technological advancements mean that companies can no longer rely solely on production systems or the expansion of their distribution networks. Human resources have become a central focus, as employees who feel valued and adequately supported tend to demonstrate higher motivation and loyalty to their organizations (Hermanto et al., 2020).

Employee welfare and workplace facilities are key factors influencing employee performance and commitment. Welfare encompasses financial, social, psychological, and professional aspects that collectively support overall productivity (Putri Dewi Sartika, 2024). This concept refers to company policies and facilities designed to ensure employee comfort throughout their employment period

(Adillah Syfa, 2024). Adequate workplace facilities serve as essential tools for creating a conducive, safe, and comfortable working environment (Asnawi M. A., 2019). These facilities include physical resources that facilitate task execution and provide long-term benefits for employees.

Previous studies have demonstrated that employee welfare positively affects job satisfaction. However, a research gap remains in studies that simultaneously examine employee welfare and workplace facilities, particularly in medium-scale technical component retail companies. Many prior studies have focused on large corporations or the public sector, leaving private retail contexts such as PT Hutomo Baut Indonesia relatively unexplored. The unique contribution of this study lies in its focus on a medium-scale technical component retail company that operates under a retail-based management system. This study not only examines the individual effects of each variable but also investigates the simultaneous influence of employee welfare and workplace facilities within this specific context. The findings are expected to serve as a reference for the management of PT Hutomo Baut Indonesia and similar companies in designing more effective and sustainable human resource policies in the future.

PT Hutomo Baut Indonesia, operating under the retail brand “Bos Baut,” is engaged in the retail sale of fastening components, such as bolts, nuts, screws, and related products. The company has experienced significant growth by expanding its distribution network by opening new outlets in Surabaya and Jakarta. However, internal data indicate an increase in employee tardiness and unexplained absenteeism. This phenomenon suggests a potential decline in work motivation and discipline, which may adversely affect the operational efficiency. Such conditions reinforce the assumption that employees’ needs related to welfare and workplace facilities have not been adequately fulfilled. Based on this phenomenon, the research problems can be formulated as follows: (1) Does employee welfare affect job satisfaction? (2) Do workplace facilities affect employees’ job satisfaction? (3) Do employee welfare and workplace facilities simultaneously affect job satisfaction?

This study aims to analyze and examine the effects of employee welfare and workplace facilities on job satisfaction, both partially and simultaneously. This study adopts a quantitative approach using total sampling of all 24 employees of PT Hutomo Baut Indonesia. Data were collected using structured questionnaires covering indicators of financial and non-financial welfare, workplace facilities, and levels of job satisfaction. By addressing these issues, the insights generated are expected to assist companies in formulating and developing policies that are not only oriented toward short-term business targets but also toward building a work environment that supports employee productivity, loyalty, and motivation. A strategy based on enhancing employee welfare and workplace facilities will strengthen a company’s competitiveness and ensure long-term business sustainability.

## **2. Literature Review and Hypothesis Development**

### **2.1 Employee Welfare**

Amid the increasingly complex and competitive demands of the modern workplace, attention to employee welfare has become a critical priority that companies cannot afford to overlook. Employee welfare is not merely related to wages but is also closely linked to employee loyalty and dedication to the organization (Sari et al., 2024). Modern organizations are required to provide welfare benefits that encompass financial, physical, psychological, and social dimensions. Employees whose basic needs are adequately fulfilled tend to demonstrate higher commitment, discipline, and optimal performance (Chang, 2024). Well-designed welfare programs have been proven to strengthen the emotional bonds between management and employees (Adillah Syfa, 2024). Psychological support, in particular, enhances employees’ emotional resilience in coping with work-related pressures (Sari et al., 2024). and plays a significant role in preventing burnout while fostering proactive attitudes toward workplace challenges (Putri Lara Sati & Umi Anugerah Izzati, 2025)

Employees’ psychological conditions are strongly influenced by happiness and balance within the work environment, which shapes their positive attitudes toward confronting and resolving workplace challenges (Maulina Amalia S & Ameria Monalisa, 2021). Poor psychological well-being not only negatively affects individuals but also undermines overall organizational performance. Recent studies

confirm that employee welfare significantly improves job satisfaction and work productivity (Adillah Syfa, 2024) as well as employee morale (Chang, 2024).

The implementation of welfare programs must consider internal organizational conditions, including financial capacity and the available resources. The primary objectives of employee welfare programs include creating a comfortable work environment, enhancing recruitment efficiency, improving employees' and their families' quality of life, increasing loyalty and a sense of security, boosting work motivation, and significantly reducing absenteeism and employee turnover (Heryanto, 2021). In this sense, welfare programs also serve to establish a healthy and sustainable reciprocal relationship between employees and the organization.

The benefits of employee welfare extend beyond individual well-being and contribute directly to organizational efficiency. Appropriate welfare programs can enhance employee morale, optimize overall performance, and reduce absenteeism, which often hampers the achievement of organizational goals. Moreover, such programs help mitigate the risks associated with workplace accidents and strengthen the implementation of corporate social responsibility. According to (Putri Dewi Sartika, 2024):

- 1) Financial benefits, including bonuses, meal, transportation, and holiday allowances, pensions, and holiday allowances (THR);
- 2) Facility-based benefits, such as annual leave, sports facilities, prayer facilities, and ease of administrative permissions
- 3) Assistance benefits, including health insurance, general insurance coverage, and housing credit facilities

The combination of these factors supports the creation of a harmonious and sustainable work environment, thereby enhancing the overall quality of organizational performance. Consequently, employee welfare should not be viewed merely as a form of appreciation for individual contributions but as a strategic organizational investment in developing high-quality, loyal, and competitive human resources amid an ever-evolving business landscape. Organizations that sustainably manage employee welfare are likely to gain long-term benefits in the form of improved performance, solid employment relationships, and a positive organizational reputation among employees and the wider public.

## **2.2 Work Facilities**

Companies require adequate supporting facilities to efficiently achieve their business objectives. Work facilities play a crucial role in achieving organizational goals because they are directly related to the smooth execution of employees' operational activities (Alfonso, 2022). The term *facility* originates from the Dutch word *faciliteit*, which refers to the means or tools designed to facilitate an activity (Asnawi M. A., 2019). Facilities are physical resources that are routinely used in company operations and provide long-term benefits, both for organizational processes and for employees.

In general, work facilities encompass various forms of physical infrastructure provided by organizations to support work processes, enhance efficiency, and create conducive working environments. The availability of facilities that align with operational needs is a critical element in ensuring the smooth flow of work activities and improving task effectiveness in the workplace (Nur et al., 2024). Consistent with this perspective, recent studies indicate that physical facilities, such as office buildings equipped with proper ventilation, lighting, layout, and cleanliness, are closely associated with employees' job satisfaction and productivity (Bergefurt et al., 2024). Research on Indoor Environmental Quality (IEQ) has also revealed a significant relationship between indoor environmental conditions and occupant comfort in office settings (Roumi et al., 2024).

The provision of appropriate and adequate facilities not only functions as a work support mechanism but also represents the organization's concern for employee comfort and productivity. Well-designed facilities can enhance effectiveness, increase job satisfaction, and strengthen employees' loyalty. Aligning facilities with the type and scale of a business ensures compatibility with operational requirements while simultaneously supporting the optimal achievement of work objectives (Umar et

al., 2024). In the Indonesian context, empirical evidence shows that combinations of work facilities have a significant influence on employee satisfaction (Subroto, Endrawati, et al., 2024)

Thus, the provision of appropriate facilities serves not only as technical support but also as an indicator of organizational care and managerial commitment. Adjusting facilities to the characteristics of the business and the needs of employees maximizes their benefits (Bergefurt et al., 2024). Properly targeted facilities can simplify work processes while simultaneously enhancing productivity and motivation.

1. Computers and office desks, which constitute essential and integrated work equipment that supports efficiency in administrative and operational tasks.
2. Office buildings refer to the physical infrastructure or workspace where daily administrative and operational activities are conducted.
3. Parking areas are designated spaces provided by an organization to support convenience and orderly mobility for employees and customers on a permanent basis.
4. Transportation facilities, including official vehicles such as motorcycles or cars, facilitate field operations, including the distribution of goods.
5. Job training, categorized as a non-physical facility aimed at enhancing individual competence and productivity in accordance with organizational needs (Pratiwi et al., 2019)

Accordingly, well-targeted work facilities simplify operational activities, reduce obstacles, and enhance employee motivation and loyalty (Asmar et al., 2022). Work facilities play a vital role in creating a productive and healthy working environment, encompassing both physical and non-physical resources. The alignment of facilities with employee needs has a positive impact on performance and loyalty; therefore, continuous attention to the provision of adequate facilities reflects management's commitment and strengthens the organization's competitive advantage.

### ***2.3 Employee Job Satisfaction***

Employee job satisfaction represents an individual's evaluation or appraisal of various aspects of work, including the work environment, corporate policy systems, and facilities provided by the organization (Sunarta, 2019). In general, job satisfaction reflects the extent to which an employee feels happy and content with their job, encompassing aspects such as the work environment, organizational policies, and interpersonal relationships at the workplace. In other words, employees' responses or attitudes toward their work involve perceptions of working conditions, relationships with colleagues, compensation, and the physical and psychological aspects of employment (Khafid & Khoirunisa, 2025). Job satisfaction is inherently subjective, as it is influenced by multiple factors that vary from individual to individual (Ribkha et al., 2019).

Job satisfaction does not arise solely from compensation or other benefits. Recent studies have demonstrated that work-life balance significantly enhances employees' job satisfaction (Paudel et al., 2024). A comfortable work environment, opportunities for career development, and positive interpersonal relationships have been identified as the dominant determinants of job satisfaction (Alvionita & Marhalinda, 2024). High employee morale typically reflects a strong level of job satisfaction, characterized by enthusiastic attitudes, a sense of responsibility, and full involvement in performing work tasks. This is consistent with Luthans' view, which suggests that job satisfaction comprises three primary dimensions: emotional reactions to work situations, evaluations of work outcomes, and attitudes toward the job itself (Luthans, 2015).

Employees who feel satisfied that the organization has provided adequate facilities and fair corporate policies both financially, such as allowances and incentives, and socially and psychologically, such as opportunities for self-development tend to demonstrate more optimal work performance (Syah I. et al., 2025). Such satisfaction not only affects individual productivity but also contributes positively to organizational stability and overall performance. Therefore, it is essential for organizations to maintain and continuously develop their human resources. In this study, job satisfaction was classified into four key aspects (Wirawan Kadek I et al., 2022).

1. Financial satisfaction, which includes income, allowances, and social security

2. Physical satisfaction, which encompasses comfort in performing tasks, working conditions, and working hours.
3. Social satisfaction involves interpersonal relationships among employees, supervisors, and colleagues.
4. Psychological satisfaction includes opportunities for personal development, stress levels, and perceived psychological support received by employees (Putri Dewi Sartika, 2024).

These four aspects serve as benchmarks for assessing employees' satisfaction with the organization in which they work. High levels of job satisfaction positively impact employee morale, increase motivation, and develop a sense of responsibility among employees (Rahmawati & Wahjono, 2025). In other words, maintaining job satisfaction through employee welfare programs and effective facility management is a key strategy for building employee loyalty and consistently reducing turnover rates (Maulidah et al., 2022). This underscores the importance of organizational strategies in managing the determinants of job satisfaction on a sustainable basis, positioning job satisfaction as a critical indicator of the effectiveness of human resource management systems (Maulidah et al., 2022).

## 2.4 Research Model Framework

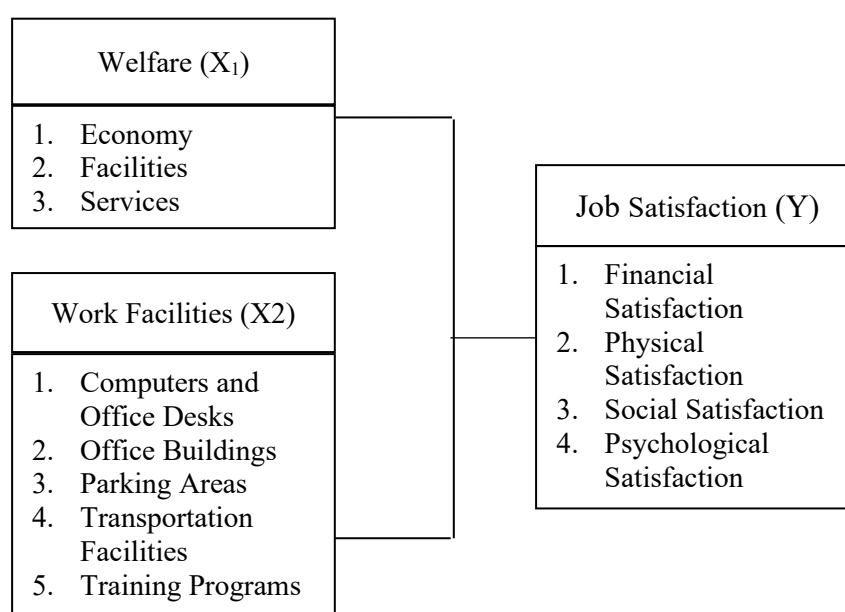


Figure 1. Research Model Framework

Source: Author

Two independent variables were examined in this study: employee welfare (X<sub>1</sub>) and work facilities (X<sub>2</sub>). Employee welfare encompasses both material and non-material forms, such as salaries, allowances, leave entitlements, insurance services, and loan facilities. Meanwhile, work facilities include physical aspects such as computers, office desks, office buildings, parking areas, and transportation facilities, as well as developmental support in the form of training programs. These two variables are assumed to have a significant influence on employees job satisfaction. Based on the conceptual framework described above, the following research hypotheses can be formulated:

- 1) **H1** : Employee welfare has a significant effect on employee job satisfaction at PT Hutomo Baut Indonesia
- 2) **H2** : Work facilities have a significant effect on employee job satisfaction at PT Hutomo Baut Indonesia
- 3) **H3** : Employee welfare and work facilities simultaneously have a significant effect on employee job satisfaction at PT Hutomo Baut Indonesia

Thus, the proposed hypotheses are expected to provide a strong foundation for the data analysis process and for drawing conclusions.

### **3. Research Method**

#### **3.1 Type of Data**

This study takes PT Hutomo Baut Indonesia as the object of research with the aim of identifying and analyzing the extent to which employee welfare and work facilities influence employee job satisfaction in the company. This study employed a quantitative research method with a survey approach, which is considered appropriate for statistically testing hypotheses and providing an objective overview through numerical measurement. The quantitative approach was selected because it can explain the relationships among variables based on data obtained directly from respondents. Quantitative research examines samples under specific conditions by collecting and analyzing data to determine hypotheses (Adil Ahmad dkk, 2023). In this study, a quantitative approach was applied to determine the effect of employee welfare and work facilities on job satisfaction based on numerical data collected from respondents.

#### **3.2 Population and Sample**

The population refers to the entire group of subjects or objects that possess certain characteristics determined by the researcher to be studied and from which conclusions are drawn (Putri Dewi Sartika, 2024). The population of this study consisted of all employees of PT Hutomo Baut Indonesia, selected based on the relevance of respondent characteristics to the research focus, which measures the influence of employee welfare and work facilities on job satisfaction. Accordingly, the research population comprised 24 employees of PT Hutomo Baut Indonesia who were directly related to the variables under investigation.

A sample is a subset of the population selected using specific techniques to serve as a source of research data (Adil Ahmad et al., 2023). Given that the population size in this study is relatively small (only 24 employees), this study applies a total sampling technique (Nyoman et al., 2025). Total sampling is a non-probability sampling technique used when the population size is fewer than 100 individuals, whereby all members of the population are included as research samples (Amin, 2023). The use of this technique aims to obtain more accurate and comprehensive research results by involving all individuals relevant to the research variables. Thus, the sample of this study consisted of all 24 employees of PT Hutomo Baut Indonesia.

#### **3.3 Data Collection Techniques**

A crucial stage in research is the accurate collection of data related to the variables under study, and one of the methods used in this study was a questionnaire (Friadi et al., 2025). A questionnaire is a data collection technique that involves distributing a set of written questions to respondents to be answered according to their actual conditions or personal opinions (Prof. Dr. H. Djaali, 2020). The questionnaire was developed by the researcher based on the indicators of the research variables to accurately reflect the respondents' actual conditions.

In line with this, questionnaires allow respondents to provide answers based on their personal perceptions without direct intervention from the researcher, thereby enhancing the objectivity of the collected data. The questionnaires were distributed through easily accessible communication platforms, such as WhatsApp and Google Forms. The instrument consisted of three main sections.

1. Respondent demographic data
2. Item indicators related to employee welfare and work facilities
3. Item indicators related to job satisfaction

The questionnaire was distributed personally to enable respondents to complete the research instrument more flexibly and efficiently.

The questionnaire was a closed-ended questionnaire designed using a Likert scale ranging from 1 to 5, representing strongly disagree, disagree, neutral, agree, and strongly agree. All collected data were analyzed using multiple linear regression analysis to determine the magnitude of the influence of the independent variables (employee welfare and work facilities) on the dependent variable (employee satisfaction). This analytical method provides a clearer and more relevant understanding of testing the formulated hypotheses.

### 3.4 Validity and Reliability Testing

Validity testing was conducted to ensure that the instrument accurately measured the variables intended to be examined. Validity reflects the precision of the measurement instrument in performing its function, thereby ensuring that the resulting data are credible ((Naufal et al., 2023). Validity testing was conducted by comparing the calculated correlation coefficient (r-count) with the critical value (r-table) at a 5% significance level, using the following criteria:

- 1)  $R_{\text{count}} > R_{\text{table}} \rightarrow$  item is valid
- 2)  $R_{\text{count}} < R_{\text{table}} \rightarrow$  item is not valid

Reliability refers to the extent to which an instrument produces consistent results when used repeatedly (Adil Ahmad et al., 2023). Reliability testing of the Likert-scale questionnaire was conducted using Cronbach's alpha. An instrument is considered reliable if the Cronbach's alpha value exceeds the predetermined threshold, indicating that the instrument can be trusted to consistently measure the research variables. All collected data were analyzed using SPSS statistical software. The use of this software facilitated the assessment of item consistency and measurement accuracy, ensuring that the research findings were scientifically reliable and accountable. Through this methodological approach, this study is expected to contribute meaningfully to the development of human resource policies within organizations.

## 4. Results and Discussion

### 4.1 Respondent Characteristics

The analysis of respondent characteristics provides an initial overview of employees' job backgrounds, perceptions and positions within the organizational structure. This analysis is also expected to help explain how company policies are received and perceived by employees at different structural levels. Accordingly, respondent characteristic data served as a preliminary foundation for examining the relationship between job background and the level of job satisfaction measured in this study.

Table 1. Respondents by Job Position

		Frequency	Percent	Valid Percent
<i>Valid</i>	Admin Cashier	3	12.5	12.5
	Online Admin	1	4.2	4.2
	Warehouse	5	20.8	20.8
	Store Manager	3	12.5	12.5
	Finance & Tax	2	8.3	8.3
	Office Boy	2	8.3	8.3
	Purchasing	1	4.2	4.2
	Sales	6	25.0	25.0
	Deputy Manager	1	4.2	4.2
	Total	24	100.0	100.0

Source: SPSS 27 processed data

Based on Table 1, it can be concluded that most respondents occupy a variety of positions within the organizational structure. This composition reflects the diversity of responsibilities and employee perspectives, allowing the data to provide a comprehensive overview of the study.

Table 2. Respondents by Gender

		Frequency	Percent
<i>Valid</i>	Male	10	41.7
	Female	14	58.3

	Total	24	100.0
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Source: SPSS 27 processed data

As shown in Table 2, the participants in this study included both male and female employees. Although the majority of respondents were female, the involvement of both genders provided a balanced representation for this study.

Table 3. Respondents by Educational Background

		Frequency	Percent
<i>Valid</i>	Diploma (D3)	4	16.7
	Bachelor (S1)	1	4.2
	Senior High School	4	16.7
	Vocational High School	15	62.5
	Total	24	100.0

Source: SPSS 27 processed data

Based on Table 3, most employees have a vocational education background (SMK), while the remainder come from other educational levels. This finding indicates that most of the company's workforce possesses technical skills that align with the organization's needs. This educational composition may have also influenced the respondents' perceptions in this study.

Table 4. Respondents by Age

		Frequency	Percent
<i>Valid</i>	20-25	7	29.2
	25-30	10	41.7
	>30	7	29.2
	Total	24	100.0

Source: SPSS 27 processed data

Based on Table 4, employees in the company represent diverse age groups, ranging from younger to more mature workers. The productive age group (25–30 years) dominates the respondent composition, reflecting an energetic and adaptable work force. Age diversity may also influence employees' perspectives and perceptions of company policies, work facilities, and job satisfaction levels. Such diversity serves as a strength in fostering a collaborative environment.

Table 5. Respondents by Length of Service

		Frequency	Percent
<i>Valid</i>	0-3 Years	8	33.3
	>4 Years	16	66.7
	Total	24	100.0

Source: SPSS 27 processed data

Based on Table 5, the majority of employees have a relatively long length of service, while others are still considered new. This composition reflects the diversity of work experience within the organization. Employees with longer tenures are likely to possess a deeper understanding of organizational culture and work processes, whereas newer employees may contribute innovative ideas and fresh perspectives. This combination has the potential to create a positive synergy that improves overall organizational performance.

Respondent characteristics are important because previous studies have indicated that differences in age, education, and job position can influence perceptions of organizational policies and levels of job satisfaction (Dunggio et al., 2023). For example, employees with vocational education backgrounds tend to focus more on the technical aspects of work, whereas those with higher educational attainment



are more sensitive to career development opportunities and psychological well-being. Therefore, the diversity of respondents in this study strengthens the validity of the findings by capturing a wide range of perspectives within the organization.

#### 4.2 Validity Test

Validity parameters are used to ensure that a research instrument accurately measures the intended variables (Fariz et al., 2025). In validity testing, an instrument is considered valid if the calculated correlation value (r-count) is greater than the critical value (r-table). Based on a sample size of 24 respondents and a significance level of 5%, the r-table value was 0.404. The results below present the feasibility of the survey items used to measure the variables examined.

Table 6. Validity Test Results

Variable	Item	R <sub>count</sub>	R <sub>table</sub>	Description
Employee Welfare (X <sub>1</sub> )	1.	0,784	0,404	Valid
	2.	0,874	0,404	Valid
	3.	0,787	0,404	Valid
	4.	0,903	0,404	Valid
	5.	0,863	0,404	Valid
	6.	0,827	0,404	Valid
	7.	0,856	0,404	Valid
	8.	0,901	0,404	Valid
	9.	0,825	0,404	Valid
	10.	0,829	0,404	Valid
	11.	0,806	0,404	Valid
	12.	0,793	0,404	Valid
Work Facilities (X <sub>2</sub> )	1.	0,532	0,404	Valid
	2.	0,825	0,404	Valid
	3.	0,736	0,404	Valid
	4.	0,883	0,404	Valid
	5.	0,839	0,404	Valid
	6.	0,702	0,404	Valid
	7.	0,784	0,404	Valid
	8.	0,685	0,404	Valid
	9.	0,773	0,404	Valid
	10.	0,736	0,404	Valid
	11.	0,705	0,404	Valid
	12.	0,724	0,404	Valid
Employee Job Satisfaction (Y)	1.	0,508	0,404	Valid
	2.	0,855	0,404	Valid
	3.	0,776	0,404	Valid
	4.	0,637	0,404	Valid
	5.	0,735	0,404	Valid
	6.	0,527	0,404	Valid
	7.	0,769	0,404	Valid
	8.	0,815	0,404	Valid
	9.	0,661	0,404	Valid
	10.	0,753	0,404	Valid
	11.	0,776	0,404	Valid
	12.	0,728	0,404	Valid

Source: SPSS 27 processed data

Based on Table 6, all questionnaire items used to measure employee welfare (X<sub>1</sub>), work facilities (X<sub>2</sub>), and employee job satisfaction (Y) were declared valid. This validity is demonstrated by r-count values that exceed the r-table values. These validity results support previous findings stating that a research

instrument is considered valid when the item–total correlation exceeds the r-table threshold (Hendryadi, 2021). The results are also consistent with studies indicating that survey instruments related to employee welfare exhibit high validity when associated with job satisfaction in the retail sector and are relevant for measuring employees’ work experiences (Gazi et al., 2024).

#### 4.3 Reliability Test

Reliability testing indicates the level of consistency and dependability of an instrument in producing stable and trustworthy data (Adil Ahmad et al., 2023). The higher the reliability of an instrument, the greater its accuracy (Fariz et al., 2025). The output below presents the reliability of the research variables.

Table 7. Reliability Test Results

Variable	Cronbach’s Alpha	Alpha Threshold	Description
Employee Welfare (X1)	0,961	$\geq 0,6$	Reliable
Work Facilities (X2)	0,925	$\geq 0,6$	Reliable
Employee Job Satisfaction (Y)	0,913	$\geq 0,6$	Reliable

Source: SPSS 27 processed data

Based on Table 7, all research variables (X1, X2, and Y) exceeded the minimum reliability standard, indicating that the instruments possessed very high reliability and were suitable for measuring the variables in this study. High reliability values ( $\alpha > 0.9$ ) indicate excellent instrument consistency (Sabid & Fitrianingrum, 2025). This finding aligns with established standards suggesting that reliability coefficients above 0.7 are sufficient for research purposes, meaning that each questionnaire item produces stable and dependable results in representing actual conditions (Gazi et al., 2024). These findings are further supported by previous research emphasizing the importance of reliable instruments in quantitative studies (Subhaktiyasa, 2024).

#### 4.4 Hypothesis Testing

Hypothesis testing was conducted to examine the effects of the variables, both partially and simultaneously.

Table 8. Results of the t-Test

Coefficients <sup>a</sup>			
Model		t	Sig.
1	(Constant)	.226	.823
	Employee Welfare (X1)	2.276	.033
	Work Facilities (X2)	2.113	.047

a. Dependent Variable: Y

Source: SPSS 27 processed data

Based on the results in Table 8, employee welfare (X1) and work facilities (X2) each have calculated t-values with significance levels below 0.05. Therefore, it can be concluded that both X1 and X2 partially have significant effects on employee job satisfaction (Y). Accordingly, the hypotheses stating that employee welfare and work facilities influence job satisfaction are accepted. The t-test results of this study are consistent with theoretical perspectives suggesting that employee welfare enhances intrinsic motivation, whereas work facilities function as hygiene factors that reduce dissatisfaction. Similar studies have also found that employee welfare contributes positively to job satisfaction (Wardani et al., 2024), while other research emphasizes the importance of work facilities as key determinants supporting productivity (Saputra, 2023).

Table 9. Results of the F-Test

Model	F	Sig.
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	Regression	11.292	<.001 <sup>b</sup>
	Residual		
a. Dependent Variable: y			
b. Predictors: (Constant), x2, x1			

Source: SPSS 27 processed data

An F-test was conducted to examine the simultaneous effect of the independent variables on the dependent variable. As shown in Table 9, the calculated F-value was 11.292, with a significance level of less than 0.001. Since the significance value is below the threshold of 0.05, it can be concluded that employee welfare (X1) and work facilities (X2) simultaneously have a significant effect on employees' job satisfaction (Y).

The F-test results reinforce the finding that employee welfare and work facilities jointly exert a significant influence on job satisfaction. This finding is consistent with the research by Farhani and Amalia (2025), who demonstrated that the combination of physical work environment factors and psychological welfare enhances job satisfaction and reduces turnover intention. Lower turnover intention is typically reflected in reduced employee indiscipline, including absenteeism and tardiness.

Table 10. Coefficient of Determination (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 <sup>a</sup>	.518	.472	6.67171

a. Predictors: (Constant), x2, x1

Source: SPSS 27 processed data

Based on Table 10, the R Square value is 0.518, indicating that 51.8% of the variation in employee job satisfaction (Y) can be explained by employee welfare and work facilities. This suggests that the regression model has a strong explanatory power in describing the relationship between the variables. Meanwhile, the remaining 48.2% of the variation in job satisfaction is influenced by other factors not examined in this study, such as leadership style, communication, and career development opportunities (Wahyudi & Mahargiono, 2022). This finding provides an opportunity for future research to explore additional variables that may contribute to employee satisfaction.

Table 11. Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.887	8.337		.226	.823
	X1	.398	.175	.421	2.276	.033
	X2	.435	.206	.391	2.113	.047

Source: SPSS 27 processed data

Based on the data processing results, the multiple linear regression equation was formulated as follows:

$$Y: 1,887 + 0,398X_1 + 0,435X_2$$

The regression equation is interpreted as follows:

1. The constant value of 1.887 indicates that if employee welfare (X1) and work facilities (X2) are assumed to be zero or absent, employee job satisfaction (Y) will be 1.887.

2. The regression coefficient for employee welfare (X1) of 0.398 indicates that every one-unit increase in employee welfare, assuming work facilities remain constant, will increase employee job satisfaction by 0.398.
3. The regression coefficient for work facilities (X2) of 0.435 implies that every one-unit increase in work facilities, assuming employee welfare remains constant, will increase employee job satisfaction by 0.435.

These results demonstrate that both employee welfare and work facilities positively influence employee job satisfaction.

## **5. Conclusion**

### **5.1 Conclusion**

Based on the overall findings and discussions presented in the previous sections, the conclusions of this study are as follows:

1. Employee welfare has been proven to have a positive and significant effect on job satisfaction. Companies that can provide adequate salaries, allowances, health insurance, flexible leave policies, and supportive facilities, such as employee loan programs, enhance employees' sense of being valued and cared for. This condition leads to higher levels of employee commitment and loyalty.
2. Adequate work facilities contribute significantly to job satisfaction. Physical facilities, including workspaces, computers, parking areas, and developmental facilities such as training and transportation, not only support operational efficiency but also create a productive and conducive working environment. Thus, well-managed work facilities enhance the quality of employees' work experiences and support their effectiveness and productivity.
3. Simultaneously, employee welfare and work facilities exert a strong influence on employees' job satisfaction. The multiple linear regression results confirm that job satisfaction is not determined by a single factor but rather by a combination of interrelated financial, physical, and work-environment aspects. Therefore, organizations must maintain a balance between providing welfare and work facilities to achieve optimal job satisfaction.

Overall, the better the employee welfare and work facilities provided by the company, the higher the employees' job satisfaction. This satisfaction has implications for increased productivity, dedication, and sustainable employee contributions toward achieving organizational goals.

### **5.2 Recommendations**

#### **1) Recommendations for the Company**

- a. Companies should expand their welfare programs beyond financial aspects to include non-financial dimensions, such as personal attention, psychological support, and recognition of employee performance. This approach is essential for fostering a sense of belonging and intrinsic motivation among employees.
- b. Management should conduct periodic evaluations of work facilities to ensure that their availability aligns with operational needs and to implement routine maintenance so that facilities remain functional and suitable for use.
- c. The development of training facilities and career development programs should be prioritized to provide employees with opportunities to enhance their competencies, which in turn increases job satisfaction and performance.

#### **2) Recommendations for Future Researchers**

- a. Future studies should incorporate additional variables, such as leadership style, organizational culture, and internal communication, to obtain a more comprehensive understanding of the factors influencing job satisfaction.
- b. The sample size may be expanded to include similar companies across different industrial sectors so that the findings are not limited to a single organization and can be compared across firms.
- c. The use of mixed methods, including in-depth interviews, is recommended to enrich quantitative data with qualitative insights into employees' experiences.

### **5.3 Limitations**

This study had several limitations that should be considered when interpreting the results. First, the number of respondents was limited to only 24 permanent employees of PT Hutomo Baut Indonesia.

Second, this study focused solely on two independent variables employee welfare and work facilities without considering other factors that may also influence job satisfaction. Consequently, the scope of the analysis remains relatively narrow and does not fully capture the complexity of the determinants affecting employee job satisfaction.

Third, the use of questionnaires as the primary data collection method introduces the possibility of subjective perception bias, either due to respondents' misunderstanding of statements or their tendency to provide socially desirable responses. Fourth, this study employed a cross-sectional quantitative design and collected data at a single point in time. As a result, it cannot capture the dynamic changes in job satisfaction arising from shifts in organizational policies or conditions. Despite these limitations, the findings provide valuable preliminary contributions that can serve as a foundation for future research by expanding the methodological approaches, variable scope, and population coverage.

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