

# IMPROVING HOTEL EMPLOYEE PERFORMANCE THROUGH THE MEDIATING ROLE JOB SATISFACTION

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## ABSTRACT

Human resources play a vital role in helping hotels achieve their organizational goals. For hotels to succeed, they need employees who perform well. Unfortunately, the Kuta Central Park Hotel experienced a 3.5% drop in employee performance during 2020-2021, which is a significant issue. A poor work environment can lead to job dissatisfaction, which can negatively impact employee performance. This study aims to understand the impact of the work environment on employee performance, using job satisfaction as a mediator. The research was conducted on the employees of the Kuta Central Park Hotel, with a sample size of 39 people, using a saturated sampling method. The path analysis and Sobel test were used to analyze the data. The results show that the work environment has a positive and significant effect on employee performance and job satisfaction. Moreover, job satisfaction has a positive and significant impact on employee performance. The work environment indirectly affects employee performance through job satisfaction, and job satisfaction partially mediates the relationship between the work environment and employee performance. The study recommends conducting operational checks to reduce the number of damaged equipment, checking work infrastructure at regular intervals, providing motivation, and conducting employee evaluations to improve employee performance and build trust in their work.

Keywords: *work\_environment, job\_satisfaction, employee\_performance*

## 1. INTRODUCTION

Human resources play a crucial role in helping hotels achieve their organizational goals. Hotels need competent and skilled human resources to enhance employee performance, which has a direct impact on the company's overall performance. Employee performance is determined by the work an employee completes within a set period, compared to predetermined standards, targets, or criteria that have been mutually agreed upon (Arda, 2017). This means that employee performance is the actual result of an employee's work, based on the job requirements set by the company, and it can help the company achieve its goals, such as providing customer satisfaction, building a good company image, and ensuring the well-being of all employees in both the internal and external environments. This can be supported by job satisfaction.

Employee performance indicators are used to measure and evaluate the individual performance of an employee. According to Suryani and Resniwati (2022), these indicators include the amount and quality of work, punctuality, attendance, and

cooperation. Marbun and Jufrizen (2022) state that performance indicators can be categorized into three aspects: quality, quantity, and working time. According to Ayunasrah (2022), there are seven indicators of employee performance, including future goals, feedback on standards, tools or resources, competence, motivation, and opportunities.

According to Marbun and Jufrizen (2022), job satisfaction is a positive attitude shown by employees towards their work. It allows employees to work happily without feeling burdened by the work and provide optimal results for the company. Job satisfaction is a perception or impression of employee performance and expectations by achieving work goals, placement, treatment, and the atmosphere of the work environment. Lie (2018) state that indicators of employee performance include work quality, quantity, timeliness, effectiveness, and independence. Nabawi (2019) adds that satisfaction with salary or wage payments, satisfaction with the job itself, satisfaction with colleagues, satisfaction with promotions, and satisfaction with work supervision are also important factors in determining job satisfaction.

A good work environment is one where employees can carry out their tasks optimally, safely, healthily, and comfortably. According to Siagian and Khair (2018), the work environment encompasses everything around the employee that can influence their work performance. It can be classified into two categories: physical work environment and non-physical work environment. Physical environment refers to the physical conditions around the workplace that can affect employees directly or indirectly, such as lighting, workplace temperature, air humidity, air circulation, noise, work tools, or equipment. On the other hand, non-physical work environment refers to all conditions related to work relationships, including relationships with superiors, co-workers, or subordinates. Jerry et al. (2012) suggested several indicators for measuring the work environment, such as work equipment, employee services, working conditions, and personal relationships. Wuwungan et al. (2017) also identified indicators of the work environment, including light, air temperature, workspace, security, and employee relations.

According to a study conducted by Putri and Mani (2019), it was found that the work environment has a significant and positive impact on the performance of employees. Another research conducted by Cahyoseputro et al. (2021) focused on the Intercontinental Midplaza Hotel Jakarta and found that the work environment has a significant and positive effect on job satisfaction. Similarly, Suryani and Resniawati (2022) conducted a study with 69 respondents and found that job satisfaction influences employee performance at the Harper Purwakarta Hotel. Hanafi et al. (2017) also found that job satisfaction plays a mediating role in the relationship between the work environment and employee performance, and has a positive impact on both.

Based on the author's observations, the decline in employee performance at the Kuta Central Park Hotel is caused by various factors related to the work environment. There appears to be a lack of cooperation among employees, resulting in decreased initiative and less conducive working conditions. For instance, the kitchen chimney was not cleaned enough, causing it to rust and resulting in a small fire. The office space is also not neatly arranged, making it difficult to locate necessary items. Additionally, the work environment is toxic, with employees gossiping about each other. Furthermore, employees expressed dissatisfaction with their salaries and the lack of promotion opportunities. These factors can significantly impact employee performance. If the work environment is more comfortable and conducive, employee job satisfaction will increase, leading to an improvement in their performance.

The presence of a research gap allows researchers to propose a hypothesis by identifying factors that affect job performance, specifically the role of job satisfaction as a mediator. Hanafi's (2017) previous research revealed that work environment variables did not significantly influence employee performance.

However, Ayunasrah (2022) found that job satisfaction partially mediates and weakens the impact of the work environment on employee performance. Similarly, Putri and Mani (2023) concluded that the work environment does not significantly affect employee performance at the Liberta Kemang Hotel. These studies provide empirical evidence that the work environment has varying effects on job performance. This research aims to test these findings by introducing a mediating variable, job satisfaction, to determine the direct and indirect influences between the variables. The study tests the mediating variable of job satisfaction on different objects and at different times, recognizing that each research object has unique characteristics. The novelty of this research lies in the addition of mediating variables to increase the impact between variables and its location at a different time and research object from previous studies.

Various studies have shown that the work environment plays an essential role in determining the performance of employees. This holds true for hotel employees (Widiantari and Santoso, 2019) as well as for employees in private companies (Bhasary, 2018; Hanafi 2017). Further, research has indicated that a positive work environment has a significant impact on employee job satisfaction (Cahyoseputro, et al, 2021; Mariyanti and Saputri, 2019; Aruan and Fakhri, 2015), which ultimately affects employee performance positively (Suryani and Resniawati, 2022; Siagian and Khair, 2018; Febriyana, 2015). This research aims to determine the influence of the work environment on employee performance both directly and indirectly with the mediating role of job satisfaction.

## 2. RESEARCH METODOLOGY

This research was conducted for the employees of Kuta Central Park Hotel, which operates in the accommodation and food and beverage sectors. The study aimed to assess job satisfaction among employees. The research population initially included all 40 employees, but to maintain independence, eliminate bias, and ensure research objectivity, the researcher was excluded from the population and not used as samples or respondents. Therefore, the sample size for the study was 39 people from Kuta Central Park Hotel. Data collection was carried out using observation, interviews, documentation, literature, and questionnaires. The questionnaires used a Likert scale with five answer choices ranging from strongly disagree (with a value of one) to strongly agree (with a value of five). The instrument testing was carried out by testing validity and reliability using SPSS software. The study used path analysis and Sobel test to determine the job satisfaction variable as a mediating variable.

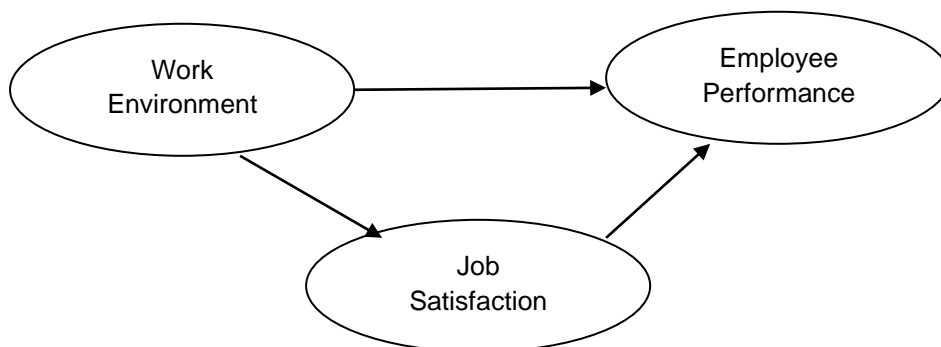


Figure 1. Research Model

### 3. RELATED RESEARCH/LITERATUR REVIEW

According to research conducted by Widiantari and Santoso (2019) on the employees of the Grand Inna Hotel Kuta-Bali, the work environment has a positive and significant impact on the performance of the hotel's employees. This finding is supported by Bhasary (2018), and concluded that work environment variables, as well as occupational health and safety, have a significant influence on employee performance both independently and collectively. Additionally, Hanafi (2017) affirms that work environment variables have a positive and significant effect on job satisfaction.

Cahyoseputro et al. (2021) found that the work environment has a positive and significant impact on job satisfaction. The second hypothesis that presented the relationship between the work environment and job satisfaction was also supported by the research conducted at the Intercontinental Midplaza Hotel Jakarta. By testing this hypothesis, the previous research findings regarding the positive impact of the work environment on job satisfaction by Mariyanti and Saputri (2019) at the Syariah Hotel in Padang City were also supported. Aruan and Fakhri (2015) also conducted research at Distribution PT. Freeport Indonesia, which supported the claim that both the physical and non-physical work environments positively and significantly influence employee job satisfaction.

According to previous research conducted by Siagian and Khair (2018), job satisfaction has a positive and significant impact on employee performance. Similarly, Suryani and Resniawati (2022) found that job satisfaction affects employee performance at the Harper Purwakarta Hotel. Another study by Wanda Febriyana (2015) also supports the idea that job satisfaction has a positive and significant correlation with the performance of employees at PT. Kabepe Chakra.

### 4. RESULTS AND DISCUSSION

Path analysis was used to test relationship patterns and reveal variable influences. Regression analysis via SPSS was used for parameter estimation.

Table 1. Coefficients Substructure 1 (Model 1)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,695	6,548		0.870	0.390
	Work Environment (X)	0.577	0.181	0.458	3,192	0.003
	Job Satisfaction (M)	0.443	0.177	0.359	2,503	0.017
R2	0.543					

a. Dependent Variable: Employee Performance (Y)  
Source: processed data (2024)

$$\text{Equation 1: } Y = 5.695 + 0.577 X + 0.443 M + e$$

Calculating path coefficients individual based on the results of the analysis in Table 1, it can be seen that the regression coefficient of the work environment on employee performance is 0.577 with the absolute value t 3,192 and sig value. 0.003 < a (0.05) so that indicate that the work environment has a positive and significant effect on employee performance. The regression coefficient of the job satisfaction on employee performance is 0.443 with the absolute value t 2.503 and sig value. 0.017 < a (0.05), that mean the jobsatisfaction has a positive and significant effect on employee performance.

Table 2. Coefficients Substructure 2 (Model 2)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,579	5,056		4.070	0.000
	Work Environment (X)	0.633	0.132	0.615	4,799	0.000
R2		0.543				

a. Dependent Variable: Job Satisfaction (M)  
Source: processed data (2024)

$$\text{Equation 2: } M = 20,579 + 0.633 X + e$$

Based on the results of the analysis in Table 2, it can be seen that the regression coefficient of the work environment on job satisfaction is 0.663 with an absolute value of t 4,799 and sig value.  $0.000 < \alpha (0.05)$  so that indicate that the work environment has a positive and significant effect on job satisfaction.

Based on the calculation results, it is obtained that Z-count is  $2.19 > Z$  table 1.96, thus the job satisfaction variable has a mediating role in the relationship between the work environment and employee performance. Based on substructure 1 and substructure 2, it can be seen that the magnitude of the direct, indirect and total influence between the research variables is:

Table 3. Direct and Indirect Influence

Variable		Direct influence	Influence through job satisfaction	Total influence
Work environment	→ Employee performance	0.577	0.294	0.871
Work environment	→ Job satisfaction	0.633		0.633
Job satisfaction	→ Employee performance	0.443		0.443

Source: processed data (2024)

Based on Table 3, the results of the research state that the analysis of the work environment on employee performance has a direct influence, it is known that the regression coefficient is 0.577 with an absolute value of t 3.192 and Sig value. 0.003. These results mean that the work environment has a positive and significant effect on employee performance. It is also interpreted as the better the work environment, the better the employee's performance. The results by analyzing the work environment on job satisfaction state, that there was a direct influence with the coefficient 0,633 and an absolute value of t 4.799 and a Sig value. 0.000. These results mean that the work environment has a direct, positive and significant effect on job satisfaction. It is also interpreted as the better the work environment, the greater the job satisfaction of employees. On the relation of job satisfaction to employee performance, there was a direct influence with the coefficient is 0.443 (positive) and a Sig value 0.017). These results mean that job satisfaction has a direct, positive and significant effect on employee performance. It is also interpreted as the more satisfied employee satisfaction will provide optimal employee performance.

The results of the research state that the calculation results obtained are Z-count  $2.19 > Z$  table (1.96), thus job satisfaction mediates the work environment on employee performance. The influence of the work environment on employee performance, it was found that the work environment has a positive and significant direct and indirect influence through job satisfaction on employee performance with coefficient values of 0.577 and 0.294 respectively so that the total influence is 0.871. So, the job satisfaction variable can be said to be a partial mediation variable. This result means that the better the employee's work environment and the increased job satisfaction, the lower the decline in employee performance in the company.

## 5. CONCLUSION

According to the research, the work environment has a positive and significant impact on the performance of employees. This impact is mediated by job satisfaction, which also has a positive and significant effect on employee performance. It means that improving the work environment and ensuring job satisfaction can lead to increased employee performance at the Kuta Central Park Hotel. Therefore, it is important to conduct regular operational checks to reduce the number of damaged equipment, maintain work infrastructure, provide motivation, and evaluate employees to improve their job satisfaction and performance.

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