

EFFORTS TO INCREASE EMPLOYEE JOB SATISFACTION IN THE HOSPITALITY BUSINESS

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Abstract: *Employees are one component of human resources that is important to note because employees have an important role in supporting the success of the company. The purpose of this study was to examine the effect of employee job satisfaction on leadership, team work, and work motivation on XYZ Hotel employees. The method used in this research is descriptive and causality. Data collection was carried out by distributing questionnaires. The sample in this study were 67 employees. The sampling technique in this study used a nonprobability sampling sample with a purposive sampling method. The data analysis technique used in this research is multiple linear regression analysis technique. The methods for analyzing data in this study are normality, classical assumptions, model testing and hypotheses. The result of this study is that leadership and work motivation have a positive effect on employee job satisfaction. While the work team has no effect on employee job satisfaction.*

Keywords: job satisfaction, leadership, work motivation, work team

INTRODUCTION

At this time, every organization really needs quality employees to achieve its vision. According to [Suryawan and Andrew \(2013, 56\)](#) and [Suryawan \(2023, 1016\)](#) employees also really want to achieve job satisfaction in order to maximize employee performance.

[Suryawan \(2022, 18\)](#) said hotel business has improved in line with the improvement of hotel business in Indonesia. For that, XYZ Hotel is a company managed to provide accommodation facilities and services located in Jakarta. XYZ Hotel is the largest private and independent hotel management group in Southeast Asia. XYZ Hotel provides a

variety of complete and comfortable hotel facilities as well as a strategic location so that visitors can enjoy while visiting the hotel. In an era of high competition and ever-increasing hotel prices, XYZ Hotel provides middle-class hotel facilities at affordable prices so, that all people can experience staying at a hotel. XYZ Hotel continues to be consistent in ensuring cleanliness, safety and continues to improve services in terms of employees and hotels so that every visitor can experience the best service from XYZ Hotel. [Suryawan et al. \(2022, 420\)](#) explain that management determines the tasks that have been completed by the team by relying on the available resources in order to minimize the risk of loss during times of

uncertainty and then abundant resources owned by the company so as to minimize the losses faced by the company. Research objectives to get empirical evidence about the influence of leadership, work team, and work motivation on employee job satisfaction at XYZ Hotel.

Job Satisfaction

According to Hidayat et al. (2019, 115) satisfaction is related to a person's feelings, or what a person is feeling at a certain moment, related to the achievements he has made. [Suryawan and Andrew \(2013, 57\)](#) says, employees who do not get job satisfaction will never reach psychological maturity, and this will result in frustration, low work morale, fatigue and boredom, and emotional instability. If someone does a job, then he is satisfied with what he does and what he gets, then the satisfaction he experiences will naturally affect his work productivity. It can be said, job satisfaction is one of the important factors that must be maintained in the company so that employees can show good performance at work. So, it can be said, satisfaction is related to a person's feelings, or what a person is feeling at a certain moment, related to the achievements he has made. If someone does a job, then he is satisfied with what he does and what he gets, then the satisfaction he experiences will naturally affect his work productivity.

Leadership

The establishment of an organization cannot be separated from the role of the leader, because the leader is the most important foundation in an organization. According to [Fahmi \(2016, 105\)](#) leadership is a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks according to planned orders. [Suryawan and Prasastyo \(2022, 309\)](#) explain that good leaders are able to bring an organization in a direction that is in line with its

mission and vision set by management. Without good leadership, then the organization will run without clear direction. The organizational setup process is underway, because it is influenced by the functions of organizing, division of tasks, communication, motivation, authority and exemplary leadership. So, leaders must be able to carry organization to achieve organizational goals.

Work Team

A job will definitely feel lighter if we work with other people. With a work team, work can be completed quickly and the work completed can bring optimal results. According to [Resnadita \(2020, 814\)](#) teamwork is a group of individuals who depend on tasks and responsibilities for each result together. [Awalia et al. \(2020, 13\)](#) argue that work team is very necessary in a company to increase efficiency and effectiveness. If the company does not have strong teamwork between divisions with other divisions or between one employee and another employee, the results will be different obtained will not be optimal and the company's goals will not be achieved. [Auromigo et al. \(2019, 194\)](#) said team work is an effort to achieve high work productivity with better results so that everyone must work through a group that works cooperatively so that teamwork is the most important factor in the smooth running of an organization. [Arifin \(2020, 187\)](#) said that collaboration in teams can encourage employees to interact and make work easier when done in groups, thus fostering innovation and creativity.

Work Motivation

Work motivation is an encouragement from within a person to do a task or job well and as much as possible. According to [Pristiyanti \(2016, 173\)](#) motivation is the provision of driving force that creates the excitement of one's work, so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. [Suryawan \(2022, 32\)](#),

[Suryawan \(2022, 273\)](#), and [Salsabilla and Suryawan \(2022, 144\)](#) argue that motivation can influence employee performance because motivation is a person's enthusiasm for carrying out certain activities in order to achieve goals.

Hypothesis Development

H₁: There is an influence of the leadership on the job satisfaction of XYZ Hotel

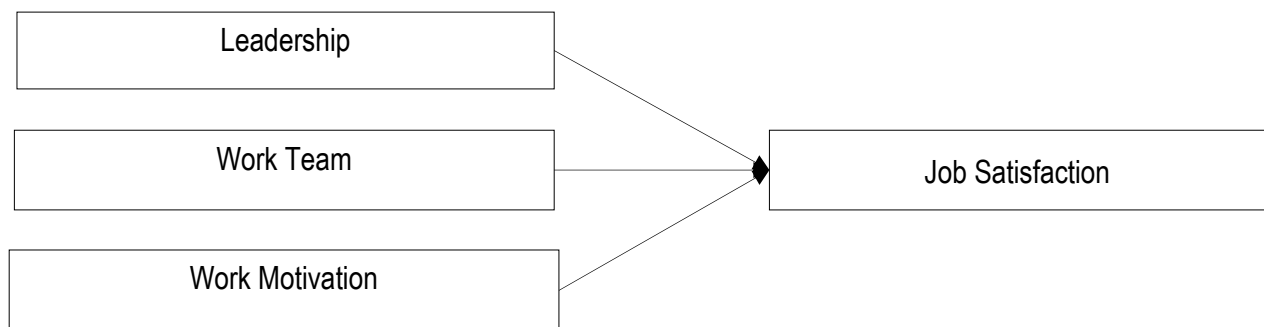


Figure 1. Research Model

employees.

H₂: There is an influence of the work team on the job satisfaction of XYZ Hotel employees.

H₃: There is an influence of work motivation on the job satisfaction of XYZ Hotel employees.

RESEARCH METHODS

In this study has a population of 70 employees. According to [Sugiyono \(2022, 80\)](#) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions.

The sample used in this study amounted to 67 samples without company leaders. According to [Sugiyono \(2022, 81\)](#) the sample is part of the number and characteristics possessed by this population.

The sampling method used in this research is non-probability sampling through purposive sampling. According to [Sugiyono \(2022, 84\)](#) nonprobability sampling is a sampling technique that does not provide equal opportunities/opportunities for each element or member of the population to be selected as a sample.

Data collection techniques in this study used primary data and secondary data. According to [Sugiyono \(2022, 137\)](#) primary

sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors. The primary data used in this study is data from XYZ Hotel employees. While the secondary data of this research comes from questionnaires, books and journals.

According to [Maini and Tanno \(2021\)](#) job satisfaction is an individual's general attitude towards his work where in that job a person is required to interact with colleagues and superiors, follow organizational rules and policies to meet performance standards.

According to [Maini and Tanno \(2021\)](#) leadership is the way a leader influences the behavior of subordinates so they want to work together and work productively to achieve organizational goals.

According to [Maini and Tanno \(2021\)](#) a team is a group whose individual efforts produce higher performance than the sum of individual inputs.

According to [Lang et al. \(2021\)](#) says that motivation is the power that exists within a

person, which drives his behavior to take action.

In measuring the variables of this study using a Likert scale. According to [Sugiyono](#)

(2022, 93) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Table 1. Variable, Indicator and Variable Measurement

Variable	Indicator	Variable Measurement
Leadership	<ol style="list-style-type: none"> 1. Distributive and empowering leadership. 2. Commitment and passion for renewal. 3. Transformative leaders. 4. Learning leadership. 	<i>Likert</i>
Work Team	<ol style="list-style-type: none"> 1. Individualist/Individualistic. 2. Complementary. 3. Cooperative. 	<i>Likert</i>
Work Motivation	<ol style="list-style-type: none"> 1. Intrinsic Motivation. 2. Identified Regulations. 3. Introjected Regulations. 4. External Regulations. 5. Motivation / Amotivation. 6. Altruistic Motivation. 	<i>Likert</i>
Job Satisfaction	<ol style="list-style-type: none"> 1. Job satisfaction with the current work environment. 2. Job satisfaction with the profession. 3. Leaders. 4. Colleagues. 5. Jobs are relatively stable. 	<i>Likert</i>

RESEARCH RESULT

Table 2. Characteristics of Respondents

Charateristics	Frequency	Percent
Gender		
Man	52	77,6%
Woman	15	22,4%
Total	67	100
Age		
20-30	20	29,9
31-40	32	47,8
41-50	13	19,4
51-60	2	3
Total	67	100
Work Experience		
6 months – 1 years	3	4,5
1 – 3 years	36	53,7
3 – 6 years	22	32,8
> 6 Tyears	6	9
Total	67	100
Education		
Diploma	15	22,4
Bachelor (S1)	23	34,3
Senior High School	29	43,3
Total	67	100

Based on the above table it can be seen that of the 67 respondents, the number of male respondents was 52 people and 15 female respondents with respective percentages of 77.6% and 22.4%. For gender the number of respondents aged 20-30 years amounted to 20 people with a percentage of 29.9%, 31-40 years totaled 32 people with a percentage of 47.8%, aged 41-50 years amounted to 13 people with a percentage of 19,4%, and 51-60 years old amounted to 2 people with a percentage of 3%. Meanwhile, for years of service it can be seen that the number of

respondents who worked for 6 months - 1 year totaled 3 people with a percentage of 4.5%, 1 - 3 years of service amounted to 36 people with a percentage of 53.7%, 3 - 6 years of service totaling 22 people with a percentage of 32.8% and working period > 6 years totaling 6 people with a percentage of 9%. Then the last one is the last education, it can be seen that the number of respondents with Diploma education level is 15 people with a percentage of 22.4%, Bachelor (S1) is 23 people with a percentage of 34.3% and Senior High School is 29 people.

Table 3. Validity Test

Variable	Statement items	r_{count}	r_{table}	Information
Leadership (X_1)	K1	0,729	0,2404	Valid
	K2	0,764	0,2404	Valid
	K3	0,524	0,2404	Valid
	K4	0,682	0,2404	Valid
	K5	0,392	0,2404	Valid
	K6	0,777	0,2404	Valid
	K7	0,586	0,2404	Valid
	K8	0,707	0,2404	Valid
	K9	0,677	0,2404	Valid
	K10	0,586	0,2404	Valid
	K11	0,659	0,2404	Valid
	K12	0,740	0,2404	Valid
	K13	0,627	0,2404	Valid
	K14	0,742	0,2404	Valid
	K15	0,715	0,2404	Valid
	K16	0,728	0,2404	Valid
	K17	0,714	0,2404	Valid
	K18	0,702	0,2404	Valid
	K19	0,695	0,2404	Valid
	K20	0,759	0,2404	Valid
	K21	0,568	0,2404	Valid
	K22	0,677	0,2404	Valid
	K23	0,534	0,2404	Valid
Work Team (X_2)	TK1	0,616	0,2404	Valid
	TK2	0,308	0,2404	Valid
	TK3	0,695	0,2404	Valid
	TK4	0,437	0,2404	Valid
	TK5	0,439	0,2404	Valid
	TK6	0,628	0,2404	Valid
	TK7	0,760	0,2404	Valid
	TK8	0,265	0,2404	Valid
	TK9	0,640	0,2404	Valid
	TK10	0,754	0,2404	Valid
	TK11	0,650	0,2404	Valid
	TK12	0,650	0,2404	Valid
	TK13	0,542	0,2404	Valid
	TK14	0,685	0,2404	Valid
	TK15	0,750	0,2404	Valid
	TK16	0,706	0,2404	Valid
	TK17	0,764	0,2404	Valid
	TK18	0,739	0,2404	Valid
Work Motivation (X_3)	MK1	0,762	0,2404	Valid

Variable	Statement items	r _{count}	r _{table}	Information
Job Satisfaction (Y)	MK2	0,661	0,2404	Valid
	MK3	0,699	0,2404	Valid
	MK4	0,717	0,2404	Valid
	MK5	0,696	0,2404	Valid
	MK6	0,673	0,2404	Valid
	MK7	0,621	0,2404	Valid
	MK8	0,704	0,2404	Valid
	MK9	0,654	0,2404	Valid
	MK10	0,713	0,2404	Valid
	MK11	0,546	0,2404	Valid
	MK12	0,403	0,2404	Valid
	MK13	0,574	0,2404	Valid
	MK14	0,660	0,2404	Valid
	MK15	0,543	0,2404	Valid
	MK16	0,696	0,2404	Valid
	Y1	0,678	0,2404	Valid
	Y2	0,739	0,2404	Valid
	Y3	0,602	0,2404	Valid
	Y4	0,677	0,2404	Valid
	Y5	0,509	0,2404	Valid
	Y6	0,590	0,2404	Valid
	Y7	0,556	0,2404	Valid
	Y8	0,455	0,2404	Valid
	Y9	0,696	0,2404	Valid
	Y10	0,736	0,2404	Valid
	Y11	0,690	0,2404	Valid
	Y12	0,571	0,2404	Valid
	Y13	0,585	0,2404	Valid
	Y14	0,701	0,2404	Valid
	Y15	0,634	0,2404	Valid
	Y16	0,719	0,2404	Valid
	Y17	0,667	0,2404	Valid
	Y18	0,547	0,2404	Valid
Y19	0,639	0,2404	Valid	
Y20	0,547	0,2404	Valid	
Y21	0,592	0,2404	Valid	
Y22	0,493	0,2404	Valid	

Table 4. Reliability Test

Variable	Number of Questions	Cronbach Alpha	Limit = 0,60	Information
Leadership (X ₁)	23	0,943	0,60	Reliable
Work Team (X ₂)	18	0,860	0,60	Reliable
Work Motivation (X ₃)	16	0,907	0,60	Reliable
Job Satisfaction (Y)	22	0,925	0,60	Reliable

Table 5. Goodness of Fit Model Test Results (F Test)

Model	Df	F	Sig.
1 Regression	3	103,515	0,000
Residual	63		
Total	66		

Table 6. T Test Results (Hypothesis Test)

Model	t	Sig.
1 (Constant)	2,524	0,014
Leadership	3,046	0,003
Work Team	1,806	0,076
Work Motivation	3,400	0,001

Based on the validity test table, it can be concluded that all independent variables, namely leadership, work team, and work motivation as well as the dependent variable, namely job satisfaction, have positive r count and r count $>$ r table, so that all questionnaire statements in this study are declared valid and can be used to measure what it is supposed to measure.

Based on the reliability test table above, it can be seen that all the variables studied, namely leadership, work team, work motivation, and job satisfaction have Cronbach Alpha values $>$ 0.60, so that all statements in the questionnaire are reliable and can produce stable answers from time to time.

Based on the results of the goodness of fit model test (f test) using the p-value approach, it can be seen that leadership, team work, and work motivation have a significant level of 0.000 so that the value is sig. $0.000 <$ α 0.05. Because the sig value $<$ α , it can be

concluded that H_0 is rejected so that the model is fit or feasible to use in research.

The t value of the leadership variable based on table 6 is 3.046. The t table value is obtained from the t distribution table by considering the value of $df = (n-p-1)$ and $\alpha/2$, so that $df = 67 - 3 - 1 = 63$ and $\alpha/2 = 0.05/2 = 0.025$. Then seen from the t distribution table with $df = 63$ and $\alpha = 0.025$.

The calculated t value of the work team variable based on table 6 is 1.806. The t table value is obtained from the t distribution table by considering the value of $df = (n-p-1)$ and $\alpha/2$, so that $df = 67 - 3 - 1 = 63$ and $\alpha/2 = 0.05/2 = 0.025$. So seen from the t distribution table with $df = 63$ and $\alpha = 0.025$ the results obtained t table = 1.99834. The value of t count is $1.806 <$ t table is 1.99834, so it can be concluded that H_a is rejected and H_0 is accepted, meaning that there is no influence of the work team on the job satisfaction of XYZ Hotel employees.

The calculated t value of work motivation variable based on table 6 is 3.400. The t table value is obtained from the t distribution table by considering the value of $df = (n-p-1)$ and $\alpha/2$, so that $df = 67 - 3 - 1 = 63$ and $\alpha/2 = 0.05/2 = 0.025$. So seen from the t distribution table with $df = 63$ and $\alpha = 0.025$, the value of t table = 1.99834 is obtained. The t value is $3.400 > t$ table 1.99834, so it can be concluded that H_a is accepted and H_0 is rejected, meaning that there is a positive effect of job satisfaction on XYZ Hotel employee job satisfaction.

CONCLUSION

1. H_1 is accepted and H_{01} is rejected, meaning that there is an influence of leadership on XYZ Hotel employee job satisfaction. The results of this study are in accordance with previous research by Shahnaz et.al. (2022) which states that the leadership variable has a direct effect on job satisfaction and in accordance with the opinion of [Suryawan and Prasastyo \(2022, 309\)](#) explains that a good leader is able to bring the organization in a direction that is in accordance with its mission and vision set by management.
2. H_2 is rejected and H_{02} is accepted, meaning that there is no influence of the work team on XYZ Hotel employee job satisfaction. The results of this study are in accordance with previous research by Shahnaz et al. (2022) which states that the work team has no direct effect on job satisfaction. This hypothesis is not in accordance with research from [Awalia et al. \(2020, 13\)](#) argue that team work is very necessary in a company to increase efficiency and effectiveness.
3. H_3 is accepted and H_{03} is rejected, meaning that there is an influence of work motivation on XYZ Hotel job satisfaction. The results of this study are in accordance with previous research by Shahnaz et.al.

(2022) which states that work motivation has a direct effect on job satisfaction and in accordance with the opinion of [Suryawan \(2022, 32\)](#), [Suryawan \(2022, 273\)](#), and [Salsabilla and Suryawan \(2022, 144\)](#) argue that motivation can influence employee performance because motivation is a person's enthusiasm for carrying out certain activities in order to achieve goals

For further researchers

1. For future researchers, it is hoped that they can use different objects with the same variables, namely leadership, work teams, work motivation and job satisfaction.
2. For future researchers in distributing the questionnaire, they can first seek information from the company regarding the criteria of the existing respondents, for example in terms of education, age, or what division is used in order to determine whether it is better to distribute the questionnaire using the Google form or directly.
3. For future researchers, it is hoped that they can use a larger number of samples, with the aim that research can be carried out better.

For companies

1. Companies must be able to implement a more effective leadership system so that employee job satisfaction continues to increase. Namely by being a leader who distributes and empowers his employees, always gives commitment and enthusiasm for company renewal, becomes a transformative leader and becomes a leader who always wants to learn.
2. Companies need to consider teamwork factors other than individualistic, complementary and cooperative factors. This is necessary so that the company can see if there are other work team factors that affect employees in the company.

3. Companies must pay more attention to employee motivation apart from intrinsic motivation. Namely, it must pay more attention to the suitability between work and the personality values possessed by employees, pressure in doing work and rewards or threats from outside. In addition, the company can also pay attention to the intentions and attitudes of these employees so that the company can find out the level of employee job satisfaction.

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