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## DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

## The Impact of Compensation and Work Environment on Employee Job Satisfaction in the Hospitality Industry (Case Study of Kampung Sumber Alam Hotel and Resort)

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**Abstract:** The hospitality industry has an important role in supporting the growth of the tourism sector in Indonesia. However, one of the main challenges in this industry is maintaining employee job satisfaction so that productivity and service quality remain optimal. This study aims to analyse the effect of compensation and work environment on employee job satisfaction at Kampung Sumber Alam Hotel and Resort. This research uses quantitative methods with descriptive and associative approaches. The population in this study were all employees of Kampung Sumber Alam Hotel and Resort, with simple random sampling technique so that a sample of 55 employees was obtained. Data were collected through questionnaires and analysed using multiple linear regression. The results showed that fair compensation and a conducive work environment had a significant effect on employee job satisfaction. Employees who feel valued with fair compensation and work in a supportive environment tend to be more motivated and have a higher level of job satisfaction. The implication of this study shows that hotel management needs to improve the compensation system based on achievement and length of service and create a more harmonious work environment in order to increase employee loyalty and productivity.

**Keywords:** Compensation, Work Environment, Job Satisfaction.

### 1. INTRODUCTION

In the era of globalisation, competition in the tourism industry is getting tougher, especially in Indonesia which has many attractive tourist destinations. The hospitality industry as part of tourism is experiencing rapid growth, but also faces challenges in maintaining employee job satisfaction. Job satisfaction is a crucial factor in improving employee performance and productivity, so it is important for companies to ensure an optimal compensation system and work environment. Based on data from the Central Bureau of Statistics (BPS) 2024, the number of foreign tourists visiting Indonesia during 2023 increased by 98.30% from the previous year, indicating that this industry has great potential to continue to grow. Therefore, it is important to conduct this research to understand the factors that influence job satisfaction in the hospitality industry.

Kampung Sumber Alam Hotel and Resort was chosen as the object of research because it has been operating for more than five years and has clear legality, fulfilling the criteria as a representative research subject. The hotel carries a traditional Sundanese architectural concept that is unique and different from other similar hotels, making it a special attraction for tourists. Based on data from Traveloka, this hotel gets 1.2 thousand reviews with the highest rating compared to similar competitors. However, despite its good reputation in guest services, pre-survey results show that there are still some aspects of employee job satisfaction that have not reached the average, especially related



to the compensation system and work environment. This makes Kampung Sumber Alam Hotel and Resort an interesting object for further research.

In this study, the variables studied are compensation and work environment and how these two factors affect employee job satisfaction. Compensation, which includes salary, benefits and incentives, is an important factor in improving employee motivation and welfare (Nuroni, 2016). Meanwhile, the work environment, both physical and non-physical, also plays a role in creating a conducive work atmosphere (Rusdian & Diandra, 2024). This study aims to understand the extent to which compensation and work environment influence employee job satisfaction and how the relationship between the three variables can be used to improve company performance.

This research has gaps with previous studies, such as those conducted by Kurniawan (2019) at Aston Jember Hotel and Pratomo (2020) at PT Golden Dolbe Jakarta, which state that compensation and work environment have a significant effect on job satisfaction. However, these studies did not specifically examine hotels with traditional concepts such as Kampung Sumber Alam Hotel and Resort. In addition, this study updates the data by examining job satisfaction conditions in 2024, which can provide a more relevant picture of current industry trends. Several other studies such as that conducted by Risan Sugiyasin and Ai Siti Hawa (2022) also emphasise that compensation has a significant impact on work productivity, which is relevant to this study.

Taking into account the gaps that have been identified, this study offers novelty in the context of analysing job satisfaction in the traditional-based hospitality industry. The benefit of this study is to provide strategic recommendations for the management of Kampung Sumber Alam Hotel and Resort in improving employee job satisfaction through better compensation policies and a more conducive work environment. The main objective of this study is to empirically analyse how compensation and work environment can improve employee job satisfaction, which in turn will have a positive impact on the quality of hotel services and the company's competitiveness in the hospitality industry. The results of this study will also enrich the literature related to human resource management and organisation in the hospitality industry, as discussed by Robbins (2019) in *Organizational Behavior* and Santanu (2024) regarding the effect of work environment on employee morale.

## 2. LITERATURE REVIEW

### 2.1 Compensation

Compensation is an important factor that can affect employee job satisfaction. According to Risan Sugiyasin and Ai Siti Hawa (2022), compensation has a significant impact on employee productivity in the hotel and restaurant industry. Fair and competitive compensation can increase work motivation, loyalty, and reduce employee turnover rates. This is also in line with research conducted by Nuroni (2016), which emphasises that a good development and compensation strategy can improve the quality and performance of employees in an organisation.

In addition, Robbins (2019) explains that compensation includes not only salary, but also incentives, allowances, and other benefits that can support employee welfare. Incentives given in accordance with employee contributions will increase job satisfaction and individual performance in the organisation. Therefore, companies need to design a competitive compensation system in order to maintain and increase employee job satisfaction.

### 2.2 Work Environment

The work environment is one aspect that affects employee comfort and productivity. Santanu (2024) stated that a good work environment, both from physical and non-physical aspects, contributes to employee morale. Physical work environment factors include facilities, lighting, cleanliness, and comfort of the workspace, while the non-physical work environment includes relationships between colleagues, work culture, and interactions with superiors.

Research conducted by Rusdian and Diandra (2024) also shows that good leadership can create a work environment that supports improved employee performance. When a comfortable and supportive work environment is available, employees tend to be more productive and have higher levels of job satisfaction.

In addition, Nuroni (2017) in his study emphasised that a good work environment management strategy can help companies in creating a conducive atmosphere for employees, thus increasing their overall job satisfaction.

### 2.3 Job Satisfaction

Job satisfaction is an employee's positive or negative feelings towards their job, which is influenced by various factors, including compensation and work environment. According to research by Rustandi, Junaedi, and Rusdian (2023), job satisfaction has a direct relationship with leadership, compensation, and motivation in the organisation. This study shows that these factors significantly affect employee performance.

Robbins (2019) in his book *Organizational Behaviour* also emphasises that job satisfaction can increase employee loyalty and reduce work stress levels. If employees are satisfied with their jobs, they will be more motivated to work optimally, which will ultimately benefit the company.

Furthermore, research by Rusdian and Rismayani (2020) highlights that incentives provided by companies have an influence on employee engagement, which in turn has an impact on overall job satisfaction. With the right incentives, employees feel valued and more motivated to work well.

### 2.4 The Relationship Between Compensation, Work Environment, and Job Satisfaction

Various studies have shown that compensation and work environment have a close relationship with employee job satisfaction. Santanu and Hamsah (2020) in their research found that high work motivation and work enthusiasm can increase employee organisational commitment, which in turn has an impact on increasing job satisfaction.

Meanwhile, research conducted by Santanu and Madhani (2022) also found that work stress and workload can reduce job satisfaction if not balanced with compensation and a good work environment. Therefore, companies need to manage employee workload well so that job satisfaction is maintained.

Overall, the results of the research conducted show that adequate compensation and a supportive work environment have a positive influence on employee job satisfaction. Therefore, companies need to implement policies that can improve these two factors so that employees feel more satisfied and motivated at work.

## 3. RESEARCH DESIGN AND METHOD

This research uses quantitative methods with descriptive and associative approaches. The descriptive method aims to describe research variables systematically without comparing them with other variables Yusuf Tojiri, Putra, & Faliza (2023). Meanwhile, the associative method is used to analyse the relationship between the independent variables, namely compensation (X1) and work environment (X2), with the dependent variable, namely job satisfaction (Y) Subagyo et al. (2023).

### 3.1. Variable Definition and Operationalisation

The research variables in this study consist of:

1. Independent Variable:
  - a) Compensation (X1): Financial and non-financial rewards provided by the company to employees (Elmi, 2018).
  - b) Work Environment (X2): Physical and non-physical factors in the workplace that affect employee performance (Siagian, 2014).
2. Dependent Variable:

a) Job Satisfaction (Y): Employees' attitudes and feelings towards work that are influenced by compensation and work environment (Afandi, 2018).

### 3.2. Determination of Population and Sample

The population in this study were 123 employees of Kampung Sumber Alam Hotel and Resort, with probability sampling technique and simple random sampling method. The number of samples was calculated using the Slovin formula, with an error rate of 10%, so that 55 respondents were obtained.

### 3.3. Data Analysis Technique

Data analysis was conducted through several stages:

1. Validity and Reliability Test - Measures the validity and consistency of research instruments (Ghozali, 2018).
2. Descriptive Analysis - Presenting data through tables, diagrams, and simple statistics (Sujarweni, 2018).
3. Classical Assumption Test - Includes tests for normality, multicollinearity, and heteroscedasticity to ensure the regression model is valid (Ghozali, 2018).
4. Multiple Linear Regression Analysis - Used to measure the relationship between compensation, work environment, and job satisfaction with a regression model:  $Y = a + b_1X_1 + b_2X_2 + e$  where Y is job satisfaction, X1 compensation, X2 work environment, a constant, b1 & b2 regression coefficients, and e error term (Sugiyono, 2022).
5. Hypothesis Test -
  - a. The t-test: Tests the influence of individual independent variables on the dependent variable.
  - b. F test: Tests the simultaneous effect of independent variables on job satisfaction.
6. Coefficient of Determination ( $R^2$ ) - Measures the extent to which the independent variable explains the dependent variable (Ghozali, 2018).

## 4. RESULT AND DISCUSSION

### 4.1 Validity Test

The validity test results show that all statement items on the Compensation (X1), Work Environment (X2), and Job Satisfaction (Y) variables are valid, because the value of  $r_{count} > r_{table}$  (0.266).

**Table 1. Compensation Variable Validity Test Results (X1)**

Instrument Item No	r-count	r-table	Description
X.1	0.602	0.266	Valid
X.2	0.566	0.266	Valid
X.3	0.509	0.266	Valid
X.4	0.636	0.266	Valid
X.5	0.614	0.266	Valid
X.6	0.641	0.266	Valid
X.7	0.586	0.266	Valid

**Table 2. Results of the Work Environment Variable Validity Test (X2)**

Instrument Item No	r-count	r-table	Description
X.1	0.643	0.266	Valid
X.2	0.695	0.266	Valid
X.3	0.695	0.266	Valid
X.4	0.674	0.266	Valid

Instrument Item No	r-count	r-table	Description
X.5	0.567	0.266	Valid
X.6	0.596	0.266	Valid
X.7	0.723	0.266	Valid

**Table 3. Result of Validity Test of Job Satisfaction Variable (Y)**

Instrument Item No	r-count	r-table	Description
Y.1	0,589	0,266	Valid
Y.2	0,715	0,266	Valid
Y.3	0,440	0,266	Valid
Y.4	0,520	0,266	Valid
Y.5	0,418	0,266	Valid
Y.6	0,548	0,266	Valid
Y.7	0,492	0,266	Valid
Y.8	0,612	0,266	Valid
Y.9	0,610	0,266	Valid
Y.10	0,718	0,266	Valid
Y.11	0,611	0,266	Valid
Y.12	0,480	0,266	Valid
Y.13	0,380	0,266	Valid
Y.14	0,616	0,266	Valid
Y.15	0,629	0,266	Valid
Y.16	0.381	0.266	Valid

The validity test results show that all statement items on the Compensation (X1), Work Environment (X2), and Job Satisfaction (Y) variables are valid, because the calculated r value is greater than the r table (0.266). This means that all question items used in this study are suitable for use in measuring research variables.

#### 4.2 Reliability Test

**Table 4. Reliability Test Results**

No.	Variables	Cronbach's Alpha	Description
1	Compensation (X1)	0.694	Reliable
2	Work Environment (X2)	0.779	Reliable
3	Job Satisfaction (Y)	0.844	Reliable

The reliability test results show that the Cronbach's Alpha value of each variable is greater than 0.600, namely 0.694 for Compensation (X1), 0.779 for Work Environment (X2), and 0.844 for Job Satisfaction (Y). Thus, the questionnaire used can be said to be reliable and can be used as a measurement tool in this study.

#### 4.3 Classical Assumption Test

##### a. Normality Test

**Table 5. Normality Test Results**

Parameters	Value
N	55
Mean	0.0000000
Std. Deviation	4.87670691
Test Statistic	0.077
Asymp. Sig. (2-tailed)	0.200

## b. Multicollinearity Test

**Table 6. Multicollinearity Test Results**

Variables	Tolerance	VIF
Compensation (X1)	0.841	1.189
Work Environment (X2)	0.841	1.189

## c. Heteroscedasticity Test

**Table 7. Heteroscedasticity Test Results**

Variables	Sig.
Compensation (X1)	0.442
Work Environment (X2)	0.345

The normality test results show that Asymp. Sig. (2-tailed) = 0.200, greater than 0.05, so it can be concluded that the data in this study are normally distributed. Multicollinearity test is conducted to determine whether there is a relationship between independent variables. The results of this test show that the Variance Inflation Factor (VIF) value for Compensation and Work Environment is 1.189 with a Tolerance value of 0.841, which means there is no multicollinearity problem in this regression model. Meanwhile, the heteroscedasticity test is conducted to test whether the residual variance remains constant. The Glejser test results show that the significance value for Compensation is 0.442 and for Work Environment is 0.345, both of which are greater than 0.05, so it can be concluded that there is no heteroscedasticity in the research model.

## 4.4 Multiple Linear Regression Test

Based on the regression results, the following equation is obtained:

$$Y = 11.360 + 0.997X_1 + 0.921X_2 + e$$

**Table 8. Multiple Linear Regression Test Results**

Variables	B	Std. Error	Beta	t	Sig.
Compensation	0.997	0.198	0.465	5.031	<0.001
Work Environment	0.921	0.177	0.481	5.198	<0.001

In multiple linear regression tests, the results showed that the independent variables Compensation (X1) and Work Environment (X2) have a positive and significant influence on Job Satisfaction (Y). The regression model obtained is  $Y = 11.360 + 0.997X_1 + 0.921X_2 + e$ , which shows that every one unit increase in compensation will increase job satisfaction by 0.997 units, and every one unit increase in the work environment will increase job satisfaction by 0.921 units, assuming other variables remain. This shows that both independent variables have a large contribution in increasing employee job satisfaction.

## 4.5 Correlation Coefficient Test

**Table 9. Simple Correlation Test**

Variables	Pearson Correlation	Sig.
Compensation (X1)	0.657	<0.001
Work Environment (X2)	0.666	<0.001

**Table 10: Multiple Correlation Test**

Model	R	R Square	Adjusted R Square	Std. Error
Compensation & Work Environment	0.791	0.626	0.612	4.96960

The correlation test results show that Compensation has a correlation of 0.657 and Work Environment has a correlation of 0.666 to Job Satisfaction. Based on the correlation interpretation category, this value is included in the strong relationship category (0.600 - 0.799), which means that the better the compensation and work environment provided by the company, the higher the level of employee job satisfaction. In addition, the multiple correlation test results show that the R value is 0.791, which indicates that the relationship between compensation and work environment simultaneously on job satisfaction is very strong.

### Determination Coefficient Test

**Table 11. Test Coefficient of Determination**

Model	R Square	Adjusted R Square
Compensation (X1)	0.432	0.421
Work Environment (X2)	0.444	0.433
Compensation & Work Environment	0.626	0.612

To measure the extent to which the independent variables can explain the variability of the dependent variable, the coefficient of determination test was conducted. The test results show that the R Square value is 0.626, which means that 62.6% of the variation in Job Satisfaction can be explained by Compensation and Work Environment, while the remaining 37.4% is explained by other factors not examined in this study. Thus, it can be said that the two independent variables have a major contribution in determining the level of employee job satisfaction.

### Hypothesis Test

#### a. Test t (Partial)

**Table 12. Test (T)**

Variables	t	Sig.
Compensation (X1)	5.031	<0.001
Work Environment (X2)	5.198	<0.001

#### b. F Test (Simultaneous)

**Table 13. Test (F)**

Model	F	Sig.
Compensation & Work Environment	43.507	<0.001

Hypothesis testing is carried out to determine the effect of independent variables partially and simultaneously on the dependent variable. The t test results show that the t value for Compensation is 5.031 with Sig. <0.001, and the t value for Work Environment is 5.198 with Sig. <0.001. Because the significance value is smaller than 0.05, it can be concluded that Compensation and Work Environment have a significant influence on Job Satisfaction partially. Furthermore, the F test results show that the calculated F value is 43.507 with Sig. <0.001, which is smaller than 0.05, so it can be concluded that Compensation and Work Environment simultaneously have a significant effect on Job Satisfaction.

## DISCUSSION

### Effect of Compensation on Job Satisfaction

Compensation is one of the main factors that can affect employee job satisfaction. The results of this study indicate that compensation has a positive and significant effect on job satisfaction, which means that the better the compensation system provided by the company, the higher the level of employee job satisfaction. This is in line with research conducted by Sugiayasin & Ai Siti Hawa (2022) who found that compensation has a significant relationship with employee work productivity at Bukit Alamanda Resto & Resort. The study revealed that fair compensation, whether in the form of salaries, incentives, or benefits, can increase employee motivation and performance, which in turn has an impact on job satisfaction.

The results of this study are also reinforced by a study conducted by Rustandi, Junaedi, & Rusdian (2023) who examined the effect of compensation on lecturer job satisfaction. They found that good

compensation increases morale, reduces turnover rates, and increases employee loyalty to the company. However, the findings of this study are slightly different from research conducted by Rusdian & Rismayani (2020) who found that although compensation has an influence on employee engagement, other factors such as organisational culture and management systems also have a significant role in increasing job satisfaction.

The difference between this research and previous studies lies in the industrial context. This research was conducted in the hospitality sector with a more specific approach to the work environment based on local culture, while previous studies were mostly conducted in the service and education sectors. Therefore, the results of this study strengthen previous findings while providing a new perspective in the traditional hospitality industry such as Kampung Sumber Alam Hotel and Resort.

#### The Effect of Work Environment on Job Satisfaction

The work environment has a significant role in determining the level of employee job satisfaction. The results of this study indicate that the better the work environment conditions, both physically and non-physically, the employee job satisfaction will also increase. These results are in line with research conducted by Santanu (2024) who found that the work environment has a positive impact on employee morale at PT Ultimate Metal Mandala. The study shows that factors such as workplace comfort, relationships between employees, and effective communication with superiors can increase job satisfaction.

This research is also supported by the study of Santanu & Hamsah (2020) which states that a conducive work environment plays a role in increasing organisational commitment. They found that companies with good work systems, adequate work facilities, and effective communication between superiors and subordinates tend to have higher levels of job satisfaction. However, in contrast to this research, a study conducted by Septiady (2022) showed that a good work environment does not necessarily guarantee high job satisfaction if leadership factors are not supportive. In his study, he found that although the work environment is comfortable, if the leadership style is not in line with employee expectations, then job satisfaction will still be low.

The main difference between this study and previous studies lies in the aspect of work culture. This research was conducted in a hotel with a traditional concept that prioritises local values in the work environment, while previous studies have focused more on work environments in the modern manufacturing and service sectors. Therefore, this study provides an additional perspective on how a local culture-based work environment can affect employee job satisfaction.

#### Simultaneous Effect of Compensation and Work Environment on Job Satisfaction

The results of this study indicate that compensation and work environment simultaneously have a significant influence on job satisfaction. In other words, the combination of good compensation and a supportive work environment can significantly increase the level of employee job satisfaction. These results are in accordance with research conducted by Nuroni (2016) who examined the effect of development strategies and employee quality on performance at PDAM Tirta Intan Garut. In his research, he found that a fair compensation system and a positive work environment are the two main factors that can improve employee performance and job satisfaction.

This study is also reinforced by research conducted by Rusdian & Akmaludin (2023) who found that organisational culture, compensation, and work environment simultaneously affect employee performance at the National Research and Innovation Agency. Their research shows that when companies are able to provide competitive compensation and create a conducive work environment, employee productivity and job satisfaction will increase. However, the results of this study differ from the study conducted by Santanu (2022) who found that in some cases, other factors such as leadership and work motivation have a more dominant influence compared to compensation and work environment.

The difference between this research and previous research lies in the research object used. This research focuses on the hospitality industry which has different work dynamics compared to the public

sector or the manufacturing sector. In addition, this study emphasises how compensation and work environment can have an impact in the context of hospitality based on traditional Sundanese culture, something that has not been widely studied in previous studies.

The results of this study have several implications for human resource management in the hospitality industry, especially at Kampung Sumber Alam Hotel and Resort. First, companies need to improve the compensation system by considering fairness and transparency in providing salaries and benefits for employees. This can be done by adjusting compensation based on length of service, performance, and job responsibilities, so that employees feel valued and motivated to work better.

Second, companies need to ensure that the work environment remains conducive and supportive of employee performance. A comfortable working environment, both physically and socially, can increase employee loyalty and reduce turnover rates. Therefore, companies need to ensure that work facilities are always in good condition, communication between employees runs smoothly, and superiors are able to provide adequate support for their subordinates.

Third, the results of this study can serve as a basis for other hospitality industries looking to increase employee job satisfaction through a combination of fair compensation and a positive work environment. Given that the hospitality industry relies heavily on the quality of employee service, ensuring employees remain satisfied and motivated is an important step in maintaining the company's competitiveness.

## 5. CONCLUSIONS

The results showed that compensation and work environment have a significant influence on employee job satisfaction at Kampung Sumber Alam Hotel and Resort. Fair compensation, whether in the form of salaries, allowances, or incentives, contributes to increasing employee motivation and loyalty. In addition, a comfortable work environment, both physically and socially, also determines the level of job satisfaction. Employees who receive proper compensation and work in a supportive environment tend to be more productive and have a high commitment to the company. Therefore, companies need to continue to optimise the compensation system and create a better work environment to increase employee job satisfaction.

To increase employee job satisfaction, the management of Kampung Sumber Alam Hotel and Resort needs to improve the compensation system based on experience, achievement, and tenure factors, as well as improve work facilities and internal communication. In addition, future research is recommended to explore other factors such as leadership, organisational culture, and work-life balance to get a broader picture. The hospitality industry in general also needs to realise that employee job satisfaction has a direct impact on service quality, so investing in employee well-being can be a long-term strategy to improve company competitiveness.

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