

The Influence of Compensation and Work Environment on Employee Job Satisfaction in the Hospitality Industry of Yogyakarta City, Indonesia

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ABSTRACT

This study examines the effects of compensation and work environment on employee job satisfaction in the hotel industry in Yogyakarta City. The research employed a purposive sampling method, with a sample size of 100 respondents. Primary data were collected through the distribution of questionnaires, which were tested for validity and reliability. The study utilized multiple linear regression analysis, supported by SPSS version 27 software. Statistical tests included validity, reliability, normality, linearity, heteroscedasticity, multicollinearity, multiple linear regression analysis, t-test, F-test, and coefficient of determination. The findings indicate that compensation has a positive and significant effect on employee job satisfaction, as evidenced by a t-value of 5.644 (exceeding the t-table value of 1.661), a positive beta coefficient of 0.352, and a significance level of 0.001 ($p < 0.05$). Additionally, the work environment demonstrates a positive and significant effect on employee job satisfaction, with a t-value of 9.811 (greater than the t-table value of 1.661), a positive beta coefficient of 0.368, and a significance level of 0.001 ($p < 0.05$). Furthermore, compensation and work environment simultaneously influence employee job satisfaction significantly, as indicated by an F-value of 117.647 (surpassing the F-table value of 3.09) and a significance level of 0.001 ($p < 0.05$). Based on the coefficient of determination, the adjusted R^2 value is 0.702 (70.2%), meaning that compensation and work environment can explain 70.2% of the variation in employee job satisfaction. In comparison, the remaining 29.8% is attributed to factors outside the scope of this study.

Keywords: Compensation, Work Environment, Employee Job Satisfaction.

I. Introduction

The hospitality industry operates within the tourism and travel sector, providing temporary accommodation services for tourists and visitors. This industry prioritizes excellent customer service, comfortable lodging, and satisfying culinary experiences. One common accommodation type in this sector is the hotel (Daulay & Respati, 2023). A luxurious hotel has multiple rooms and guest facilities, including food and beverage services, luggage handling, laundry, fitness centers, and business meeting venues. All facilities are designed to cater to guests' needs. According to the Central Statistics Agency (BPS, 2023), Indonesia's hospitality and tourism sectors have recovered post-COVID-19. The Special Region of Yogyakarta (DIY) is among the six provinces experiencing a resurgence in tourism. Data from the Annual Hotel Survey (VHTL)



reveals fluctuating numbers of hotels between 2020 and 2023. Mobility restrictions significantly reduced hotel operations during the COVID-19 pandemic (2020–2022). The VHTL recorded a sharp decrease of 10.43% in hotels by 2021. In 2023, Yogyakarta City had 583 accommodation businesses. However, post-pandemic closures caused a decline compared to previous years. Nearly one-third of Yogyakarta's hotels are concentrated in Gedongtengen District (151 hotels), followed by Mergangsan District (75 hotels). Meanwhile, Kotagede District had the smallest number of hotels (BPS, 2023). In the hospitality industry, it is hoped that the occupancy rates in 2024 and beyond will improve, allowing hotels to operate more steadily so that customers can enjoy all available services. Hotels should focus on customer satisfaction and consider employees' job satisfaction, which can significantly impact their performance. Rejeki et al. (2024) argue that job satisfaction is crucial because it is one of the factors that contribute to a company's sustainability. Job satisfaction can arise when a company provides fair compensation and creates a positive work environment. Research by Dhani and Surya (2023) indicates that compensation and work environment positively and significantly affect employees' job satisfaction. Additionally, other studies show that compensation and work environment significantly influence employee job satisfaction (Syahrir et al., 2023).

II. Literature Review and Hypothesis Development

2.1 Human Resource Management

According to Mangkunegara (2017), human resource management (HRM) refers to the management and utilization of resources by individuals (employees). These resources must be maximized to integrate them into the workforce effectively, ensuring organizational goals and individual development achievement. Yulda (2023) further states that HRM involves designing formal systems within an organization to ensure that human skills or competencies are used efficiently and effectively to meet organizational objectives.

2.2 Employee Job Satisfaction

Kreitner and Kinicki (as cited in Hamali, 2023) define job satisfaction as an affective or emotional response to various aspects of one's job. This perspective suggests that job satisfaction is a singular concept, where an individual may feel relatively satisfied with certain aspects of their job while dissatisfied with others. Sani (2020) adds that job satisfaction reflects a positive feeling derived from evaluating one's work. These positive or negative emotions directly influence employees' sense of fulfillment or dissatisfaction in their roles.

2.3 Work Environment

The work environment encompasses the overall conditions of a workplace that affect employees' ability to perform their tasks (Hidayah, 2021). It is a critical factor for organizations to address, as it significantly impacts employees' efficiency in completing their responsibilities. A safe and comfortable work environment enhances employee performance and job satisfaction (Wardani, 2023).

2.4 Hypothesis Formulation

2.4.1. The Effect of Compensation on Employee Job Satisfaction

As a hygiene factor, compensation is significantly related to employee job satisfaction. Employees who receive fair rewards—such as salaries commensurate with their contributions and adequate benefits—feel satisfied with their work benefits. This argument is supported by research conducted by Sani (2020) in a study titled "The Effect of Compensation and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable," which employed a quantitative method. The results demonstrated

that compensation significantly affects employees' job satisfaction. Another study by Lestari and Pangesti (2022), using a quantitative approach, found that compensation positively and significantly influences employee job satisfaction. Based on these findings, the following hypothesis is proposed:

H1: Compensation has a positive effect on employee job satisfaction.

2.4.2. The Effect of the Work Environment on Employee Job Satisfaction

Sunyoto (as cited in Aisha & Juhaeti, 2023) emphasizes that the work environment is a critical factor in organizations and companies, significantly influencing employees during their work activities. Creating a favorable work environment positively impacts employee job satisfaction, fostering feelings of safety and comfort while working within the organizational or corporate setting. This perspective is empirically supported by Saputra's (2022) quantitative study, "The Effect of Compensation and Work Environment on Employee Job Satisfaction." The findings reveal that the work environment positively and significantly affects job satisfaction. Similarly, research by Vionika et al. (2023), employing a quantitative method, confirms that the work environment positively influences employee job satisfaction. Based on these findings, the following hypothesis is formulated:

H2: The work environment positively affects employees' job satisfaction.

2.4.3. The Effect of Compensation and Work Environment on Employee Job Satisfaction

Compensation and work environment are critical factors in enhancing employees' job satisfaction. When a company provides reasonable compensation and creates a positive work environment, employees feel comfortable, safe, and valued, leading to a conducive work atmosphere that increases their job satisfaction. According to Kreitner and Kinicki (as cited in Hamali, 2023), satisfaction is an affective or emotional response to various aspects of one's job. This definition indicates that job satisfaction is a singular concept; an individual may feel relatively satisfied with one aspect of their job while being dissatisfied with one or more other aspects. This perspective is supported by research conducted by Fillipo et al. (2022) in their study titled "The Effect of Compensation and Work Environment on Satisfaction," which employed a quantitative method. The results indicate that compensation and work environment positively and significantly affect employee job satisfaction. Similarly, research by Rahma et al. (2023), using a quantitative approach, shows that compensation and work environment positively and significantly impact employee job satisfaction. Based on the findings from these two studies, the following hypothesis can be formulated:

H3: Compensation and work environment positively affect employees' job satisfaction.

2.5 Theoretical Framework

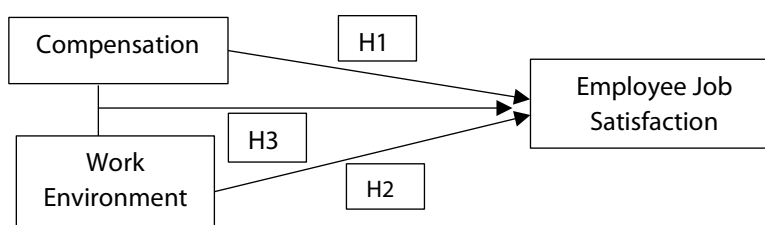


Figure 1. Theoretical Framework

III. Research Method

3.1 Data Analysis Method

The data analysis method used in this study is quantitative, as the data consists of numerical values and employs descriptive analysis. According to Sugiyono (2019), quantitative methods are research methods based on positivist philosophy, used to study a specific population or sample. Data collection is conducted using research instruments, and data analysis is quantitative/statistical, to test established hypotheses. In this study, data collection was carried out by distributing questionnaires to employees in the hospitality industry located in Yogyakarta City.

3.2 Population

The population of this study consists of employees working in the accommodation and food service sector in Yogyakarta City, as this sector is part of the tourism and hospitality industry. This is supported by data from the Central Statistics Agency of Yogyakarta City (2024), which indicates 47,140 employees in the accommodation and food service sector.

3.3 Sampling Technique

The sampling technique used in this study is purposive sampling. Purposive sampling is a method of selecting samples based on specific criteria. In this research, purposive sampling is employed with several criteria for selection, including: (1) star-rated hotels, (2) employment status, (3) age, (4) education level, and (5) length of employment. The sample size is calculated using the Slovin formula, as follows:

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{47.140}{1 + 47.140(0.1)^2}$$

$$n = 99,7$$

Description:

n = Desired sample size

N = Population size

e2= Level of error tolerance (10% = 0.1)

Based on the calculations above, the sample size for this study will consist of 100 employees working in the hospitality industry in Yogyakarta City.

3.4 Operational Definition of Variables

Table 1. Operational Definition of Variables

Variable	Statements	Source
Compensation (X1)	1. The company is always punctual in salary payments. 2. The salary provided matches the employees' work performance. 3. The agreed terms provide the incentives. 4. Bonuses are given based on employee performance. 5. The amount of benefits provided meets expectations. 6. The company provides work safety in the form of insurance.	Salahudin (2022)

Variable	Statements	Source
	7. The company provides the expected amount of leave. 8. There is comfort in using work facilities.	
Work Environment (X2)	1. The lighting level in the workplace meets the needs. 2. The ventilation in the workplace functions properly. 3. The wall paint color in the workspace is aesthetically pleasing. 4. Workplace facilities are safe to use during work. 5. The company provides work protection to ensure employee safety. 6. The work environment atmosphere is very conducive. 7. My relationship with my supervisor is good. 8. My relationship with my colleagues is good. 9. My relationship with colleagues boosts my work motivation.	Sultani (2021)
Employee Job Satisfaction (Y)	1. I feel happy when I complete my work on time. 2. The salary/wage I receive corresponds to the workload given by the company. 3. I am satisfied with the opportunities provided by the company. 4. My supervisor always supervises my work and offers suggestions for improvement when there are mistakes. 5. The leadership consistently provides direction to help employees work effectively. 6. When I encounter problems, I always receive support from my coworkers. 7. I enjoy working with colleagues who provide good support.	Pasaribu (2021)

IV. Results and Discussion

4.1. Multiple Linear Regression Analysis

The results of the multiple linear regression analysis equation are as follows:

$$Y = 3,238 + 0,352 (X_1) + 0,368 (X_2) + e$$

Based on the equation above, the following conclusions can be drawn:

- The constant value (α) is 3.238, indicating that employee job satisfaction remains positive when compensation and work environment variables are zero.
- The regression coefficient for the compensation variable (X_1) is 0.352 and is positive, indicating that an increase in compensation leads to an increase in job satisfaction.
- The regression coefficient for the work environment variable (X_2) is 0.368 and is also positive, meaning that improvements in the work environment will increase employee job satisfaction.

4.2. Hypothesis Testing

4.2.1. T-Test

According to Ghozali (2021), the t-test determines how much the independent variables influence the dependent variable. This study uses a significance level of 5% or 0.05, with a t-table value of 1.661. The basis for decision-making in the t-test is as follows:

- a. The alternative hypothesis (H_a) is accepted if the t-calculated value exceeds the t-table value and the positive beta coefficient. The hypothesis is rejected if the t-calculated value is less than the t-table value.
- b. The alternative hypothesis (H_a) is accepted if the t-calculated value is greater than the t-table value and the beta coefficient is negative. The hypothesis is rejected if the t-calculated value is less than the t-table value.

The results of the t-test using SPSS version 27 are presented below:

Table 2. T-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,238	1,482		2,185	,031
	Compensation	0,352	,062	,354	5,644	<,001
	Work Environment	0,368	,037	,613	9,811	<,001

a. Dependent Variable: Job Satisfaction

Based on the T-test results presented in the table above, the following can be concluded:

- a. The compensation variable (X_1) has a t-value of 5.644, which is greater than the critical t-value of 1.661, and a beta coefficient of 0.352, which is positive. The significance level is 0.001, which is less than 0.05. This indicates that H_1 is accepted, meaning that the compensation variable (X_1) positively and significantly affects job satisfaction.
- b. The work environment variable (X_2) has a t-value of 9.811, greater than the critical t-value of 1.661, and a beta coefficient of 0.368, which is also positive. The significance level is 0.001, which is less than 0.05. This indicates that H_2 is accepted, meaning that the work environment variable (X_2) positively and significantly affects job satisfaction.

4.2.2. F-Test

In this study, the F-test was conducted using a significance level of 5% (0.05) and a critical F-value of 3.09. The simultaneous test can be assessed by comparing the calculated F-value to the critical F-value, where the calculated F-value should be greater than the critical F-value, and the significance level should be less than 0.05. The results of the t-test analysis using SPSS version 27 are presented below:

Table 3. F-Test Results

ANOVA ^a						
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	834,547	2	417,274	117,647	<,001b
	Residual	344,043	97	3,547		
	Total	1178,590	99			

a. Dependent Variable: Job Satisfaction
 b. Predictors : (Constant), Work Environment, Compensation

Based on the F-test results in Table 3, it can be concluded that the compensation and work environment variables simultaneously positively and significantly affect job satisfaction. This is indicated by the F-calculated value of 117.647, greater than the F-table value of 3.09, and a significance value of 0.001, less than 0.05.

4.3. Coefficient of Determination (R^2)

Table 4. Coefficient of Determination (R^2) Results

Modal Summary				
Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	,841a	,708	,702	1,883
Predictors : (Constant), Work Environment, Compensation				
Dependent Variable: Job Satisfaction				

Based on Table 4, the adjusted R Square value is 0.702, which means that the compensation and work environment variables can explain 70.2% of the variation in employee job satisfaction. The remaining 29.8% (100% - 70.2%) is explained by other factors outside the scope of this study.

4.4. Discussion

4.4.1. The Effect of Compensation on Employee Job Satisfaction

In this study, the results of the first hypothesis test show a t-value of 5.644, greater than the t-table value of 1.661, and a positive beta coefficient of 0.352 with a significance value of 0.001 (< 0.05). This indicates that H1 is accepted, meaning the compensation variable (X_1) positively and significantly affects job satisfaction. This suggests that the higher the compensation, the greater the employee's job satisfaction. Conversely, employees' job satisfaction will decline if compensation decreases. Compensation refers to the rewards provided by the company to employees in the form of money, goods, or benefits, either directly or indirectly, as a form of recognition for the services and contributions the employees give. According to Herzberg (as cited in Hamali, 2023), compensation is included in the Hygiene factors group. If the compensation is too low, employees will feel dissatisfied; however, if the compensation is high or meets their expectations, they will feel satisfied with what they receive. Compensation includes all rewards employees receive in return for their contributions to the company. It consists of financial compensation, such as salaries, incentives, bonuses, allowances, insurance, and non-financial compensation, such as facilities and leave. Employees who perceive the compensation they receive as fair and competitive tend to have higher levels of job satisfaction. Therefore, companies must consider implementing fair and transparent compensation policies to enhance employee job satisfaction. These findings are supported by research conducted by Sendianto & Saragih (2024), which shows that compensation positively and significantly affects job satisfaction. This also aligns with research conducted by Yunita et al. (2024), which confirms that compensation positively and significantly influences job satisfaction.

4.4.2. The Impact of Work Environment on Employee Job Satisfaction

In this study, the results of the second hypothesis indicate a t-value of 9.811, which is greater than the critical t-value of 1.661, and a beta coefficient of 0.368, which is positive. The significance level is 0.001, which is less than 0.05. This indicates that H2 is accepted, meaning that the work environment variable (X_2) positively and significantly affects job satisfaction. This suggests that an improved work environment can enhance employees' job satisfaction. The work environment encompasses the overall conditions at the workplace that are good, safe, and comfortable, thereby influencing employees in completing their tasks. Therefore, companies should create a conducive workspace with comfortable facilities to ensure employee satisfaction (Hamali, 2023). The work environment includes all physical, social, and psychological conditions, such as available facilities, environmental conditions, workspace design, and interactions among colleagues and supervisors. A positive work environment significantly impacts employees' job satisfaction. The findings of this study are supported by research conducted by Sopian (2024), which shows that the work environment has a positive and significant effect on job satisfaction. This is also consistent with the research conducted by

Umroh & Sutarmin (2024), which indicates that the work environment positively and significantly influences job satisfaction.

4.4.3. The Impact of Compensation and Work Environment on Employee Job Satisfaction

The results of the third hypothesis indicate a calculated F-value of 117.647, greater than the critical F-value of 3.09, and a significance level of 0.001, less than 0.05. This shows that H3 is accepted, meaning that the variables of compensation and work environment positively and significantly affect job satisfaction when considered simultaneously. This suggests that improvements in compensation and the work environment will positively influence employee job satisfaction. According to Kreitner and Kinicki (as cited in Hamali, 2023), job satisfaction is an affective or emotional response to various aspects of a person's job. This definition indicates that job satisfaction is a singular concept; an individual may be relatively satisfied with one aspect of their job while being dissatisfied with one or more other aspects. Positive compensation and work environment significantly impact employees' job satisfaction. Therefore, companies should focus on finances and create a supportive work atmosphere. By doing so, companies can enhance employees' job satisfaction. Effective management of these two factors can lead to significant competitive advantages in the long term. The findings of this study are supported by research conducted by Syahrir et al. (2023), which shows that compensation and work environment have a positive and significant effect on job satisfaction when considered simultaneously. This is also consistent with the research conducted by Hidayat (2025), which indicates that compensation and work environment positively and significantly influence job satisfaction.

V. Conclusion

Based on the results regarding the impact of compensation and work environment on employee job satisfaction in the hospitality industry in Yogyakarta City, the following conclusions can be drawn:

- a. Compensation positively and significantly affects employee job satisfaction, leading to the acceptance of H1. An increase in compensation will increase employees' job satisfaction.
- b. The work environment positively and significantly affects employee job satisfaction, leading to the acceptance of H2. An improvement in the work environment will enhance employees' job satisfaction.
- c. Both compensation and the work environment positively and significantly affect employee job satisfaction when considered simultaneously, leading to the acceptance of H3. An increase in compensation and improvements in the work environment will result in higher employee job satisfaction.

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