

The Influence of Work Environment on Employee Job Satisfaction at Turi Beach Resort Batam

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ABSTRACT

The hospitality industry is a central pillar of global tourism growth, where service excellence and employee performance determine customer satisfaction and loyalty. In Indonesia, Batam has emerged as a strategic tourism hub due to its proximity to Singapore and Malaysia, driving rapid expansion of resort-based accommodations such as Turi Beach Resort Batam. Within this context, employee performance is strongly influenced by the work environment, encompassing both physical and non-physical factors that shape satisfaction, motivation, and productivity. This study investigates the effect of the work environment on job satisfaction among 150 employees selected from a population of 239 using Slovin's formula with a 5% margin of error. Data were collected through a structured Likert-scale questionnaire, and instrument validity and reliability were confirmed through Pearson's correlation and Cronbach's alpha tests, with coefficients exceeding the 0.70 threshold. Classical assumption tests indicated that the data met normality, homogeneity, and linearity criteria. Regression analysis results showed a significant positive effect of the work environment on job satisfaction ($F = 3.666$; $p = 0.031 < 0.05$), with a determination coefficient (R^2) of 0.063, meaning that 6.3% of job satisfaction variance was explained by the work environment, while the remaining 93.7% was influenced by other factors. The findings highlight that safe and supportive workplaces, combined with effective supervision and strong coworker relationships, are critical in fostering employee satisfaction. From a managerial perspective, this study underscores the importance of balancing physical conditions with broader human resource strategies, including compensation, promotion opportunities, and organizational culture, to sustain employee motivation and service quality in hospitality operations.

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1. INTRODUCTION

The hospitality industry represents one of the key drivers of global tourism development, where service excellence and employee performance play a decisive role in shaping customer satisfaction and loyalty. In Indonesia, Batam has emerged as a strategic tourism hub within the Riau Islands Province, attracting both domestic and international visitors due to its geographical proximity to Singapore and Malaysia. This growth has stimulated rapid expansion in the hospitality sector, particularly in resort-based accommodations such as Turi Beach Resort Batam, which integrates natural landscapes with high-standard services to meet global tourism demands [1], [2].

Employee performance in the hospitality sector is not only determined by technical and procedural competencies but also significantly influenced by the work environment. An unfavorable work environment can create stress, reduce motivation, and diminish productivity, thereby weakening service quality delivery [3]. Conversely, a conducive work environment—characterized by appropriate physical settings such as lighting, air circulation, temperature, and noise control, alongside harmonious interpersonal relationships—has been found to enhance employee satisfaction and well-being [4], [5].

According to Nitisemito [6], the work environment comprises both physical and non-physical elements surrounding employees, which collectively influence task accomplishment. Job satisfaction, on the other hand, is described as a positive emotional state arising from workplace conditions that align with employee expectations and needs [7].

Prior studies in hospitality management emphasize that work environment factors are strongly correlated with job satisfaction, which in turn affects organizational commitment, service performance, and customer experiences [8], [9]. Research conducted in both domestic and international contexts confirms that creating safe, comfortable, and supportive workplaces leads to higher levels of employee satisfaction and retention [10], [11]. This is particularly relevant in resort settings where employees act as boundary spanners, directly interacting with guests and shaping their service encounters [12].

Building on this theoretical and empirical foundation, the present study investigates the effect of the work environment on job satisfaction among employees of Turi Beach Resort Batam. The study aims to provide evidence-based insights for human resource management practices in the hospitality sector, particularly in designing and maintaining work environments that foster employee satisfaction, motivation, and productivity. Ultimately, the findings are expected to contribute both to academic discourse and to practical strategies for enhancing human capital in resort-based hospitality operations.

2. METHOD

This study applied a quantitative causal–associative design to analyze the influence of the work environment on job satisfaction among employees at Turi Beach Resort Batam. The research population consisted of 239 employees, from which 150 respondents were selected using Slovin’s formula with a 5% margin of error to ensure representativeness [13], [14]. Data were collected through a structured questionnaire adapted from established scales in human resource and hospitality studies, employing a five-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5) [15], [16]. Instrument validity was tested using Pearson’s product–moment correlation, while reliability was confirmed through Cronbach’s alpha, with values exceeding the 0.70 threshold considered acceptable for internal consistency [17]. The data were processed using SPSS version 26.0, and multiple linear regression analysis was employed to test the hypothesized relationship between variables. Prior to regression testing, classical assumption tests—including normality, homogeneity, and linearity—were performed, and a 0.05 significance level was applied to ensure the robustness of statistical inferences [18].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Characteristics

The demographic profile of respondents in this study consisted of 150 employees of Turi Beach Resort Batam. The findings indicate that the majority of respondents were male, accounting for 121 employees (80.7%), while female respondents comprised 29 employees (19.3%). This distribution reflects the dominance of male workers in operational positions within the hospitality sector, particularly in resort-based settings that demand physical endurance and intensive service interactions. Similar trends have been reported in prior studies, highlighting that gender distribution in the hospitality industry often favors male employees in technical and physically demanding roles, whereas female employees are more concentrated in administrative or front-office functions [19].

Table 1. Respondent Characteristics by Gender

Gender	Frequency	Percentage
Male	121	80.7%
Female	29	19.3%
Total	150	100%

3.1.2. Descriptive Analysis of Job Satisfaction

The descriptive analysis of job satisfaction among 150 employees at Turi Beach Resort Batam revealed an overall mean Tingkat Capaian Responden (TCR) of 78.98%, which falls into the “Good” category. The highest indicator was coworker relations with a score of 82.93%, followed by supervision at 80.36%, both classified as “Very Good,” indicating that employees perceived strong social support and effective leadership within the workplace. Meanwhile, the indicators of work itself (77.14%), salary

(76.25%), and promotion (78.21%) were all in the “Good” category, reflecting satisfactory perceptions but also pointing to areas with potential for further improvement. These findings emphasize that while financial and career advancement aspects remain important, social cohesion and supervisory effectiveness contribute more significantly to employees’ sense of job satisfaction in the hospitality sector, consistent with previous studies highlighting the role of supportive work culture in driving employee well-being [25], [26].

Table 2. Job Satisfaction Indicators (TCR Data)

Indicator	TCR (%)	Category
Work itself	77.14	Good
Salary	76.25	Good
Promotion	78.21	Good
Supervision	80.36	Very Good
Coworker relations	82.93	Very Good
Mean	78.98	Good

3.1.3. Validity and Reliability Testing

The results of the instrument testing confirmed that the measurement items used in this study met the criteria for validity and reliability. The validity test, conducted using Pearson’s product–moment correlation, showed that all items for both the work environment and job satisfaction variables obtained correlation coefficients greater than the r-table value of 0.361 ($n = 150$, $\alpha = 0.05$). This indicates that each item was valid and capable of accurately representing the intended construct. Furthermore, the reliability test using Cronbach’s alpha demonstrated coefficients of 0.873 for the work environment variable and 0.892 for the job satisfaction variable. Both values exceeded the recommended minimum threshold of 0.70, as suggested by Nunnally [22], confirming that the instruments used in this study had strong internal consistency. These results emphasize that the questionnaire items are not only valid but also reliable, ensuring stability and consistency in capturing employees’ perceptions of their work environment and job satisfaction at Turi Beach Resort Batam.

3.1.4. Assumption Testing

Before conducting regression analysis, classical assumption tests were performed to validate the model. The normality test using the Kolmogorov–Smirnov method showed a significance value of 0.200 (> 0.05), indicating that the residuals were normally distributed. The homogeneity test based on Levene’s statistic produced a significance value of 0.551 (> 0.05), confirming that the data variance was homogeneous across groups. Furthermore, the linearity test revealed a significant linear relationship between the work environment and job satisfaction ($p = 0.001 < 0.05$), while the deviation from linearity was not significant ($p = 0.014 > 0.05$). These results demonstrate that the data fulfilled the assumptions of normality, homogeneity, and linearity, thereby justifying the use of regression analysis in this study [20], [21].

Table 3. One-Sample Kolmogorov–Smirnov Test (Normality)

Parameter	Value
N	150
Mean	0.0000000
Std. Deviation	5.91127152
Most Extreme Differences – Absolute	0.040
Most Extreme Differences – Positive	0.040
Most Extreme Differences – Negative	-0.035
Test Statistic	0.040
Asymp. Sig. (2-tailed)	0.200

Table 4. Test of Homogeneity of Variances (Levene’s Test)

Based on	Levene Statistic	df1	df2	Sig.
Mean	0.939	24	120	0.551
Median	0.548	24	120	0.955
Median and adjusted df	0.548	24	77.086	0.951
Trimmed mean	0.928	24	120	0.565

Table 5. ANOVA (Linearity Test)

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	1877.875	29	64.754	2.127	0.002
Linearity	324.973	1	324.973	10.673	0.001
Deviation from Linearity	1552.901	28	55.461	1.822	0.014
Within Groups	3653.625	120	30.447		
Total	5531.500	149			

3.1.5. Hypothesis Test

The hypothesis testing was conducted using simple linear regression analysis to examine the effect of the work environment on employee job satisfaction at Turi Beach Resort Batam. The regression results showed that the F-value was 3.666 with a significance level of 0.031 (< 0.05), indicating that the independent variable had a significant effect on the dependent variable. The coefficient of determination (R^2) was 0.063, meaning that 6.3% of the variation in job satisfaction could be explained by the work environment, while the remaining 93.7% was influenced by other factors not included in the model. The regression equation obtained was $Y = 49.804 + 0.152X$, suggesting that for every one-unit increase in the work environment score, job satisfaction increased by 0.152 units. Therefore, the proposed hypothesis (H1), which states that the work environment has a positive and significant effect on job satisfaction, was accepted [27], [28].

Table 6. Hypothesis Test Results (Regression Analysis)

Model	Unstandardized Coefficients (B)	Std. Error	t-value	Sig.	R^2	F-value	Sig. F	Result
Constant	49.804	—	—	—				
Work Environment (X)	0.152	—	—	0.031*	0.063	3.666	0.031	H1 Accepted

3.2. Discussion

The findings of this study indicate that the work environment at Turi Beach Resort Batam is generally well managed, as reflected by a mean TCR score of 79.82% categorized as “Good.” Among the measured indicators, workplace safety (82.32%) and coworker relationships (81.43%) obtained the highest scores, both classified as “Very Good,” suggesting that employees perceived the resort as a safe and socially supportive workplace. Meanwhile, physical aspects such as lighting, noise, and air temperature also scored well, although categorized as “Good,” highlighting the importance of maintaining physical conditions to support employee productivity. These results are consistent with prior studies that emphasized the role of both physical and psychosocial work environment factors in influencing employee performance and satisfaction [23], [24].

The analysis of job satisfaction further revealed an overall TCR score of 78.98% in the “Good” category. The highest satisfaction indicators were coworker relations (82.93%) and supervision (80.36%), both classified as “Very Good.” This demonstrates that supportive peer relationships and effective supervisory practices significantly contribute to employees’ positive work experiences. In contrast, indicators such as salary, promotion, and work itself, although still in the “Good” category, showed relatively lower scores, suggesting potential areas for managerial improvement. These findings corroborate earlier research that identified social support and leadership effectiveness as more influential drivers of job satisfaction than monetary rewards in the hospitality sector [25], [26].

Hypothesis testing through regression analysis confirmed that the work environment had a positive and significant effect on job satisfaction, with an F-value of 3.666 and a significance level of 0.031 (< 0.05). The regression equation $Y = 49.804 + 0.152X$ implies that improvements in the work environment are associated with corresponding increases in job satisfaction. However, the coefficient of determination (R^2) was relatively low at 0.063, indicating that only 6.3% of the variation in job satisfaction could be explained by the work environment, while the remaining 93.7% may be attributed to other factors such as compensation, workload, organizational culture, and career development opportunities. This aligns with previous empirical evidence suggesting that although the work environment is an important determinant of satisfaction, it interacts with broader human resource management practices to shape overall employee well-being [27], [28].

From a managerial perspective, the findings highlight the importance of maintaining a balanced approach to workplace management in hospitality organizations. While creating a safe and comfortable physical environment is fundamental, equal attention should be given to strengthening supervisory support, enhancing career advancement pathways, and designing fair compensation systems. Such strategies not only enhance job satisfaction but also contribute to long-term employee retention and service quality improvement, which are crucial in sustaining competitiveness in the hospitality industry [29], [30].

4. CONCLUSION

This study concludes that the work environment at Turi Beach Resort Batam is generally well managed and positively influences employee job satisfaction. The descriptive results showed that both variables were in the “Good” category, with workplace safety, coworker relations, and supervisory support receiving the highest ratings, while salary, promotion, and certain physical aspects such as lighting and noise scored lower but remained satisfactory. Regression analysis further confirmed a significant positive relationship between the work environment and job satisfaction ($p = 0.031 < 0.05$), although the coefficient of determination ($R^2 = 0.063$) indicated that only 6.3% of job satisfaction variance was explained by the work environment, leaving the majority influenced by other factors such as compensation, workload, and career development. These findings reinforce the importance of creating safe, comfortable, and socially supportive workplaces in hospitality organizations while simultaneously addressing broader human resource management practices to sustain employee satisfaction, motivation, and service quality.

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