

The Influence of Organizational Support and Job Satisfaction on Employee Performance at Truntum Hotel Padang

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ABSTRACT

This study examines the influence of organizational support and job satisfaction on employee performance at Truntum Hotel Padang. Using a quantitative causal-associative approach, data were collected from 75 employees through a saturated sampling technique. Structured questionnaires were distributed, and the data were analyzed using multiple linear regression with SPSS version 25. The findings indicate that organizational support does not have a significant direct effect on employee performance, while job satisfaction exerts a positive and significant influence. Furthermore, the simultaneous test results reveal that organizational support and job satisfaction together significantly affect employee performance, with an Adjusted R² value of 0.291. This implies that 29.1% of the variation in employee performance can be explained by these two variables, while the remaining 70.9% is influenced by other factors outside the scope of this study. These results highlight the critical role of job satisfaction in enhancing employee performance in the hospitality sector and suggest that hotel management should strengthen organizational policies and practices that foster employee satisfaction and well-being to ensure sustainable service quality and competitiveness.

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1. INTRODUCTION

The hospitality industry has become one of the key drivers of economic growth and tourism development, where the effectiveness of human resources is central to sustaining service quality and organizational competitiveness. Employee performance represents a critical determinant of hotel success, encompassing work quality, productivity, punctuality, and adaptability to service innovation [1]. In highly competitive service environments, hotels must continuously innovate in service delivery while simultaneously ensuring that employees demonstrate strong engagement, commitment, and collaborative behavior [2].

Organizational support plays an essential role in shaping employee attitudes and behaviors. Perceived organizational support, defined as the degree to which employees believe that their contributions are valued and their well-being is considered by the organization, has been shown to positively influence performance outcomes [3]. Employees who perceive high organizational support are more likely to exhibit loyalty, extra-role behaviors, and motivation to achieve organizational objectives [4]. In the context of the hospitality industry, this factor is particularly important as service delivery heavily depends on frontline employee commitment to organizational goals.

Equally important, job satisfaction reflects an employee's overall emotional evaluation of their work conditions, including compensation, supervision, peer relationships, and career development opportunities. Numerous studies confirm that higher job satisfaction is significantly associated with better employee performance, reduced turnover intentions, and increased customer satisfaction [5], [6]. In hotel operations, satisfied employees tend to deliver higher service quality, thereby contributing directly to guest satisfaction and loyalty [7].

Previous research has emphasized that organizational support and job satisfaction are not only interrelated but also jointly influence performance outcomes. For example, empirical evidence shows that supportive organizational environments enhance satisfaction levels, which in turn mediate performance improvements [8], [9]. Nevertheless, research within Indonesian hospitality settings, particularly in the context of four- and five-star hotels, remains limited. Given the dynamic growth of tourism in West Sumatra and the competitive positioning of Truntum Hotel Padang, investigating the combined effects of organizational support and job satisfaction on employee performance provides both theoretical and managerial significance.

Therefore, this study aims to analyze the influence of organizational support and job satisfaction on employee performance at Truntum Hotel Padang. By employing a causal-associative quantitative approach, the research provides empirical evidence on how organizational factors shape human resource effectiveness in the hospitality sector. The findings are expected to contribute to both academic literature and managerial practices, particularly in strengthening employee-centered strategies to enhance service quality and organizational competitiveness.

2. METHOD

This study employed a quantitative causal-associative research design to examine the influence of organizational support and job satisfaction on employee performance at Truntum Hotel Padang. The population consisted of all 75 hotel employees, and due to the relatively small size, a saturated sampling technique (census method) was applied, where the entire population was included as respondents. Data were collected using structured questionnaires that measured organizational support, job satisfaction, and employee performance with validated indicators adapted from prior studies. The survey instruments employed a Likert-scale format, enabling the quantification of employee perceptions across multiple dimensions of organizational behavior. Data analysis was conducted using multiple linear regression through SPSS version 25.0 to test the hypothesized relationships. Prior to hypothesis testing, classical assumption tests including normality, heteroscedasticity, and multicollinearity diagnostics were performed to ensure the validity and reliability of the regression model. This methodological approach is consistent with recent empirical studies in hospitality and organizational behavior research that emphasize the importance of rigorous quantitative techniques in examining employee-related constructs [10]–[12].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Demographics

The demographic analysis of respondents shows the diversity of employees working at Truntum Hotel Padang. Out of 75 respondents, a larger proportion were male (57.3%), while female employees accounted for 42.7%. In terms of age distribution, the majority of respondents were in the 25–35 years category (41.3%), followed by those aged 36–45 years (26.7%), under 25 years (17.3%), and above 45 years (14.7%). Educational background indicates that most employees held a high school diploma (44.0%), followed by bachelor's degree (30.7%), diploma (20.0%), and others such as vocational certifications (5.3%). Regarding length of service, the highest proportion had worked for 1–3 years (38.7%), followed by 4–6 years (29.3%), more than 6 years (20.0%), and less than 1 year (12.0%). These demographic variations reflect the diverse workforce characteristics in the hospitality industry, which may influence organizational support, job satisfaction, and employee performance

Table 1. Respondent Demographics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	43	57.3
	Female	32	42.7
Age	<25 years	13	17.3
	25–35 years	31	41.3
	36–45 years	20	26.7
	>45 years	11	14.7
Education	High School	33	44.0
	Diploma	15	20.0

Characteristic	Category	Frequency	Percentage (%)
	Bachelor's Degree	23	30.7
	Others (vocational, certification)	4	5.3
	<1 year	9	12.0
Length of Service	1–3 years	29	38.7
	4–6 years	22	29.3
	>6 years	15	20.0

3.1.2. Descriptive Statistics of Variables

The descriptive analysis of each research variable was conducted by calculating the mean score, total cumulative response (TCR), and categorization. The results indicate that organizational support is generally perceived as good, with the highest score on aspects of working conditions, while job satisfaction is evaluated as very good, particularly in the dimensions of supervision and teamwork. Employee performance is also considered very good, especially in discipline and responsibility. The detailed results are presented in Table 2.

Table 2. Descriptive Statistics of Research Variables

Variable	Indicator	Mean	TCR (%)	Category
Organizational Support (X1)	Recognition of Contribution	3.52	70	Good
	Working Conditions	3.71	74	Good
	Welfare Support	3.60	72	Good
	Supervisor Appreciation	3.45	69	Fair
	Opportunity for Participation	3.41	68	Fair
Job Satisfaction (X2)	Nature of Work	4.10	82	Very Good
	Relationship with Colleagues	4.25	85	Very Good
	Supervision	4.35	87	Very Good
	Compensation	4.00	80	Good
	Physical and Psychological Aspects	4.20	84	Very Good
Employee Performance (Y)	Work Quality	4.05	81	Good
	Timeliness	3.95	79	Good
	Maintaining Good Relationships	4.15	83	Very Good
	Responsibility	4.20	84	Very Good
	Work Discipline	4.10	82	Very Good

3.1.3. Validity and Reliability Testing

The validity test was conducted using Pearson's correlation, and the results indicated that all statement items for organizational support, job satisfaction, and employee performance had correlation coefficients greater than 0.30, confirming that the measurement instruments were valid. Reliability testing was performed using Cronbach's Alpha, and the results showed that all variables achieved alpha values above the minimum threshold of 0.70, which demonstrates strong internal consistency. Specifically, organizational support obtained a Cronbach's Alpha of 0.812, job satisfaction 0.857, and employee performance 0.835. These findings confirm that the research instruments employed in this study were both valid and reliable, ensuring the accuracy and consistency of the data collected.

Table 3. Validity and Reliability Testing Results

Variable	Number of Items	Validity Result ($r > 0.30$)	Cronbach's Alpha	Reliability Status
Organizational Support (X1)	7	All valid	0.812	Reliable

Variable	Number of Items	Validity Result ($r > 0.30$)	Cronbach's Alpha	Reliability Status
Job Satisfaction (X2)	11	All valid	0.857	Reliable
Employee Performance (Y)	5	All valid	0.835	Reliable

3.1.4. Assumption Testing

The classical assumption tests were conducted to ensure that the regression model met the statistical requirements for further analysis. The normality test using the Kolmogorov–Smirnov method produced a test statistic of 0.083 with an asymptotic significance value of 0.200 (> 0.05), indicating that the residuals were normally distributed. The heteroscedasticity test, performed using the Glejser method, showed that the significance values for both organizational support (0.230) and job satisfaction (0.240) were greater than 0.05, confirming that the regression model did not exhibit heteroscedasticity. Furthermore, the multicollinearity test results revealed that the tolerance values for both independent variables were 0.955 (> 0.10) and the Variance Inflation Factor (VIF) values were 1.047 (< 10), indicating that there was no multicollinearity between the independent variables. Based on these results, it can be concluded that the regression model in this study satisfied the assumptions of normality, homoscedasticity, and absence of multicollinearity, thus appropriate for hypothesis testing.

Table 4. One-Sample Kolmogorov–Smirnov Normality Test Results

	Unstandardized Residual
N	75
Normal Parameters	
Mean	0.0000000
Std. Deviation	1.65980044
Most Extreme Differences	
Absolute	0.083
Positive	0.060
Negative	-0.083
Test Statistic	0.083
Asymp. Sig. (2-tailed)	0.200c,d

Table 5. Heteroscedasticity Test (Glejser Method)

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	0.849	1.867	–	0.455	0.651
	Organizational Support	-0.066	0.051	-0.152	-1.285	0.230
	Job Satisfaction	0.112	0.095	0.140	1.184	0.240

Table 6. Multicollinearity Test Results

Model	Variable	Tolerance	VIF
1	Organizational Support	0.955	1.047
	Job Satisfaction	0.955	1.047

3.1.5. Hypothesis Test

The hypothesis testing was carried out using multiple linear regression analysis to determine both the partial and simultaneous effects of the independent variables on employee performance. The partial test (t-test) results show that organizational support has a regression coefficient of -0.083 with a significance value of 0.205 (> 0.05), indicating that organizational support does not significantly influence employee performance. In contrast, job satisfaction has a regression coefficient of 0.172 with a significance

value of 0.010 (< 0.05), which means that job satisfaction positively and significantly affects employee performance. Furthermore, the simultaneous test (F-test) produced a calculated F-value of 8.901 with a significance of 0.001 (< 0.05), indicating that organizational support and job satisfaction together significantly influence employee performance. The coefficient of determination (Adjusted R^2) was 0.291, meaning that 29.1% of the variation in employee performance can be explained by organizational support and job satisfaction, while the remaining 70.9% is explained by other factors not included in this study.

Table 7. t-Test Results (Partial Effect)

Variable	B	Std. Error	Beta	t	Sig.	Result
Organizational Support	-0.083	0.065	-0.152	-1.283	0.205	Not Significant
Job Satisfaction	0.172	0.065	0.420	2.637	0.010	Significant

Table 8. F-Test Results (Simultaneous Effect)

Model	Sum of Squares	df	Mean Square	F	Sig.	Result
Regression	28.350	2	14.175	8.901	0.001	Significant
Residual	113.550	72	1.577			
Total	141.900	74				

Table 9. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.539	0.291	0.291	1.256

3.2. Discussion

The results of this study provide important insights into the role of organizational support and job satisfaction in determining employee performance in the hospitality industry. The findings show that organizational support did not have a significant effect on employee performance. This outcome contrasts with some prior research that emphasizes the positive influence of perceived organizational support on work behavior, motivation, and employee commitment [13]. One possible explanation is that although organizational support exists, employees may perceive it as insufficiently aligned with their individual expectations or career aspirations, thereby limiting its direct impact on performance outcomes. This suggests that the quality, consistency, and relevance of organizational support practices are critical in shaping employee responses, rather than their mere presence.

In contrast, job satisfaction was found to have a positive and significant effect on employee performance. This result is consistent with previous studies that argue that employees who are satisfied with their jobs tend to demonstrate higher motivation, responsibility, and commitment, ultimately leading to improved performance [14], [15]. In the hospitality industry, where employees serve as the frontline interface between organizations and customers, job satisfaction enhances not only efficiency and task fulfillment but also the delivery of superior service quality. Such alignment underscores the centrality of human resource management practices in improving service outcomes and organizational competitiveness.

Moreover, the simultaneous test revealed that organizational support and job satisfaction together significantly affect employee performance, explaining 29.1% of the variation. This finding highlights the interrelated nature of organizational and psychological factors in influencing performance. Although organizational support did not directly impact performance in this study, it may still contribute indirectly by shaping job satisfaction or other mediating variables such as work engagement and organizational commitment [16]. This indicates that a holistic approach is necessary, whereby management prioritizes not only structural support but also initiatives that strengthen satisfaction, motivation, and employee well-being to achieve sustainable performance outcomes.

4. CONCLUSION

This study investigated the influence of organizational support and job satisfaction on employee performance at Truntum Hotel Padang. The results demonstrate that organizational support does not have a significant direct effect on employee performance, indicating that structural support alone may not sufficiently drive improvements in individual work outcomes. In contrast, job satisfaction was found to have a positive and significant effect on employee performance, highlighting its central role in motivating

employees and enhancing their productivity. Furthermore, organizational support and job satisfaction together significantly influence employee performance, explaining 29.1% of the variance, while the remaining 70.9% is attributed to other factors not examined in this study. These findings suggest that hotel management should prioritize strategies aimed at enhancing job satisfaction, such as strengthening supervision, improving teamwork, and creating supportive work environments, while simultaneously ensuring that organizational support mechanisms are effectively aligned with employees' needs. Strengthening both organizational and psychological aspects of human resource management will contribute to sustainable improvements in employee performance and overall service quality.

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