

The Effect of Job Satisfaction on Employee Performance at Daima Hotel Padang

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ABSTRACT

This study aims to determine the effect of job satisfaction on employee performance at Daima Hotel Padang. The research method used was quantitative research using the causal associative method. The population in this study was all 62 Daima Hotel Padang employees, who were selected as respondents using a saturated sampling technique. Data were collected through questionnaires and analyzed using SPSS version 29.00, using validity and reliability tests, and simple linear regression analysis. The results showed that employee job satisfaction was classified as good, with a score of 84.86%, while employee performance was also classified as good, with a score of 80.87%. Based on the results of the hypothesis test, the t-value was 5.953 with a significance level of 0.001 (<0.05), indicating that job satisfaction has a positive and significant effect on employee performance at Daima Hotel Padang. These results indicate that increased job satisfaction can directly impact employee performance and overall hotel service quality.

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1. INTRODUCTION

In Indonesia, the hospitality sector plays an important role in the country's economic growth and the travel and tourism industry. In addition to being a place to rest, hotels play a crucial role in building the reputation of tourist destinations and increasing the attractiveness of an area, claim Yakup and Haryanto. Hotels are present as a means that provides comfort for tourists, both domestic and foreign, through the provision of lodging services, food, beverages, and various other supporting facilities. Thus, this industry plays a direct role in creating memorable tourism experiences while contributing to increasing the country's foreign exchange [1].

The development of the hotel industry in Indonesia is inseparable from the growth of the tourism sector which continues to increase every year. Indonesia is a unique tourist destination because of its cultural richness, stunning natural environment, and friendliness of its people. This drives the need for professional and high-quality lodging. A key component in this situation is hospitality management, which demands excellent service standards, operational effectiveness, and the ability to adapt to changing customer demands and expectations.

In addition, advances in information and communication technology have brought a major transformation in hotel operations and their interaction with guests. Room reservations, promotional campaigns, and customer support are now mostly done through digital platforms, which requires hotel management to continue to innovate and integrate technology as a key element in their business plans. Hotels are no longer just a place to rest, but also a hub for business, event, and leisure activities, making this industry even more complex and dynamic.

In the face of increasingly fierce global competition, professional expertise and high service standards are the determining factors for the success of a hotel. Effective management, based on a sincere commitment to service, will result in guest satisfaction and build customer loyalty. This in turn will improve the hotel's image and provide tangible benefits for local and national economic growth. Therefore, the progress of the hospitality sector in Indonesia needs to continue to be supported through improving

human resource competence, creativity in services, and strengthening marketing tactics in order to compete in the international arena.

The hotel industry is one of the vital components in the world of tourism that plays a crucial role in encouraging the economic progress of a region. Hotels not only serve as a place to stay, but also as a supplier of various services and facilities that enhance guest comfort and satisfaction. When it comes to hotel management, professionalism is a key element to create an unforgettable experience for visitors. According to Noviasuti and Cahyadi, hotel management that is carried out with high professionalism and sincere intention to provide the best service is an important aspect in maintaining customer loyalty. Therefore, every hotel must be able to provide excellent services, both for guests who stay and those who only take advantage of certain facilities [2].

Along with increasing competition in the tourism industry, innovation has become an inevitable thing for hotel management. Every hotel is required to continue to adapt and keep up with the development of trends that occur in the hospitality world. Setiawan explained that the hospitality industry must be able to read the changing behavior and needs of tourists who are increasingly diverse, in order to offer relevant and interesting services. This innovation includes not only physical facilities such as interior design and technology, but also services oriented towards comfort, hospitality, and the emotional experience of guests. Thus, hotels that are able to adapt to the changing times will have higher competitiveness [4].

Human resources are one of the key elements that determine the success of hotel operations. The hotel staff is at the forefront of providing direct service to guests. Good staff performance affects client satisfaction and loyalty by reflecting the overall image of the hotel. It is impossible to provide warm, friendly, and professional service without adequate training, strong work motivation, and efficient human resource management. In order for employees to contribute as much as possible to the achievement of the company's goals, hotel management must pay special attention to the well-being and competency development of employees.

Hotels are also part of the service sector that is oriented towards commercial profits. As stated by Asshofi et al and Sugito et al., a hotel is a professionally managed business to provide accommodation to tourists, both domestic and foreign, in exchange for a price commensurate with the services received. In this regard, hotels contribute to the tourism economy by creating jobs and boosting the local economy, in addition to providing accommodation. Travelers have plenty of options to suit their needs and budgets thanks to the availability of a wide variety of hotels, ranging from star-rated to non-star-rated hotels.

The development of the hotel industry in Padang City is one of the clear examples of the rapid growth of this sector in Indonesia. The number of new hotels that are established, both large and small, triggers fierce competition in the hospitality world. This competition requires every hotel to have an effective management strategy so as not to fall behind the competition. Developing existing facilities and improving the quality of human resources are two ways to address this problem. The continued success of hotels in the face of increasingly fierce competition relies heavily on management, service levels and continuous innovation.

PT Daima Citra Prima is the manager of the three-star Daima Hotel Padang. Located in Padang City, West Sumatra (25112), this hotel is strategically located on Jalan Jenderal Sudirman No. 17. This hotel is a popular choice for both business and leisure guests. Daima Hotel Padang has proven its customers' satisfaction and trust to be high, with an average occupancy rate of 83.68%.

Carrying the concept of modern comfort combined with a touch of Minangkabau culture, Daima Hotel Padang presents a warm and distinctive atmosphere, reflecting the values of hospitality of the people of West Sumatra. Every detail of the interior and service is designed to provide a stay that is not only comfortable, but also has an authentic local feel.

The facilities available at Daima Hotel Padang include comfortable and elegant rooms, restaurants with Indonesian and international culinary tastes, meeting rooms for business and private events, and professional services that are ready to meet the needs of guests 24 hours a day. With a combination of professionalism, warmth of service, and local cultural wisdom, Daima Hotel Padang has managed to create a strong identity in the hospitality industry of Padang City.



Figure 1. Hotel Daima

Table 1. Number of employees of Daima Hotel Padang

Yes	Department	Number of Employees
1	<i>Excutive office</i>	1
2	<i>Front office</i>	10
3	<i>Housekeeping</i>	11
4	<i>Food and beverage</i>	18
5	<i>Engineering</i>	8
6	<i>Seles & marketing</i>	3
7	<i>Accounting</i>	10
8	<i>Human resource</i>	1
Sum		62

From the table above, the number of Daima Hotel Padang employees in February 2025 is 62 people.

The operational activities of an organization or company are highly dependent on its human resources. Because human resources actively drive the entire organizational process to achieve the goals that have been determined, Zulfikar and his colleagues believe that they are a significant asset. All of the company's strategies and plans will not be effective without skilled human resources. Human resources are more than just labor; They are the catalyst for innovation, decision-making, and ensuring long-term business stability and viability. Therefore, from recruitment and training to career development, human resource management needs to be methodical to guarantee that workers can contribute as much as possible to business growth.

Human resources and business have an inseparable and interdependent relationship. According to Asmara et al., without human resources, businesses cannot carry out all their operational tasks, and without a platform to channel their skills, human resources will be wasted. This reciprocal relationship shows that an organization's ability to manage its human potential successfully is a key factor in determining its success. Businesses that value the work of their employees will usually invest in improving their skills and general well-being. Employee motivation, loyalty, and productivity will increase, which will ultimately help the business achieve its goals and gain a competitive advantage [5].

Mangkunegara explained that employee performance in the context of performance refers to the quantity and quality of work results achieved by an employee in fulfilling tasks in accordance with the responsibilities given. The amount of work that can be completed is just one aspect of performance; Other factors include task accuracy, thoroughness, and professionalism. Employee performance is also influenced by a variety of factors, including leadership, incentive programs, work motivation, and the workplace environment. Therefore, companies must create a positive work atmosphere and offer support for each employee's growth potential. In order to achieve company goals efficiently and sustainably, employees who feel valued and supported will often perform better.

Rafique notes that because job satisfaction has a direct influence on employee performance, loyalty, and productivity, it is an important component of human resource management that cannot be ignored. A person's level of satisfaction or dissatisfaction with their work, whether related to tasks, relationships with colleagues, or organizational policies, is reflected in their job satisfaction. Therefore, in order for employees to contribute as much as possible to the company's progress, all organizations, including hotels, must consider variables that can increase job happiness [6].

In addition, Robbins and Judge explain that job satisfaction is not only influenced by the work environment alone, but also by the personality of the individual concerned. Everyone has different characters, values, and motivations, so their perception of work varies. Individuals with positive

personalities tend to be more adaptable to work pressures and see challenges as opportunities for growth. On the other hand, individuals who have a negative view of work often feel uncomfortable and quickly lose enthusiasm for work. Therefore, companies must recognize the personality characteristics of their employees and build a supportive work environment [7].

Managers can devise an effective plan to improve employee job happiness by understanding organizational and individual elements. Job satisfaction and a sense of belonging can be fostered through initiatives such as offering opportunities for professional growth, encouraging open communication, and rewarding employees. Employees will work more efficiently, show higher dedication, and provide better service to hotel visitors when they feel valued and happy.

Some of the significant issues at Hotel Daima Padang can be identified based on the background information provided. A number of workers are still performing below expectations, as can be seen from delays and work that does not meet hotel standards. In addition, the emergence of complaints from guests related to unresponsive service indicates that there are obstacles in the implementation of excellent service standards. This problem shows that there is still a gap between management's expectations of employee performance and the reality on the ground.

On the other hand, internal factors related to job satisfaction are also important issues that need to be considered. Some employees feel uncomfortable with job placements that don't match their skill sets, resulting in decreased motivation and productivity. Low job satisfaction levels due to high workloads, lack of appreciation for achievements, and unsupportive working conditions can lead to work stress and potentially increase turnover rates. Factors such as relationships between colleagues, support from superiors, promotion opportunities, and a conducive work environment have also not been fully met, thus affecting the morale and quality of employees' work.

The objectives of this study are as follows: (1) Decrypting employee job satisfaction at Daima Hotel Padang (2) Decrypting employee performance at Daima Hotel Padang (3) Analyzing the effect of job satisfaction on employee performance at Daima Hotel Padang.

2. METHOD

This study uses causal associative techniques quantitatively. This strategy was chosen because it emphasizes quantitative data collection to investigate the relationship between employee performance and job happiness. This study is expected to objectively describe the extent to which job happiness affects staff performance at Hotel Daima Padang using statistical analysis.

From September to October 2025, this research was conducted at the Daima Padang Hotel, located on Jl. Jenderal Sudirman No. 17, Padang. Every employee in all divisions is part of the research population. All employees were sampled using a saturated sample approach due to the relatively small number of employees.

Primary and secondary data are used. A five-point Likert scale is used to collect primary data, while hotel internal reports and related literature are used to collect secondary data. To clarify the respondents' answers, a questionnaire was sent and a brief interview was conducted as part of the data collection procedure.

Using SPSS version 29.00, data analysis was carried out by descriptive analysis, simple linear regression analysis, and validity and reliability tests. The purpose of this phase is to guarantee the accuracy of the instrument and ascertain the extent to which job happiness affects the performance of workers.

This study is expected to provide an in-depth and comprehensive picture of the relationship between staff performance and job satisfaction at Hotel Daima Padang using this methodology. The results of this study are also expected to provide useful information for management to improve the quality of human resources and create a peaceful, comfortable, and conducive working atmosphere in hotels.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Description of Respondent Characteristics

The data mentioned above shows that the majority of the study participants were male (77.4%) and had a high school or vocational school education (69.4%). From a departmental perspective, the accounting division and the food & beverage products division have the highest percentages (17.7% each). In contrast, the majority of respondents (80.6%) work as staff, and the majority of workers (66.1%) have between one and four years of work experience.

Based on the explanation above, it shows that the composition of the workforce at Daima Hotel Padang is mostly dominated by male employees with secondary education backgrounds. In addition, the

majority of employees occupy positions as staff with relatively new working periods, which illustrates that work in the hotel has productive, dynamic, and active characteristics in carrying out their operational responsibilities.

3.1.2. Normality Test

The employee productivity variable was measured based on three main indicators, namely quantity of work output, quality of work output, and time efficiency. The research instrument was distributed to 61 respondents, all of whom are employees of The Axana Hotel Padang. The data obtained from the completed questionnaires were processed and analyzed descriptively to provide a general overview of the employees' productivity level. This descriptive analysis serves as the basis for assessing how well employees achieve work targets, maintain the quality of their work outcomes, and utilize their working time effectively and efficiently to support the hotel's operational performance.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			62
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.30452842
Most Extreme Differences	Absolute		.106
	Positive		.071
	Negative		-.106
Test Statistic			.106
Asymp. Sig. (2-tailed) ^c			.081
Monte Carlo Sig. (2-tailed) ^d	Sig.		.079
	99% Confidence Interval	Lower Bound	.072
		Upper Bound	.086

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS Data Processing Version 29.00 (2025)

3.1.3. Heteroscedasticity Test

To find out if the samples in a study represent the same population, a homogeneity test is used. According to Rosanti and Harahap (2022), this test uses the Variance Homogeneity Test. The data can be said to be homogeneous or come from a population with the same variance if the sig value or probability value > 0.05 . On the other hand, the data can be said to be inhomogeneous or come from a population with uneven variance if the sig value or probability value is less than 0.05. The following table shows the results of the Homogeneity Test:

Table 2. Homogeneity Test Results

Tests of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
KINERJA KARYAWAN	Based on Mean	2.176	5	53	.071
	Based on Median	1.426	5	53	.230
	Based on Median and with adjusted df	1.426	5	38.478	.237
	Based on trimmed mean	2.065	5	53	.084

Source: SPSS Data Processing version 29.00 (2025)

With a significance threshold of ≥ 0.05 , a significance value of 0.071 is achieved based on the results of the homogeneity test shown in the table above. The significance value of the processed data exceeds the level of significance. Therefore, the data is homogeneous because it comes from populations with the same variance.

3.1.4. Linearity Test

The purpose of the linearity test is to ensure that there is a linear relationship between job happiness and career progression. SPSS (Statistical Product and Service Solution) version 29.00 is used to perform a linearity test. If the Deviation of Linearity score is more than 0.05, the two variables are considered to have a linear relationship. The following table shows the results of the linearity test.

Table 3. Linearity Test Results

ANOVA Table					
			Sum of Squares	df	Sig.
KINERJA KARYAWAN * KEPUASAN KERJA	Between Groups	(Combined)	13.356	8	.535
		Linearity	9.432	1	.030
		Deviation from Linearity	3.924	7	.952
	Within Groups		99.886	53	
	Total		113.242	61	

Source: SPSS Data Processing version 29.00 (2025)

The following table shows that the deviation from linearity has a considerable value, which is 0.952. With a significance threshold of $0.05 < 0.952$, it can be said that employee performance (Y) and the job satisfaction variable (X) have a linear relationship.

3.1.5. Hypothesis Testing

A simple linear regression test is used to test the influence of the free variable (X) with the bound variable (Y), the hypothesis in this study is:

Table 4. Simple Linear Regression Test Results

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	9.432	1	9.432	.023 ^b
	Residual	103.809	60	1.730	
	Total	113.242	61		

a. Dependent Variable: KINERJA KARYAWAN

b. Predictors: (Constant), KEPUASAN KERJA

Source: SPSS Data Processing version 29.00

The significance value of $0.023 < 0.05$ was obtained from the results of data processing using the Anova test in the SPSS program version 29.00. This shows that the employee performance variable (Y) is influenced by the job satisfaction variable (X) or the regression model can be used.

Table 5. Regression Coefficient of Variable X against Variable Y

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	29.048	4.880		5.953
	KEPUASAN KERJA	.224	.096	.289	2.335

a. Dependent Variable: KINERJA KARYAWAN

Source: SPSS Data Processing version 29.00

Based on the results of data processing shown in the table above, the value of t is 5.953 with a sig value of 0.001 at a level of < 0.05 . This suggests that variable X can explain variable Y significantly, or that employee performance variables are influenced by job satisfaction variables. Thus, the H_a hypothesis was accepted in this study and H_0 was rejected. The following equation shows how much the job satisfaction variable (X) affects the employee performance variable (Y):

$$Y = a + b.X$$

$$Y = 29.048 + 0.224.X$$

The regression coefficient shows a = the constant value of the coefficient based on the above equation. The value in this example is 29.048. This constant value shows that, in the absence of job satisfaction (X), employee performance (Y) is consistently at 29.048, with a significance of $0.023 < 0.05$ and a value of 0.224. This shows that employee performance will increase by 0.224 units for every one unit increase in job satisfaction.

The extent to which job happiness affects employee performance is ascertained using the determination coefficient. The R-squared value in the basic linear regression analysis then shows the results of the determination test:

Table 6. Simple Linear Regression Test Summary Model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.289 ^a	.083	.068	1.315

a. Predictors: (Constant), KEPUASAN KERJA

Source: SPSS Data Processing Version 29.00

The correlation/relationship value (R) in the previous table is 0.289. Independent variables (job satisfaction) accounted for 8.3% of the dependent variables (employee performance), with other factors determining the remaining 91.7%, based on the coefficient of determination, or R-squared, of 0.083.

3.2. Discussion

With a response score of 84.86%, the results of the study show that the job satisfaction of staff at Hotel Daima Padang is in the good range. This shows that most workers are satisfied with a number of aspects of their work, including the work environment, discipline, morals, and respect and enthusiasm for their profession. The indicator of loving work has the highest score of 87.73%, which means that employees have a sense of responsibility and emotional attachment to their work. These findings show that the management of Daima Hotel Padang has succeeded in creating a fairly comfortable working atmosphere and supporting the psychological well-being of employees. However, these results also indicate the need for further efforts from management to encourage job satisfaction towards the excellent category through increased motivation, rewards, and more effective adjustments to the work environment.

The level of employee performance at Daima Hotel Padang is also classified as good with an achievement of 80.87%. This reflects that employees are able to show consistent performance in terms of quantity, quality, punctuality, attendance, and cooperation between colleagues. The quantity indicator has the highest score of 82.74%, followed by the quality indicator with a value of 81.28%, which indicates that employees are able to complete work according to the standards set by the hotel. These results illustrate that employees have performed their duties optimally and contributed to the achievement of organizational goals. However, there is still room for improvement, especially in punctuality and attendance indicators that have lower values than other indicators. Improving discipline and work time efficiency can be a strategic step to push performance towards the excellent category.

The relationship between employee work performance and work habits in this study indicates that there are significant differences. Based on the results of the hypothesis test using SPSS 29.00, the t value is 5.953 with a significance level of 0.00001 (< 0.05), indicating that employee work performance has a positive and significant impact on employee work performance. As a result, as the level of work performance of employees increases, so does the amount of work they are able to do. The results of this study support the theories and research previously presented by Partini & Dewi and Augustine, which state that work-related stress is a critical factor that affects an individual's productivity and work quality at work.

Overall, the study's findings support the understanding that employee work performance is a critical component in determining the best possible work environment. When employees feel satisfied with their work both in terms of rewards, relationships between colleagues, and the conditions of the work environment, they will have higher motivation to work well, be responsible, and contribute to the progress of the organization. Therefore, the management of Daima Hotel Padang is advised to continue to maintain and improve employee job satisfaction through policies oriented towards welfare, open communication, and providing career development opportunities. Thus, it is hoped that a balance will be created between individual satisfaction and the achievement of organizational goals, which can ultimately improve the competitiveness of hotels in the midst of fierce competition in the hospitality industry.

4. CONCLUSION

With an achievement of 84.86%, the overall level of employee job satisfaction is in the good category, according to the findings of a study on the relationship between job happiness and employee performance at Hotel Daima Padang. Workers are satisfied with a number of aspects of their work,

including atmosphere, discipline, love and compassion for their work, and work ethic. While there is still room for improvement in a number of areas to improve employee job satisfaction to a very good range, it shows that hotel management has managed to build a generally supportive work environment.

In addition, the findings of the study show that, with an achievement rate of 80.87%, the performance of the staff at Hotel Daima Padang is in the good category. Employee performance is known to be positively and significantly influenced by job satisfaction, meaning that the higher the level of job happiness, the higher the performance produced. This is supported by hypothesis tests. Therefore, to improve the productivity and quality of hotel services, management is encouraged to continue to improve employee job satisfaction through training, incentives, and a positive work environment.

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