

# Job Satisfaction Profile in Employees at Kusuma Sahid Prince Hotel Surakarta

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## Abstract

The dynamic rapid development of the modern industrial world makes competition between companies increasingly challenging, with hospitality being one of the industries affected by this rapid development, where one strategy to deal with global economic uncertainty is effective and efficient HR management oriented towards improving productive performance, and as part of this HR management strategy, many contribute to employee productive performance, including job satisfaction. Job satisfaction, its aspects include working conditions, job security, opportunities for growth, salary and communication. This study aims to determine the job satisfaction in employees at Kusuma Prince Hotel Surakarta and understand what affects it. This descriptive qualitative study used purposive sampling to select participants meeting specific research criteria, collecting data through observations and in-depth interviews with hotel employees about their work experiences, documented via audio recordings and photographs. Following data collection, the researchers conducted factor analysis to identify key patterns and themes, ultimately drawing conclusions from the analyzed findings. The study reveals that job satisfaction at Kusuma Sahid Prince Hotel is primarily driven by psychosocial factors like communication and relationships, rather than material benefits. The dynamics of the job satisfaction at Kusuma Sahid Prince Hotel are related to: 1. communication and interpersonal relationships, 2. job security, 3. development opportunities, 4. salary, 5. working conditions. This is demonstrating how human-centered workplace dynamics build organizational strength during economic difficulties.

**Keywords:** *Job Satisfaction, Employee, Hotel.*



## A. INTRODUCTION

The dynamic rapid development of the modern industrial world makes competition between companies increasingly challenging. The dynamic rapid development of the modern industrial world makes competition between companies increasingly challenging. In addition, challenges such as mass layoffs during the Covid-19 pandemic in 2019, government programs for increasing efficiency such as unpaid leave, and global economic uncertainty have forced many companies to be adaptable. It is known that there are negative impacts beyond health risks for organizations, particularly in maintaining employee performance due to the COVID-19 pandemic, especially in terms of economic decline and human resource performance (Widyaningsih et al., 2020). Like other industries, including the hospitality business, companies must be able to keep pace with this economic evolution to maintain their competitiveness. Human resources (HR) are a fundamental resource in every company. According to Mubarok et al. (2020), as cited in Rihadi (2021), human resources are the most important resource for the hospitality industry because they directly impact the competitiveness and sustainability of businesses in the hospitality sector. The hospitality industry itself is one of the sectors that relies heavily on human resources across nearly all operational aspects. Daily

operational activities are highly dependent on the interaction between staff and guests every day, making the role of employees the most important asset for the company's success.

One of the ways to deal with global economic uncertainty is through effective and efficient HR management that focuses on improving productivity. In this context, HR management is not only about day-to-day operations, but also includes efforts to ensure the overall well-being of employees. Effective HR management not only helps organizations adapt to change but also plays a role in enhancing productivity and performance among employees. Strategic HR management plays a role in driving innovation in the hospitality sector by fostering creativity, knowledge sharing, and continuous improvement. Effective HR management strategies can enhance employee motivation, skill development, and adaptability, leading to sustainable innovation and business success in a dynamic industry (Baruah & Sharma, 2025).

As part of the HR management strategy, there are many things that can support employee productivity, including job satisfaction. Employees who are satisfied with their work have higher productivity levels, and this productivity positively impacts the company's profitability, thereby driving sustainable revenue growth. A comprehensive approach to HR management, which includes competency development and enhancing job satisfaction, has proven effective in improving employee productivity (R. Utami et al., 2024). Employees who are dissatisfied with their jobs usually display negative attitudes toward their work. Job dissatisfaction can be caused by high workloads, which lead to stress and fatigue (Shinta Prasetya Devi et al., 2025). Dissatisfied employees tend to be unable to perform at their best in their tasks (Siti Rosmayati & Maulana, 2021). Job dissatisfaction is also associated with employee burnout and turnover, which have a negative impact on organizational performance (Ajeng Sekartiwi & Sartika, 2024).

Job satisfaction is a concept that reflects what individuals feel and think about their work, which can be either positive or negative. Assessments of job satisfaction are subjective, based on the values held by individuals. When an employee's experience is in line with their personal values, this can be categorized as a form of job satisfaction. Sutrisno, in his book entitled *Human Resource Management* (2009:74), states that job satisfaction is a complex emotional reaction resulting from employees' motivations, desires, demands, and expectations toward their work, which are linked to their perceived reality, thereby evoking feelings of joy, satisfaction, or dissatisfaction. According to Maslow's theory of the hierarchy of basic needs, such as physiological needs, safety, belonging to a social group, esteem, and self-actualization, it is evident that these basic needs must be fulfilled first before addressing higher-level needs to achieve job satisfaction.

Sutrisno (2009) wrote about several key determinants of job satisfaction, such as working conditions, job security, opportunity for advancement, salary, and communication. Working conditions related to a comfortable working environment are one of the considerations for employees in choosing a place of work that can support their productivity and satisfaction while carrying out their daily tasks.

According to Parjimawati & Wirjawan (2023), employee performance and comfort can be improved through adequate workplace support. Meanwhile, Lumintang et al. (2019) emphasize that workburnout can be prevented and employee satisfaction can increase when the workplace is in optimal condition. Generally, assessments of workplace comfort are conducted by considering adequate lighting conditions, good air circulation, ergonomic design, and workplace cleanliness standards. Inadequate lighting, such as dimly lit work areas, can make activities like writing or data entry problematic. This can potentially lead to errors in work. Research shows that 83% of work areas have substandard lighting (<200 lux), which correlates significantly with high levels of work fatigue (Yulistiyana et al., 2024). Improving lighting can increase productivity by up to 10% and reduce errors by 30% (Nurcahyo, 2023). On the other hand, sufficient and proportional lighting can create a more conducive work environment and support concentration. In addition to lighting, air circulation also contributes to comfort. A workplace that feels stuffy due to poor air circulation, malfunctioning fans, or air conditioning (AC) systems can cause physical discomfort, leading to a decrease in work focus. Other inconveniences such as cramped and noisy workspaces can lead to dissatisfaction, fatigue, and decreased work motivation. In the long term, these conditions can trigger complaints from employees directly related to their job satisfaction. According to research conducted by Nabilah et al (2025), adequate lighting, comfortable room temperature, and ergonomic design have been proven to have a positive contribution to employee productivity, while noise is considered less influential than other variables in affecting performance. Their research also emphasizes that a well-designed work environment can reduce stress levels, improve concentration, and support employee well-being. A clean and organized work environment reflects the company's care for employee well-being. Based on the Horrevorts et al. (2018) study, the research revealed that increased levels of measured cleanliness show a significant positive relationship with elevated job satisfaction among office workers. This indicated that employees demonstrate significantly greater workplace satisfaction when environmental cleanliness measurements are higher. The cleaner and more comfortable the work environment, the higher the employee's job satisfaction. A workplace that is not kept clean poses a risk of becoming a source of illness and health issues, such as carpets containing dust or insect infestations like mosquitoes or flies. The presence of such elements can disrupt the respiratory system and create physical and psychological discomfort.

The second aspect is work safety. As most of an employee's time is spent at work, the potential for accidents and health problems is a matter of concern. Unexpected incidents such as tripping, slipping, or collisions can result in physical injury, including wounds that require immediate medical attention. This situation becomes even more complex in high-risk work sectors, such as construction projects or industrial sites, where exposure to hazards is greater. Therefore, it is important for companies to provide health protection and workplace accident insurance. The availability of support in the form of medical assistance or cost reductions through programs such as the BPJS Ketenagakerjaan and workplace accident insurance

provides reassurance for workers. Health insurance guarantees that employees can access healthcare services without financial burden, which can reduce employees' concerns about long-term health and well-being risks. Insurance is a form of care from the company that creates a feeling of being appreciated and valued.

Related to the potential risk of workplace accidents, to ensure the safety and security of workers, the company also conducts training as a preventive measure so that employees can protect themselves and others around them while working. Occupational safety and health (OSH) are an effort to protect workers by preventing and reducing accidents and work-related illnesses. OSH can control hazards and risks to minimize injuries and accidents, as well as promote the physical, mental, and social well-being of workers (Fitriani Rahman, 2020). Job satisfaction variables can contribute to the influence of OSH variables on employee performance (Hutagaol and Arwiyah, 2020). Job satisfaction functions as a mediating variable that explains how OSH affects employee performance. When companies implement good OSH programs, employees feel safer and more comfortable at work, which in turn increases their level of job satisfaction. This high job satisfaction then drives improved performance. Accident prevention training is not just a formality, but a strategic investment that equips employees with the skills they need to work safely and efficiently. This training ensures that employees understand the potential risks in the work environment, how to prevent accidents, and how to respond in the event of an incident.

The third aspect concerns how companies develop their employees' careers by providing opportunities for advancement. Ottawa Edu concludes that organizations that invest in employee training and development can influence sales and profits compared to those that do not. In addition, opportunities for advancement and career development have a significant impact on employee job satisfaction and performance, with 93% of employees tending to stay longer at companies that invest in employee development. Effective employee training will encourage a sense of engagement, fostering the development of their work competencies to become more efficient and competitive. Leadership that provides employees with opportunities to participate in goal setting and fair compensation practices can enhance job satisfaction (I. Suryadharma et al., 2016). Effective career development programs and appropriate facilities play a crucial role in enhancing employee motivation, job satisfaction, and overall performance. The findings of Rusmansyah et al. (2023, as cited in Fadillah & Rizky, 2024) emphasize the importance of organizations providing adequate facilities and designing effective career development programs to help employees achieve their career goals and improve their work performance. Employee involvement in the operational side of the company presents an opportunity to develop skills beyond their job scope, and this enhanced capability can help them perform their tasks more effectively.

In addition to providing opportunities for career development, compensation or salary is important to determining whether an employee is satisfied with their job. Almost all workers expect a decent standard of living, but the wages they receive do

not necessarily meet their expectations. The setting of a regional minimum wage is not a determining factor in an individual's job satisfaction. Everyone has different perceptions of how sufficient their income is compared to their expenses. Employees who are satisfied with their salaries tend to perform better and exhibit a positive attitude toward their work. Fair and competitive compensation policies, including salaries, bonuses, and benefits, can enhance job satisfaction and, as a result, improve employee performance (Warnadi & Perkasa, 2025). Contrary to this, employees who feel their salaries are inadequate are more likely to feel dissatisfied, which may lead to tardiness and reduced work effort (Tizara et al., 2024).

In a company, when employees are surrounded by friendly, supportive, and communicative coworkers, they tend to feel more comfortable in their work environment. A work environment that encourages teamwork, where employees feel respected and comfortable interacting with each other, such as when asking for help without fear of being judged negatively, will increase a sense of togetherness. Additionally, close relationships with supervisors also play a role in smooth communication with supervisors, which can expedite task completion and ensure information is conveyed efficiently, ultimately contributing significantly to employee job satisfaction. A work environment that promotes collaboration and treats employees with respect will enhance teamwork and job satisfaction. Close relationships with superiors facilitate efficient communication, accelerate task completion, and contribute to overall job satisfaction (Mutahir et al., 2023).

With the above background, the main objective of this study is to obtain an overview of the job satisfaction level of KSPH (Kusuma Sahid Prince Hotel) employees and to understand the related dynamics. This study aims to understand the work environment, job security, opportunities for self-development, salary, opportunities for advancement, and how communication conditions within a company contribute to employee satisfaction or dissatisfaction with their jobs. Through a qualitative approach and descriptive techniques, the researcher delves into employees' direct experiences through interviews. From the data collected through interviews with a number of employees at KSPH various perspectives on their work experiences were obtained, as well as the underlying factors behind those feelings. Understanding these aspects can serve as a foundation for management or organizations in creating more comfortable working conditions. If employees have positive experiences at work, this has the potential to enhance employee motivation and productivity, which ultimately impacts the organization's overall performance and the achievement of the institution's vision and mission.

## **B. METHOD**

This study aims to determine the job satisfaction of KSPH (Kusuma Sahid Prince Hotel) employees and understand the related dynamics. The method used in this study is a descriptive qualitative approach, producing data results presented in the form of narrative descriptions. Data was collected through observation, semi-structured in-depth interviews to gather the required information, not solely based on

a list of questions. The interview questions were designed by using the theory proposed by Sutrisno (2009), covering working conditions, job security, opportunities for advancement, salary, and communication to explore job satisfaction. The sampling method used in this study was purposive sampling, where samples were selected based on specific criteria relevant to achieving the research objectives. A total of five employees were designated as core informants and two employees as supporting informants. The criteria for sample selection included length of service, departmental position or placement, level of education, and age. The selection of length of service aimed to reveal the dynamics of employee job satisfaction based on their experience during their period of employment, and what underpinned their decision to stay. Meanwhile, consideration of several types of departments was carried out to obtain a broader perspective that was not limited to just one scope of work. During the data collection process, tools such as smartphones and cameras were used as documentation aids to record and take pictures. After the data was obtained from the field, the researchers reduced the data by noting the key points that were considered important, which were used to facilitate the process of identifying further factors and drawing conclusions to answer the research questions.

### **C. RESULT AND DISCUSSION**

Kusuma Sahid Prince Hotel (KSPH), located at 20 Sugiyopranoto Street, Solo, is one of the four-star hotels in Surakarta. The hotel is part of the Sahid Group, established in 1977 by Mr. Sukamdani as its Director. With a strong Javanese cultural theme, KSPH offers a unique appeal to guests seeking the charm of tradition combined with the comfort of modern hotel services. The hotel offers a variety of room types, including Standard, Superior, Deluxe, Cabana, Bungalow, Bungalow Suite, and Prince Suite/Indraloka Royal Suite. Facilities include air conditioning, free Wi-Fi, flat-screen TVs, minibars, private bathrooms and so on. Some rooms also feature private balconies or terraces with views of the lush gardens or swimming pool. The hotel employs over 50 staff members across several departments, including: Executive, Marketing & Sales, Front Office, Accounting, Food & Beverages (Products and Services), Laundry, Housekeeping, Human Resources, Griyadi, and Security.

The hospitality industry, like other industries, faces major challenges in the form of intense competition, the impact of the COVID-19 pandemic (reduction in workforce), government efficiency programs (unpaid leave), and global economic uncertainty. To survive and compete, hotel companies must be able to adapt and improve efficiency and productivity. Human resources (HR), as a key asset, emphasize the importance of effective HR management to enhance company performance and productivity. One of the HR management strategies is through employee satisfaction. This forms the basis of the research to identify the factors influencing employee satisfaction among employees at KSPH. The data in this study uses the theory presented by Sutrisno (2009) in his book entitled Human Resource Management, which includes five dimensions: working conditions, job security,

opportunities for advancement, salary, and communication to explore the picture of job satisfaction.

**Table 1. Criteria for Informants**

No	Initials	Gender	Age	Contract Length	Last Education	Department
1.	EW	L	52	32	S1	HRM
2.	TH	L	54	30	S1	House Keeping
3.	BM	L	55	30	D2	House Keeping
4.	AY	L	37	14	S1	Accounting
5.	RS	L	44	11	D1	Engineering
6.	SG	L	47	14	D3	House Keeping
7.	IA	P	36	12	D1	Food & Beverage Service

The initial step in research planning is through observation, in order to identify the reality and interactions between employees that occur directly at the hotel location over several weeks. After gaining an overview, the researcher continues by understanding the background and criteria of subjects that support the objectives in order to determine the candidates for research informants. The next formal step is to submit an official request for research permission to the hotel management. After obtaining official approval, the research is conducted within the specified timeframe, from June 23rd to July 10th, 2025. Data collection was conducted using in-depth interview techniques, employing an instrument developed based on Sutrisno's theoretical framework on job satisfaction, which includes five aspects and approximately 29 questions to uncover the employees' job satisfaction profile. The duration of the interviews with the research informants varied from 15 minutes to 75 minutes.

### 1. Work Conditions Dimension

Based on the results analysis by the informants, it can be proven that the level of satisfaction is quite diverse regarding the working environment conditions in this hotel, but in general it tends towards a moderate level of satisfaction with some areas requiring improvement.

The flexibility of the workspace and physical comfort, such as air circulation and lighting, received positive responses. Flexibility refers to unrestricted job mobility, with some employees able to work in various areas such as bedrooms, meeting rooms, restaurants, bars, and banquet rooms, which provides variety and prevents monotony in daily activities. Work flexibility refers to the ability of employees to choose when, where, and how they work. Physical comfort refers to the condition of the work environment being well-ventilated and having adequate lighting. In addition, personal control over the conditions of the space also contributes to their work comfort, as they can adjust their workspace, such as lighting and air circulation, according to their personal needs. Past research shows that work flexibility can reduce turnover, increase productivity and organizational performance,

and increase return on labor (Irchamillah & Hendriani, 2023). The geographical proximity to their place of residence also contributes significantly to job satisfaction, with 3 employees feeling comfortable due to the ease of transportation and being able to continue participating in the social life of the surrounding community.

However, there have been several complaints, such as small or cramped workspaces that interfere with administrative activities. Research indicates that poor physical workspaces negatively impact teaching preparation and delivery. Cramped offices, outdated furniture, and insufficient facilities hinder academic staff performance negatively affect the teaching preparation and delivery. In which, reducing employee performances, (Tom et al., 2025). The concerns about the condition of old buildings that could potentially endanger safety. In terms of cleanliness, some areas have regular cleaning schedules after each shift, meal times, and weekly floor polishing, while other areas rely solely on individual initiative without a clear schedule. Although cleaning is done on a regular basis, there are indications of environmental cleanliness issues due to limitations in certain staff. This situation highlights a lack of standardization in the maintenance of work facilities across the entire hotel.

Operational challenges are indicated by a decline in infrastructure quality, such as irreparable or irreplaceable equipment damage, forcing employees to revert to less efficient manual work methods. Limited facilities and work tools indicate that the hotel is experiencing financial pressure that impacts the quality of the work environment. Inefficient use of workspace and a pragmatic management approach based on the principle of taking what is needed and leaving what is not wanted demonstrate the organization's adaptation to resource constraints. Yani's (2023) research shows that there is a strong relationship between the condition of facilities and the work environment and employee productivity, proving that these two factors have a significant impact on employee performance. These findings indicate the importance of providing adequate infrastructure and creating a conducive work atmosphere as an effort to optimize employee performance.

## **2. Work Security Dimension**

Based on the results analysis by the informants, it can be proven that the level of satisfaction with work safety at this hotel is quite good. Overall, employees express a sense of safety and protection in carrying out their daily tasks.

An overview of the company's health and safety protection system shows that employees highly value the Personal Protective Equipment (PPE) training program provided by the company. They are satisfied with the guidance provided, such as recommendations to use anti-electricity gloves, masks, and safety harnesses when working at heights. This reflects that hotel management consistently applies the "safety first" principle, which is taught by the Head of Department (HOD) and supervisors to all employees. This satisfaction is further strengthened by regular workplace safety training, including fire department-led training to prepare for emergencies such as fires. They value how personal hygiene and workplace

cleanliness are integrated as part of workplace safety, not just as a formality. This satisfaction is reflected in the understanding that simple actions like keeping the work area clean, drying wet floors, and using the right PPE directly contribute to preventing workplace accidents. This approach, which includes regular socialization, ongoing training, and operational control, gives employees a sense of confidence that their safety is truly being taken care of. Employees are satisfied with the mentoring system in place, where supervisors not only provide instructions but also directly teach employees how to use safety equipment. The practice of mutual support demonstrates that workplace safety is not solely the responsibility of management but has become a collective practice that provides a sense of security and comfort for all employees.

Health insurance and coverage are significant sources of satisfaction for employees. All respondents expressed satisfaction with the BPJS Ketenagakerjaan program, which is fully covered by the company and customized to each employee's position. Prior to the BPJS era, the company had demonstrated the same commitment by providing health insurance through PT AJ Central Asia Raya, demonstrating consistency in providing health protection to employees. Research by Kurniawan (2016) revealed that both compensation packages and occupational health and safety measures had positive effects on how satisfied employees felt with their jobs. This finding was supported by Amelia (2021) study, which identified a positive relationship between workers' perceptions of their health insurance benefits and their overall job satisfaction levels. Further reinforcing these conclusions, Amin (2020) research established that comprehensive workplace safety and health programs had significant positive impacts on employee satisfaction outcomes.

In terms of physical security in the work environment, employees expressed high satisfaction with the security system in place. Security guards are always either on standby in front of the hotel gate without ever leaving their posts, or not only this security system protects against external threats, but also monitors internal activities, such as the ability to track who steals certain items. This satisfaction is reinforced by the presence of procedures to check and lock rooms after work, demonstrating attention to detail in operational security. Overall, the trend in job satisfaction among hotel employees regarding workplace safety can be categorized as high and satisfactory. This is reflected in the absence of significant complaints, but rather more appreciation for the various facilities and security programs provided.

### **3. Opportunity for Advancement Dimension**

Based on the results analysis by the informants, it can be proven that the level of satisfaction is quite good regarding the development opportunities provided by this hotel. Employees claim to be capable, to have developed, and to have implemented their skills in their work.

This development is the result of the company's efforts to provide training and opportunities for growth. Training is structured as a systematic development program, starting with basic training lasting 1-6 months, performance evaluations, technical training customized to each department's specific field of work, and

promotions based on HR management policies that prioritize qualifications, competencies, and individual performance, rather than unrelated criteria such as personal relationships or political affiliations. In addition, other training programs, such as occupational safety training, ensure that every employee understands and can apply safety standards at work. The company provides ample space for employees to develop multi-skills, not limiting them to a single area of expertise. The job rotation system allows employees to explore various skills and discover their potential. The adaptation of training to operational needs demonstrates the company's flexibility in adjusting its development programs.

Every newly hired employee and those who are promoted receive direct guidance from senior employees, creating effective and sustainable knowledge transfer. Furthermore, the company fosters a culture of “mutual teaching” among employees, where each individual is expected to share their knowledge and experience with their colleagues. Supervisors play an active role as mentors who not only provide guidance but also conduct regular evaluations of their subordinates' abilities. This system enables employees to advance from entry-level positions to supervisory or managerial roles. Real opportunities for promotion are evident in various cases, such as transitions from cashier to auditor, from kitchen staff to higher-level positions, or from housekeeping to official roles.

Although the company demonstrates a commitment to developing employees through various training programs and fair promotion systems, job satisfaction in terms of growth opportunities is still overshadowed by financial and structural limitations. Employees generally appreciate the existing development efforts, but they must also accept the reality that career growth is constrained by difficult business conditions, especially post-pandemic, such as a drastic reduction in the number of employees. This creates significant challenges in providing development opportunities. Policies that prevent automatically filling vacant positions due to budget constraints mean that vertical career paths become increasingly limited. Therefore, the dimension of opportunities for advancement is considered quite significant in terms of employee satisfaction, yet there remains hope for improvements in future conditions.

#### **4. Salary Dimension**

Based on the results analysis by the informants, it can be proven that the dimension of salary in relation to job satisfaction in this hotel is quite diverse, showing variations between individuals. This hotel implements an adaptive salary system, which is adjusted to the hotel's revenue or income. The salary budget is set at around twenty percent of the company's total revenue target and cannot exceed that limit. This salary system directly links business performance with employee well-being, such that as the hotel grows, employee salaries also increase, in line with the statement from one of the sources that there has been a consistent increase from 2014 to 2025.

Statements describing the adequacy of salaries varied based on each individual's subjective assessment. Most of the respondents, 5 out of 7, stated that their

salaries were adequate and commensurate with their workload, while the other 2 respondents had a different opinion. One of the respondents acknowledged that the basic salary still does not meet the Solo Minimum Wage (UMK) standard, although it has been supplemented with services that bring the salary above the UMK. Regarding bonuses from the company to all employees, or what is often referred to as services, these are provided in the form of cash, THR (year-end bonuses), or holiday bonuses added to the salary, or in the form of mandatory employee vacations every once every two years. This motivates employees to know that bonuses are given when they achieve company targets or when their performance improves.

However, it was found that salary was not considered a parameter of job satisfaction. It was evident that almost all respondents emphasized the importance of harmony and comfort in the work environment as being just as important as salary, even more important than the salary itself or when experiencing other financial challenges. When an employee feels comfortable with their coworkers, it has an impact on their sense of belonging at work, which is important for building a positive work environment. This correlates with the research by Shah, Monahan, and Shumaker (2019) reveals while employees consistently rank compensation and benefits as highly important, the study found that workplace atmosphere and interpersonal relationships often have a stronger correlation with actual job satisfaction levels. This research underscores that creating an environment where people feel comfortable, respected, and connected with their colleagues doesn't require major budget allocations but can yield substantial returns in terms of employee engagement and retention.

## 5. Communication Dimension

Based on the results analysis by the informants, all sources stated that this hotel provides optimal comfort in terms of communication and relationships between colleagues and superiors towards employees. This is proven by the consistent opinions of the sources regarding the strong family atmosphere in this hotel environment.

Employees describe their work environment as "like family and home" with a close and supportive communication style. Colleagues show concern when another employee faces difficulties or obstacles at work, whether related to work or personal issues. Not only do they show concern, but colleagues also proactively offer assistance and share the workload when needed. All departments in this hotel demonstrate good cooperation based on the principles of complementing, supporting, and respecting one another. They describe this through hospitality, greeting one another, and the absence of indifference or individualism between departments that hinder collaboration. Communication among colleagues flows smoothly without hierarchical barriers. Employees can easily request assistance or share information through various channels, whether directly or via *WhatsApp* groups.

Meanwhile, relationships with superiors demonstrate openness, flexibility, support for development, and participation, which show their closeness to employees.

Superiors create an atmosphere that allows employees to openly express complaints, opinions, or personal problems. They are flexible in terms of time and place to listen to employees. Superiors position themselves as friends and confidants, not just as leaders. They actively greet employees, ask about their well-being, and show personal concern for them. Superiors not only provide work instructions but also offer training, career recommendations, and support for employees' professional development. Additionally, various other facilities such as General Staff Meetings, social gatherings, or informal discussions, etc., serve as platforms for employees to strengthen their relationships with one another. Meanwhile, supervisors serve as a communication bridge that channels employee aspirations to upper management and informs them of established policies. Decisions are made based on input from the field, and supervisors assist in coordinating the implementation of these decisions by providing clear direction. Once decisions are made, supervisors provide full support in the form of motivation, role modeling, facilitating, and mentoring to ensure success in achieving company goals. It is this dynamic of comfort that makes employees feel at home because they feel humanized while working.

Previous studies have shown a consistent positive relationship between motivation, communication, and employee job satisfaction. Saleem et al. (2010) found that there is a positive correlation between motivation and job satisfaction, where employees are generally satisfied with their jobs and show a high level of interest in the tasks they are assigned. In line with these findings, Shah et al. (2012) further strengthened the empirical evidence by stating that motivation has a significant positive influence on employee job satisfaction levels. The aspect of communication has also been proven to play an important role in shaping job satisfaction. Saputra and Adnyani (2018) in their study at PT. PPILN Bali Region found that communication has a positive and significant influence on employee job satisfaction. The results of this study indicate that the more effective the communication process carried out by employees, the higher the level of job satisfaction felt.

#### **D. CONCLUSIONS**

This study aims to determine the job satisfaction of employees at Kusuma Sahid Prince Hotel and understand the dynamics involved. It can be concluded that the dynamics of job satisfaction at Kusuma Sahid Prince Hotel are related to: 1. Communication and interpersonal relationships, 2. Job security, 3. Opportunities for development, 4. Salary, 5. Working conditions. Communication and interpersonal relationships are the most dominant factors, reflected in the strong family-like atmosphere and open communication between supervisors and subordinates, which create a sense of comfort and satisfaction in the workplace. Workplace safety demonstrates high levels of satisfaction through Personal Protective Equipment (PPE) training programs, BPJS health insurance and coverage, and a "safety first" culture. Opportunities for development provide significant satisfaction through structured training systems and merit-based promotions, despite financial constraints post-pandemic. The salary dimension shows varied satisfaction with an adaptive system

based on hotel revenue, but employees prioritize work harmony over salary amounts. Working conditions exhibit moderate satisfaction with appreciation for workplace flexibility, though there are complaints about declining infrastructure and limited facilities. Overall, the dynamics of job satisfaction at Kusuma Sahid Prince Hotel emphasize psychosocial aspects and the humanity of the work environment over material factors, creating strong organizational resilience in the face of economic challenges.

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