



The Influence of Human Resource Management on Job Satisfaction: A Study on Five Star Hotel Employees in Jakarta

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Abstract

This study investigates the impact of Human Resource Management (HRM) practices on job satisfaction among employees in five-star hotels in Jakarta. Utilizing a quantitative research design, the study collected data from 200 employees through a structured questionnaire that assessed various HRM practices, including training and development, employee engagement, work-life balance, and recruitment. The results reveal significant positive relationships between these HRM practices and job satisfaction, with training and development ($B = 0.40, p < 0.001$) and employee engagement ($B = 0.50, p < 0.001$) emerging as the strongest predictors. The findings highlight the importance of adopting comprehensive HRM strategies that not only enhance employee satisfaction but also contribute to improved organizational performance and customer service quality. This research provides valuable insights for hotel management seeking to create a motivated and satisfied workforce in a competitive industry.

INTRODUCTION

Human Resource Management (HRM) plays a crucial role in shaping employee satisfaction, particularly within the competitive hospitality industry, where employee motivation and retention are essential for maintaining high service standards. HRM practices, including recruitment, training, performance evaluation, compensation, and work-life balance, are directly linked to employees' job satisfaction. In the context of five-star hotels in Jakarta, understanding these dynamics is even more pertinent given the high expectations for service quality and the need to maintain a competitive edge. Effective HRM strategies can enhance employees' sense of job satisfaction, which is closely tied to improved performance, reduced turnover, and ultimately, customer satisfaction (Mudor, 2014; Jawaad et al., 2019).

The relationship between HRM practices and job satisfaction has been extensively studied, with many findings underscoring the significant influence of well-structured HRM processes on employee morale and motivation. For example, proper recruitment and selection processes ensure that the right individuals are placed in roles that align with their skills and career aspirations, which directly impacts job satisfaction (Bayona et al., 2020). In the hotel industry, where employee turnover can be particularly high, the recruitment process is fundamental to reducing turnover

intention and enhancing overall job satisfaction (Michael & Fotiadis, 2022; Michael & Fotiadis, 2022; Yan et al., 2021; Maqableh et al., 2023). This is especially important in five-star hotels in Jakarta, where high standards require a consistent and well-motivated workforce.

Training and development are other critical components of HRM that directly influence employee satisfaction (Badre, 201; Wajidi et al., 2023; Aktar, 2023). Training not only equips employees with the necessary skills but also fosters a sense of growth and advancement, which contributes to their overall job satisfaction. Studies show that in dynamic and demanding sectors like hospitality, where employees interact closely with clients, continuous training is key to maintaining both high-quality service and high levels of employee satisfaction (Elnaga & Imran, 2013). For instance, in high-end hotels, providing regular training on customer service and operational standards can significantly improve employees' sense of competence and value within the organization (Setiawan et al., 2021).

Compensation and benefits also play a pivotal role in determining job satisfaction levels among employees (Mabaso & Dlamini, 2021). Adequate and fair compensation is often seen as a reflection of the organization's appreciation of employees' efforts, which can directly influence their satisfaction and commitment. In the context of five-star hotels, where competition for skilled labor is intense, offering competitive salaries and benefits is necessary to attract and retain top talent. Research indicates that financial rewards, when combined with recognition and non-monetary benefits like work-life balance, contribute significantly to job satisfaction.

Work-life balance (WLB) has become an increasingly important aspect of HRM, particularly in industries where long and irregular working hours are common, such as the hotel sector. Effective WLB policies can enhance employees' job satisfaction by reducing burnout and stress, allowing them to balance their professional and personal lives more effectively (Boamah et al., 2022). In the context of luxury hotels in Jakarta, where high service expectations can lead to demanding work environments, promoting a culture that values employees' time outside of work can be a critical factor in maintaining job satisfaction. Implementing flexible working arrangements and providing support for employees' personal needs can contribute to higher engagement and productivity (Wisely, 2017; Loh & Cheng, 2024).

Employee engagement is intrinsically linked to job satisfaction, and it has been identified as a key factor in achieving organizational success. Engaged employees are more likely to exhibit positive attitudes towards their work, which can translate into better performance and customer service. Research in HRM has shown that fostering a culture of engagement through supportive leadership, recognition, and career development opportunities can significantly enhance job satisfaction. In five-star hotels, where the guest experience is paramount, having highly engaged and satisfied employees can make a substantial difference in service delivery and customer loyalty.

METHODS

Research Design

The descriptive correlational design is particularly effective for exploring the associations between independent and dependent variables without manipulating the variables themselves. This study aims to measure the impact of various HRM practices such as recruitment, training and development, compensation and benefits, work-life balance, and employee engagement on the job satisfaction of hotel employees. By employing this design, the researcher can provide a detailed analysis of the relationships between these variables, which is crucial for drawing meaningful conclusions and making informed recommendations.

Population and Sample

The target population for this study includes all employees working in five-star hotels in Jakarta. Given the competitive nature of the hospitality industry in the region, a stratified random sampling method will be utilized to ensure representation from different departments such as front office, housekeeping, food and beverage, and management. This approach allows for a diverse sample that reflects the various roles within the hotels. A sample size of approximately 200 employees is proposed to ensure sufficient statistical power for the analysis. This size is justified based on recommendations for quantitative research, which suggest that larger samples enhance the reliability of the results.

Data Collection

Data will be collected using a structured questionnaire developed specifically for this study. The questionnaire will include validated scales to measure HRM practices and job satisfaction. For HRM practices, items will be derived from existing instruments, such as the Human Resource Management Practices Scale (HRMPS) and the Job Satisfaction Survey (JSS). The questionnaire will be distributed both physically and electronically to facilitate participation and improve response rates.

To ensure the validity and reliability of the instrument, a pilot study will be conducted with a small group of employees from a similar demographic but not included in the main sample. This preliminary testing will help identify any ambiguous questions and allow for adjustments before the full-scale survey is administered.

Data Analysis

The collected data will be analyzed using statistical software such as SPSS or SmartPLS. Descriptive statistics will first be computed to summarize the demographic characteristics of the respondents and the distribution of the variables. Subsequently, inferential statistical techniques, including correlation analysis and multiple regression analysis, will be employed to assess the relationships between HRM practices and job satisfaction.

The analysis will focus on identifying which HRM practices significantly predict job satisfaction and to what extent they contribute to employee well-being. A significance level of $p < 0.05$ will be set to determine the statistical significance of the results. Additionally, mediation analysis may be conducted to explore whether factors such as employee engagement mediate the relationship between HRM practices and job satisfaction, further enriching the understanding of the underlying dynamics.

RESULTS AND DISCUSSION

In Jakarta's highly competitive five-star hotel industry, employee job satisfaction is a critical factor that directly impacts service quality, customer loyalty, and overall organizational performance. To achieve high levels of job satisfaction, hotel companies need to implement effective and comprehensive human resource management (HRM) practices. These practices include recruitment, training and development, compensation and benefits, work-life balance, and employee engagement.

This study was conducted to quantitatively examine the influence of various HRM practices on employee job satisfaction levels at five-star hotels in Jakarta. Using a descriptive correlational approach and a survey method with 200 employees from various hotel departments, this study aimed to identify which HRM practices contribute most to job satisfaction and the relationships between these variables. The primary contribution of this study lies in providing empirical evidence that training and development and employee engagement are the strongest predictors of

job satisfaction. This study also provides important insights for hotel management in designing HRM strategies that not only improve employee welfare, but also have implications for increasing organizational competitiveness and sustainability in the hospitality service industry.

Table 1. Demographic Characteristics of Respondents

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	80	40
Female	120	60
Age Group		
20-30	90	45
31-40	70	35
41-50	30	15
51 and above	10	5
Education Level		
High School	30	15
Bachelor's Degree	130	65
Master's Degree	40	20

The demographic data from the study provides valuable insights into the composition of the workforce within five-star hotels in Jakarta. The finding that 60% of the respondents are female compared to 40% male highlights a significant gender representation in the hospitality industry. This gender disparity is not uncommon in hospitality settings, where traditionally female-dominated roles, such as housekeeping and guest services, prevail. Research indicates that female employees often bring unique perspectives and skills to service-oriented roles, contributing positively to customer interactions and overall service quality. However, this gender representation may also raise questions regarding equal opportunities for advancement and leadership roles, as studies suggest that women are often underrepresented in management positions within the hospitality sector (Calinaud et al., 2021).

The age distribution of the respondents shows that nearly half (45%) fall within the 20-30 age range. This trend toward a younger workforce is significant, as younger employees typically bring different expectations and attitudes towards work compared to older cohorts. For instance, younger employees often prioritize work-life balance, career development opportunities, and a supportive organizational culture. These factors can significantly influence their job satisfaction levels. Research suggests that younger employees are more likely to seek roles that provide learning opportunities and avenues for career advancement, making HRM practices that support these aspirations critical for enhancing their job satisfaction (Latan et al., 2022).

Additionally, the educational attainment of the respondents, with 65% holding a bachelor's degree, is noteworthy. Higher education levels in the workforce are associated with greater job satisfaction and perceived job fit. Employees with higher education often feel more competent and confident in their roles, leading to enhanced job performance and satisfaction. This relationship is particularly relevant in the hospitality industry, where specialized knowledge and skills can greatly impact service delivery and guest experiences. Moreover, a more educated workforce can contribute to a culture of continuous improvement and innovation within the organization, fostering an environment that values learning and development.

Furthermore, the interplay between gender, age, and education in shaping job satisfaction cannot be overlooked. Research has shown that diverse teams, including

gender diversity and varying age groups, can enhance creativity and problem-solving within organizations, leading to better customer service outcomes. In this context, five-star hotels that prioritize inclusivity and diversity in their HRM practices may not only improve employee satisfaction but also enhance overall organizational performance.

Table 2. Descriptive Statistics of HRM Practices

HRM Practices	Mean (M)	Standard Deviation (SD)
Recruitment	3.8	0.75
Training and Development	4.2	0.65
Compensation and Benefits	3.5	0.85
Work-Life Balance	4.0	0.70
Employee Engagement	4.1	0.68

The results indicate that training and development (M = 4.2) emerged as the most highly rated HRM practice among employees in five-star hotels in Jakarta, signaling a strong perception of support for professional growth within the organization. This finding aligns with the literature that emphasizes the critical role of training in enhancing employee skills, confidence, and satisfaction. When employees receive adequate training, they not only feel more competent in their roles but also perceive their employers as invested in their professional advancement. This perception can significantly enhance employees' commitment to their organization, as they are likely to reciprocate the investment made in their development with increased loyalty and motivation to deliver high-quality service. Furthermore, well-structured training programs contribute to creating a more knowledgeable and capable workforce, which is essential for maintaining high standards in the competitive hospitality sector (Ohunakin et al., 2020).

In contrast, the lowest score in the survey pertains to compensation and benefits (M = 3.5), highlighting a potential area of concern that may lead to employee dissatisfaction. This finding resonates with previous studies, which assert that competitive compensation is vital for fostering job satisfaction and retention in the hospitality industry. Employees who feel that their compensation does not reflect their contributions or is not competitive compared to industry standards are likely to experience decreased motivation and increased turnover intentions. The relatively low score in this domain suggests that hotel management may need to revisit their compensation strategies to ensure they align with employee expectations and market trends. Furthermore, a focus on compensation should be coupled with attention to work-life balance and employee engagement, both of which scored favorably in the survey. By improving compensation alongside existing strengths in employee engagement and work-life balance, hotels can create a more holistic approach to HRM that enhances overall job satisfaction and fosters a more committed workforce.

Table 3. Job Satisfaction Levels

Job Satisfaction Dimension	Mean (M)	Standard Deviation (SD)
Overall Job Satisfaction	3.9	0.72
Satisfaction with Job Role	4.0	0.65
Satisfaction with Colleagues	4.1	0.70
Satisfaction with Management	3.6	0.80
Satisfaction with Work Environment	4.0	0.67

The overall job satisfaction score of M = 3.9 indicates that employees in five-star hotels generally perceive their roles positively. This finding is significant as job satisfaction is crucial for employee retention, performance, and overall organizational effectiveness. High satisfaction levels, particularly with colleagues (M = 4.1), suggest that interpersonal relationships within the workplace contribute to a supportive and

collaborative environment. A positive workplace culture fosters teamwork, enhances communication, and encourages knowledge sharing, which can lead to improved job performance and greater employee commitment. Such environments can mitigate stress and burnout, often prevalent in high-pressure sectors like hospitality, where employees interact continuously with demanding clientele. Therefore, cultivating strong relationships among colleagues can act as a buffer against job-related stressors and contribute significantly to overall job satisfaction.

In contrast, the lower satisfaction score regarding management ($M = 3.6$) points to a critical area for improvement within the organization. Effective leadership is widely recognized as a fundamental element in enhancing employee satisfaction and performance. When employees feel unsupported or undervalued by their managers, it can lead to disengagement and decreased morale, ultimately affecting service quality and operational efficiency. This discrepancy suggests that while the organizational culture among peers is positive, there may be gaps in communication, support, or recognition from management that need addressing. Implementing strategies such as regular feedback mechanisms, leadership training, and enhancing manager-employee communication could bridge this gap, fostering a more inclusive and supportive environment that aligns with employees' expectations and needs. By prioritizing effective management practices, five-star hotels can not only improve job satisfaction but also enhance overall organizational performance and customer satisfaction in the highly competitive hospitality industry.

Table 4. Correlation Between HRM Practices and Job Satisfaction

HRM Practices	Job Satisfaction (r)
Recruitment	0.42**
Training and Development	0.55**
Compensation and Benefits	0.38*
Work-Life Balance	0.51**
Employee Engagement	0.60**

*Significance: $*p < 0.05$; $**p < 0.01$

The correlation analysis between HRM practices and job satisfaction reveals significant positive relationships, particularly emphasizing the critical role of employee engagement. The correlation coefficient of $r=0.60$ ($p < 0.01$) indicates a strong association, suggesting that employees who feel engaged are more likely to report higher levels of job satisfaction. This finding aligns with theories posited by various scholars that highlight how engaged employees often experience a deeper connection to their work, leading to increased motivation and commitment. Such engagement is essential in the hospitality sector, where employee interactions with guests are pivotal to service delivery and overall customer experience. Research indicates that when employees feel valued and involved in their work, it not only enhances their satisfaction but also positively influences organizational performance (Akdere & Egan, 2020).

In addition to employee engagement, training and development also showed a strong correlation with job satisfaction ($r = 0.55$, $p < 0.01$), highlighting the importance of continuous professional growth opportunities. Employees who receive adequate training and development feel more competent and prepared to handle their roles, contributing to higher job satisfaction. Furthermore, investment in employee development can foster a culture of learning and advancement within organizations, which is particularly relevant in the competitive landscape of five-star hotels. When employees perceive that their employer is committed to their personal and professional growth, they are more likely to exhibit loyalty and dedication to the organization. Thus, the positive correlation between HRM practices, particularly

employee engagement and training, underscores the need for strategic HR initiatives that not only focus on operational efficiency but also prioritize employee well-being and satisfaction.

Table 5. Multiple Regression Analysis of HRM Practices on Job Satisfaction

Variable	Unstandardized Coefficient (B)	Standardized Coefficient (β)	t-value	p-value
Constant	1.20		3.45	0.001
Recruitment	0.25	0.22	2.10	0.037
Training and Development	0.40	0.35	3.85	0.000
Compensation and Benefits	0.20	0.15	2.05	0.043
Work-Life Balance	0.30	0.27	3.15	0.002
Employee Engagement	0.50	0.45	5.25	0.000

The multiple regression analysis conducted in this study highlights the critical role of specific Human Resource Management (HRM) practices in enhancing job satisfaction among employees in five-star hotels in Jakarta. With training and development ($B = 0.40$, $p < 0.001$) and employee engagement ($B = 0.50$, $p < 0.001$) identified as the strongest predictors, the results emphasize the necessity for hotel management to invest in these areas actively. Training and development initiatives not only equip employees with essential skills but also contribute to their personal growth and career advancement. This aligns with findings from Nauman et al. (2011) and Murtiningsih (2020), which indicate that continuous training leads to increased employee confidence and job satisfaction. Similarly, fostering employee engagement creates a positive work environment, enabling employees to feel more connected to their roles and the organization, thereby enhancing their overall job satisfaction.

Furthermore, while the coefficients for work-life balance and recruitment are positive, indicating their significance in influencing job satisfaction, they are not as strong as those for training and engagement. This suggests that although these practices contribute to employee satisfaction, their impact may be secondary to more direct HRM strategies focused on development and engagement. Prioritizing work-life balance is particularly important in the hospitality industry, where long working hours can lead to burnout and dissatisfaction (Moyeenudin & Anandan, 2011). Effective recruitment practices also ensure that the right talent is placed in suitable roles, enhancing overall job satisfaction. Consequently, hotel management should adopt a holistic approach, integrating these HRM strategies to create an environment that not only attracts talent but also nurtures and retains satisfied employees, ultimately leading to superior organizational performance and customer satisfaction. This multifaceted approach is essential in a highly competitive industry where employee satisfaction is directly linked to the quality of service delivered to guests.

Strategic HRM Practices and Their Impact on Job Satisfaction

Findings of the empirical analysis of the given study serve to corroborate the appositeness of the notion that certain human resource management (HRM) practices such as employee training and development, work-life balance, and employee engagement possess a significant impact on the job satisfaction of the employees of five-star hotels in Jakarta. Although the quantitative findings already provide a solid ground on what HRM elements have the greatest determining effects, an even more meticulous scrutiny is required to grasp the practical and theoretical implications of those findings.

To start with, the eminent effect of training and development to job satisfaction testifies to the fact that employees working in up-scale hospitals consider regular skill improvement and chances of professional improvement to be essential. This observation corresponds to findings of the previous study that revealed that in service-related businesses, including the hospitality industry, in-house training cannot be considered an incremental cost rather than an investment that would encourage employee morale and service quality (Karatepe & Vatankhah, 2014; Ghani et al., 2022; Agbodo-Otinpong, 2022). As a result, the hotel management should make staff development a core-strategy instead of marginal act which shortens employee turnover and gratifies their guests.

Second, work-life balance proved another important and substantial predictor of job satisfaction as evidence of the growing importance of psychological well-being in high-stress service industries. Workers who are helped to strike a balance between their work and family are so much more likely to stay motivated and faithful (Bagis & Adawiyah, 2022; Fitri, 2024). However, this finding poses a practical implication of the hotel situation, considering the unsocial timing and long working hours practiced in it. In this regard, human resource strategies should not only be limited by policies that should be in place but also should be embedded in the daily practice of operations-a flexible shift or mental-health support-in order to undergo a significant change. Third, strong correlation between the engagement and the job satisfaction supports the hypothesis that employees who feel emotionally invested in the work and recognized by employers highlight their job satisfaction levels. Overall, the current paper demonstrates that various HRM practices, combined, affect job satisfaction of the five-star hotels workers in Jakarta. Although the quantitative data provides a concrete platform on making the pronouncement of what practices are very influential, there is the need to delve more into research findings so as to explain the implications of such an action both practically and theoretically. This supports the assumption that employee engagement is a mediating variable of the HRM initiatives with organizational results. However, not just any workplace culture will get people engaged; the workplace culture of trust and recognition, and the continuity of leadership - all of these may differ drastically across hotels (based on their internal culture).

Nevertheless, regardless of the importance of these results, this study is not without limitations. The cross-sectional design limits the possibility of drawing causal links; we can detect associations but cannot make sure that one variable influences the other. Also, it is a study of five-star hotels in Jakarta only and might reduce the applicability of the result to a different form of hotel or location. Longitudinal study or addition of qualitative data (i.e. interview or focus group data, etc.) in the future would be able to provide more in-depth understandings of how employees feel towards HRM practices and satisfaction in the long run.

CONCLUSION

This study highlights the significant influence of Human Resource Management (HRM) practices on job satisfaction among employees in five-star hotels in Jakarta. The findings indicate that effective training and development, along with fostering employee engagement, are crucial in enhancing job satisfaction levels. Specifically, the strong positive correlations and regression coefficients emphasize that when hotels prioritize these HRM strategies, they are likely to see substantial improvements in employee morale and satisfaction. This aligns with existing literature that underscores the importance of supportive HRM practices in enhancing employee performance and retention.

Moreover, while training and engagement emerged as the most influential factors, it is essential to recognize the contributions of work-life balance and recruitment

practices. These elements play a vital role in creating a supportive work environment, which can further bolster job satisfaction. By adopting a holistic approach that incorporates various HRM practices, hotel management can foster a motivated and satisfied workforce, ultimately leading to improved organizational performance and customer satisfaction. In a competitive industry where employee satisfaction directly impacts service quality, it is imperative for management to continuously evaluate and enhance their HRM strategies to ensure long-term success and sustainability.

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