

Structural & Environmental toward Satisfaction

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HOW STRUCTURAL AND ENVIRONMENT VARIABLES AFFECTING JOB SATISFACTION OF HOTEL EMPLOYEES IN SURABAYA?

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ABSTRACT

The development of the hospitality industry in Surabaya city has also made competition increasing. That competition makes every hotel struggling to achieve competitive excellence which will later be useful as strength of competitiveness compared with other hotels. One of the strengths is by using competitive human resources. However, when the hotel empowers its human resources, the business ethics factor is one of the factors that must be owned by hotel managements, especially in treating employees better. This study focuses on structural variables that can be controlled by the company and environment variables that cannot be controlled by the company, which of these two variables can influence the creation of job satisfaction owned by hotel employees in Surabaya city. **This is an associative causal research using Structural Equation Modeling (SEM) as statistical tool.** The results of this study can be seen that structural variables have a positive and significant effect on job satisfaction, and environment variables have a negative and significant effect on job satisfaction.

Keywords: structural variables, environment variables, job satisfaction, hotel employee

INTRODUCTION

Growth in the number of tourists, especially foreign tourists who visited Indonesia in the last two years show a rise in numbers significantly. This can be proven by the increasing number of foreign tourists visiting Indonesia in 2017-2018 at 12.58% (Kementerian Pariwisata, 2019). This condition certainly has an impact on the high interest of investors both foreign and local investors in the hospitality sector to invest in Indonesia (Lubis, 2017).

An increasing number of investors in the hospitality field also affects the growth number of hotels in Surabaya, the second largest city in Indonesia. According to data released by the Central Bureau of Statistics Surabaya (BPS) stated that in the

year 2017 there has been an increase of 44 new hotels in Surabaya (BPS Kota Surabaya, 2019). This number is expected to continue to grow because every year, there is always an increase of the number of hotel establishment permit requests.

As the second largest metropolitan city after Jakarta, Surabaya has a number of starred hotels in the city which serve guests from the class of professional or business (conducting activities related to the profession / occupation). Increased business activity in Surabaya which is characterized by the development of the CBD (Central Business District) and sub CBD were scattered in the area of North Surabaya, Surabaya Center, and the Surabaya West, makes the mobility of people to the city is also higher. So, the

demand of temporary accommodations like hotel - that is able to accommodate the activities of MICE (Meeting, Incentive, Convention, and Exhibition) - also continues to increase.

The increase in the number of hotels in Surabaya will automatically lead to higher levels of competition among these hotels. It means that hospitality industry cannot be separated from the tight competition. To be able to survive, every hotel must have a competitive advantage compared to other hotels (Arbelo-Pérez, Arbelo, & Pérez-Gómez, 2017; Richard, 2017). One way to get this competitive excellence is to treat employees as company assets to achieve the company's goals (Kumar & Pansari, 2015).

With the shift of paradigm from 'employees as a burden' to 'employees as a company asset' (Rao, Akiri, & Adusumilli, 2018), the availability of competent employees is a very crucial component for the survival of a company, including hotels (Cheraghalizadeh & Tümer, 2017; Vathanophas, 2015). This should be a concern because currently available human resources in the hospitality sector do not have enough competence both managerially and operationally (Baum et al., 2016; Francis & Baum, 2018; Ramphul & Chittoo, 2016).

This phenomenon makes competition to get competent human resources potentially becoming fierce. It happens because human resources today are more demanding and want to work for companies that have good business ethics, both for employees and the surrounding environment (Hanson, 2014). In addition, the strategy to maintain employees is more complicated, which is mainly due to two factors, namely the employee ethics factor and the company's business ethics factors, and how much opportunity that is outside the company where the employee is working (Harvey, 2016).

Business people will always expect their employees to work well in accordance with the employment agreement that has been agreed. The business people also expect that the current business relationships do not cheat and work in accordance with the existing cooperation agreements. In contrast, business people are also required to be able to act fairly on their employees and existing business relations so that good mutualism occurs between the two parties. Companies that have good business ethics will have a good responsibility to the surrounding environment which is usually in the form of Corporate Social Responsibility and to employees who work in the company (Supanti, Butcher, & Fredline, 2015). In terms of responsibility for employees, companies that have good business ethics will pay attention to employee job satisfaction in various ways (Yang, 2014). Thus, the existence of good business ethics can make business people to be able to run existing businesses wiser and morally responsible (Hanson, 2014). This is mainly due to the fact that satisfied employees tend to be loyal to the company where the employee works (Guillon & Cezanne, 2014; Tomic, Tesic, Kuzmanovic, & Tomic, 2018; Vinerean, 2015). The company's efforts to maintain employee satisfaction can also be called structural factors or structural variables (Iverson & Deery, 1997).

Apart from the company that must have business ethics, the continuity of employee work also depends on the work ethics of the employee (Othman, 2016). Employees who have good work ethics has a lot of characteristics which are less likely to sedentary work, not divulge corporate secrets and working efficiently and not wasting time (Ness et al., 2014). When a good work ethic is formed, employees will tend to be satisfied at work (Yang, 2014). However, it should be noted that management has no control over several

factors, especially external factors that affect employee work ethics (Ceschi, Demerouti, Sartori, & Weller, 2017). These factors are turnover culture, kinship responsibility, and job opportunity (Davidson, McPhail, & Barry, 2011). These factors are often called environment factors or environment variables (Hom, Lee, Shaw, & Hausknecht, 2017).

Both factors, namely business ethics that can be controlled by the company (structural variables) and work ethics of employees who cannot be controlled by the company (environmental variables) have a direct influence on employee satisfaction (Iverson & Deery, 1997). This must be considered by the company because in attracting and retaining employees, high employee satisfaction is an absolute thing to be achieved (Yang, 2014).

Iverson & Deery (1997) describe that structural variable is factor related to the work setting, both the work itself and the state of the organization. Factors that influence structural variables are co-workers and supervisory support, routinization, and distributive justice. In relation to the structural variables, Frederiksen (2017) states that pleasant treatment of an employee will result in the satisfaction of the employee. In addition, the design of a job also affects the satisfaction or failure of employees. This can be seen mainly from the level of difficulty of the work. If work is too easy, this can lead to boredom. But if the work is too difficult and demands physical endurance, there will be saturation in the employee.

On the other hand, Iverson & Deery (1997) explain that environmental factors are factors that cannot be controlled by an organization in delivering job satisfaction to their employees. This factor is related to the environmental conditions in which an employee lives. The things that affect environmental factors are job

opportunity, turnover culture and kinship responsibility.

Jamnik (2017) and Luetge (2015) suggest that there are several principles of business ethics: the principle of autonomy, the principle of honesty, the principle of justice, the principle of mutual benefit, and the principle of moral integrity. Autonomy is a human attitude and ability to make decisions and act on their own awareness about what is considered good to do (Herring & Wall, 2015), so that business people who have the principle of autonomy know and fully aware that decisions and actions taken will be appropriate or contrary to moral values or certain norms (Yeoman, 2014). The second principle is honesty which is also a key thing in business. If there is no honesty in doing a business, then there will be a feeling of deception which will later lead to feelings of distrust. If there is a feeling of mistrust in one of the parties, then the business activities carried out will not be maximized again and will tend to harm both parties (Dossa & Kaeufer, 2014). The next principle is the principle of justice, which requires that everyone be treated equally in accordance with rules that are fair and in accordance with rational, objective, and accountable criteria (Morais & Monteiro, 2017). The fourth principle is the principle of mutual benefit. In term of justice, it is demanded and expected that no party loses their rights and interests, then the principle of mutual benefit will make all parties try to give each other positive results (Manasakis, 2018). The fifth principle, namely the principle of moral integrity is lived out as an internal demand within business people to be able to run a business while maintaining good personal and corporate reputation (Neesham & Gu, 2015).

Based on the results of interviews with three hotel industry employees in Surabaya, it was found that two people felt that employee job satisfaction was not

high, mainly because of dissatisfaction with management. However, the third person who held a managerial position said that the hotel where he works had done the best for employees, especially in terms of support and the creation of a good work environment. It was also found that according to these three people, the tendency of employees to quit and to move to another company, especially in the hospitality industry, was very high. However, usually only employees occupy the lower operational level who frequently move out. Looking at the facts and phenomena above, this study aims to find out whether structural variables and environmental variables affect the satisfaction of hotel staff in Surabaya. The purpose of this research, firstly is to investigate the role of structural and environmental variables toward satisfaction according to Iverson & Deery (1997) model and also to give additional empirical evidence according to the model; secondly is to give an insight especially related with employees' job satisfaction in hotel industry in Surabaya.

METHODS

This research is an associative causal study with a population of 4 and 5 star hotels in Surabaya conducted in November 2018-January 2019. The method and the sampling technique is non-probability sampling. In non-probability sampling, elements of the population are selected on the basis of availability (e.g. because they are voluntarily willing to become respondents), or because of the researcher's considerations that they can represent the population (Wu Suen, Huang, & Lee, 2014). A selection of samples is subjectively in an intended purposive sampling because it is possible for a researcher who has understood that the required information can be obtained from

a specific target group that is able to provide the desired information (Palinkas et al., 2015).

The samples in this research were employees at least 18 years and have had a minimum of 3 years of service. This research is run by using 100 samples (Osborne et al., 2014). This research used questionnaire as the primary tool to collect data by distribute through colleagues who's working in hotel industry especially 4 and 5 starred hotel in Surabaya, whereas in total 103 questionnaires, 3 questionnaires were unable to use due to data missing.

The analysis tool used is SEM analysis with the previous mean numbers will be grouped in class intervals in very low, low, quite high, high, and very high. In addition, to describe job satisfaction, it uses mean analyzing with the class group in sequence: very dissatisfied, dissatisfied, quite satisfied, satisfied, and very satisfied.

The measurement for structural variables adopted from Iverson & Deery (1997) with four-item indicators including "My co-worker supports me in doing work" and "I don't do routine work that bored me"; environmental variables adopted from Iverson & Deery (1997) with three-item indicators including "In my opinion, changing jobs often is normal" and "I have a big responsibility to provide my family's well-being"; lastly for job satisfaction adopted from Agho, Mueller, & Price (1993) with six-item indicators including "I am satisfy with my salary" and "My hotel provides me with a conducive working environment".

RESULT AND DISCUSSION

Based on questionnaire data that has been processed, it is known that 60 respondents from a total of respondents (60%) are men, while the remaining 40 respondents (40%) are women. From the

age factor, 8 people (8%) are less than 25 years old; 41 people (41%) are in the range of 26 to 35 years; 28 respondents (28%) are in the range of 36 to 45 years; and the remaining 23 respondents (23%) are 46 years and above. Furthermore, the length of work (tenure) of employees is known that 8 respondents (8%) have worked in hotels for 3 years; 26 respondents (26%) have worked in the range of 3 years one month to 5 years; then 22 respondents (22%) have worked in the range of 5 years one month to 7 years; 11 respondents (11%) have worked in the range of 7 years one month to 9 years; 12 respondents (12%) have worked between 9 years one month to 11 years; and the remaining 21 respondents (21%) have worked for more than 11 years in the hotel where they currently work. Based on the amount of salary received, 4 respondents (4%) get a salary under 2.5 million rupiahs; while 20 respondents (20%) get monthly salaries in the range of 2.5 million rupiahs to 3.5 million rupiahs; 45 respondents (45%) receive salaries in the range of 3.5 million rupiahs to 4.5 million rupiahs; while the remaining 31 respondents (31%) get salaries above 4.5 million rupiahs. From

the respondent's marital status, the data found that 66 respondents (66%) are married; and the remaining 34 respondents (34%) are unmarried.

Based on descriptive data above, it is indicated that majority of the respondents are obligated to be a breadwinner and kinship responsible (dominated by male, mostly married with children range from 1 to 3 children); at their productive and stable period (age and tenure); less than half of respondents who have salary equal to Surabaya's UMK (city's minimum salary standard) which is 3.8 million rupiahs.

From the results of data processing, it can be seen that the data that has been taken is valid and reliable. The validity test method is to look at convergent validity, that is by looking at the value of the loading factor between the variable and the indicator, where the cut-off value must be above 0.5. Besides that, discriminant validity will also be seen where the AVE root value must be above the latent variable correlation value. The tabulation of the convergent validity test results is presented in Table 1.

Table 1. Value of Loading Factor

	Environment	Satisfaction	Structural
Co-worker support	0	0	0,2059
Supervisor support	0	0	0.5817
Work routinization	0	0	0.7853
Organization fairness	0	0	0.7381
Opportunity to join other organization	0.8829	0	0
Opinion toward changing job	0.8658	0	0
Responsibility to family's well-being	0.7739	0	0
Satisfy with salary	0	0.66	0
Satisfy with co-worker	0	0.6422	0
Supervisor competencies	0	0.7232	0
Promotion opportunity	0	0.8267	0
Conducive working environment	0	0.8316	0
Empower decision making	0	0.7561	0

From Table 1 above it can be seen that there is indicator X₁₁ in which its

value below the cut off point so the reprocessing of indicator

X₁₁ is eliminated. Loading factor value presented in Table 2.
after the indicator X₁₁ is eliminated is

Table 2. Loading Factor Value After X₁₁ Omitted

	Environment	Satisfaction	Structural
Supervisor support	0	0	0.5785
Work routinization	0	0	0.7873
Organization fairness	0	0	0.7382
Opportunity to join other organization	0.8829	0	0
Opinion toward changing job	0.8658	0	0
Responsibility to family's well-being	0.7739	0	0
Satisfy with salary	0	0.6599	0
Satisfy with co-worker	0	0.6424	0
Supervisor competencies	0	0.7228	0
Promotion opportunity	0	0.8269	0
Conducive working environment	0	0.8318	0
Empower decision making	0	0.756	0

Table 2 shows that there is no longer an indicator which has a value below 0.5 so it can be concluded that the model has good validity convergent value.

In addition to measuring convergent validity, the other validity value that is needed to measure is

discriminant validity. Table 3 and Table 4 displays AVE root values as well as composite reliability values as reliability tests. AVE root value must be at the latent variable correlation value and composite reliability value at above 0.7.

Table 3. Discriminant Validity and Composite Reliability

Variable	AVE	Root AVE	Composite Reliability	R Square	Communality
Environment	0.7093	0,842 20	0.8795	0	0.7093
Satisfaction	0.553	0.74363	0.8802	0.1694	0.553
Structural	0.4998	0.7069 7	0.7468	0	0.4998

Table 4. Latent Variable Correlation

Variable	Environment	Satisfaction	Structural
Environment	1	0	0
Satisfaction	-0.2785	1	0
Structural	-0.1327	0.3373	1

If the data on Table 3 and 4 show that the lowest AVE root value is 0,7069 7 and the highest value of the latent variable correlation is 0.3373. It can be concluded that the model has

good discriminant validity. Also, it can be seen in Table 3 that the composite reliability every construct greater than 0.7. It can be concluded that the model has good reliability.

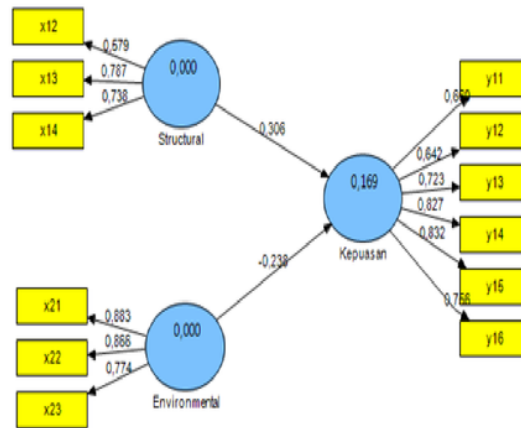


Figure 1. Inner Model

The test conducted is evaluating the inner model and t test. Inner model results of data processing are shown in Figure 1.

The evaluation results obtained inner models R-squared value as in Table 5.

Table 5. R-Squared Value

Variable	R Square
Environment	0
Satisfaction	0.1694
Structural	0

Table 5 explains that the employee satisfaction variable can be explained by structural and environmental variables

amounted to 16.94% and the rest is explained by other variables that are not used in this study.

Table 6. Inner Weight and t Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Environment → Satisfaction	-0.2379	-0.2648	0.0986	0.0986	2.4119
Structural → Satisfaction	0.3057	0.332	0.0885	0.0885	3.4546

Looking at the results of the inner weight model, conclusions can be drawn as proof of the hypothesis of this study that the structural variables have a positive and significant effect on job satisfaction. This can be seen from the original sample

value of 0.3057 and t statistics of 3.4546. It can be said that the better the structural variable of 4-star and 5-star hotels in Surabaya, the higher the job satisfaction of the hotel employees concerned.

Other conclusions are that t statistics values on environment variables influence on job satisfaction indicates the number of 2.4119 with the original sample value of -0.2379. Because the t value is greater than 1.96, it can be concluded that the environment variable has a negative and significant effect on job satisfaction. It means that the lower the environmental variables on 4-star hotel employees in Surabaya, the higher its job satisfaction.

Based on the results of the first hypothesis testing, it is known that the structural variables have positive and significant impact on job satisfaction. These findings also support the causal model described by Iverson & Deery (1997) in which with the existence of positive support from both superiors and coworkers, the work done and fair treatment of the company will encourage the creation of higher job satisfaction from employees.

When an employee conducts his day-to-day work, it will always relate to the work he is doing, interact with superiors and colleagues, and the company also contributes in the form of all policies that are applied to its employees. These conditions will be felt good or bad by employees, and if it is felt unpleasant, it can make employee's job satisfaction declined, and vice versa.

The environment variables have a negative and significant effect on job satisfaction. This finding also supports the causal model presented by Iverson & Deery (1997), in which if the environment variable is higher, it will have a negative effect on job satisfaction. The environment variable is the factor outside the control of the organization (Goswami, 2018), because it can contribute positively and negatively to an employee who works for a company. When this environment factor condition is bad as an example with the high possibility of an

employee being able to work in another company, and there is a prevalence for an employee to move from one company to another, as well as high responsibility from employees to finance family or people the closest, then it will be able to make an employee's job satisfaction down. This is due to the feeling of indecision that arises from employees because of the burden and the opinion to always move to another company to earn more and more salary.

It can also be concluded that the results of this study are not in accordance with the initial interviews that have been conducted previously. The results show that the level of satisfaction is influenced by structural and environment variables, where initial interviews indicate that what management have done the best does not affect employee satisfaction, where employees still considered that the hotel system that have been built is not good.

Based on the research result regarding structural variables, the dominant indicators was reflected by supervisor support and work routinization. It can be said that to increase employees' satisfaction in hotel industry, firstly the management should design the work as creative as possible in order to reduce boredom without reducing the working essentials by each job. Moreover, as hotel industry encourages more service which involves human interaction, it would not be difficult to empower the employees to conduct "extra miles" toward their customers. Thus, it would gradually increase the employees' satisfaction as well. Secondly, the involvement of supervisor to support would also affect toward employees' satisfaction. Supervisor could support the employees through many ways, though mainly it could be developed through supervisor's competency to understand and to give opportunities through empowerment to conduct "extra miles". The argument is supported by the indicators that reflected employees'

satisfaction namely supervisor competencies and empower decision making.

Regarding to environmental variables, the dominant indicators was reflected by opportunity to join other organization, opinion toward changing job, and responsibility to family's well-being. Firstly, as the investment grows in hospitality industry, it could lead to the growth of hotel business and opportunities for the employees to move from one hotel to the others. This result emphasizes that the higher opportunity to join other hotel, the higher chance for the hotel's turnover rate. When employees perceived themselves able to freely join to the other hotel, it would increase their anxiety to search a better opportunity. Hence, it would reduce their satisfaction toward what they had at present. This condition could be worsened by the employees' perception toward changing job. When employees perceived that changing job is common or normal, it would increase the chance of dissatisfaction toward their present job. The hotel management should infused how meaningful is job in hotel industry especially to make "service excellence" based on hotel's vision and mission. Lastly, dominant indicator that reflected environmental variables is responsibility to family's well-being, which is totally unavoidable. As the main purpose of working is to fulfil the needs of every human being, the higher responsibility could lead to desperate action as "fulfil at all cost". When employees perceived the tension to immediate fulfil their family's need, they will focus mainly to what they will get without considering the other aspects. Hence, their satisfaction toward job will gradually decline.

Lastly, the two dominant indicators that reflected job satisfaction are conducive working environment and promotion opportunity. As this indicators reflected what the respondents in this

research perceived. Although it could not be generalize, it could give additional insight regarding what are the important aspect related with job satisfaction in 4 and 5 starred hotel in Surabaya. Although so many hotel development in Surabaya at present, as long as these aspects are well maintained, it would give a positive boost toward a better job satisfaction.

CONCLUSION

Based on the results of the conducted research, it can be concluded that the structural variables have a positive and significant influence on the job satisfaction of hotel employees in Surabaya. In addition, the environment variables have a negative and significant influence on job satisfaction of hotel employees in Surabaya. Thus, this research gives an additional empirical evidence toward Iverson & Deery (1997) model related to structural and environmental variables toward job satisfaction.

Additional finding represents dominant indicators that reflected job satisfaction as a whole in term of 4 and 5 starred hotel's employees in Surabaya. It could give additional information to support human resource strategy in maintaining job satisfaction.

This research has several limitation especially regarding the field data collection which is dominated with off-site collection through colleagues which resulted to less respondent participation and the sampling technique which forbid for generalization of the data within this research.

Suggestions that can be put forward in this study are that hotel management is expected to be able to change the work ethic that is currently owned by employees to make it better and positive, so that employee turnover can also be minimized. The hotel management is also expected to

really pay attention to employees, so that they feel more valued and later can form a strong attachment leads to benefit each other mutually.

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