

ANTECEDENT ANALYSIS OF JOB SATISFACTION IN THE HOSPITALITY INDUSTRY SECTOR IN BATAM CITY



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ABSTRACT

This study analyzes factors influencing the job satisfaction of hotel employees in the tourism sector, focusing on innovation and employees' active role in shaping their work environment. The study involves employees of 1- to 3-star hotels in Batam City, with 352 respondents selected through probability sampling. Data were collected through a 33-item Google Form questionnaire and analyzed using the PLS method with SmartPLS 4.0. The results show that job crafting and innovative work behavior do not directly affect job satisfaction but influence organizational support and employee engagement. Organizational support and employee engagement significantly affect job satisfaction and act as mediators in the relationship between job crafting and innovative work behavior with job satisfaction. Thus, employee job satisfaction cannot be built solely through job crafting or innovation but must be supported by organizational support and employee engagement.

Keywords: Employee Engagement; Innovative Work Behavior; Job Crafting;
Job Satisfaction; Organizational Support

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INTRODUCTION

The hospitality industry is one of the global service sectors that is growing rapidly in line with the increase in international tourism activities. Elrehail et al. (2020) emphasized that the development of hospitality not only has an impact on tourism growth, but also on job creation and improved service quality in various destinations. This is in line with the view Alagarsamy et al. (2023) that tourism is now the main focus for many countries, both developed and developing, because of its contribution in supporting the country's foreign exchange and strengthening the service sector.

Despite this, academic attention to the hospitality industry is still relatively limited. The study Min et al. (2023) highlights that research in this field is less explored than other sectors, even though hotels have an important role as accommodation providers as well as drivers of local economic growth. Purwianti (2023) added that the existence of hotels directly contributes to the increase in the number of tourists and the attractiveness of a destination.

In Indonesia, the city of Batam is one of the areas with great potential in the tourism sector. Andini dan Akbar (2020) stated that the development of Batam tourism is a strategic priority, especially because of its position near Singapore and Malaysia. The latest data shows that in 2023, the number of foreign tourists coming to Batam will reach more than 1.1 million people (Statistik, 2024b). This number is supported by adequate accommodation facilities, namely 69 star hotels, most of which consist of one- to three-star hotels with fairly complete facilities at affordable prices (Statistik, 2024a).

However, the growth of the hospitality sector also presents challenges in human resource management. Studies Ludwikowska (2023) emphasize that employees are the most valuable asset in a service organization, including hotels. The level of job satisfaction is an important indicator that affects performance and service quality. Preko dan Anyigba (2024) found that job satisfaction issues are still frequent in this sector, especially related to welfare and workload. This is reinforced by Abolnasser et al. (2023) which explains that employee well-being has a direct influence on productivity. Dini et al. (2024) added that companies with satisfied and dedicated employees tend to be more competitive in the market. However, Elrehail et al. (2020) affirm that maintaining job satisfaction is not easy because this factor is greatly influenced by changes in organizational conditions and the external environment.

In a study by Febiola et al. (2024), it was found that job satisfaction also plays a role as a mediating variable in the relationship between discipline and benefits and employee performance. These findings confirm that job satisfaction is not only influenced by individual factors, but also by organizational factors in the form of policies and reward systems. Thus, job satisfaction has a very strategic position in bridging internal and external factors that affect employee performance.

To answer these challenges, new approaches have been introduced. Ghadi (2024) explained that providing space for employees to adjust their work to personal preferences, also known as job crafting, can increase happiness and job satisfaction. In addition, Tajeddini dan Martin (2020) emphasized the importance of innovative work behavior in the midst of increasingly fierce competition in the hospitality industry. Furthermore, Mascarenhas et al. (2022) show that organizational support is able to mediate the relationship between individual factors and job satisfaction. Alagarsamy et al. (2023) also emphasized that employee engagement can strengthen the positive influence of job crafting on job satisfaction.

The latest research from Nelson and Fitriana (2024) further strengthens the relevance of this issue. The study found that employee retention factors are strongly

influenced by job satisfaction which acts as a mediating variable. This shows that job satisfaction is not only the result of human resource management, but also an important bridge that determines the success of an organization in retaining employees. Other research also confirms that organizational factors such as leadership style, motivation, and remuneration systems can improve the performance of public employees through Organizational Citizenship Behavior mediation (Donal et al, 2023). In addition, research Setyawan (2021) emphasizes that organizational culture plays an important role as a mediator in the relationship between HR practices, knowledge management, and talent management to organizational performance, especially in the context of companies in Indonesia. The findings of this study confirm the central position of job satisfaction in the context of modern HR management.

Based on the description mentioned, this study is focused on the influence of job crafting and innovative work behavior on the job satisfaction of employees of starred hotels in Batam, with organizational support and employee engagement as mediation variables. The novelty in this study lies in an effort to fill the gap in previous research by focusing on the context of the hotel industry in Batam which has not been widely researched, while emphasizing the role of job satisfaction as a key variable in creating the competitiveness of hotel organizations.

This study aims to analyze in depth the factors that affect employee job satisfaction in the hotel industry in the city of Batam. In particular, this study focuses on how job crafting and innovative work behavior play a role in increasing job satisfaction, as well as examining the mediation mechanisms played by organizational support and employee engagement. Through this approach, the research is expected to provide a more comprehensive understanding of the interaction between individual factors and organizational factors in shaping job satisfaction. In addition, this study is aimed at filling the gap in previous studies that highlighted job satisfaction as a mediating variable towards employee performance or retention (Febiola et al., 2024; Nelson & Fitriana, 2024). Meanwhile, in this study, job satisfaction was placed as the main dependent variable. Thus, the results of this study are expected to make a theoretical contribution to the development of the human resource management literature as well as a practical contribution as a hotel manager in designing strategies to improve employee welfare and productivity

LITERATURE REVIEW AND HYPOTHESES

The Effect of Job Crafting on Job Satisfaction

Individuals who do job crafting are shown to have a higher level of job satisfaction because they are able to adapt tasks to their personal needs and preferences (Oubibi et al., 2022). Research by Zito et al. (2019) confirms that when employees actively organize their work, they not only feel satisfaction, but also deeper work engagement, thus positively impacting overall well-being. This is because work that is tailored to personal preferences will feel more meaningful, thus increasing satisfaction in carrying it out (Oubibi et al., 2022). Research by Chung and Han (2023) on the nursing profession also reinforces these findings. They found that nurses who were able to structure their work well experienced lower levels of stress and mental distress. This condition ultimately contributes to increased job satisfaction as employees feel they have more control over their workload. In line with that, Mondo et al. (2023) explained that work arrangement has a positive effect on employee well-being because it encourages a proactive attitude in redesigning tasks to suit abilities and preferences. Dreer (2022) adds that this kind of behavior creates a fit between the individual and the work, which consistently improves psychological

well-being. In fact, Zito et al. (2019) emphasize that by adjusting job characteristics to personal skills, abilities, and preferences, employees can reorganize job demands and resources. These adjustments directly strengthen motivation, increase work engagement, and result in higher job satisfaction. Therefore, this study proposes the hypothesis that job crafting has a significant positive impact on job satisfaction.

H₁: Job Crafting has a significant positive impact on Job Satisfaction among employees hotel's in Batam City

The Effect of Job Crafting on Organizational Support

Autonomy refers to the freedom to control one's own work, competence is related to having superior skills and knowledge in doing tasks, and attachment is a feeling of interconnection and respect between fellow colleagues (Ghadi, 2024). According to Lee and Lee (2018), an increase in structural work resources refers to an individual's efforts to increase development opportunities and autonomy, while an increase in social work resources refers to an individual's efforts to increase support from managers and colleagues (e.g., coaching and feedback from superiors). Based on research by Shin et al. (2020), individual job creators are responsible for the activities that occur in their work, instrumental support from colleagues can reduce the challenges that employees experience in their work.

Turek (2024) states that thanks to the organization of work, they increase their pool of resources, which allows them to operate effectively and achieve their goals and in turn, this strengthens their identification with the organization and facilitates the formation of a psychological bond with it. Employees who can change jobs according to their preferences, allow them to feel more of a role and responsibility for the job, so that the burden on leaders can be reduced (Slemp et al., 2021). Thus, the employee's active role in the job design process, which is revealed through job drafting, complements the traditional top-down approach, in which managers and HRM specialists are also involved in the job design process (Wojtczuk-Turek, 2024). Therefore, this study proposes the hypothesis that job crafting has a significant positive impact on organizational support.

H₂: Job Crafting has a significant positive impact on Organizational Support among employees hotel's in Batam City .

The Effect of Job Crafting on Employee Engagement

Employees who exhibit work-arrangement behavior will develop individual skills and opportunities to optimally and appropriately adjust tasks and responsibilities based on individual abilities without reducing the value of the work itself (Prayogi et al., 2023). For example, imagine a hospital janitor who begins to interact with the patient's family, thus interpreting the meaning of his job as more than just cleaning (Petrou et al., 2017). Similar to research (Violinda et al., 2023), it is said that if someone sees the tasks they are undertaking to have deeper value or relevance to their life principles, they will be more likely to be more engaged.

According to research by Costantini (2022), when employees structure their work according to their desires and preferences, they tend to feel that their work is more meaningful and in line with their personal goals, so the more often they structure their work, the higher the level of engagement of the employee. Based on research by Ibañez et al. (2021), engagement is a cognitive-affective state that consistently occurs all the time with 3 characteristics, namely: passion, dedication, and absorption, challenges at work make employees want to change the way they work and employees become more

engaged. Therefore, this study proposes the hypothesis that job crafting has a significant positive impact on employee engagement.

H₃: Job Crafting has a significant positive impact on employee engagement among employees hotel's in Batam City.

The Effect of Job Crafting on Job Satisfaction Mediated by Organizational Support

The research of Ghadi (2024) states that organizational happiness refers to the satisfaction, fulfillment, and overall well-being of employees in an organization. Job scheduling makes employees take the initiative to make changes in tasks and employees can change jobs according to their preferences, allowing them to feel more of a role and responsibility for the job, and of course it will support the organization or company (Slemp et al., 2021). The organizational support obtained is considered by employees as a form of appreciation for their role and concern for their condition (Sudibjo & Manihuruk, 2022).

Through helpful social interaction and information exchange, it can improve performance between fellow employees, so that being a positive thing at work and perception will increase high job satisfaction (Orgambídez et al., 2022). Job preparation is predictive of work engagement and job performance, when employees feel a greater level of social support, they will get greater job satisfaction (Chen et al., 2023). Based on the support of the literature mentioned above, it can be stated that arranging work according to our desires can make us have more roles and responsibilities towards work. Positive activities will certainly get support from the organization, then will contribute to increasing the employee's job satisfaction. Therefore, this study proposes the hypothesis that job crafting has a significant positive impact on job satisfaction by being mediated by organizational support.

H₄: Job Crafting has a significant positive impact on job satisfaction by being mediated by organizational support among employees hotel's in Batam City.

The Effect of Job Crafting on Job Satisfaction Mediated by Employee Engagement

Arrangement of work according to preferences is a form of employee involvement in building a work environment based on their skills and abilities (Ranihusna et al., 2022). According to research of Nergiz and Akbiyik (2024), it is stated that when employees create working conditions that allow access to the necessary resources and there are challenging job demands, they will be more involved in their work. Work involvement describes a positive and satisfying psychological state, characterized by energy, dedication, and focus on work (Zammiti et al., 2022).

A study on research Stol et al. (2022) with the context of developer involvement in a company, revealed that participation encourages developer engagement which ultimately relates to job satisfaction. Structuring work according to preferences effectively encourages work to be meaningful and satisfying for both employers or organizations and employees (Oubibi et al., 2022). For example, in a study by Oubibi et al. (2022), which states that teachers prefer to make their own work, whether it is physical or cognitive. Based on the support of the literature mentioned above, it can be stated that the preparation of work can make employees become more involved in the work. Employees who can organize their work according to their preferences tend to be more satisfied with how it works. Therefore, this study proposes the hypothesis that job crafting has a significant positive impact on job satisfaction by being mediated by employee engagement.

H₅: Job Crafting has a significant positive impact on job satisfaction by being mediated by employee engagement among employees hotel's in Batam City.

The Effect of Innovative Work Behavior on Job Satisfaction

Workers who have innovative behaviors will certainly get higher job satisfaction because they are able to complete their responsibilities effectively (Min et al., 2023). According to research by Hassan et al. (2016), WPS on team effectiveness, becomes an important part of the company culture so it will provide a different environment consisting of respect, empathy, attention, innovation, and trust. Spirituality in the organizational environment will provide equality between job satisfaction and life satisfaction by improving performance because employee values will be part of the organization's values (Hassan et al., 2016). Organizations have sought to build an organizational culture that encourages the process of creating, acquiring, and sharing knowledge among members of the organization with the aim of building adaptive capacity, nurturing innovative thinking, and encouraging cooperation for common goals (Cao et al., 2024).

According to research Demircioglu (2021), innovative ideas will increase employee job satisfaction because if the individual is the owner of the idea, then they tend to have more self-determination and from such implementation, the owner of the idea can be responsible for the successful implementation so that job satisfaction will be higher. Sada et al. (2017) states that employees should be motivated and supported in adopting innovative methods to enhance learning and thus, the manager who leads can create a positive and desirable climate for staff to increase their motivation and satisfaction with their work. Therefore, this study proposes the hypothesis that innovative work behavior has a significant positive impact on job satisfaction.

H₆: Innovative work behavior has a significant positive impact on job satisfaction among employees hotel's in Batam City.

The Effect of Innovative Work Behavior on Employee Engagement

According to research of Soltanifar et al. (2023), employee intrapreneurship plays an important role in increasing employee work engagement over time. When individuals engage in intrapreneurial behavior, they increase their personal resources, which encourages greater and more stable work engagement over time (Soltanifar et al., 2023). Transformational leaders are innovative leaders because they enable followers to dare to take risks and be innovative in the workplace (Sahu et al., 2018).

Transformational leaders shape their subordinates' perceptions of the meaning of work, which in turn increases their engagement (Sahu et al., 2018). Research by Saul et al. (2015) also revealed a significant positive relationship at the daily level between transformational leadership and employee engagement. Issa and Omar (2024) states that the relationship between innovation and engagement is proven to exist although there is still little research on the relationship. The behavior of employees who seek, develop, and implement new ideas, can improve the way they work and the level of engagement of those employees becomes even higher (Duque et al., 2020). Therefore, this study proposes the hypothesis that innovative work behavior has a significant positive impact on employee engagement.

H₇: Innovative work behavior has a significant positive impact on employee engagement among employees hotel's in Batam City.

The Effect of Innovative Work Behavior on Organizational Support

Individuals who have high emotional intelligence tend to be supported, such as getting fair and respectful treatment from others (Giao et al., 2020). A supportive work environment has characteristics, such as open communication, mutual help nature, getting fair treatment and mutual respect to achieve mutually beneficial goals (Giao et al., 2020). Employees who see that innovation is valued by the organization will be more motivated to innovate (Banmairuoy et al., 2022). Karpacz et al. (2021) proves that the level of trust that employees give to their bosses and their organization increases as the adoption of innovative practices increases in the organization because these practices convey the organization's message of support to its employees.

Employees' innovative work behaviors are seen as part of innovation in the organization, which can result in the application of new ideas to create a competitive advantage, thus having a positive effect on organizational growth (Banmairuoy et al., 2022). Creative and innovative ideas will be fostered by organizational and leadership support (Tajeddini & Martin, 2020). Thus, individual-level creativity is expected to produce innovative results in the organization (Shafique et al., 2020). Therefore, this study proposes the hypothesis that innovative work behavior has a significant positive impact on organizational support.

H₈: Innovative work behavior has a significant positive impact on organizational support among employees hotel's in Batam City.

The Effect of Innovative Work Behavior on Job Satisfaction Mediated by Employee Engagement

In the job and its positions, entrepreneurship and innovative behavior are more expected job features (Soltanifar et al., 2023). Passion, dedication, and absorption are dimensions in innovation that have a relationship with work engagement (Issa & Omar, 2024). Employees involved have a sense that the organization considers and appreciates them, so the desire to change jobs is low due to high job satisfaction (Alagarsamy et al., 2023).

According to research of Wolor et al. (2022), employees' level of satisfaction with their work can affect the quality of their performance. When employees feel engaged, they are more likely to enjoy their work and provide high-quality service to their customers (Alagarsamy et al., 2023). When employees are able to implement innovative ideas in their work, their job satisfaction will increase due to a sense of accomplishment (Cao et al., 2024). Based on the literature supported mentioned above, it can be stated that employees who have innovative behavior will have a higher level of engagement in work and employees who are involved usually enjoy their work more so that the employee's job satisfaction also increases. Therefore, this study proposes the hypothesis that innovative work behavior has a significant positive impact on job satisfaction by being mediated by employee engagement.

H₉: Innovative work behavior has a significant positive impact on job satisfaction by being mediated by employee engagement among employees hotel's in Batam City.

The Effect of Innovative Work Behavior on Job Satisfaction Mediated by Organizational Support

Empowerment for service innovation can be thought of as giving autonomy to employees to use their opinions to solve problems (Tajeddini & Martin, 2020). According to Shafique et al. (2020), employees often face various challenges when they want to generate or implement new ideas, then the role of leaders can promote autonomy in the workplace

which is considered a potential predictor of creative behavior and innovative outcomes. Organizational support can be perceived as the view that employees have of how their boss treats them (Silva et al., 2022).

When employees are aware of the existence of organizational support, they tend to be more satisfied and the employee will reciprocate it with something profitable for the company (Silva et al., 2022). The same goes for research Tafolli and Hameli (2024), which states that if employees feel recognized by the organization, they usually feel greater job satisfaction in their workplace. According to Demircioglu (2021), employee job satisfaction is influenced by the employee's innovative activities. Based on the literature support mentioned above, it can be stated that the preparation of work that benefits the company will get support from the organization. Support from the organization will certainly make the employee enjoy and be more satisfied with his work. Therefore, this study proposes the hypothesis that innovative work behavior has a significant positive impact on job satisfaction by being mediated by organizational support.

H₁₀: Innovative work behavior has a significant positive impact on job satisfaction by being mediated by organizational support among employees hotel's in Batam City.

The Effect of Organizational Support on Job Satisfaction

Employee job satisfaction will increase as support from the organization increases, which keeps them committed and active in their work (Khair et al., 2024). Mascarenhas et al. (2022) states that a high level of organizational support can lead workers to a more positive orientation towards the organization and improve job satisfaction and work outcomes. Li et al. (2020) stated that good organizational support allows nurses to feel the organization's respect, attention, and care, resulting in a strong sense of security and belonging. Positive emotions towards this job contribute to increased job satisfaction (Li et al., 2020).

The processes undertaken by organizations to help employees improve their skills, knowledge, and experience can also affect job satisfaction as in a study (Jena & Nayak, 2023) that states that Organizational Career Development as an important concern to spread job satisfaction. According to research by Ipsen et al. (2022), when employees are engaged in a new way of working, support from organizations has a huge impact on the feelings and work behavior of its employees. High organizational support makes employees more committed to the organization as a result of the worker feeling happy with the tasks they are doing (Ipsen et al., 2022). Therefore, this study proposes the hypothesis that organizational support has a significant positive impact on job satisfaction.

H₁₁: Organizational support significantly has a positive impact on job satisfaction among employees hotel's in Batam City.

The Effect of Employee Engagement on Job Satisfaction

Employees who can demonstrate ability and enthusiasm in carrying out their obligations and roles, it is likely that the employee will rarely leave their jobs because they feel satisfied and engaged in their work (Alagarsamy et al., 2023). Employees engage in their work because they receive some benefits from it (Abolnasser et al., 2023). Based on research by Fidyah and Setiawati (2019), strong employee involvement will increase employee job satisfaction, and there are three main indicators of employee engagement, namely vigor, dedication, and absorption.

Employee engagement is a way of working that aims to ensure that employees' dedication is reflected in their alignment with the direction and values of the organization,

contributes to the company's success, and improves their quality of life and comfort at the same time (Wolor et al., 2022). Workers who do not feel fit into their work and overall lives are examples of those who are not engaged at their job location (Wolor et al., 2022). According to research of Khair et al. (2024), job satisfaction is essential for every employee to develop and job satisfaction is strongly influenced by the involvement of its employees. Therefore, this study proposes the hypothesis that employee engagement has a significant positive impact on job satisfaction.

H₁₂: Employee engagement has a significant positive impact on job satisfaction among employees hotel's in Batam City.

METHOD

This study uses a quantitative approach with a type of comparative causal research, because it aims to test the cause-and-effect relationship between the variables of job crafting, innovative work behavior, organizational support, employee engagement, and job satisfaction (Muda & Nurlina, 2018). The object of the study is focused on employees of one- to three-star hotels in Batam City, which is an important part of the tourism sector with the number of foreign tourist visits reaching more than 1.1 million in 2023 and the availability of 69 star hotels (Statistik, 2024a ; Statistik, 2024b).

The sample was determined by probability random sampling technique, because there is no exact data available on the number of employee population in each hotel, so that each member of the population has the same chance to be selected (Maravelakis, 2019). Based on a one-to-ten ratio of the number of indicators analyzed, the minimum sample was set at 330 respondents, and this study succeeded in collecting 352 respondents to anticipate invalid data.

Primary data was collected through an online questionnaire distributed using Google Form during the period of December 2024 to February 2025. The questionnaire is distributed through private networks, communication media such as WhatsApp, as well as by applying for permits directly to several hotel management. The research instrument measured five main variables, namely job crafting as many as 4 items adapted from Hamid (2024); innovative work behavior variables as many as 6 items adapted from Saif et al. (2024); organizational support variables as many as 9 items adapted from Tafolli and Hameli (2024); employee engagement variables as many as 9 items adapted from Abolnasser et al. (2023); and job satisfaction variables as many as 5 items adapted from Abolnasser et al. (2023). All indicators were measured using a five-point Likert scale ranging from "strongly disagree" to "strongly agree".

Data analysis was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach using SmartPLS 4.0 software. This technique was chosen to evaluate the measurement model (validity and reliability of the instrument) as well as test the structural model to determine the significance of the influence between variables (Gamil & Abd Rahman, 2023). In addition, descriptive statistical analysis is used to provide an overview of respondent characteristics and research variables.

RESULTS AND DISCUSSION

Job Crafting does not affect Job Satisfaction

Looking at the findings of the field data that have been processed, the T-statistical value of job crafting on job satisfaction is $0.878 < t\text{-table is } 1.960$. The findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that job crafting does not affect job satisfaction. The results of this study contradict the findings of the research conducted by Oubibi et al. (2022); Chung and Han (2023); Zito et

al. (2019); Mondo et al. (2023); Dreer (2022), which shows the influence between job crafting and job satisfaction. The results of testing the relationship between job crafting on job satisfaction can be seen in Table 1.

Table 1
Results of Job Crafting Testing on Job Satisfaction

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job Crafting -> Job Satisfaction	0.050	0.051	0.057	0.878	0.380

Source: Data processing with SmartPLS, 2025

The results of this study are supported by Riani et al. (2022) research which states that job crafting does not have a significant impact on job satisfaction. The evidence is also corroborated by Wang et al. (2020), who also explains that job crafting that focuses on avoiding challenges in work relatively does not result in job satisfaction because not all challenges can be controlled by individuals. Employees who choose to change their duties can cause stress or fatigue due to the addition of tasks or roles. This certainly makes the level of job satisfaction decrease.

Job Crafting affects Organizational Support

Looking at the findings of the field data that has been processed, the T-statistical value of job crafting for organizational support is 5,560 > t-table is 1,960. The findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that job crafting affects organizational support. These results are reinforced by previous research from Slemp et al. (2021) which indicates that workers who can change jobs according to their preferences, allow them to feel more of a role and responsibility for the job, so that the burden on leaders can be reduced. In addition, the results of a study from Turek (2024) also show that job crafting has a significant effect on organizational support. The results of testing the relationship between job crafting on organizational support can be seen in Table 2.

Table 2
Results of Job Crafting Testing on Organizational Support

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job Crafting -> Organizational Support	0.432	0.428	0.078	5.560	0.000

Source: Data processing with SmartPLS, 2025

Based on research of Shin et al. (2020), individual job creators are responsible for the activities that occur in their work, instrumental support from colleagues can reduce the challenges that employees experience in their work. Employees who feel that their work is more suitable for them, tend to be more loyal to the organization and of course the organization supports the individual. When employees can adapt to the way they work, expand roles, or find deeper meaning about their work, they will feel that the organization is giving them space and opportunities to take initiative. This fosters the perception that organizations support individual freedom and growth.

Job Crafting affects Employee Engagement

Looking at the findings of the field data that have been processed, the T-value of job crafting statistics on employee engagement is $8,253 > t\text{-table is } 1,960$. The findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that job crafting affects employee engagement. According to research by Costantini (2022), when employees structure their work according to their desires and preferences, they tend to feel that their work is more meaningful and in line with their personal goals, so the more often they structure their work, the higher the level of engagement of the employee. The results of testing the relationship between job crafting and employee engagement can be seen in Table 3.

Table 3
Results of Job Crafting Testing on Employee Engagement

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ([O/STDEV])	P values
Job Crafting -> Employee Engagement	0.588	0.583	0.071	8.253	0.000

Source: Data processing with SmartPLS, 2025

Similar to research of Violinda et al. (2023), it is said that if someone sees their work as something more meaningful or relevant to their outlook and values of life, they will be more likely to engage. The higher an individual is given the freedom to adjust to a comfortable way of working, the higher the level of work involvement that individual will be. When an individual is given the freedom to determine the way in which the individual works to be more comfortable, of course the individual will like his work and end up being more active in work.

Job Crafting affects Job Satisfaction through Organizational Support

Based on the results of the fourth hypothesis, it is stated that organizational support mediates the relationship between job crafting and job satisfaction. This is shown by the results of the T-statistical value of $3.885 > \text{the } t\text{-table of } 1.960$. Research by Ghadi (2024) states that organizational happiness refers to the satisfaction, fulfillment, and overall well-being of employees in an organization. The organizational support obtained, is considered by employees as a perception of how the organization values their contributions and cares about their well-being (Sudibjo & Manihuruk, 2022). The results of testing the relationship between job crafting on job satisfaction through organizational support can be seen in Table 4.

Table 4
Results of Job Crafting Testing on Job Satisfaction through Organizational Support

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ([O/STDEV])	P values
Job Crafting -> Organizational Support -> Job Satisfaction	0.197	0.196	0.051	3.885	0.000

Source: Data processing with SmartPLS, 2025

Work arrangement affects job performance, when employees feel a higher level of social support, they will get greater job satisfaction (Chen et al., 2023). This statement is based on findings in a research study Ipsen et al. (2022), which states that when employees are engaged in a new way of working, support from organizations has a huge impact on the feelings and work behaviors of its employees. Arrangement of work according to desire can make the employee have more roles and responsibilities towards the work. Things that have a positive value, of course, will get support from the organization, which leads to the discovery of an increase in employee job satisfaction.

Job Crafting affects Job Satisfaction through Employee Engagement

Based on the results of the fifth hypothesis, it is stated that employee engagement mediates the relationship between job crafting and job satisfaction. This is shown by the results of the T-statistical value of $4,253 > t\text{-table of } 1,960$. Arrangement of work according to preferences is a form of employee involvement in building a work environment based on their skills and abilities (Ranihusna et al., 2022). The results of testing the relationship between job crafting on job satisfaction through employee engagement can be seen in Table 5.

Table 5
Results of Job Crafting Testing on Job Satisfaction through Employee Engagement

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job Crafting -> Employee Engagement -> Job Satisfaction	0.243	0.238	0.057	4.253	0.000

Source: Data processing with SmartPLS, 2025

According to research by Nergiz and Akbiyik (2024), it is stated that when employees design their workplaces to provide adequate resources and there are challenging job demands, they will be more engaged in their work. High engagement results in positive energy, enthusiasm, and dedication. Employees who are involved tend to enjoy the work process, feel healthily challenged, and get satisfaction from achieving goals. Work engagement can make employees enjoy their work and gain a sense of worth the contributions they make.

Innovative Work Behavior does not affect Job Satisfaction

Looking at the findings of the field data that have been processed, the T-statistic value of innovative work behavior on job satisfaction is $0.648 < t\text{-table is } 1.960$. The findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that innovative work behavior does not affect job satisfaction. The results of this study contradict the findings of research conducted by Min et al. (2023); Hassan et al. (2016); Cao et al. (2024); Demircioglu (2021); Sada et al. (2017), which shows the influence between innovative work behavior and job satisfaction. The results of testing the relationship between innovative work behavior on job satisfaction can be seen in Table 6.

Table 6
Results of Innovative Work Behavior Testing on Job Satisfaction

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Innovative Work Behavior -> Job Satisfaction	0.041	0.044	0.063	0.648	0.517

Source: Data processing with SmartPLS, 2025

The results of this study are supported by Shanty et al.'s (2022) research, which states that innovative work behavior is not a factor that can affect job satisfaction. The evidence is also strengthened by Musinguzi et al. (2018), who explain that leaders who give their employees the opportunity to innovate or engage in creativity, do not have a significant influence on job satisfaction. Innovating often requires employees to think creatively, experiment with new things, and leave their comfort zones. This process can increase work pressure, especially if the innovation requires extra time and energy without the support of the organization.

Innovative Work Behavior mempengaruhi Employee Engagement

Looking at the findings of the field data that have been processed, the T-statistic value of innovative work behavior on employee engagement is $4,072 > t\text{-table is } 1,960$. The findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that innovative work behavior affects employee engagement. The findings are reinforced by a previous study from Duque et al. (2020) that showed that the behavior of employees who seek, develop, and implement new ideas, can improve the way they work and the level of engagement of those employees becomes even higher. The results of testing the relationship between innovative work behavior on employee engagement can be seen in Table 7.

Table 7
Results of Innovative Work Behavior Testing on Employee Engagement

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Innovative Work Behavior -> Employee Engagement	0.322	0.328	0.079	4.072	0.000

Source: Data processing with SmartPLS, 2025

According to research Soltanifar et al. (2023), employee intrapreneurship can make a significant and positive contribution to employee work engagement over time. Issa and Omar (2024) states that the relationship between innovation and engagement is proven to exist although there is still little research on the relationship. The higher an individual has an innovative way of working, the higher the individual's work involvement rate.

Innovative Work Behavior affects Organizational Support

Looking at the findings of the field data that have been processed, the T-statistic value of innovative work behavior on organizational support is $5,659 > t\text{-table is } 1,960$. The

findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that innovative work behavior affects organizational support. A supportive work environment has characteristics, such as open communication, mutual help nature, getting fair treatment and mutual respect to achieve mutually beneficial goals (Giao et al., 2020). Employees who see that innovation is valued by the organization will be more motivated to innovate (Banmairuroy et al., 2022). The results of testing the relationship between innovative work behavior on organizational support can be seen in Table 8.

Table 8
Results of Innovative Work Behavior Testing on Organizational Support

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Innovative Work Behavior -> Organizational Support	0.457	0.460	0.081	5.659	0.000

Source: Data processing with SmartPLS, 2025

Studies by Karpacz et al. (2021) also prove that the level of trust that employees give to their bosses and organizations increases as the implementation of innovative practices increases in organizations. When an individual has high emotional intelligence, it is likely to be supported, such as getting fair and respectful treatment from others. The higher an individual has an innovative way of working, the more the organization will support the positive actions that the individual will produce.

Innovative Work Behavior affects Job Satisfaction through Employee Engagement

Based on the results of the ninth hypothesis, it is stated that employee engagement mediates the relationship between innovative work behavior and job satisfaction. This is shown by the results of the T-statistical value of 3,404 > t-table of 1,960. When employees are able to implement innovative ideas in their work, their job satisfaction will increase due to a sense of accomplishment (Cao et al., 2024). In the job and its positions, entrepreneurship and innovative behavior are more expected job features (Soltanifar et al., 2023). The results of testing the relationship between innovative work behavior on job satisfaction through employee engagement can be seen in Table 9.

Table 9
Results of Innovative Work Behavior Testing on Job Satisfaction through Employee Engagement

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Innovative Work Behavior -> Employee Engagement -> Job Satisfaction	0.133	0.133	0.039	3.404	0.001

Source: Data processing with SmartPLS, 2025

According to research by Wolor et al. (2022), employees' level of satisfaction with their work can affect the quality of their performance. When employees feel engaged, they are more likely to enjoy their work and provide high-quality service to their

customers (Alagarsamy et al., 2023). Employees who have innovative behaviors will have a higher level of engagement at work. Employees who are more engaged, see work as something important and meaningful, not just a routine task. This positive energy creates a pleasant work experience, so work is not felt as a burden. Without involvement, the activities carried out are only limited to behavior change, which in the end does not necessarily foster a sense of satisfaction.

Innovative Work Behavior affects Job Satisfaction through Organizational Support

Based on the results of the tenth hypothesis, it is stated that organizational support mediates the relationship between innovative work behavior and job satisfaction. This is shown by the results of the T-statistical value of $4,451 > t\text{-table of } 1,960$. According to Shafique et al. (2020), employees often face various challenges when they want to generate or implement new ideas, then the role of leaders can promote autonomy in the workplace which is considered a potential predictor of creative behavior and innovative outcomes. Organizational support can be perceived as the view that employees have of how their boss treats them (Silva et al., 2022). The results of testing the relationship between innovative work behavior on job satisfaction through organizational support can be seen in Table 10.

Table 10
Results of Innovative Work Behavior Testing on Job Satisfaction through Organizational Support

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Innovative Work Behavior -> Organizational Support -> Job Satisfaction	0.208	0.209	0.047	4.451	0.000

Source: Data processing with SmartPLS, 2025

Similar to research by Tafolli and Hameli (2024), which states that when employees feel respected by the organization, they are more likely to feel higher job satisfaction in their workplaces. According to Demircioglu (2021), employee job satisfaction is influenced by the employee's innovative activities. The arrangement of work that benefits the company will get support from the organization. Support from the organization will certainly make the employee enjoy and be more satisfied with his work.

Organizational Support affects Job Satisfaction

Looking at the findings of the field data that has been processed, the T-statistical value of organizational support for job satisfaction is $6,045 > t\text{-table is } 1,960$. The findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that organizational support affects job satisfaction. Employee job satisfaction will increase with high organizational support, which keeps them engaged and active in their work (Khair et al., 2024). The results of testing the relationship between organizational support on job satisfaction can be seen in Table 11.

Table 11
Results of Organizational Support Testing on Job Satisfaction

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Support -> Job Satisfaction	0.456	0.457	0.075	6.045	0.000

Source: Data processing with SmartPLS, 2025

Research by Mascarenhas et al. (2022) states that a high level of organizational support can lead workers to a more positive orientation towards the organization and improve job satisfaction and work outcomes. The processes undertaken by organizations to help employees improve their skills, knowledge, and experience can also affect job satisfaction as in a study of Jena and Nayak (2023) that states that Organizational Career Development as an important concern to spread job satisfaction. Greater organizational support will encourage increased job satisfaction for those employees.

Employee Engagement affects Job Satisfaction

Looking at the findings of the field data that have been processed, the T-statistical value of employee engagement on job satisfaction is 5,248 > t-table is 1,960. The findings from the analysis and testing of the hypothesis that have been presented in the results of the study, show that employee engagement affects job satisfaction. The findings are reinforced by a previous study from Wolor et al. (2022) which states that employee engagement is a way of working that aims to guarantee employees demonstrate commitment to their organization's vision and principles, contribute to the company's success, and improve their sense of well-being at the same time. The results of testing the relationship between employee engagement on job satisfaction can be seen in Table 12.

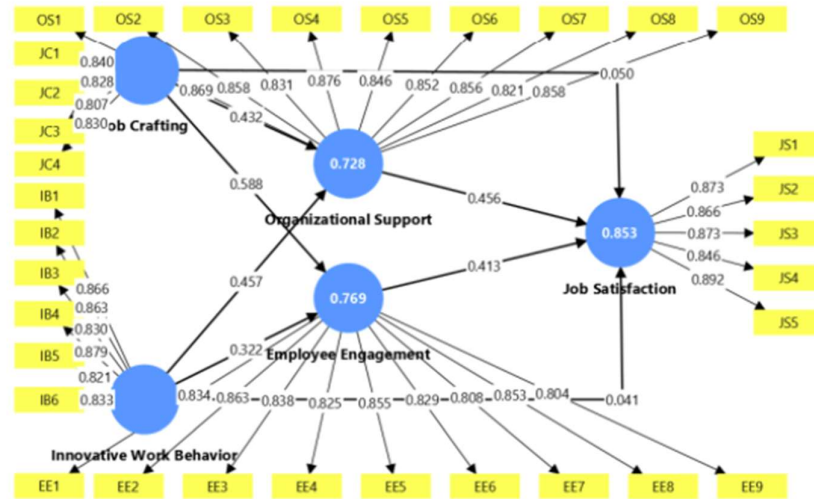
Table 12
Results of Employee Engagement Testing on Job Satisfaction

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Engagement -> Job Satisfaction	0.413	0.408	0.079	5.248	0.000

Source: Data processing with SmartPLS, 2025

According to research Khair et al. (2024), job satisfaction is essential for every employee to develop and job satisfaction is significantly influenced by the involvement of its employees. Employees who can demonstrate ability and enthusiasm in carrying out their roles and obligations, it is likely that the employee will rarely leave his job because he feels satisfied and involved in his job (Alagarsamy et al., 2023). The higher the level of involvement that the company provides to an employee, the employee's job satisfaction level also increases.

There is also Figure 1 showing the structural model of the research which describes the relationship between variables, including job crafting, innovative work behavior, organizational support, employee engagement, and job satisfaction along with the loading values and relationship paths between these variables.



Source: Data processing with SmartPLS, 2025

Figure 1
The Structural Model

CONCLUSION AND SUGGESTION

The results of the study show that job crafting does not have a direct effect on job satisfaction, but has a significant effect on organizational support and employee engagement. Furthermore, organizational support and employee engagement have been proven to be able to mediate the influence of job crafting on job satisfaction. Innovative work behavior also does not have a direct effect on job satisfaction, but has a significant effect on organizational support and employee engagement, which then mediates the relationship so that it affects job satisfaction. In addition, both organizational support and employee engagement have been proven to have a positive and significant influence on job satisfaction.

These findings provide practical implications for hotel management in Batam, especially one- to three-star hotels. Management needs to pay attention to the importance of organizational support and employee involvement as the key to improving job satisfaction, not just encouraging work adjustments or innovative behaviors directly. By creating a supportive work environment and providing space for employees to be actively involved, job satisfaction can be achieved more optimally.

The theoretical implication is that this study strengthens the role of mediation variables in explaining the relationship between job crafting and innovative work behavior to job satisfaction, so that it can be a reference for further research in the context of tourism and hospitality. Job satisfaction in the tourism context still requires further investigation, allowing future researchers to pursue research in other cities or at the Riau Islands provincial level. The lack of research on the relationship between innovation and engagement allows future researchers to pursue research addressing this variable. Other factors influencing job satisfaction in the tourism industry, such as organizational culture or the local economy, could also be explored.

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