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Job Satisfaction as a Mediator in the Effects of Leadership and Work Environment on Employee Performance: Evidence from a Resort Hotel in Badung, Bali (A Study at The Patra Bali Resort & Villas)

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Abstract

This study analyzes the influence of leadership and work environment on employee performance, with job satisfaction as a mediating variable, at The Patra Bali Resort & Villas in Tuban, Badung, Bali. The research is motivated by inconsistent communication of work directions, limited work equipment during busy periods, and job satisfaction and performance that still need improvement. A quantitative, explanatory design with a cross-sectional survey was applied. Data were collected through a five-point Likert-scale questionnaire from 61 permanent employees, selected from a population of 157 using the Slovin formula and stratified random sampling. Data were analyzed using validity and reliability tests, classical assumption tests, path analysis, and the Sobel test. Leadership has a positive and significant effect on job satisfaction (β = 0.365; p = 0.004) and on employee performance (β = 0.304; p = 0.006). Work environment has a positive and significant effect on job satisfaction (β = 0.259; p = 0.038) and on employee performance (β = 0.330; p = 0.002). Job satisfaction has a positive and significant effect on employee performance (β = 0.303; p = 0.006). The Sobel test shows that job satisfaction partially mediates the effect of leadership on performance (Z = 2.289), but it does not mediate the effect of work environment (Z = 1.436). The model explains 67.0% of the variation in the endogenous variables. These findings highlight the importance of clear leadership, adequate work facilities, and satisfaction-oriented human resource policies in resort hotels.

Keywords: leadership, work environment, job satisfaction, employee performance, resort hotel.

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INTRODUCTION

The hospitality industry is an important part of the tourism sector, and its success depends heavily on the ability of a company to deliver high-quality service. Adequate facilities must be supported by employees who work professionally, respond quickly, treat guests warmly, and remain consistent. Employees translate the service standards of the company into the experience felt by guests. Human resource management therefore plays a strategic role in maintaining service quality and the sustainability of hotel businesses.

This role is especially relevant in Bali. Badan Pusat Statistik Provinsi Bali (2026) reported that the room occupancy rate of star-rated hotels rose from 57.97 percent in November 2025 to 60.88 percent in December 2025. This change shows that the use of room capacity can fluctuate within a short time. Hotel management must then adjust work schedules, task allocation, and coordination between departments. Such adjustments require leaders who give clear directions and a work environment that supports the smooth completion of tasks.

Employee performance is the effectiveness and efficiency of an individual in carrying out tasks and responsibilities according to the job description (Nusraningrum et al., 2024). In a hotel, performance is reflected in careful room preparation, quick responses to guest requests, accurate information, and coordination between departments. If one stage of service is delayed, other parts can be affected because hotel services are closely connected.

Leadership is one factor that can improve performance. Liden et al. (2025) define leadership as a process of influencing others to achieve shared goals. In hotel operations, leaders give directions, set priorities, divide tasks, and help employees solve work problems. Lehot et al. (2025) found that leadership style has a positive and significant effect on employee performance at Puri Raja Hotel in Legian, Bali. Work environment is another important factor. Dumitriu et al. (2025) describe it as the physical and social conditions in which employees work, including the quality of working conditions and relationships among people. Handojo et al. (2025) found that work environment has a positive and significant effect on the performance of front office employees at The Laguna Hotel, Nusa Dua.

Job satisfaction may explain how leadership and work environment are related to performance. Prosen and Ličen (2025) describe job satisfaction as an emotional response to work that is formed from evaluations and work experiences. Adhika and Ardianti (2026) found that work environment has a positive and significant effect on job satisfaction in a four-star hotel in Bali. Yulianti and Isgiarto (2025) found that transformational leadership affects performance both directly and through job satisfaction in three-star hotels. Lim and Dini (2026) found that job satisfaction mediates the effect of

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work environment on performance among hotel employees in Batam. These studies give a reason to test job satisfaction as a mediator.

This study focuses on The Patra Bali Resort & Villas, a five-star resort hotel on Jalan Ir. H. Juanda, Tuban, Kuta, Badung, Bali. The property began in the 1970s as a guesthouse built by Pertamina, and since 1984 it has been managed by PT Patra Jasa. Its accommodation, restaurant, and meeting and event services require close coordination among departments. Preliminary observation found several conditions related to the study variables. Changes in work priorities are not always accompanied by sufficient explanation, so employees must confirm tasks again. Opportunities to give input and receive feedback also need improvement. Work equipment is not always sufficient when service activity increases, and information between departments does not always flow smoothly. Employees also expect fairer task distribution, recognition of their contribution, and clearer opportunities for development. Delays in completing tasks, work that must be checked again, and guest requests that require repeated confirmation between departments are still found. These conditions show that performance still needs improvement.

Figure 1 presents the conceptual framework that guides this study. Leadership represents the managerial dimension, and work environment represents the working-condition dimension. Both are expected to influence employee performance directly and indirectly through job satisfaction.

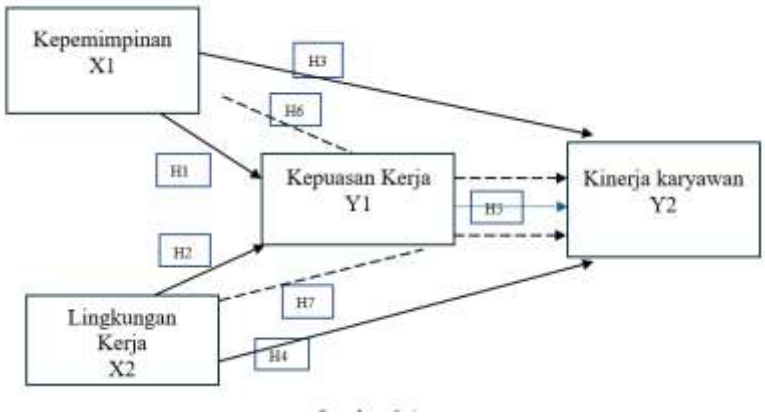


Figure 1. Conceptual Framework of the Study

Previous studies have produced mixed results. Handojo et al. (2025) found that leadership style does not significantly affect performance when tested alone, and Diputra et al. (2024) found that transformational leadership does not directly and significantly affect job satisfaction among employees of four-star hotels in Bali. In addition, studies that test leadership and work environment together, with job satisfaction as the mediating variable, in a single resort hotel in Bali remain limited. This study therefore aims to examine these relationships, contributing theoretically to the human resource

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management literature in the hospitality sector and practically to the decisions of the management of The Patra Bali Resort & Villas.

Objectives

This study aims:

1. To analyze the influence of leadership on job satisfaction at The Patra Bali Resort & Villas.
2. To analyze the influence of work environment on job satisfaction at The Patra Bali Resort & Villas.
3. To analyze the influence of leadership on employee performance at The Patra Bali Resort & Villas.
4. To analyze the influence of work environment on employee performance at The Patra Bali Resort & Villas.
5. To analyze the influence of job satisfaction on employee performance at The Patra Bali Resort & Villas.
6. To analyze the influence of leadership on employee performance through job satisfaction at The Patra Bali Resort & Villas.
7. To analyze the influence of work environment on employee performance through job satisfaction at The Patra Bali Resort & Villas.

Research Design

This study employs a quantitative approach with an explanatory research design intended to explain causal relationships among variables in a measurable and objective manner. The study uses a cross-sectional survey in which data were collected at a single point in time to capture the condition of all variables simultaneously. This design was chosen because hotel employees work in an environment that demands coordinated service, and because the design is efficient in terms of time and cost.

The independent variables are leadership (X_1) and work environment (X_2). The dependent variable is employee performance (Y_2), and the mediating variable is job satisfaction (Y_1). Based on the theoretical review and previous empirical studies, seven hypotheses were proposed:

H1: Leadership has a positive and significant effect on job satisfaction.
H2: Work environment has a positive and significant effect on job satisfaction.
H3: Leadership has a positive and significant effect on employee performance.
H4: Work environment has a positive and significant effect on employee performance.
H5: Job satisfaction has a positive and significant effect on employee performance.
H6: Leadership has a significant effect on employee performance through job satisfaction.

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H7: Work environment has a significant effect on employee performance through job satisfaction.

Population and Sample

The population consists of all permanent employees of The Patra Bali Resort & Villas, a total of 157 people. The sample size was determined using the Slovin formula with a tolerance of error of 10 percent, n = 157 / (1 + 157 × 0.1²) = 61.09, rounded to 61 respondents. Stratified random sampling was used so that every department is represented. Members were drawn randomly from each department in proportion to its size, as shown in Table 1. All 61 questionnaires were distributed and returned, so every questionnaire was usable for analysis.

Table 1. Population and Sample Distribution by Department

No	Department	Employees (Population)	Sample
1	Executive	5	2
2	Front Office	10	4
3	Housekeeping	36	14
4	Guest Activity	9	4
5	Human Resources	3	1
6	Security	15	6
7	Finance	13	5
8	Sales & Marketing	9	3
9	Engineering	14	5
10	F&B Service	12	5
11	F&B Product	31	12
Total		157	61

Source: HRD The Patra Bali Resort & Villas, 2025

Research Variables and Instrument

The research variables comprise leadership (X_1), measured through decision-making ability, motivating ability, communication ability, ability to control subordinates, responsibility, and emotional control; work environment (X_2), measured through work equipment, services to employees, working conditions, and personal relationships; job satisfaction (Y_1), measured through satisfaction with opportunities to advance, job security, salary, company and management, supervision, intrinsic job factors, working conditions, social aspects, communication, and facilities; and employee performance (Y_2), measured through understanding of main duties and functions, innovation, work speed, work accuracy, and cooperation. Leadership was measured with nine items, work environment with ten items, job satisfaction with ten items, and employee performance

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with nine items, a total of 38 items. All items use a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The indicator structure, together with representative questionnaire items, is summarized in Table 2.

Table 2. Research Variables, Indicators, and Questionnaire Items

Variable	Indicator	Representative Questionnaire Item
Leadership (X_1)	1) Decision-making ability	My direct supervisor makes decisions by considering relevant information.
	2) Motivating ability	My direct supervisor encourages me to achieve work targets.
	3) Communication ability	My direct supervisor gives work instructions clearly.
	4) Ability to control subordinates	My direct supervisor directs employees to work according to procedures.
	5) Responsibility	My direct supervisor takes responsibility for his or her decisions.
	6) Emotional control	My direct supervisor stays calm under work pressure.
Work Environment (X_2)	1) Work equipment	I receive complete equipment to do my work.
	2) Services to employees	The services I receive are fast and meet my expectations.
	3) Working conditions	My workplace has adequate lighting.
	4) Personal relationships	I feel comfortable with my working relationship with colleagues.
Job Satisfaction (Y_1)	1) Opportunity to advance	I receive equal opportunities for training and promotion.
	2) Job security	I have security regarding the continuity of my job.
	3) Salary	My salary and allowances match my performance.
	4) Company and management	Management supports and helps me complete my work.
	5) Supervision	I receive good supervision at work.
	6) Required competence	I have the competence needed to complete my tasks.
	7) The work itself	I am proud of and satisfied with my job.
	8) Social aspects of work	I am proud to work at The Patra Bali Resort & Villas.

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	9) Communication	I can communicate well with colleagues and management.
	10) Facilities	I am satisfied with the facilities and allowances I receive.
Employee Performance (Y_2)	1) Understanding of duties	I understand my main duties and functions.
	2) Innovation	I have positive ideas that I can share with my supervisor.
	3) Work speed	I am able to follow the work methods of the company.
	4) Work accuracy	I complete my work carefully.
	5) Cooperation	I am able to cooperate in completing work.

Source: Nurlaela et al. (2025); Gunawan et al. (2025); Sutrisno (2016); Hidayat et al. (2024)

Data Collection Technique

Primary data were collected through a structured questionnaire distributed to the sampled employees with the help of the human resources department. Interviews, direct observation of working conditions, and documentation supported the questionnaire. Secondary data were obtained from company documents, including the hotel profile, organizational structure, and employee data, together with relevant journals, books, and previous research. Before the main survey, the instrument was tested on 35 employees of Hotel Patra Dumai.

Data Analysis Technique

The data were analyzed in several stages. In the instrument testing stage, validity was examined using Pearson product-moment correlation, with items considered valid when r exceeded the critical value of 0.3346 (n = 35) at the 5% significance level. Reliability was examined using Cronbach's alpha, with a value of 0.60 or higher considered acceptable (Sugiyono, 2023). Classical assumption tests were then carried out, comprising a normality test (Kolmogorov-Smirnov, significance above 0.05, supported by histograms and normal probability plots), a multicollinearity test (VIF below 10 and Tolerance above 0.10), and a heteroskedasticity test using scatterplots of residuals. Path analysis, run in SPSS 26, was used to test the direct and indirect effects among variables using the two structural equations below.

$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$

$Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$

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where Y_1 is job satisfaction, Y_2 is employee performance, β are the path coefficients, and e is the error term. The t-test was used to test the significance of each path at the 5% level (t-table = 1.672), and the coefficient of determination (R^2) was used to measure the proportion of variation explained by the model. The mediating role of job satisfaction was tested with the Sobel test, in which the mediation effect is significant when the Z value exceeds 1.96 at the 5% significance level.

DISCUSSION

Respondent Profile and Instrument Quality

The study involved 61 respondents. Table 3 shows that most respondents were male (82.0%). More than half of the respondents (55.7%) were aged 41–50 years, and 85.2% were married. Most respondents held a senior high school diploma (52.5%), and the largest group had worked for more than 20 years (49.2%). This combination of experienced employees is relevant to the study because their long service gives them a well-grounded view of leadership and working conditions in the hotel.

Table 3. Respondent Characteristics

Characteristic	Category	Number (%)
Gender	Male	50 (82.0%)
	Female	11 (18.0%)
Age	21–30 years	11 (18.0%)
	31–40 years	12 (19.7%)
	41–50 years	34 (55.7%)
	> 50 years	4 (6.6%)
Marital Status	Not married	9 (14.8%)
	Married	52 (85.2%)
Education	Senior high school	32 (52.5%)
	Diploma 1 (D1)	16 (26.2%)
	Diploma 4 (D4)	5 (8.2%)
	Bachelor's	8 (13.1%)
Length of Service	< 5 years	16 (26.2%)
	5–10 years	3 (4.9%)
	11–15 years	5 (8.2%)
	16–20 years	7 (11.5%)
	> 20 years	30 (49.2%)

Source: Primary data processed, 2026

The descriptive results show that all variables fall into the agree or strongly agree category. The mean score of leadership was 4.37 (strongly agree), with decision-making ability, ability to control subordinates, and emotional control as the highest indicators

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(4.39 each) and communication ability as the lowest (4.33). Work environment had a mean of 4.08 (agree), with personal relationships as the highest indicator (4.29) and work equipment as the lowest (3.80). Job satisfaction had a mean of 4.06 (agree), with salary as the highest aspect (4.67) and job security as the lowest (3.44). Employee performance had a mean of 4.62 (strongly agree), with understanding of duties as the highest indicator (4.69) and innovation as the lowest (4.56).

All questionnaire items were valid, with correlation coefficients ranging from 0.402 to 0.801, above the critical value of 0.3346 and significant at the 5% level. Table 4 summarizes the results. The Cronbach's alpha of the 38 items was 0.732, above the minimum value of 0.60, indicating acceptable internal consistency.

Table 4. Validity and Reliability Test Results

Variable	Number of Items	Validity (r range)	Sig.	Remark
Leadership (X_1)	9	0.514 – 0.801	0.000 – 0.002	Valid
Work Environment (X_2)	10	0.402 – 0.701	0.000 – 0.017	Valid
Job Satisfaction (Y_1)	10	0.456 – 0.759	0.000 – 0.006	Valid
Employee Performance (Y_2)	9	0.478 – 0.752	0.000 – 0.004	Valid
Reliability (all items)	38	Cronbach's α = 0.732	Critical value 0.60	Reliable

Source: Primary data processed, 2026

Classical Assumption Tests

Before testing the hypotheses, each structural model was checked against the classical assumptions, as summarized in Table 5.

Table 5. Summary of Classical Assumption Test Results

Test	Method	Result	Criterion	Conclusion
Normality (Structure 1)	Kolmogorov-Smirnov	Sig. = 0.083	Sig. > 0.05	Residuals are normally distributed
Normality (Structure 2)	Kolmogorov-Smirnov	Sig. = 0.200	Sig. > 0.05	Residuals are normally distributed
Multicollinearity (Structure 1)	VIF and Tolerance	VIF = 1.201 (X_1), 1.201 (X_2);	VIF < 10; Tolerance > 0.10	No multicollinearity

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		Tolerance = 0.833, 0.833		
Multicollinearity (Structure 2)	VIF and Tolerance	VIF = 1.385 (X_1), 1.294 (X_2), 1.384 (Y_1); Tolerance = 0.722, 0.773, 0.723	VIF < 10; Tolerance > 0.10	No multicollinearity
Heteroskedasticity (Structures 1 and 2)	Scatterplot	Points scattered randomly above and below zero, with no clear pattern	No pattern	No heteroskedasticity

Source: Primary data processed, 2026

The Kolmogorov-Smirnov significance values of 0.083 and 0.200 are greater than 0.05, and the histograms and normal probability plots also support normality. The VIF values of 1.201 to 1.385 and the Tolerance values of 0.722 to 0.833 show that the independent variables are not highly correlated with one another. The scatterplots show no systematic pattern, indicating homogeneous residual variance. The models are therefore appropriate for path analysis.

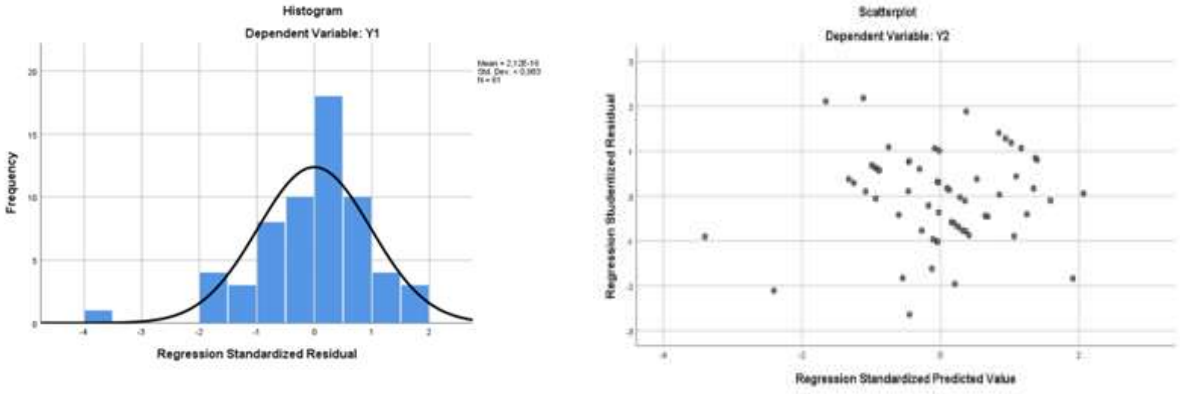


Figure 2. Normality and Heteroskedasticity Plots

Path Analysis and Hypothesis Testing

The path analysis results are presented in Table 6 and Figure 3. The first structural model explains 27.7% of the variation in job satisfaction (R^2 = 0.277; F = 11.136; p < 0.001), and the second explains 54.3% of the variation in employee performance (R^2 =

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0.543; F = 22.610; p < 0.001). Together, the model has a total coefficient of determination of 67.0%, so the remaining 33.0% is explained by factors outside the model, such as motivation, organizational culture, and compensation. All direct paths are significant at the 5% level, so no path needed to be removed in the theory trimming stage.

Table 6. Summary of Path Analysis Results

No	Relationship	Direct Effect (β)	Indirect Effect	t / Z	Sig.	Remark
1	Leadership (X_1) → Job Satisfaction (Y_1)	0.365	–	t = 2.981	0.004	H1 accepted
2	Work Environment (X_2) → Job Satisfaction (Y_1)	0.259	–	t = 2.119	0.038	H2 accepted
3	Leadership (X_1) → Employee Performance (Y_2)	0.304	–	t = 2.882	0.006	H3 accepted
4	Work Environment (X_2) → Employee Performance (Y_2)	0.330	–	t = 3.241	0.002	H4 accepted
5	Job Satisfaction (Y_1) → Employee Performance (Y_2)	0.303	–	t = 2.879	0.006	H5 accepted
6	$X_1 \rightarrow Y_1 \rightarrow Y_2$	0.304	0.111 (0.365 × 0.303)	Z = 2.289	0.022	H6 accepted (partial mediation)
7	$X_2 \rightarrow Y_1 \rightarrow Y_2$	0.330	0.078 (0.259 × 0.303)	Z = 1.436	0.151	H7 rejected
	R^2 (Y_1) / R^2 (Y_2) / total R^2			0.277 / 0.543 / 0.670		Adequate model fit

Source: Primary data processed, 2026

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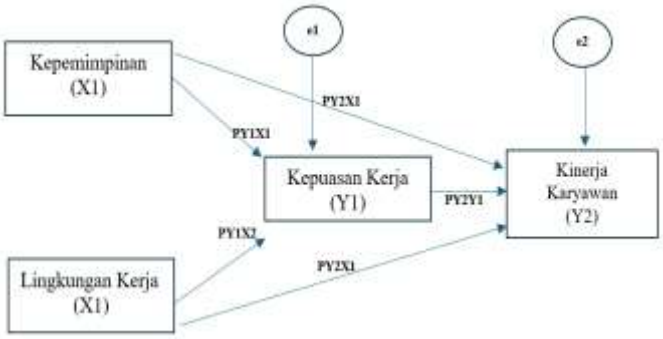


Figure 3. Path Analysis Model

(Path coefficients are standardized; error terms: e_1 = 0.850, e_2 = 0.676)

Effect of Leadership on Job Satisfaction

Leadership has a positive and significant effect on job satisfaction (β = 0.365; p = 0.004), so Hypothesis 1 is accepted. This is consistent with Edi (2021) and Yulianti and Isgiarto (2025), who found that leadership improves job satisfaction. When supervisors decide carefully, motivate, communicate clearly, and stay calm under pressure, employees evaluate their work and their supervisors more positively. At The Patra Bali Resort & Villas, leadership received a high mean score (4.37), and the lowest indicator was communication ability (4.33). Clearer explanation of changing work priorities would therefore strengthen the effect of leadership on satisfaction. This result differs from Diputra et al. (2024), who found no significant direct effect of transformational leadership on job satisfaction in four-star hotels in Bali, which suggests that the effect may depend on the type of leadership measured and on the characteristics of the employees.

Effect of Work Environment on Job Satisfaction

Work environment has a positive and significant effect on job satisfaction (β = 0.259; p = 0.038), so Hypothesis 2 is accepted. This agrees with Adhika and Ardianti (2026) and Lim and Dini (2026), who found that a supportive work environment increases job satisfaction among hotel employees. Employees who have suitable equipment, fast service from the company, comfortable working conditions, and good relationships with colleagues and supervisors tend to be more satisfied. Among the indicators, personal relationships scored highest (4.29), while work equipment scored lowest (3.80). The influence of work environment on satisfaction is smaller than that of leadership, which suggests that satisfaction at this hotel is shaped more by how employees are led than by physical facilities.

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Effect of Leadership on Employee Performance

Leadership has a positive and significant effect on employee performance (β = 0.304; p = 0.006), so Hypothesis 3 is accepted. This is consistent with Lehot et al. (2025) and Waworundeng et al. (2021), who found that leadership improves employee performance. Supervisors who give clear directions, ensure that procedures are followed, and take responsibility help employees complete tasks accurately and on time. In a hotel, where departments depend on one another, such leadership also supports coordination. By contrast, Handojo et al. (2025) did not find a significant partial effect of leadership style on the performance of front office employees. Their sample was limited to 30 employees of one department, whereas this study covers all departments of the hotel.

Effect of Work Environment on Employee Performance

Work environment has a positive and significant effect on employee performance (β = 0.330; p = 0.002), so Hypothesis 4 is accepted. This agrees with Handojo et al. (2025), Lehot et al. (2025), and Edi (2021). Work environment had the largest direct effect on performance among the three predictors. Adequate equipment, good lighting and temperature, and harmonious relationships reduce obstacles in daily tasks, so employees can serve guests faster and more accurately. Because work equipment has the lowest score among the work environment indicators, providing more complete and ergonomic equipment, especially in busy periods, is a practical way to improve performance.

Effect of Job Satisfaction on Employee Performance

Job satisfaction has a positive and significant effect on employee performance (β = 0.303; p = 0.006), so Hypothesis 5 is accepted. This supports Yulianti and Isgiarto (2025), Lim and Dini (2026), and Arfi et al. (2025). Satisfied employees tend to work with more commitment, care, and willingness to cooperate. Salary received the highest satisfaction score (4.67), but job security (3.44), opportunity to advance (3.93), supervision (3.93), and pride in the job itself (3.84) were below the average. Strengthening these aspects can raise satisfaction and, in turn, performance.

The Mediating Role of Job Satisfaction

The indirect effect of leadership on performance through job satisfaction is 0.111 (0.365 × 0.303). The Sobel test gives Z = 2.289 (p = 0.022), which exceeds the critical value of 1.96, so Hypothesis 6 is accepted. Because the direct effect of leadership on performance also remains significant, job satisfaction acts as a partial mediator. The total effect of leadership on performance is 0.415 (0.304 + 0.111). This is in line with Yulianti and Isgiarto (2025) and Manuaba (2021), who found that satisfaction partly explains how leadership influences performance.

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The indirect effect of work environment on performance through job satisfaction is 0.078 (0.259 × 0.303). The Sobel test gives Z = 1.436 (p = 0.151), which is below 1.96, so Hypothesis 7 is rejected. Job satisfaction does not significantly mediate the effect of work environment on performance, and the total effect of 0.408 (0.330 + 0.078) comes mainly from the direct path. This agrees with Alfan (2020) but differs from Lim and Dini (2026), who found significant mediation. A possible reason is that equipment, lighting, and temperature affect task completion directly, regardless of how satisfied employees feel. Because the data are cross-sectional and perception-based, these results should be read as strong associations rather than proof of causality.

CONCLUSION

This study concludes that leadership and work environment each have a positive and significant effect on job satisfaction and on employee performance at The Patra Bali Resort & Villas. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction partially mediates the effect of leadership on performance, but it does not significantly mediate the effect of work environment on performance. The model explains 67.0% of the variation in the endogenous variables, while 33.0% is explained by other factors. The instruments were valid and reliable, and the models met the classical assumptions.

These findings indicate that clear and consistent leadership, adequate work facilities, and satisfaction-oriented policies are complementary strategies for improving performance. In practice, management is advised to improve communication of work priorities and feedback from supervisors, to complete work equipment and speed up services to employees, to strengthen job security, fair development opportunities, and supervision, and to encourage innovation, accuracy, and cooperation among employees. This study is limited by its time, its sample of 61 respondents from a single hotel, and the small number of variables. Future studies should enlarge the sample, add variables such as work motivation, organizational culture, and compensation, and extend the research to other hotels.

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