WORK ENVIRONMENT, WORK FLEXIBILITY AND CAREER DEVELOPMENT IMPROVING JOB SATISFACTION

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Abstract. This study aims to analyze the influence of the work environment, work flexibility, and career development on employee job satisfaction at D'Paragon Group Jakarta. The study used a quantitative approach with a survey method. The study population was 223 employees working at D'Paragon units in Kebon Jeruk, Gajah Mada, Menteng, Matraman, Senopati, and Slipi. The study sample of 163 respondents was obtained through accidental sampling. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results showed that the work environment and career development positively affected employee job satisfaction. Among the three variables studied, career development was the factor that provided the strongest contribution to increasing job satisfaction. Meanwhile, work flexibility was not proven to have a significant effect on employee job satisfaction. Overall, the work environment, work flexibility, and career development were effective in explaining variations in employee job satisfaction at D'Paragon Group Jakarta. These findings emphasize the importance of creating a conducive work environment and a clear career development system in improving employee job satisfaction in the hospitality industry. This research provides practical implications for hotel management in designing human resource policies aimed at increasing employee job satisfaction.
Keywords: *work environment, work flexibility, career development, job satisfaction*

Introduction

Hotels are a rapidly growing and highly competitive service industry. This industry relies heavily on the quality of the facilities and services provided to guests, as well as on the quality of its human resources. As the spearhead of service, employees are strategically responsible for ensuring customer satisfaction. Therefore, employee satisfaction is a crucial factor in maintaining the sustainability and competitiveness of hospitality companies. The hospitality industry frequently faces various labor issues, including long working hours, shift systems, high service demands, and physical and emotional work pressure. These conditions can lead to job dissatisfaction if not managed properly. Consequently, to enable a productive, healthy, and sustainable workplace, companies must understand the factors that influence employee satisfaction. Balinese hotel workers face various psychological challenges. To remain friendly, patient, and cheerful with guests, they must manage their emotions, known as emotional labor. In the long run, if left unchecked, this pressure will lead to long-term stress, guest resentment, and decreased productivity (Tjandra, 2026). Working in the hospitality industry is often associated with enjoyable aspects, such as access to luxury and facilities, but on the other hand, working in a hotel is also often considered trivial and less promising than other jobs (Nugraha, 2024).

A positive attitude in a worker, which includes feelings and behaviors related to the obligations assigned to them in their workplace, as well as valuing work as a way to show gratitude for achieving important values in their workplace, can be defined as job

satisfaction (Robbins and Judge, 2022). Regardless of gender, social background, or other attributes, workers in an inclusive work environment feel accepted, valued, and supported. This is important because an inclusive work environment can increase worker productivity, creativity, and motivation. An ideal workplace can improve performance by providing facilities and tools that protect workers, maintain a clean environment, and boost morale across all aspects of work life (Sari, 2023). All physical and social elements related to the work environment include the workplace, space, location, equipment, type of work, leaders, colleagues, subordinates, individuals outside the company, company culture, and company policies and regulations (Tambunan, 2018). Their work environment influences a person's job satisfaction (Lelo, 2024). However, additional research shows that job satisfaction is not influenced by the work environment (Lestari et al., 2026).

Scheduling, also known as work-life flexibility, allows employees to have more control over their lives and work, including when, where, how much, and how often they complete their tasks (Kossek et al., 2023). Previous research by Pradipta et al. (2025) found significant positive results regarding the relationship between Work Flexibility and job satisfaction—however, research conducted by Purnamasari et al. (2025) found no relationship between Work Flexibility and job satisfaction. When a person prepares himself, chooses a type of work, works for a long time, and retires, the development of a person's work is called a career (Wakhinuddin, 2020). A previous study by Akhwanul et al. (2019) found that career development positively impacts employee satisfaction. Meanwhile, research by Lestari et al. (2026) found that career development did not positively impact employee satisfaction. Although the relationship among work environment, work flexibility, career development, and job satisfaction has been extensively studied, prior findings remain inconsistent, particularly regarding the influence of work flexibility and career development on job satisfaction. Furthermore, most research has been conducted in the banking, office, and manufacturing sectors, while research in the hospitality industry is limited. This is even though the hospitality industry has unique characteristics, such as shift work systems, high service demands, and direct interaction with customers, that can influence employee job satisfaction. Therefore, this study aims to analyze the influence of the work environment, work flexibility, and career development on employees' job satisfaction at D'Paragon Group Jakarta and to provide empirical evidence in the hospitality industry context. This study is expected to enrich the human resource management literature by explaining how these factors contribute to increased job satisfaction in the service industry, whose operational characteristics are distinct from those of other sectors.

Theoretical basis and hypothesis

Work environment

According to Khaeruman et al. (2021)The work environment consists of everything that surrounds an employee while they are working and can affect them and their work. Simply put, the environment in which people work is called the work environment. Consequently, this category is very broad and includes all aspects of the physical environment (such as temperature and equipment), job characteristics (such as workload and task complexity), broader organizational components (such as history and culture), and even elements of the environment outside the organization (such as the industry sector, the market, the local workforce, and work-home relations) (Briner, 2000). The

work environment includes the work system, job design, working conditions, and how managers and coworkers treat employees (Armstrong and Taylor, 2014). One of a person's reactions to their life is job satisfaction, which is a source of happiness and life satisfaction (Scandura, 2022). One important factor influencing an employee's job satisfaction is the work environment. Job satisfaction is determined by the extent to which an employee's responsibilities fulfill their desires and needs (Kong et al., 2018). The work environment influences employee job satisfaction (Lelo, 2024). According to the previous explanation, the hypothesis is:

H1: Work environment has a positive effect on job satisfaction

Work flexibility

Scheduling called work-life flexibility allows workers to have more control over their lives and work, such as determining when, where, how much, or how often they complete their tasks (Kossek et al., 2023). The ability of organizational members to meet the company's schedule and monitor their working hours, regardless of where they work (outside the workplace), is called Work Flexibility (Shagvaliyeva and Yazdanifard, 2014). According to Bjärntoft et al. (2020) Flexibility means having the freedom to choose how and where you will do your work, as well as how long you will work. Furthermore, flexibility according to Carlson et al. (2010) consists of How long, When, and Where. Sypniewska et al. (2023) states that structures that increase satisfaction include helpful coworkers, an inclusive work environment, challenging work, and fair compensation. This suggests that good control is necessary for employees to feel satisfied. If employees are employed in an unpleasant work environment, forced to perform repetitive tasks, and not rewarded commensurate with their work, they will leave the workplace. Pradipta et al. (2025) found a positive relationship between flexibility and job satisfaction in a previous study. Based on the previous explanation, the proposed hypothesis is:

H2: Work flexibility has a positive effect on job satisfaction.

Career development

According to Werner and DeSimone (2012) a regular and continuous career development process that focuses on improving a person's knowledge, skills, and abilities so that they can progress in their future career. Every worker wants to develop in their career to reach a higher career level and improve their quality of life. Lumiu et al. (2019) argue that organizations can help improve employees' performance and prepare them for a changing world through career development. According to Dessler (2020) Career development can be realized through various human resource management practices, such as promotion opportunities, training programs, career counseling, performance appraisal as career feedback, and succession planning. The most common job satisfaction factors are company and management, coworkers, supervision, working conditions, benefits, recognition, promotions, and job classification. Montuori et al. (2022) One of the main factors that impacts employee satisfaction is career development. Robbins and Judge (2022) Describe job satisfaction as feeling optimistic about a job after assessing its characteristics. A previous study by Akhwanul et al. (2019) found that career development positively impacts employee

satisfaction, while research by Lestari et al. (2026) found that career development does not affect employee satisfaction. According to the previous explanation, the proposed hypothesis is:

H3: Career development has a positive effect on job satisfaction.

Job satisfaction

Pinheiro and Palma-Moreira (2025) define job satisfaction as an overall positive assessment of one's job and work environment. This includes how safe, valued, and motivated employees feel to perform what is expected of them at work. According to this approach, job satisfaction encompasses the social, psychological, and physical aspects of the daily work experience. Often, employee productivity and loyalty increase as a result of high levels of employee satisfaction. Most people use either overall or specific methods to assess their job satisfaction. Although an individual's self-rated overall job satisfaction provides a stable measure over time, it may not capture context-specific satisfaction and affective experiences in a particular workplace (Abbasi et al., 2019). Meanwhile, according to Baxi and Atre (2024) Job satisfaction is a very important feeling for personal well-being and organizational productivity because employees who are satisfied with their jobs tend to be more loyal and fully committed to their company (*Figure 1*).

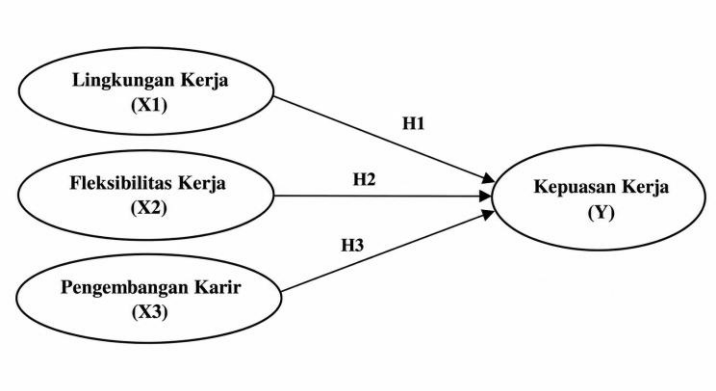


Figure 1. *Thinking framework.*

Materials and Methods

This study uses a quantitative approach based on data and statistics. This study investigates a specific population or sample using research tools (Sugiyono, 2013). A population of 223 was studied across the work units of the D'Paragon Hotel in Kebon Jeruk, Gadjah Mada, Menteng, Matraman, Senopati, and Slipi in Jakarta. The sample from this population consisted of 163 people who were willing to complete a questionnaire via Google Forms. This study was conducted from November 2025 to January 2026, using a non-probability sampling method. According to Sugiyono (2013), the accidental sampling method may be used as an example when a person is considered a suitable data source. In this study, Structural Equation Modeling (SEM) was used. A set of statistical techniques known as SEM allows the simultaneous testing of multiple, relatively "complex" relationships. These complex relationships can exist between at least one independent variable and at least one dependent variable (Hair et al., 2021).

Results and Discussion

Table 1 illustrates the results of the respondent profiles. Ninety-nine (60.8%) of the respondents were under 30 years old, and 121 (74.2%) were male. Seventy-two (44.2%) had a D3 education (*Figure 2*). Furthermore, the D'paragon Menteng work unit had the highest number of respondents, with 33 respondents, representing 20.2% of the total. In *Table 2*, the evaluation of this model carried out measurements in two stages, namely reliability testing using Composite Reliability (CR) (value ≥ 0.70), as well as validity testing through outer loading, Average Variance Extracted (AVE ≥ 0.50) (Ahmad et al., 2016). In Table 2, all variable values exceed the provisions and are considered reliable. *Table 3* shows the results of the discriminant validity test using the Fornell-Larcker criteria. Based on the test results, the square root of the Average Variance Extracted (AVE) value for each construct, namely Work Flexibility (0.765), Career Development (0.759), Work Environment (0.788), and Job Satisfaction (0.812), is greater than its correlation value with other constructs. These results indicate that each construct has a good ability to differentiate itself from other constructs, thereby meeting the model's discriminant validity. Thus, the indicators used for each latent variable can measure the intended construct accurately and in distinct ways (Straub et al., 2004). A VIF above 10 or a tolerance below 0.1 indicates multicollinearity (Pallant, 2010). The results in *Table 4* show the highest VIF value of 2,359 and the lowest of 1,707 in this study. These values indicate that multicollinearity is not a problem. *Table 5* shows model capability is assessed using the coefficient of determination (R2) test to explain changes in the dependent variable. According to Ghozali (2016)An R2 value close to 1 indicates a good model.

***Table 1**. Respondent description (N=163).*

Category	Frequency	Percentage
Age		
<30 Years	99	60.80%
31 - 39 Years	60	30.68%
40 - 49 Years	2	1.20%
> 50 years	2	1.20%
Gender		
Man	121	74.20%
Woman	42	25.80%
Last education		
High School/Vocational School	65	39.90%
D3	72	44.20%
D4/S1	26	16%
Work unit		
D'Paragon Kebon Jeruk	29	17.80%
D'Paragon Gajahmada	25	15.30%
D'Paragon Menteng	33	20.20%
D'Paragon Matraman	32	19.60%
D'Paragon Senopati	23	14.10%
D'Paragon Slipi	21	12.90%

***Table 2**. Evaluation of Model Measurement.*

Variable and indicator	Item	Outer-loading	CR	AVE
Work environment (Khaeruman et al., 2021)			0.868	0.585
Safe	X1.1	0.782		

Decent working environment	X1.3	0.797		
People in the work environment	X1.4	0.789		
Work flexibility (Carlson et al., 2010)			0.849	0.575
Time flexibility	X2.1	0.708		
Timing flexibility	X2.2	0.786		
Place flexibility	X2.3	0.814		
Career development (Dessler, 2020)			0.871	0.621
Promotion opportunities	X3.2	0.773		
Training programs	X3.3	0.710		
Performance appraisal as career feedback	X3.4	0.738		
Succession planning	X3.5	0.806		
Job satisfaction (Robbins and Judge, 2022)			0.853	0.659
Wages	-	-		
Job	Y1.1	0.832		
Promotion	Y1.2	0.805		
Manager	Y1.5	0.799		
Coworkers	-	-		

***Table 3**. Discriminant Validity-Fornell Larcker.*

Category	Work Flexibility	Career Development	Work environment	Job satisfaction
Work flexibility	0.765			
Career development	0.744	0.759		
Work environment	0.579	0.619	0.788	
Job satisfaction	0.639	0.792	0.631	0.812

***Table 4**. Multicollinearity Test.*

Category	Work Flexibility	Career Development	Work environment
Job satisfaction	2,359	2,543	1,707

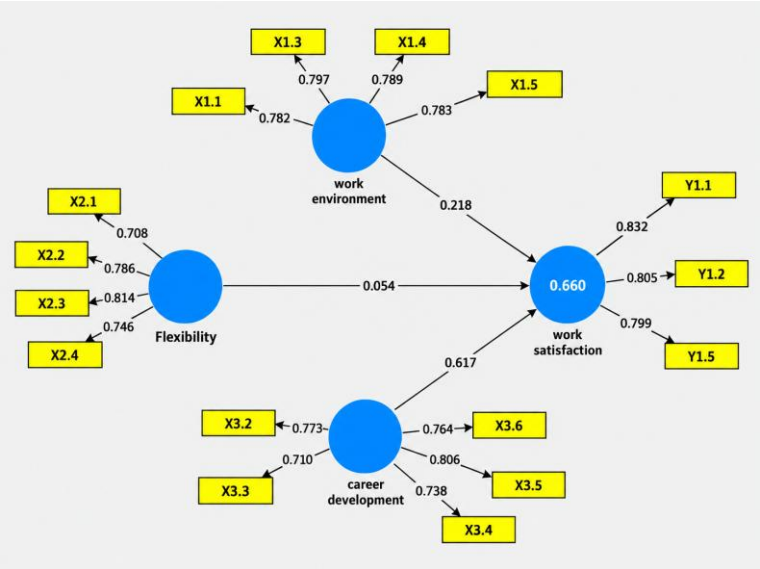


***Figure 2.** Structural model.*

Table 5 shows that the coefficient of determination (R2) for job satisfaction is 0.660, indicating that the work environment, work flexibility, and career development explain approximately 66% of the variation in job satisfaction. Other variables not discussed in this study influence the remaining 34%. In addition, a good level of fit is indicated by the Adjusted R-Square value of 0.654. These results indicate that the independent variables can offset the significant effect on the dependent variable, job satisfaction. *Table 6* indicate the value of the observations made by the model and the prediction parameters can be measured in Q2. A value of 0 in Q2 indicates the strength of the prediction model according to the dependent variable (Latan and Ghozali, 2015). The

job satisfaction score in Q2 was 0.413. This indicates that the research model used has a fairly good level of predictive accuracy. *Table 7* presents the effect size (f^2) values used to measure the magnitude of each exogenous variable's influence on the endogenous variable, according to Hair et al. (2021) An f^2 value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect. The test results show that Career Development has an f^2 value of 0.441, which falls in the large-effect category for Job Satisfaction. Work Environment has an f^2 value of 0.082, which indicates a small effect. Meanwhile, Work Flexibility has an f^2 value of 0.004, indicating a very small or negligible effect on Job Satisfaction. These findings indicate that Career Development is the variable that makes the strongest contribution to explaining variation in employee Job Satisfaction compared to other variables. The hypothesis results can be accepted if the p-value is less than 0.05 and the t-statistic value is greater than 1.96 (Sugiyono, 2013). Based on the results of hypothesis testing in *Table 8*, Career Development has a positive and significant effect on Job Satisfaction with a t-statistic value of 7.296 and a p-value of 0.000, so H3 is accepted. Work Environment also has a positive and significant effect on Job Satisfaction with a t-statistic value of 2.438 and a p-value of 0.015, so H1 is accepted. Meanwhile, Work Flexibility does not have a significant effect on Job Satisfaction, as indicated by a t-statistic of 0.563 and a p-value of 0.573 (> 0.05), so H2 is rejected.

***Table 5**. Determination coefficient test (R2).*

Category	R Square	R Square Adjusted
Job satisfaction	0.660	0.654

***Table 6**. Prediction accuracy test (Q2).*

Category	SSO	SSE	Q^2 (=1-SSE/SSO)
Work Flexibility	652,000	652,000	
Career Development	815,000	815,000	
Work environment	652,000	652,000	
Job satisfaction	489,000	286,915	0.413

***Table 7**. F square.*

Category	Work Flexibility	Career Development	Work environment
Job satisfaction	0.004	0.441	0.082

***Table 8**. Path coefficient.*

Category	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Results
Work Flexibility -> Job Satisfaction	0.054	0.044	0.095	0.563	0.573	Rejected
Career Development -> Job Satisfaction	0.617	0.607	0.085	7,296	0.000	Accepted
Work Environment -> Job Satisfaction	0.218	0.238	0.089	2,438	0.015	Accepted

The results of the study indicate that the work environment has a positive and significant effect on the job satisfaction of D'Paragon Group Jakarta employees. This finding indicates that the better the work environment conditions perceived by employees, the higher their level of job satisfaction. In the hospitality industry, the work environment plays a very important role because operational activities are conducted intensively, with high service demands and continuous interaction between employees

and customers. A safe, comfortable work environment, supported by adequate facilities and harmonious working relationships, can create a conducive work atmosphere that increases employee comfort and motivation. These findings align with Robbins and Judge's (2022) that stated working conditions are a key determinant of job satisfaction. These findings also support Lelo's (2024), which found that the work environment positively influences employee job satisfaction. In the context of the D'Paragon Group, a conducive work environment enables employees to perform service tasks more effectively, thereby reducing work stress and increasing their job satisfaction. Therefore, companies need to continuously maintain the quality of the work environment, both physically and socially, to maintain employee job satisfaction. Furthermore, the research results show that career development has a positive and significant effect on employee job satisfaction. In fact, compared with other variables, career development has the greatest influence on job satisfaction, with the highest path coefficient. These findings indicate that opportunities for growth, promotion, training, and organizational support in competency development are very important factors for employees.

These results are understandable, as most of the study respondents were in the productive age group and at the career development stage. At this stage, employees consider not only the compensation they receive but also future career growth opportunities. When an organization provides a clear career path, a fair promotion system, and a structured competency development program, employees will believe the organization supports their professional development. This ultimately increases job satisfaction because employees see better prospects for the future within the organization. Career development is a human resource management practice that can increase employee motivation and engagement with the organization (Dessler, 2020). These findings also align with research by Akhwanul et al. (2019), which found that career development positively impacts job satisfaction. The significant influence of career development in this study indicates that for hospitality industry employees, opportunities for growth and career advancement are more important than other factors in shaping job satisfaction. In contrast to the two previous variables, the study results show that work flexibility does not significantly impact employee job satisfaction. This finding indicates that work flexibility is not a primary factor employees consider when assessing their job satisfaction within the D'Paragon Group. This finding contrasts with several previous studies that found that work flexibility can increase job satisfaction, particularly in office and knowledge-based jobs that allow for flexible work execution in terms of both time and location.

The insignificant effect of work flexibility in this study can be explained by the characteristics of the hotel industry, which has an operational system different from other sectors. Hotel service activities occur 24 hours a day and require employees to be physically present at specific times and locations. Most jobs, such as front office, housekeeping, food and beverage service, engineering, and security, do not allow for the high level of work flexibility found in the office sector. Consequently, work flexibility is not a primary expectation among hotel employees when assessing the quality of their work. Employees prioritize a supportive work environment and clear career development opportunities over flexibility in working hours. These findings make an interesting empirical contribution by demonstrating that the influence of work flexibility on job satisfaction is contextual and not necessarily applicable across all industry sectors. In the hospitality industry, which is based on direct customer service, factors

related to career development and the work environment are found to be more dominant in shaping job satisfaction than work flexibility. Thus, the results of this study enrich the human resource management literature by demonstrating that industry characteristics need to be considered in understanding the factors that influence employee job satisfaction. Overall, the coefficient of determination (R^2) of 0.660 indicates that the work environment, work flexibility, and career development explain 66% of the variation in employee job satisfaction. This finding indicates that the research model has good explanatory power. Among the three variables studied, career development is the factor that makes the greatest contribution to job satisfaction, followed by the work environment, whereas work flexibility does not contribute significantly. Therefore, D'Paragon Group management needs to prioritize developing a structured career program, a transparent promotion system, and a conducive work environment as the main strategies to increase employee job satisfaction.

Conclusion

The research results and discussion indicate that the work environment and career development have a positive and significant effect on the job satisfaction of D'Paragon Group employees in Jakarta. Employees' positive feelings can be enhanced by a safe, comfortable work environment that fosters harmonious interactions. Improving employee job satisfaction can also be achieved through fair, open career development, supported by attentive supervision and promotion opportunities. In contrast, it has been shown that Work Flexibility does not significantly influence employee satisfaction. This indicates that, in the hospitality industry, with its relatively fixed operational characteristics, Work Flexibility has not been a major factor in assessing employee satisfaction. Therefore, to improve employee satisfaction and performance in the workplace, hospitality companies are advised to prioritize creating a pleasant work environment and implementing sustainable career development programs.

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Conflict of interest

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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