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THE EFFECT OF EMPLOYEE AVAILABILITY ON GUEST SATISFACTION AT OS STYLE HOTEL BATAM CENTER

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ABSTRACT

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This study aims to analyze guests' perceptions of employee availability, the level of guest satisfaction, and the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center, particularly during public holidays. This study employed a quantitative approach with an associative and cross-sectional design. Primary data were obtained through an online questionnaire administered to 80 hotel guests who had experienced the hotel's services, while observations and documentation were used as supporting data. The instrument consisted of 14 statements using a five-point Likert scale and was analyzed using SPSS through descriptive analysis, validity testing, reliability testing, normality testing, heteroscedasticity testing, simple linear regression, the t-test, and the coefficient of determination. The results show that employee availability had a mean score of 4.17 and guest satisfaction had a mean score of 4.19. All instrument items were declared valid and reliable. The regression results produced the equation Y = 8.179 + 0.753X, with a calculated t-value of 14.214 and a significance value of 0.000. The R Square value of 0.721 indicates that employee availability explains 72.1% of the variation in guest satisfaction, while the remaining 27.9% is explained by factors outside this study. These findings indicate that managing employee availability is an aspect associated with guest satisfaction.

Keywords: Employee Availability; Front Office; Guest Satisfaction; Hotel; Public Holiday

INTRODUCTION

Smooth Front Office service is determined not only by employee capability but also by the availability of a workforce that meets operational needs (Sulistiana & Purwanto, 2021). This availability includes adequate personnel, attendance, work readiness, and placement and allocation of duties that suit service conditions (Ayu et al., 2022). An adequate number of employees enables each staff member to carry out their responsibilities optimally in accordance with assigned duties and work schedules (Wulanda et al., 2023). In addition, employee availability that matches operational needs can help accelerate service processes, reduce guest waiting times, and maintain consistent service quality (Fatimah et al., 2026).

Therefore, managing employee availability is an important aspect of supporting Front Office operational effectiveness and improving guest satisfaction (Yunda, 2026).

Employee availability becomes increasingly relevant during public holidays because increased guest activity can raise demands on hotel services (F. R. Ananda & Wahyudi, 2022). During these periods, the Front Office must maintain smooth service despite an increased workload (Sebayang, 2023). Having an appropriate number of employees in suitable working conditions can help the hotel allocate duties more effectively, reduce work backlogs, and respond more quickly to guest needs (Ayu et al., 2022). Conversely, if personnel availability does not match service volume, the increased workload may affect service speed and responsiveness (Nuraeni et al., 2022). This condition may ultimately be associated with guests' experiences and satisfaction while receiving services (Imron, 2017).

The object of this study is OS Style Hotel Batam Center, located in the Batam Centre area. Based on the information used in this study, the hotel has 65 rooms and provides 24-hour Front Office service as well as various supporting facilities for guests.

According to management data from OS Style Hotel Batam Center for 2026, the Front Office department has 5 employees, Housekeeping has 6 employees, and Food & Beverage (F&B)/Kitchen has 5 employees. Management has also set an ideal requirement of 3 Front Office staff members per shift. These data provide an overview of staffing levels in several operational departments and the Front Office personnel requirement standard used by management as a reference for workforce planning.

Table 1. Employee Data and Staffing Requirement Standards at OS Style Hotel Batam Center

No.	Indicator	Number/description
1	Front Office employees	5 people
2	Housekeeping employees	6 people
3	F&B/Kitchen employees	5 people
4	Total employees in the three departments	16 people
5	Ideal number of Front Office staff per shift	3 people

Source: Management data from OS Style Hotel Batam Center, 2026.

Based on the study observations, during public holidays there are 1–2 Front Desk Agents on each shift. Guest arrivals are concentrated mainly around check-out time, approximately 11:00–12:00 Western Indonesian Time (WIB), and check-in time, approximately 13:00–15:00 WIB. This condition can increase the Front Office workload because employees must handle several guest needs simultaneously.

Service-related issues during busy periods were also reflected in guest experiences, with guests reporting that service took slightly longer, which was thought to be related to public holiday conditions. Although guests still generally rated the hotel positively, these experiences indicate that service waiting time is an aspect that needs attention when guest arrivals increase (Adi et al., 2021). This phenomenon reinforces the importance of examining Front Office employee availability as one factor that may support smooth service and guest satisfaction.



Figure 1. Guest comments on service experiences during a public holiday
Source: (OS Style Batam Center Powered by Archipelago, 2026)

Achmadi et al. (2021) studied the effect of service quality on guest satisfaction at Hotel Horison Bandar Lampung, involving 100 respondents. The results showed that the five service quality dimensions—tangibles, reliability, responsiveness, assurance, and empathy—significantly affected guest satisfaction. Based on these findings, Achmadi et al. (2021) explained that service quality is one factor that contributes to hotel guest satisfaction. These five dimensions cover physical facilities, service reliability, employee responsiveness, service assurance, and attention to guest needs. The findings demonstrate the importance of service quality in creating a satisfying stay experience for guests.

In line with that study, Dewi et al. (2021) examined the effect of first impressions of front desk service quality on the satisfaction of guests at star-rated hotels in Indonesia. The results showed that responsiveness, assurance, and empathy had positive and significant effects on customer satisfaction, whereas tangibles and reliability did not have significant effects in that study. These findings indicate that the first impression formed through interactions with front desk staff—particularly their response to guest needs, ability to provide a sense of security, and attentiveness—plays a role in guests' evaluation of hotel services.

Based on these two studies, service quality and interactions between employees and guests are relevant aspects in explaining hotel guest satisfaction (Achmadi et al., 2021; Dewi et al., 2021). However, the present study has a different focus: analyzing the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center, particularly during public holidays. Employee availability is important because the number of staff on duty, work readiness, and workload allocation may be related to the Front Office's ability to provide prompt and responsive service when guest numbers increase. Thus, this study is expected to complement previous research by directly testing employee availability as a variable affecting guest satisfaction.

Based on this discussion, the study aims to: (1) analyze guests' perceptions of Front Office employee availability; (2) measure guest satisfaction with the services received; and (3) test the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center during public holidays. Practically, the findings are expected to serve as evaluation material for hotel management when determining staffing needs, preparing work schedules, allocating duties, and improving service readiness during periods of high occupancy. Academically, this study is expected to add to the literature on employee availability and guest satisfaction in the context of Front Office operations.

LITERATURE REVIEW

Employee Availability

Employee availability refers to a condition in which the workforce required by an organization is available to carry out operational activities and provide services according to work needs and demands (Eldin Julman Lase et al., 2022). In the hotel industry, employee availability is important because hotel operations run continuously and involve various forms of guest service (Dewi et al., 2021). Availability is not only related to the number of employees but also includes attendance, readiness to perform duties, and the allocation of work and shift schedules according to operational needs (Misnawati et al., 2020). Thus, employee availability should be understood as the match between the workforce able to perform tasks and the service needs that the hotel must meet (Qamar et al., 2018).

Employee availability that matches operational needs can help hotels allocate work more effectively and ensure that each task is carried out according to each employee's responsibilities (Abrian, 2020). A well-directed allocation of work allows service processes to be more organized because each employee can perform their role without creating excessive dependence on particular personnel (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2016). In addition, an adequate number of employees can help address guest needs more quickly, reduce waiting times, and maintain consistent service (Ayu et al., 2022). Conversely, when the number of available employees is not proportional to the operational workload, employees may face increased workloads and difficulty handling guest needs simultaneously (Hitachi & Widya, 2021). This can slow service processes and affect guests' experiences when using hotel services (Wulanda et al., 2023). Therefore, workforce planning should consider guest numbers, the intensity of operational activities, and service needs during each work period so that employee availability can be managed optimally (F. R. Ananda & Wahyudi, 2022).

In the Front Office department, employee availability plays an important role because this department is one of the main points of contact between the hotel and its guests (Ratnaningtyas et al., 2022). Front Office activities include check-in and check-out, providing information, handling requests, and resolving guest complaints (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2016). These activities require employees who are available and ready to provide timely service (Nurhayati & Rinjani, 2021). When staffing is sufficient, work can be distributed more effectively so that several guest needs can be handled in an organized manner (Imron, 2017). Conversely, limited personnel can lead to a backlog of work, longer waiting times, and delays in responding to guest requests (Abrian, 2020). Adequate staffing becomes increasingly important during periods of high visitation, such as weekends and national holidays (public holidays), when service intensity may increase (Neka Fatyandri & Nurlaila, 2018). Therefore, adjusting staffing levels and work schedules to operational needs can help maintain smooth service in the Front Office (Nabila et al., 2021).

Employee availability may also be associated with guest satisfaction because smooth service is part of the experience guests have during their stay (Qamar et al., 2018). When an adequate number of employees are available and ready to perform their duties, guest needs may be handled more quickly and systematically (Ayu et al., 2022). This can help create a service experience that meets guest expectations (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2014). Conversely, if guests have to wait a long time or experience delays in receiving assistance, their evaluation of hotel services may be affected (Wulanda et al., 2023). Nevertheless, guest satisfaction is not determined solely by employee availability; it may also be related to other service aspects (Neka Fatyandri & Nurlaila, 2018). Thus, employee availability is one operational factor that should be considered in efforts to support service quality and guest satisfaction (Adi et al., 2021).

Based on this discussion, employee availability in this study at OS Style Hotel Batam Center is understood as a condition related to adequate staffing levels, employee attendance, readiness to work, and the alignment of task allocation and shift schedules with hotel operational needs. These aspects are important for supporting smooth service, particularly in the Front Office, which interacts directly with guests (Gultom et al., 2022). Therefore, this study examines the effect of employee availability on guest satisfaction to determine the extent to which workforce availability is associated with guests' evaluations of the services received at OS Style Hotel Batam Center.

Guest Satisfaction

Guest satisfaction is an evaluation made by guests after comparing their expectations before receiving service with their actual experience while using hotel services (Sebayang, 2023). Guest satisfaction reflects an assessment of the hotel's ability to meet customer needs and expectations through service quality, service speed, employee friendliness, and comfort during the stay (Ressy Wulandari Hartono, 2021). Services that meet expectations can create a positive experience and improve guests' evaluations of the hotel (Shohan et al., 2022). Conversely, services that do not meet expectations may lead to dissatisfaction (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2014). Therefore, guest satisfaction is an important aspect in evaluating service quality and the experience provided by the hotel (Adi et al., 2021).

In this study, the guest satisfaction variable was measured using seven questionnaire statements covering service quality, service speed, comfort during the stay, friendliness and communication, service comfort, willingness to stay again, and a disturbance-free environment. These seven aspects were used to obtain an overview of guests' evaluations of the services and experiences they had during their stay at OS Style Hotel Batam Center. Using these aspects allows the study to examine guest satisfaction in terms of service processes, interactions with employees, hotel environmental conditions, and guests' overall impression of their stay.

Service quality relates to the hotel's ability to provide services that meet guests' needs and expectations (Hakim, 2018). This quality can be reflected in employees' accuracy in handling requests, their ability to provide clear information, and the suitability of services to guest needs (Neka Fatyandri & Nurlaila, 2018). Service speed is also important because guests expect their needs and requests to be handled promptly (Hakim, 2018). Fast and efficient service can help reduce waiting times and create a smoother service process (Nuraeni et al., 2022). Both aspects form part of guests' evaluations of the service experience they receive at the hotel (Boari et al., 2019).

Employee friendliness and communication can also contribute to the guest experience (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2016). Friendliness is reflected in politeness, attentiveness, and employees' willingness to help meet guest needs, while communication concerns the ability to convey information clearly and understand customer requests (Sulistiana & Purwanto, 2021). Good interactions can make guests feel valued and help reduce the possibility of misunderstandings during service delivery (Eldin Julman Lase et al., 2022). This is consistent with the importance of employee attitudes in creating a positive service experience (Wulanda et al., 2023).

In addition to service-related aspects, comfort during the stay and service comfort are also part of guest satisfaction evaluations (Neka Fatyandri & Nurlaila, 2018). Comfort during the stay relates to guests' experiences when using facilities and being in the hotel environment (Wulanda et al., 2023). Service comfort, meanwhile, concerns how services are delivered so that guests feel supported and comfortable when interacting with employees or accessing hotel services (Adi et al., 2021). These two aspects complement each other but have different focuses: comfort during the stay emphasizes the experience of being at the hotel,

whereas service comfort focuses on the experience of receiving service (Gultom et al., 2022).

Willingness to stay again is an aspect that may reflect guests' positive impressions of their previous experience (Shohan et al., 2022). Satisfied guests may be more inclined to consider the same hotel when they need accommodation in the future (Nurhayati & Rinjani, 2021). However, this willingness may also be influenced by other factors, such as price, location, travel needs, and personal preferences (Hitachi & Widya, 2021). Therefore, this aspect is used as one indication of guests' evaluation of their stay, rather than as sole evidence that guests are satisfied (Qamar et al., 2018).

The disturbance-free environment aspect relates to hotel environmental conditions that support guest comfort during their stay (Abrian, 2020). An environment with minimal disturbances can help guests rest and use hotel facilities more comfortably (Ayu et al., 2022). Conversely, disturbances that undermine comfort can affect guests' evaluations of their stay (Dewi et al., 2021). Thus, environmental conditions are an aspect that should be considered when understanding guest satisfaction comprehensively (Fatimah et al., 2026).

Based on this discussion, guest satisfaction in this study is understood as guests' evaluation of the experience they obtain during their stay at OS Style Hotel Batam Center. This variable was measured using seven statements covering service quality, service speed, comfort during the stay, friendliness and communication, service comfort, willingness to stay again, and a disturbance-free environment. These aspects form the basis for describing guest satisfaction and analyzing the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center.

Conceptual Framework and Hypotheses

The research framework positions employee availability (X) as the independent variable and guest satisfaction (Y) as the dependent variable. Conceptually, employee availability that matches service needs can support faster responses, a more balanced workload, and the fulfillment of guest needs (Dewi et al., 2021). Based on this framework, the research hypotheses are: H0, employee availability has no significant effect on guest satisfaction; and H1, employee availability has a significant effect on guest satisfaction.

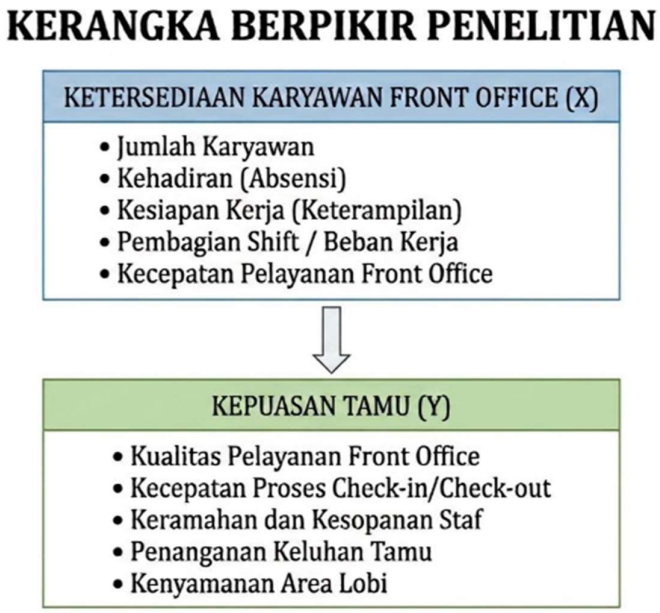


Figure 2. Research Conceptual Framework

METHOD

This study used a quantitative approach with an associative and cross-sectional design. The research was conducted at OS Style Hotel Batam Center, Batam City, from July to September 2026. The study population consisted of 100 guests. Using Slovin's formula with a 5% margin of error, a sample of 80 respondents was obtained. Respondents were guests who had received hotel services and were willing to participate by completing an online questionnaire.

Primary data were obtained through a Google Forms questionnaire consisting of 14 statements: seven items for the employee availability variable (X) and seven items for the guest satisfaction variable (Y). The instrument used a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Observations were conducted in the lobby and Front Desk areas to obtain an overview of service conditions during public holidays, while documentation was used as supporting research data.

Data were analyzed using SPSS. The analysis stages included descriptive analysis to describe response patterns, validity testing, reliability testing, normality testing, heteroscedasticity testing, simple linear regression analysis, the t-test, and the coefficient of determination (R^2). The regression model used was $Y = a + bX$. Hypothesis testing used a 5% significance level, with H1 accepted if the significance value was < 0.05.

Research ethics were applied by allowing respondents to participate voluntarily. Respondents' identities were not used for purposes beyond this study, and the data obtained were used for research analysis.

RESULTS AND DISCUSSION

Observation Results

Direct observations were conducted in the lobby and at the front desk of OS Style Hotel Batam Center during public holidays. The observations focused on Front Office staffing availability and service conditions when guest volume increased. Observations served as supporting data to describe operational conditions that could not be fully explained by the questionnaire results. Based on the observations, during public holidays management assigned 1–2 Front Desk Agents to each shift. This indicates an effort to adjust staffing levels to service needs when guest arrivals increase.

During public holidays, Front Office service activity appeared busier than under more typical conditions. Increased guest arrivals were particularly noticeable at certain times that constituted peak service hours. The concentration of guests around check-out time, approximately 11:00–12:00 WIB, and check-in time, approximately 13:00–15:00 WIB, meant that several service processes occurred close together. This situation may create an imbalance between the number of available staff and the volume of work that must be completed at the same time. Therefore, staffing adequacy is determined not only by the number of personnel on a shift but also by how well that number matches guest arrival patterns.

During peak hours, Front Desk Agents not only serve guests at the front desk but must also complete various operational tasks simultaneously. These tasks include check-in and check-out administration, issuing room keys, checking or managing data in the system, receiving and answering telephone calls, providing information to guests, and responding to requests made during the service process. When several needs arise at once, staff attention must be divided, so service priorities need to be managed to ensure that every guest receives assistance.

The observations also indicated that crowded service conditions can affect guest waiting times. When a queue forms, guests need more time to complete administrative procedures, obtain room keys, or finalize departure documents. Waiting time is an aspect that requires attention because service speed is part of the guest experience when interacting with the Front Office. At certain times, limited personnel may also mean that questions, requests, or guest needs cannot be addressed to all guests simultaneously.

On the other hand, the observations showed that Front Office staff continued to make efforts to provide service in accordance with standard operating procedures. Staff remained friendly and professional despite the heavier workload. This indicates that employee availability is related not only to staffing numbers but also to the ability of staff on duty to organize work, divide their attention, maintain service accuracy, and preserve the quality of interactions with guests as workload increases.

Overall, the observations show that Front Office service conditions during public holidays are influenced by the relationship between the number of available employees, guest arrival patterns, and workload on each shift. These findings provide context for the employee availability variable in this study, particularly regarding staffing adequacy and workload allocation. The observations were then used as supporting data when interpreting questionnaire results on employee availability and guest satisfaction. Thus, observations were not used to replace statistical testing but to clarify the operational conditions underlying the research findings.

Respondent Characteristics

The study involved 80 respondents. By gender, 43 respondents (53.8%) were female and 37 (46.3%) were male. By age, 33 respondents (41.3%) were aged 20–30 years, 17 (21.3%) were under 20, 17 (21.3%) were over 40, and 13 (16.2%) were aged 30–40. By occupation, 26 respondents (32.5%) were private-sector employees, 21 (26.2%) were students, 14 (17.5%) were civil servants/state-owned enterprise employees, 14 (17.5%) were entrepreneurs/business owners, and 5 (6.3%) had other occupations. By visit purpose, 34 respondents (42.5%) visited for holidays/family recreation, 20 (25.0%) for business/work, 16 (20.0%) for transit/other purposes, and 10 (12.5%) for education/training.

Table 2. Respondent Characteristics

Characteristic	Category	n	%
Jenis kelamin	Female	43	53.8
	Male	37	46.3
Usia	<20 years	17	21.3
	20–30 years	33	41.3
	30–40 years	13	16.2
	>40 years	17	21.3
Occupation	Private-sector employee	26	32.5
	Student	21	26.2
	Civil servant/state-owned enterprise employee	14	17.5
	Entrepreneur/business owner	14	17.5
	Other	5	6.3
Purpose of visit	Holiday/family recreation	34	42.5
	Business/work	20	25.0
	Transit/other	16	20.0
	Education/training	10	12.5

Descriptive Analysis

The employee availability variable obtained an overall mean score of 4.17, indicating that respondents tended to evaluate employee availability at OS Style Hotel Batam Center positively. The highest score was for item X7 at 4.26, while the lowest was for item X2 at

3.94. These results indicate that guests' perceptions of Front Office staff availability and readiness were generally positive, although some aspects still need improvement.

The relatively lower score for item X2 indicates that attention is needed for the aspect measured by that statement, particularly if it relates to staffing adequacy. This is especially important during public holidays, when an increase in guest numbers can affect staff workload and service flow. Therefore, the hotel needs to evaluate staffing levels and work schedules to ensure that Front Office service continues to operate optimally and supports guest satisfaction.

Table 3. Mean Scores for the Employee Availability Variable

Code	Brief indicator	Mean
X1	Adequate staffing for service	4.25
X2	Ease of finding an employee	3.94
X3	Employee availability when needed	4.19
X4	Employee readiness	4.15
X5	Employee responsiveness	4.20
X6	Service continues during busy periods	4.21
X7	Staff support smooth service	4.26
	Overall mean	4.17

The guest satisfaction variable obtained an overall mean score of 4.19, indicating that respondents tended to be satisfied with the services at OS Style Hotel Batam Center. The highest score was for item Y3 at 4.29, while the lowest was for item Y6 at 4.10. These results indicate that guests generally evaluated their service experience positively, although some aspects of satisfaction could still be improved.

The relatively lower score for item Y6 indicates that the aspect measured by this statement requires further attention. If it relates to guests' willingness to stay again, the evaluation may be influenced by various factors, such as service quality, comfort, facilities, and the overall guest experience. Therefore, the hotel needs to maintain service quality and conduct periodic evaluations to improve satisfaction and encourage guests to return.

Table 4. Mean Scores for the Guest Satisfaction Variable

Code	Brief indicator	Mean
Y1	Service quality	4.21
Y2	Service speed	4.14
Y3	Comfort during the stay	4.29
Y4	Friendliness/communication	4.25
Y5	Service comfort	4.14
Y6	Willingness to stay again	4.10
Y7	Disturbance-free environment	4.18
	Overall mean	4.19

Validity Test

Validity testing was conducted to determine the extent to which each questionnaire item accurately measures the variable under study. The test compared each item's calculated r-value with the criterion value of 0.30. An item was considered valid if its calculated r-value was greater than 0.30, while an item below this criterion was considered not to meet the validity requirement. The test was applied to all items for employee availability and guest satisfaction. The validity results provide a basis for determining whether the questionnaire instrument is suitable for further data analysis, so that the data can support testing the relationship between employee availability and guest satisfaction at OS Style Hotel Batam Center.

Table 5. Validity Test

No.	Item	Variable	Calculated r	Description
1	p1x	Employee Availability	0.808	Valid
2	p2x	Employee Availability	0.375	Valid
3	p3x	Employee Availability	0.669	Valid
4	p4x	Employee Availability	0.662	Valid
5	p5x	Employee Availability	0.740	Valid
6	p6x	Employee Availability	0.678	Valid
7	p7x	Employee Availability	0.460	Valid
8	p1y	Guest Satisfaction	0.618	Valid
9	p2y	Guest Satisfaction	0.645	Valid
10	p3y	Guest Satisfaction	0.693	Valid
11	p4y	Guest Satisfaction	0.778	Valid
12	p5y	Guest Satisfaction	0.565	Valid
13	p6y	Guest Satisfaction	0.565	Valid
14	p7y	Guest Satisfaction	0.713	Valid

Based on Table 5, all items for the employee availability and guest satisfaction variables had calculated r-values greater than 0.30. Therefore, all questionnaire statements were declared valid and could be used in subsequent analyses.

Reliability Test

Reliability testing is used to assess the instrument's internal consistency. Table 6 presents the Cronbach's Alpha if Item Deleted values shown in the SPSS output. These values are used to assess whether deleting each item would increase or decrease the instrument's consistency. Because this table does not show the overall Cronbach's Alpha for each variable, the reliability conclusion for each variable should also be supplemented with the overall Alpha values from the SPSS output in the final manuscript.

Table 6. Reliability Test

No.	Item	Variable	Cronbach's Alpha if Item Deleted	Criterion
1	p1x	Employee Availability (X)	0.857	> 0,60
2	p2x	Employee Availability (X)	0.873	> 0,60
3	p3x	Employee Availability (X)	0.862	> 0,60
4	p4x	Employee Availability (X)	0.860	> 0,60
5	p5x	Employee Availability (X)	0.860	> 0,60
6	p6x	Employee Availability (X)	0.861	> 0,60
7	p7x	Employee Availability (X)	0.865	> 0,60
		Total X value	6.038	
		X mean	0.8626	
8	p1y	Guest Satisfaction (Y)	0.863	> 0,60
9	p2y	Guest Satisfaction (Y)	0.861	> 0,60
10	p3y	Guest Satisfaction (Y)	0.861	> 0,60
11	p4y	Guest Satisfaction (Y)	0.861	> 0,60
12	p5y	Guest Satisfaction (Y)	0.866	> 0,60
13	p6y	Guest Satisfaction (Y)	0.866	> 0,60
14	p7y	Guest Satisfaction (Y)	0.864	> 0,60
		Total Y value	6.042	
		Y mean	0.8631	

Based on Table 6, the employee availability variable (X) consists of seven statement items, from p1x to p7x. The Cronbach's Alpha if Item Deleted values for these items are 0.857, 0.873, 0.862, 0.860, 0.860, 0.861, and 0.865, respectively. All these values are above 0.60, indicating that the instrument consistency value remains above the criterion used in the study when each item is deleted. These results can be used to evaluate the internal consistency of items in the employee availability variable.

Based on Table 6, the guest satisfaction variable (Y) consists of seven statement items, from p1y to p7y. The Cronbach's Alpha if Item Deleted values are 0.863, 0.861, 0.861, 0.861, 0.866, 0.866, and 0.864, respectively. All these values are also above 0.60, indicating that the instrument consistency value remains above the criterion used in the study when each item is deleted. These results can be used to evaluate the internal consistency of items in the guest satisfaction variable.

Normality Test

The normality test yielded an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the significance level of 0.05. This indicates that there is insufficient statistical evidence to conclude that the residuals in the regression model are not normally distributed.

Table 7. Normality Test

Description	Value
N	80
Mean	0.0000000
Std. Deviation	1.573
Test Statistic	0.089
Asymp. Sig. (2-tailed)	0.200

Thus, the residuals can be considered to meet the normality assumption required for simple linear regression analysis. Meeting this assumption supports the suitability of the model for further analysis of the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center. Therefore, based on this test, the regression model is considered to meet the normality assumption, and the analysis can proceed to hypothesis testing and interpretation of the regression results.

Heteroscedasticity Test

The heteroscedasticity test yielded a significance value of 0.402, which is greater than the significance level of 0.05. This indicates that there is insufficient statistical evidence to suggest heteroscedasticity in the regression model used.

Table 8. Heteroscedasticity Test

Variable	t	Sig.
Employee Availability (X)	0.842	0.402

Thus, the regression model does not show evidence of unequal residual variances that could interfere with the analysis. This supports the homoscedasticity assumption, meaning that residual variance is relatively constant across different predicted values. Therefore, based on this test, the simple linear regression model used to analyze the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center can proceed to the next stage of analysis.

Simple Linear Regression Analysis

Simple linear regression analysis was used to determine the direction and magnitude of the effect of employee availability (X) on guest satisfaction (Y) at OS Style Hotel Batam Center. The analysis was performed using the Statistical Package for the Social Sciences (SPSS) on data obtained from 80 respondents. This analysis identifies the relationship between the independent variable, employee availability, and the dependent variable, guest satisfaction.

The processed data are presented in several SPSS output tables, including Variables Entered/Removed, Model Summary, ANOVA, and Coefficients. Each table explains the variables analyzed, the strength of the relationship and the model's ability to explain variation in guest satisfaction, the suitability of the regression model, and the regression coefficients used to form the simple linear regression equation.

Table 9. Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	X	–	Enter

Based on the Variables Entered/Removed table, employee availability (X) was entered into the model as the independent variable to test its effect on guest satisfaction (Y). The method used was Enter, meaning that the independent variable was entered directly into the analytical model. Thus, regression analysis was conducted to determine the extent to which employee availability could explain changes in guest satisfaction at OS Style Hotel Batam Center.

Table 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.849	0.721	0.718	1.583

The Model Summary table shows an R value of 0.849, indicating a strong relationship between employee availability and guest satisfaction. The R Square value of 0.721 indicates that 72.1% of the variation in guest satisfaction can be explained by employee availability in the regression model. The remaining 27.9% is associated with other factors outside this study's model. The Adjusted R Square value of 0.718 is the adjusted coefficient of determination, while the Std. Error of the Estimate value of 1.583 indicates the model's estimation error. These results show that employee availability has substantial explanatory power for variation in guest satisfaction.

Table 11. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	506.031	1	506.031	202.044	0.000
Residual	195.356	78	2.505		
Total	701.388	79			

The ANOVA table shows an F value of 202.044, with a significance value of 0.000 as displayed by SPSS. In statistical reporting, this value is interpreted as $p < 0.001$ and is lower than the 0.05 significance level. This indicates that the simple linear regression model is statistically significant in explaining the relationship between employee availability and guest satisfaction. Thus, the regression model can be used for further analysis of the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center.

Table 12. Coefficients

Model	B	Std. Error	Beta	t	Sig.
Constant	8.179	1.656		4.938	0.000
Employee Availability (X)	0.753	0.053	0.849	14.214	0.000

The Coefficients table shows a constant value of 8.179 and a regression coefficient for employee availability of 0.753. Therefore, the resulting simple linear regression equation is as follows:

Y = 8.179 + 0.753X

The equation indicates that the constant of 8.179 is the predicted guest satisfaction value when employee availability is assumed to be zero. Meanwhile, the regression coefficient of 0.753 indicates that each one-unit increase in employee availability is predicted to be accompanied by a 0.753-unit increase in guest satisfaction, assuming the relationship follows the regression model used. The positive coefficient indicates that employee availability and guest satisfaction move in the same direction.

In addition, employee availability has a t-value of 14.214, with a significance value of 0.000 as displayed by SPSS, or $p < 0.001$. Because this value is below 0.05, the results indicate that employee availability has a positive and significant effect on guest satisfaction. Thus, the analysis supports the research hypothesis that employee availability affects guest satisfaction at OS Style Hotel Batam Center.

Overall, the simple linear regression results indicate that employee availability has a positive and significant effect on guest satisfaction. The regression coefficient of 0.753 indicates a positive direction of effect, while the R Square value of 0.721 shows that the model explains 72.1% of the variation in guest satisfaction. These findings emphasize the importance of employee availability in supporting hotel services and improving the guest experience. Nevertheless, other factors outside the model may also contribute to guest satisfaction.

F-Test (Simultaneous)

Based on the F-test results in Table 13, the calculated F-value was 202.044, with a significance value of p < 0.001. This value is below the 0.05 significance level, so the simple linear regression model is statistically significant. This indicates that the model can significantly explain the relationship between employee availability (X) and guest satisfaction (Y). Therefore, the regression model is suitable for analyzing the effect of employee availability on guest satisfaction at OS Style Hotel Batam Center.

Table 13. F-Test

Model	Calculated F	Sig.	Criterion	Description
Regression	202.044	*p* < 0,001	Sig. < 0,05	Significant model

The F-test results show that the regression model as a whole can explain variation in guest satisfaction based on employee availability. In hotel operations, employee availability may be associated with smooth service processes, speed in meeting guest needs, and staff readiness to provide service. Therefore, these test results support further analysis of the effect of employee availability on guest satisfaction. However, to establish the direction and magnitude of the effect of X on Y, the F-test results should be considered together with the regression coefficients table and t-test results. Based on these results, the regression model can be used in this study's analysis.

t-Test (Partial)

The results show that employee availability obtained a mean score of 4.17, which falls within the positive evaluation category. The highest score was for item X7 at 4.26, while the lowest was for X2 at 3.94. The relatively lower X2 score indicates that staffing adequacy or ease of obtaining service from employees still requires attention when guest volume increases. This finding is consistent with the observations during public holidays, when 2–3 Front Desk Agents on each shift had to manage concentrated guest arrivals at certain times.

Table 14. t-Test

Variable	B	Std. Error	Beta	Calculated t	Sig.
Employee Availability (X)	0.753	0.053	0.849	14.214	0.000

This condition indicates that employee availability is related not only to the number of personnel but also to work readiness and workload allocation. During peak hours, Front Desk Agents must perform several activities simultaneously, such as check-in and check-out, providing information, handling telephone calls, issuing keys, and responding to guest requests. If service demands increase while staffing is not adjusted to meet needs, waiting times may increase and service responses may become less optimal. This finding is consistent with F. R. Ananda and Wahyudi (2022), who identify service quality as an important factor in guest satisfaction, and Sebayang (2023), who highlights the importance of Front Office service in hotel guests' experiences.

For the guest satisfaction variable, the overall mean score of 4.19 indicates that respondents evaluated the services they received positively. Item Y3 had the highest score at 4.29, while Y6 had the lowest at 4.10. These results indicate that most guests were satisfied, although certain aspects could still be improved. This finding reinforces the study by C. G. Ananda et al. (2023) on the relationship between Front Office service quality and customer

satisfaction. Thus, prompt, friendly, communicative service that meets guest needs is an important part of creating a positive stay experience.

Table 15. R Square

R	R Square	Adjusted R Square	Std. Error of Estimate
0.849	0.721	0.718	1.583

The regression test results show that employee availability has a positive and significant effect on guest satisfaction. A regression coefficient of 0.753 with a significance value of 0.000 indicates that better employee availability is associated with a greater tendency toward guest satisfaction in the research model. The calculated t-value of 14.214 also indicates that this effect is statistically significant. This finding supports previous research that identifies service quality and employee performance as important components of guest satisfaction, particularly in the Front Office, which interacts directly with guests.

The R value of 0.849 indicates a strong relationship between employee availability and guest satisfaction, while the R Square value of 0.721 indicates that employee availability explains 72.1% of the variation in guest satisfaction in the model. The remaining 27.9% is associated with factors not included in the study. These results show that employee availability is important but is not the only factor determining guest satisfaction.

In relation to public holiday conditions, the findings suggest that personnel management needs to consider guest arrival patterns, especially during check-in and check-out hours. Appropriate personnel availability can help distribute work more evenly and maintain service response times. Therefore, the observations and questionnaire results complement each other: the observations describe operational conditions in the field, while the questionnaire shows how guests evaluate those conditions.

Overall, the findings indicate that improving guest satisfaction requires more than simply increasing the number of employees; it also requires appropriate personnel placement, readiness before each shift, balanced task allocation, and coordination among staff. Thus, the findings can inform management at OS Style Hotel Batam Center when planning Front Office staffing during public holidays without neglecting the quality of service interactions with guests.

The R Square value of 0.721 indicates that 72.1% of the variation in guest satisfaction scores in the study sample can be explained by employee availability in the regression model. The remaining 27.9% of the variation is not explained by this research model.

Discussion

The descriptive results show that employee availability at OS Style Hotel Batam Center received an overall mean score of 4.17. This indicates that respondents generally evaluated the availability and readiness of Front Office employees positively. However, the mean score should not be interpreted as evidence that staffing arrangements were optimal under every operating condition. The difference between the highest-scoring item, X7 (4.26), and the lowest-scoring item, X2 (3.94), suggests that guests could recognize the staff's contribution to smooth service while still experiencing some difficulty finding an employee or obtaining assistance at particular moments. This distinction is important because a generally positive evaluation can coexist with specific operational issues during periods of concentrated guest activity.

The relatively lower score for X2 deserves particular attention when considered alongside the observation findings. During public holidays, guest arrivals were concentrated around check-out time at approximately 11:00–12:00 WIB and check-in time at approximately 13:00–15:00 WIB. During these periods, Front Office employees may need to handle registration and departure procedures, issue room keys, check information in the system, answer telephone calls, provide explanations, and respond to additional requests within a limited period. When these tasks occur simultaneously, the availability of staff is

experienced by guests not only as the number of employees present but also as how easily assistance can be accessed. Therefore, workforce availability should be evaluated in relation to guest-flow patterns and the timing of operational tasks, rather than solely by the total number of employees assigned to a shift.

The observation data state that one to two Front Desk Agents were assigned to each shift during public holidays, while the management staffing standard cited in the introduction was three Front Office staff members per shift. This difference provides useful operational context for interpreting the lower X2 score and the possibility of longer waiting times during peak periods. It does not, by itself, prove that staffing levels caused every delay, because the actual effect may also depend on the number of guests arriving at the same time, task complexity, employee experience, system performance, and coordination with other departments. Nevertheless, the comparison indicates that management could review whether the planned staffing level is being met at peak times and whether additional coverage or task redistribution is needed when arrivals are concentrated.

Guest satisfaction received an overall mean score of 4.19, showing that respondents generally evaluated their stay and service experience positively. The highest-scoring item was Y3, comfort during the stay (4.29), while the lowest was Y6, willingness to stay again (4.10). The high score for comfort suggests that respondents were broadly positive about their experience in the hotel environment. However, the comparatively lower score for willingness to return indicates that a positive current stay does not automatically translate into a definite intention to revisit. Repeat-stay decisions may also depend on factors not measured in this model, including price, location, travel purpose, facilities, competing accommodation options, and individual preferences. Accordingly, Y6 should be treated as an area for further evaluation rather than as direct proof of dissatisfaction.

The difference between the mean scores for employee availability (4.17) and guest satisfaction (4.19) is small. Both averages indicate positive evaluations, but descriptive means alone do not establish whether one variable influences the other. The regression analysis provides the statistical evidence for that relationship. The positive coefficient for employee availability indicates that higher scores on availability tend to be associated with higher predicted guest-satisfaction scores in the fitted model. In practical terms, when guests can readily find staff, receive timely responses, and obtain assistance when needed, the service process may feel more organized and less burdensome. This interpretation is consistent with the role of the Front Office as a primary point of contact where service speed, communication, and employee responsiveness are visible to guests.

The simple linear regression equation was $Y = 8.179 + 0.753X$. The coefficient of 0.753 indicates that a one-unit increase in the employee-availability score is associated with a 0.753-unit increase in the predicted guest-satisfaction score within this model. The t-value of 14.214 and the significance value reported by SPSS as 0.000 (appropriately reported as $p < 0.001$) indicate that the coefficient is statistically significant at the 5% level. The result therefore supports the study hypothesis that employee availability has a positive and statistically significant association with guest satisfaction. The statistical result should nonetheless be interpreted within the study design: because the data were collected through a cross-sectional questionnaire at one hotel, the regression establishes a significant model-based relationship but does not, on its own, demonstrate causation in the strict experimental sense.

The model summary provides further evidence of the strength of the observed relationship. The R value of 0.849 indicates a strong positive association between employee availability and guest satisfaction in the sample. The R Square value of 0.721 means that 72.1% of the observed variation in guest-satisfaction scores is explained by employee availability in the fitted regression model. The remaining 27.9% is not explained by this single-predictor model and may reflect other factors, measurement variation, or influences not included in

the analysis. This proportion should not be interpreted as the exact contribution of any one omitted factor. Instead, it shows that employee availability is an important explanatory variable in this dataset while guest satisfaction remains a multidimensional outcome.

The significant ANOVA result ($F = 202.044$, $p < 0.001$) is consistent with the t-test result for the single predictor: the regression model provides statistically significant explanatory information compared with a model containing no predictor. Since this is a simple linear regression with one independent variable, the F-test evaluates the overall model and the t-test evaluates the employee-availability coefficient; both results point to the same conclusion. The normality test (Asymp. Sig. = 0.200) and heteroscedasticity test (Sig. = 0.402) did not indicate a violation under the criteria used in the study. These diagnostic results support proceeding with the regression interpretation, although they do not eliminate all possible limitations related to sampling, measurement, or omitted variables.

The findings can be connected to previous studies discussed in the manuscript. Achmadi et al. (2021) reported that service-quality dimensions significantly affected guest satisfaction at Hotel Horison Bandar Lampung, while Dewi et al. (2021) highlighted the relevance of responsiveness, assurance, and empathy in guests' evaluations of front-desk service. The present study complements that work by focusing on employee availability as an operational condition that may help employees deliver responsive service. Availability and service quality are related but are not identical: the former concerns whether staff are present and ready to respond, whereas the latter concerns the quality of the service actually delivered. Adequate availability may create conditions for timely and attentive service, but staffing alone cannot guarantee that every interaction will meet guest expectations.

From a management perspective, the findings suggest that staffing decisions should be linked to patterns of demand, particularly during public holidays and the identified check-in and check-out periods. Management could compare shift rosters with historical arrival and departure patterns, prepare flexible coverage for anticipated peaks, and review whether duties such as telephone handling or routine administrative tasks can be distributed without compromising guest-facing service. Brief pre-shift coordination may also help employees agree on service priorities and clarify who will handle different requests. These are practical implications derived from the observed conditions and statistical association; the study did not directly test the effectiveness of any specific staffing intervention.

The findings also suggest that improving employee availability should be accompanied by attention to the overall guest experience. The comparatively lower score for willingness to stay again means management should not rely on staffing improvements alone as a strategy for repeat visits. Periodic review of guest feedback, waiting-time complaints, communication quality, room comfort, facilities, and perceived value may help identify additional priorities. Future evaluations could compare guest-satisfaction scores across different occupancy levels or shifts and include variables such as service quality, facilities, price, and guest experience. Such work would help clarify how much each factor contributes to satisfaction and whether the relationship observed in this study remains consistent across hotels and operating conditions.

Several limitations should be considered when interpreting the results. The study involved 80 respondents from one hotel and used a cross-sectional design, so the findings reflect the perceptions captured during the study period rather than changes over time. Employee availability was the only independent variable in the regression model, and the questionnaire results may be affected by respondents' individual expectations and experiences. In addition, observations provide contextual descriptions of busy periods but do not quantify queue length, actual waiting time, occupancy, or staffing productivity. Therefore, the results are most appropriately applied as evidence supporting the relevance

of employee availability at OS Style Hotel Batam Center, not as a universal staffing formula for all hotels.

CONCLUSION

Based on the study of 80 guests at OS Style Hotel Batam Center, the mean score for employee availability was 4.17, while the mean score for guest satisfaction was 4.19. All instrument items met the validity and reliability criteria used in the study. The regression model also met the normality and heteroscedasticity tests. The resulting regression equation was Y = 8.179 + 0.753X. The calculated t-value of 14.214 with a significance value of 0.000 indicates that employee availability has a positive and significant relationship with guest satisfaction in the research model. The R Square value of 0.721 indicates that 72.1% of the variation in guest satisfaction in the sample can be explained by employee availability, while 27.9% is not explained by the model.

These findings demonstrate the importance of managing Front Office employees, especially during public holidays, by considering staffing adequacy, work readiness, shift allocation, and workload balance.

Recomendation:

1. OS Style Hotel Batam Center is advised to adjust Front Office staffing to operational needs and guest visitation levels, especially during public holidays and peak check-in and check-out hours.
2. Shift schedules and workloads should be balanced so that employees on duty can provide prompt and responsive service.
3. Employee work readiness should be maintained through pre-shift briefings and coordination among staff so that guest needs can be handled in a more organized manner.
4. The hotel should maintain friendly, prompt, communicative, and fair service as part of its efforts to sustain guest satisfaction.
5. Management may also evaluate other factors beyond employee availability that could be associated with guest satisfaction.

LIMITATIONS AND IMPLICATIONS

The study was conducted at one hotel with 80 respondents and analyzed employee availability as the only independent variable. Therefore, the findings should be understood in the context of the research object, respondents, and study period. Future research could expand the research setting and sample size and add other variables related to guest satisfaction, such as service quality, facilities, price, or guest experience, so that factors not explained by the current model can be analyzed further.

DECLARATIONS

Conflict of Interest

The authors declare that there are no conflicts of interest related to this research and the preparation of this article.

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