Correlation Analysis of Compensation and Work Performance (The Case of The Employees of The M Hotel of Pinrang)

Murdiani Sukarana, Muhammad Anas, Andri Machmury

Politeknik Pariwisata Makassar
mail.nazta@gmail.com

Abstract
This study was done using a descriptive approach and correlational analysis. The overall population of this study amounted to 40 employees of The M Hotel of Pinrang. Data was collected from the compensation scores and answers to the employee performance questionnaire. This dataset became the primary data for this study's objective process and data analysis. The data of the two variables obtained were then analyzed using the population statistics method with the product moment correlation formula. We found that there was a positive correlation between compensation and work performance. We also put forward the following suggestions: (1) Companies should provide compensation to each employee with certain indicator specifications because this can motivate employees to work; (2) Companies should be expected to provide more social attention as a form of attention to form a more enthusiastic work mentality; (3) Employees need to have a work commitment attitude with high loyalty at work.
Key Words: Compensation; Work Performance; Hotel Employees

Abstrak
Penelitian ini dilakukan dengan menggunakan pendekatan deskriptif dengan menggunakan analisis korelasional. Populasi keseluruhan dari penelitian ini berjumlah 40 karyawan The M Hotel Pinrang. Data dikumpulkan dari skor kompensasi dan jawaban kuesioner kinerja karyawan. Dataset ini menjadi data primer penelitian ini untuk proses objektif dan analisis data. Data dari kedua variabel yang diperoleh kemudian dianalisis menggunakan metode statistik populasi dengan rumus korelasi product moment. Hasil Penelitian menunjukkan bahwa terdapat korelasi positif antara kompensasi dan performa kerja. Adapun saran yang diajukan adalah sebagai berikut: (1) Perusahaan sebaiknya memberikan kompensasi kepada setiap karyawan dengan spesifikasi indikator tertentu karena hal ini dapat memotivasi karyawan dalam bekerja; (2) Perusahaan diharapkan dapat memberikan perhatian yang lebih kepada karyawan sebagai bentuk perhatian untuk membentuk mental kerja yang lebih bersemangat; (3) Karyawan perlu memiliki sikap komitmen kerja dengan loyalitas yang tinggi dalam bekerja.
Kata kunci: *Kompensasi; Prestasi Kerja; Karyawan Hotel*

INTRODUCTION

Human resource development is needed because employees become crucial capital, and hotel management must maintain competent human resources. Thus, efforts are required to develop the quality of human resources in the hospitality industry. Human resource management involves planning, organizing, implementing, and controlling human resources. Human resource development is needed because employees become necessary capital, so hotel management must maintain competent human resources (Sari et al., 2019). Human Resource Management is the science and practice of managing employees' relationships and role functions to help achieve organizational, employee, and community goals effectively and efficiently (Hasibuan, 2014, p. 10). Therefore, human resource efforts should be evaluated based on their contribution and organizational productivity. The human resource management model was an open system formed from interrelated parts (Boon et al., 2019).

The company must compensate each employee with certain indicator specifications because this can motivate employees to work. However, not all hotels are willing to provide such compensation. A Perspective on Human Resource Development Concerning the Influence of Compensation and Employee Performance. (Idris et al., 2020) suggests that job satisfaction directly or indirectly mediates the relationship between the work environment and employee performance. Similarly, (Ohunakin & Olugbade 2022), Conversation systems for customer-facing hotel employees can reduce employee turnover intentions and improve job performance. The relationship between compensation structure organizational commitment and job satisfaction was positive. Organizational commitment shapes employee alignment and performance (Muhtar & Wahyuni, 2023).

Compensation and work environment were closely related to organizational stability and human resource management within the company. However, reasonable compensation must align with employee expectations without compromising the company's turnover goals. Proper compensation positively affects employees. We also need to consider that, for most employees, compensation was their primary goal. According to Dessler, employee compensation refers to payments or gifts to employees due to their work (Dessler, 2007, p. 46). Considering employee compensation had a close synergy with employee performance.

Employee rewards were based on a commitment from senior management. There was a significant relationship between work performance and organizational commitment (Bankole, 2023). One reason for a company's commitment to compensation was to prevent employees from experiencing depression and anxiety, which can negatively impact work performance—stated that Depression and anxiety were common disorders that affect various aspects of a person's life, including their work performance (WP). The hospitality industry prioritizes service excellence. Therefore, hotel managers and owners must adopt a strategic compensatory policy.

Favorable compensation was one of the aspects that made employees interested in working in the company, as well as those found at The M Hotel, located in Pinrang Regency, South Sulawesi Province, Indonesia. The M Hotel of Pinrang remains committed to enhancing the company's performance and customer satisfaction. One way to do this was through compensation, designed to motivate employees to perform at their best, supporting the company's goals and ensuring customer satisfaction. Based on this premise, we were interested in how employees' compensation and work performance at The M Hotel of Pinrang correlate.

Human Resources Management

Human Resources (HR) plays a role in mediating employee performance with organizational goals (Otoo, 2019). Human Resources (HR) was expected to recruit employees who met the needs of managers so that budget requirements could be determined, which, in turn, had a direct and positive relationship with organizational commitment (Subramaniam et al., 2002). (Domínguez-Falcón et al., 2016) It was suggested that human resource management should prioritize the preparation of competent supervisors who deal directly with consumers.

Compensation

Compensation systems for customer-facing hotel employees can reduce employee turnover intentions and improve job performance. There is a positive relationship between compensation and employee loyalty. Providing compensation to employees significantly affects employee loyalty (Hartoyo et al., 2023). Employees can stay loyal in the hospitality industry if they get compensation and recognition through leadership commitment. (Muhtar & Wahyuni, 2023) Suggests that compensation structure, organizational commitment, organizational culture, and job satisfaction can change how employees work for the better. Proper compensation positively affects employees. We also need to consider that, for most employees, compensation was their primary goal. According to Dessler, employee compensation refers to payments or gifts to employees due to their work (Dessler, 2007, p. 46). A crucial question must be answered in measuring the success of implementing compensation: *What should an organization achieve by implementing a specific compensation system?* (Irianto, 2001, p. 103). This question underlies the organization in assessing the success of such a system with several criteria: (a) Supporting the achievement of organizational goals; (b) Conforms to and supports the strategy and organizational structure; (c) Attracting and retaining competent individuals; (d) By the established standard of expertise; (e) Establish a broader spectrum of desired task behavior from all members of the organization; (f) Reflect equity (equality-fairness) for all members of the organization; (g) By applicable laws or regulations in a particular jurisdiction where the organization was located; (h) Able to achieve the six criteria at a proportional cost by internal financial conditions; and (i) Able to achieve the seven criteria mentioned above in the most cost-effective conditions.

First, it supports the achievement of organizational goals. Every organization, such as the hospitality industry, has a vision and mission; as a service business, establishing a hotel is to make a profit. Second, match and support the organization's strategy and structure. The organizational structure should be designed to help the business strategy. For example, is the company better organized by function, product, geographic region, or a combination of these factors? Thirdly, Attract and retain competent individuals. Competitive salaries, welfare benefits, performance bonuses, and career development opportunities can help attract and retain qualified individuals.

Fourth, Conform to established skill standards; Conduct regular performance evaluations to assess the extent to which individuals achieve established skill standards. This provides clear feedback to employees on their performance and areas where they need to improve competence. Fifth, a broader spectrum of desired task behaviors from all organization members must be established. A broader spectrum becomes a powerful source of motivation for an individual, team, or organization to push to achieve their best and contribute to something greater. Sixth, Reflect equality and fairness for all members of the organization. It is essential to establish and maintain the work environment. This creates an

inclusive atmosphere where everyone is valued, recognized, and given equal development opportunities. Seventh, by applicable laws or regulations. Understanding and compliance with applicable labor regulations related to payroll, working hours, leave, and occupational health and safety. Eighth, Able to achieve all six criteria at a cost proportionate to internal financial conditions. Assignment of appropriate personnel efficiently and usefully. Production cost efficiency is achieved through identifying staff needs that match demand, providing training to improve skills, ensuring high productivity, and, ninth, fulfilling the seven criteria mentioned above in the most cost-effective manner.

Work Performance

Performance in this context is inferred from the term job performance or actual performance, which refers to *work performance* or *real achievement*. Performance in this context motivates employees to do their best, supports company goals, and ensures customer satisfaction. According to the behavioral approach of management, performance is the quantity or quality of something produced or services provided by someone (Luthans, 2005, p. 165). It can be concluded that, based on the opinion of several experts, performance can be evaluated through systematic assessment to determine employee work and organizational performance. Such evaluation can also be used to determine the proper job training and provide better responses in the future. This kind of evaluation and the results of it can be used as a basis for deciding policies regarding promotion and compensation. The purpose of performance evaluation was to improve or increase the overall performance of the human resources. Hotel employees' work performance emerges through ideas and creativity because they receive support through rewards, empowerment, and training. (Baig et al., 2021) It suggests that rewards, empowerment, and training promote job engagement, which increases hotel employees' performance levels.

MATERIAL AND METHOD

This study utilizes a descriptive approach using the product moment correlational analysis method (Sugiyono, 2020). This method was used to prove whether or not a correlation between compensation and work performance occurred in The M Hotel of Pinrang. This research aims to evaluate employee performance so that the evaluation results can be a reference for improving or increasing the overall performance of human resources. This study uses two variables: compensation as the independent variable, denoted as X, and work performance as the dependent variable, denoted as Y. The population of this study was the employees of The M Hotel of Pinrang, with a total of forty (40) employees. Due to its small size, we chose the entire population as the sample for this study. If there were less than 100 research subjects, all of them should be taken as a sample, and if there were more, 10% - 15% or 20% - 25% or more, depending on the ability of the researcher, can be taken as sample (Arikunto, 1997, p. 107). We collect data from two sources, the score of the compensation questionnaire (X) and the score of the work performance questionnaire (Y), based on filling out the distributed instruments.

The questionnaires that will be distributed were ten compensation questions with five choices of answers. The five choices were strongly agree (abbreviated as SS), agree (abbreviated as S), neutral (neutral, abbreviated as N), disagree (abbreviated as TS), and strongly disagree (abbreviated as STS). The compensatory questionnaire instrument uses a score of 2 to 10. Score 2 for STS answers, 4 for TS answers, 6 for N answers, 8 for S answers, and 10 for SS answers. Thus, each answer choice was meant to symbolize the difference in the level or quality of the variable (X) that employees understand. We also

distributed questionnaires about the variable (Y), where the contents will be distributed with five choices: 1, 2, 3, 4, and 5. These five choices indicate five levels of answers: 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. Data analysis techniques were used to analyze the data obtained as a follow-up to data collection. This was because the data obtained was in the form of raw data. The data of the two variables that had been received were then analyzed using the population statistics method with the product moment correlation formula as follows:

relative numeratorrelative$\frac{N\Sigma xy-(\Sigma x)(\Sigma y)}{\sqrt{\{N\Sigma x^2-(\Sigma x)^2\}\{N\Sigma y^2-(\Sigma y)^2\}}}$

Note:

r_{xy} = Pearson – r.

Σx = Sum of x distribution score.

Σy = Sum of y distribution score.

Σxy = Sum of the multiplication of x and y scores

N = The number of respondents that fill x dan y questionnaires

Σx^2 = Squared sum of x distribution score

Σy^2 = Squared sum of y distribution score

The results will be streamlined to a significance level using the r table at the 5% level. Furthermore, the data will be given an interpretation of the correlation coefficient between compensation and work performance with the following guidelines to interpret the correlation coefficient:

Table 1. Guidelines of Correlation Coefficients

Correlation Coefficient	Correlation Levels
0,00 – 0,199	Insignificant
0,20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong
0,80 – 1,000	Intense

(Sugiyono, 2013, p. 216)

RESULT AND DISCUSSION

The following was data collected from two sources, namely data on compensation and work performance questionnaire values. Presentation of data related to the results of concept exploration is presented in tabular form to make it easier to understand the correlation between performance and compensation.

Table 2. Data On Compensation And Work Performance Questionnaires Values

No	Respondent	Score		X^2	Y^2	XY
		Compensation (X)	Work Performance (Y)			
1	CDP	88	76	7.744	5.776	6.688
2	JAS	76	74	5.776	5.476	5.624
3	MYR	90	76	8.100	5.776	6.840
4	PIS	78	60	6.084	3.600	4.680
5	SHY	82	72	6.724	5.184	5.904
6	ITN	92	84	8.464	7.056	7.728
7	SWD	78	74	6.084	5.476	5.772
8	KNT	74	60	5.476	3.600	4.440
9	MMI	78	74	6.084	5.476	5.772
10	NRM	78	72	6.084	5.184	5.616
11	IMR	70	82	4.900	6.724	5.740
12	FRM	78	76	6.084	5.776	5.928
13	HGW	84	68	7.056	4.624	5.712
14	SND	62	74	3.844	5.476	4.588
15	DON	84	82	7.056	6.724	6.888
16	FBR	78	78	6.084	6.084	6.084
17	GNW	74	80	5.476	6.400	5.920
18	GDN	76	72	5.776	5.184	5.472
19	IMN	82	74	6.724	5.476	6.068
20	MRD	82	80	6.724	6.400	6.560
21	ESP	66	76	4.356	5.776	5.016
22	MKS	78	62	6.084	3.844	4.836
23	JHY	80	82	6.400	6.724	6.560
24	RKA	86	80	7.396	6.400	6.880
25	BHR	68	76	4.624	5.776	5.168
26	RBK	70	80	4.900	6.400	5.600
27	MPK	82	82	6.724	6.724	6.724
28	FDS	70	76	4.900	5.776	5.320
29	JJM	72	68	5.184	4.624	4.896
30	RAF	66	70	4.356	4.900	4.620
31	SSF	82	80	6.724	6.400	6.560
32	WAY	78	68	6.084	4.624	5.304
33	FES	90	86	8.100	7.396	7.740
34	HDI	90	78	8.100	6.084	7.020
35	LEF	72	70	5.184	4.900	5.040
36	MHR	86	80	7.396	6.400	6.880
37	EFT	78	72	6.084	5.184	5.616
38	DMW	90	84	8.100	7.056	7.560
39	AYL	82	76	6.724	5.776	6.232
40	HBB	86	86	7.396	7.396	7.396
	Total	**3.156**	**3.020**	**251.160**	**229.632**	**238.992**

Source: Processed researcher data, 2023

In this research, the discussion is very detailed and detailed, so the variables are measurable because this research uses quantitative research.

Note:

$\sum x$ = 3.156
$\sum y$ = 3.020
$\sum xy$ = 238.992
N = 40 respondents.
$\sum x^2$ = 251.160
$\sum y^2$ = 229.632
$(X)^2$ = 9.960.000
$(Y)^2$ = 9.120.400

$$r_{xy} = \frac{N\Sigma xy - (\Sigma x)(\Sigma y)}{\sqrt{\{N\Sigma x^2 - (\Sigma x)^2\}\{N\Sigma y^2 - (\Sigma y)^2\}}}$$

$$\text{tight} r_{xy} \frac{40 \times 238.992 - (3.156)(3.020)}{\sqrt{\{40 \times 251.160 - 9.960.000\}\{40 \times 229.632 - 9.120.400\}}}$$

$$\text{tight} r_{xy} \frac{9.559.680 - 9.531.120}{\sqrt{\{10.046.400 - 9.960.000\}\{9.185.280 - 9.120.400\}}}$$

$$r_{xy} = \frac{28.560}{\sqrt{86.400 \times 64.880}}$$

$$r_{xy} = \frac{28.560}{\sqrt{5.605.632.000}}$$

$$r_{xy} = \frac{28.560}{74870.77}$$

$$r_{xy} = \mathbf{0{,}382} \qquad (\textit{r count})$$

This study uses two variables: compensation as the independent variable, denoted as X, and work performance as the dependent variable, denoted as Y. The population of this study was the employees of The M Hotel of Pinrang, with a total of forty (40) employees. After obtaining research data on the correlation between compensation and work performance, it can be seen that the average level of compensation was relatively high, with an average score of 78.9. Likewise, the work performance data was classified as high, with an average score of 75.5. Score data that had been collected from the results of the questionnaires were then processed using the product moment correlation formula. From the statistical analysis results above, it was known that the value of the r count was 0.382. Whether the correlation coefficient of the calculated results was significant or not, it was necessary to compare it with the r table with a specific error level. If the error rate was set at 5% and N = 40 respondents, then the value of r table = 0.312. It turns out that the value of the r count was more significant than the r table. Thus, H_o was rejected, and H_1 was accepted. Therefore, we conclude that the relationship between compensation and employee work performance at The M Hotel of Pinrang was present or positive. Based on the criteria for the level of the correlation coefficient above, where the value of r count = 0.382, it was in the range of values between 0.20 – 0.399. It can be said that the compensation and work performance values of employees at The M Hotel of Pinrang had a low level of correlation. This means that the more often the company provides compensation, the better the work performance of its employees. This condition was expected to make all employees lazy in performing their duties and make it difficult for companies to achieve their goals (Tarigan et al., 2022). Another consequence of low pay was a lack of discipline on the part of employees (Bharata, 2016).

Objectives also need to convey more detail about performance that can be evaluated through systematic assessments to determine employee outcomes and organizational performance. Compensating employees at The M Hotel of Pinrang, particularly those in the supervision section, was essential—the direct customer contact role of the unit. Compensation can improve the quality of employees in the supervision section. Several studies show that customer service excellence creates a revisit effect (Ali et al., 2021; Nguyen et al., 2020; Shrestha, 2021).

The M Hotel Pinrang can mitigate these conditions by considering the compensation model. In compensation plans for hotels in Peninsular Malaysia, as revealed by (Ahmad & Scott, 2022), Managers should consider non-monetary benefits such as lodging and transportation, the reward of rank versus performance, the composition of fixed and dynamic pay, and the design of retirement plans. Thus, the steps that need to be taken by the hotel management include: (1) The company should provide compensation to each employee with certain indicator specifications because this can motivate employees to work; (2) The company should be expected to provide more social attention as a form of attention to form a more vibrant work mentality; (3) Employees need to have an attitude of work commitment with high loyalty at work.

M Hotel Pinrang's management took strategic steps in handling human resources, including the organization's development of individual compensation against employee performance. Providing compensation based on their abilities to achieve job satisfaction will make satisfied employees more loyal, and their performance will increase in the company (Maung, 2022; Mohamad Januar Bagus Indranata & Siti Safaria, 2023). Hotel employees' work performance comes through ideas and creativity as they receive support through rewards, empowerment, and training.

The limitations of this study include employee competence and shift system at work. In addition, to obtain better results In addition, to get better results in the following research, it can be required that the type of compensation most needed by employees and individual factors at The M Hotel of Pinrang So that the hotel management can take measures to deal with work situations that were not conducive to employee performance. Which in turn can create a working climate that achieves common goals. (Diliantari & Dewi, 2019) They revealed that Increased knowledge and skills relevant to the work in each department and experience in training also need to be considered. Increased salary compensation, benefits, and incentives can increase their understanding of the satisfaction with the work results achieved by an employee. More profoundly,(Nuevo, 2023) reveals that when people find satisfaction in their work and experience a positive quality of life, they show a strong commitment and actively contribute to the organization's success.

CONCLUSIONS

Based on the study, we conclude from the results of the statistical research above that it was known that the value of r count = 0.382 was more significant than r table = 0.312 at a significance level of 5%. Thus, H_o was rejected, and H_1 was accepted. It can be concluded that there was a positive relationship between compensation and employee work performance at The M Hotel of Pinrang. This research significantly contributes to hotels' influence of compensation on employee performance. Based on the criteria for the level of the correlation coefficient above, where the value of r count = 0.382, it was in the range of values between 0.20 – 0.399. It can be said that the compensation and work performance values of employees at The M Hotel of Pinrang had a low level of correlation. This means that the more often the company provides compensation, the better the work performance

of its employees. We also put forward the following suggestions: (1) Companies should provide compensation to each employee with certain indicator specifications because this can motivate employees to work; (2) Companies should be expected to provide more social attention as a form of attention to form a more enthusiastic work mentality; (3) Employees need to have a work commitment attitude with high loyalty at work.

ACKNOWLEDGEMENT

REFERENCES

Ahmad, R., & Scott, N. (2022). Compensation plan for the hotel sector in Malaysia. *Anatolia*. https://doi.org/10.1080/13032917.2022.2119589

Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., Aziz, H. M., Sabir, B. Y., Sorguli, S., & Anwar, G. (2021). Hotel Service Quality: The Impact of Service Quality on Customer Satisfaction in Hospitality. *International Journal of Engineering, Business and Management*, *5*(3). https://doi.org/10.22161/ijebm.5.3.2

Arikunto, S. (1997). *Prosedur Penelitian Suatu Pendekatan*. Rineka Cipta.

Baig, F. J., Nargis, F., Ashraf, M. U., & Rashid, M. (2021). Do Employees Perform Creatively if Provided with Better Facilities from Organizations? Evidence from Pakistan. *IRASD Journal of Management*, *3*(2). https://doi.org/10.52131/jom.2021.0301.0028

Bankole, Q. A. (2023). Organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigerian universities. *Mediterranean Journal of Social & Behavioral Research*, *7*(2). https://doi.org/10.30935/mjosbr/12843

Bharata, A. (2016). The Influence of Compensation and Training toward Work Discipline and Its Impact on the Employees' Performance in the Research Center of Science and Technology (PUSPIPTEK). *The Winners*, *17*(1). https://doi.org/10.21512/tw.v17i1.1803

Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A Systematic Review of Human Resource Management Systems and Their Measurement. *Journal of Management*, *45*(6). https://doi.org/10.1177/0149206318818718

Dessler, G. (2007). *Manajemen Personalia Edisi Ketiga*. Erlangga.

Diliantari, K. R. D., & Dewi, I. Gst. A. M. (2019). The effect of training and compensation on employee performance is medicated by job satisfaction. *International Research Journal of Management, IT and Social Sciences*, *6*(6). https://doi.org/10.21744/irjmis.v6n6.768

Domínguez-Falcón, C., Martín-Santana, J. D., & De Saá-Pérez, P. (2016). Human resources management and performance in the hotel industry: The role of the commitment and satisfaction of managers versus supervisors. *International Journal of Contemporary Hospitality Management*, *28*(3). https://doi.org/10.1108/IJCHM-08-2014-0386

Hartoyo, N., Handayani, S., & DP, M. K. (2023). Effect of Compensation on Employee Loyalty (Case Study of PT Remco Palembang). *International Journal of Marketing & Human Resource Research*, *4*(1). https://doi.org/10.47747/ijmhrr.v4i1.981

Hasibuan, M. (2014). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Idris, Adi, K. R., Soetjipto, B. E., & Supriyanto, A. S. (2020). The mediating role of job satisfaction on compensation, work environment, and employee performance:

Evidence from Indonesia. *Entrepreneurship and Sustainability Issues*, *8*(2). https://doi.org/10.9770/jesi.2020.8.2(44)

Irianto, Y. (2001). *Tema-Tema Pokok Manajemen Sumber Daya Alam*. Insan Cendekia.

Luthans, F. (2005). *Organizational Behavior*. McGraw-Hill.

Maung, K. T. (2022). Factors Influencing Employee Loyalty in Victoria Hospital. *Myanmar Education Research and Learning Portal*.

Mohamad Januar Bagus Indranata, & Siti Safaria. (2023). The Effect of Compensation and Empowerment on Employee Loyalty Mediated by Job Satisfaction (Case Study at PT Permodalan Nasional Madani Regional Surabaya 1). *Formosa Journal of Sustainable Research*, *2*(8). https://doi.org/10.55927/fjsr.v2i8.5358

Muhtar, M. H. I., & Wahyuni, S. (2023). The Mediating Role of Job Satisfaction and Organizational Commitment in Influencing Entrepreneurial Orientation, Compensation Structure, Organizational Culture on Employee Performance. *European Journal of Business and Management Research*, *8*(3). https://doi.org/10.24018/ejbmr.2023.8.3.1993

Nguyen, D. T., Pham, V. T., Tran, D. M., & Pham, D. B. T. (2020). Impact of service quality, customer satisfaction, and switching costs on customer loyalty. *Journal of Asian Finance, Economics and Business*, *7*(8). https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.395

Nuevo, A. M. (2023). Quality of Work Life and Organizational Commitment of Employees. *Journal of Social Responsibility, Tourism and Hospitality*, *33*. https://doi.org/10.55529/jsrth.33.33.44

Otoo, F. N. K. (2019). Human resource management (HRM) practices and organizational performance: The mediating role of employee competencies. *Employee Relations*, *41*(5). https://doi.org/10.1108/ER-02-2018-0053

Sari, N. P. R., Bendesa, I. K. G., & Antara, M. (2019). The Influence of Quality of Work Life on Employees' Performance with Job Satisfaction and Work Motivation as Intervening Variables in Star-Rated Hotels in Ubud Tourism Area of Bali. *JOURNAL OF TOURISM AND HOSPITALITY MANAGEMENT*, *7*(1). https://doi.org/10.15640/jthm.v7n1a8

Shrestha, P. M. (2021). Impact of Service Quality on Customer Satisfaction and Loyalty. *Management Dynamics*, *24*(2). https://doi.org/10.3126/md.v24i2.50041

Subramaniam, N., McManus, L., & Mia, L. (2002). Enhancing hotel manager's organizational commitment: An investigation of the impact of structure, need for achievement and participative budgeting. *International Journal of Hospitality Management*, *21*(4). https://doi.org/10.1016/S0278-4319(02)00010-5

Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. CV Alfabeta.

Sugiyono. (2020). Metodologi Penelitian Kualitatif. In Metodologi Penelitian Kualitatif. In *Rake Sarasin* (Issue March).

Tarigan, S. A., Assaly, A., Arifin, Gunawan, E., & Harnjo, E. (2022). The impact of work environment and compensation toward employee performance. *Jurnal Mantik*, *6*(1).