

THE ROLE OF COMPETENCE AND MOTIVATION INCREASE SATISFACTION AND PRODUCTIVITY WORK

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(Received 02nd August 2026; revised 27th September 2026; accepted 08th October 2026)

Abstract. This study aim is to analyze the influence of competence and motivation on work satisfaction and productivity. Work hotel employees, as well as test role satisfaction as an intervening variable. Research uses a quantitative approach with a method. A survey was conducted on employees of the Swissôtel PIK Avenue Hotel and the Mercure Jakarta Hotel. The sampling technique used was saturated sampling, with a sample of 193 employees who met the research criteria. Data collection was carried out through a Google Forms-based questionnaire using a five-point Likert scale. Data analysis was performed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method to test intervariable relationships. Research results show that competence and motivation are influential, positive, and significant to work satisfaction. In addition, competence, motivation, work, and satisfaction have been shown to be influential, positive, and significant for productivity. Employee motivation has a greater influence on satisfaction, while competence is the most dominant factor in increasing productivity at work. The R-Square value of 0.394 indicates that competence and motivation work-capable explain 39.4% of the variation in satisfaction with work. Meanwhile, the R-Square value of 0.693 indicates that competence, motivation, work, and satisfaction explain 69.3% of the variation in employees' productivity. The research results also prove that satisfaction plays a role as an intervening variable that strengthen influence of competence and motivation on productivity at work. Findings: This shows that improving productivity among hotel workers can be achieved through the development of sustainable competence, providing motivation for effective work, as well as creating an environment capable of increasing employee satisfaction. Thus, the company needs to implement management strategies to source Power-integrated human-use support performance organization optimally and sustainably.

Keywords: *competence, motivation, satisfaction, work productivity*

Introduction

Currently, the hospitality industry continues to develop alongside technological progress and changing times, as well as the growth of the tourism sector in various countries. Various types and forms of hotels emerged as supporter's activity tourist (Purwaningrum and Syamsu, 2021). The hotel industry is a growing business model. rapidly in developing regions or surrounding area tourism, starting from homestays to standard international hotels (Prayetni et al., 2018) . For face competition increasingly global business competitive, company sued For optimize all source the power they have have such as capital, machines, facilities until people or power. Source of Power the of course, is important for an organization, but the source of Power is humans, who are a key factor that shows where potential superiority can be for a company (Tjandra and Setiawati, 2014). In an organization or company always required having power to ensure that their work is at the optimal level of quality and quantity. Every employee who works with Good or achieves something you want to own by the organization or company. One of the related factors with matter is satisfaction with work (Poluan et al., 2018).

Satisfaction works well with workers and also with organizations or companies. As noted by employees, satisfaction with work creates a sense of pleasure and, essentially, a power-pull moment at work. Aspects of satisfaction work that are directly profitable for the company include improved productivity and employees who develop positive attitudes and behaviors. Satisfaction: Work is a feeling driver for employees, showing how they feel about working and reflecting their attitude, like how they live it at work and the place of work. On the other hand, dissatisfaction with work is an interpersonal phenomenon characterized by negative attitudes among employees toward their work in a given field (Irsanin and Putri, 2024). Satisfaction factors Work employees are also an important factor for the company, because with satisfaction employees, it can be expected that performance will increase and its impact on increasing productivity in the company (Sururin et al., 2020) and blessings existence productivity. Work expected tasks performed can be done with the appropriate (Putri et al., 2023). In essence, Zonic (2023) say that someone will increase their productivity at work if they are satisfied with their job. Therefore, an employee will be more productive in doing his job If company support need for improvement in performance, such as stage training in accordance with his competence.

Competence is behavior based on knowledge and skills, and supported by a professional attitude, used to carry out tasks and work on-site in accordance with criteria that have been set (Adriyanto and Subakti, 2018). Competence is also defined as the ability individual to finish various tasks in the work environment, which is determined by physical and intellectual factors (Permata Sari et al., 2025). In business accommodations such as hotels, employees must manage fieldwork in accordance with their competence, such as serving guests and responding to complaints. With control competencies, workers will consider their own abilities, and guests will get a change in service. So from that, the hotel also has to have a human resource development program to increase competence and knowledge in the aspect of their job (Ahmad, 2020). One method for pushing employees to keep going and do their jobs well is to motivate each worker, aiming to help them work quickly and efficiently, which will increase their productivity. A motivated person will fight as much as possible to reach the goal (Sari et al., 2022). Then in Osman and Milenia (2022) put forward that motivation is a related component of productivity at work because it encompasses motives that can influence individual behavior. Motivation arises from individual consequences, encouragement, or the need to fulfil results and targets. Because of the needs, every individual is different.

A study conducted by Gijoh (2013) found that competence and motivation make significant contributions to increased satisfaction at work and to the efficiency and productivity of hotel employees. This study also shows that motivation and competence have a positive and significant influence on outsourcing workers' satisfaction. Next, research conducted by Sururin et al. (2020) shows that satisfaction with work and motivation has a significant impact on employees' productivity. Research shows that employees who are happy with their work have very high motivation, which in turn increases company productivity. However, research in journals cited by Ariani et al. (2024) finds that work satisfaction does not directly influence employee productivity. Research shows that although satisfaction at work is important for the organization, it has not yet increased employee productivity directly (Ariani et al., 2024). Therefore, this research analyze the role of competence and motivation in increasing satisfaction and productivity.

Theoretical basis and hypothesis

Competence

One of the important sources for increasing quality is the Power Man's competence. Competence refers to the characteristics of individuals who achieve effective and superior results. Competence is also defined as the expression of expected skills and attitudes organization implements by employees in their job (Armstrong, 2006). In his research, Palupiningtyas et al. (2022) also gives the same opinion that competence is a characteristic, a basis rooted in deep, embedded traits in individuals, and behavior that can be observed in a number of situations, and that responsibility and work serve as drivers to achieve achievements and desires. Do your best to finish the task well. As for the indicators' competence according to Armstrong (2006) covering team orientation, communication, customer focus, results orientation, problem solving, planning and organizing, technical skills, and leadership. Indicators used in the study to measure employees' competence in performing their jobs. Various studies show that competence have influence positive and significant to satisfaction work. Research results say that improvement competence employee comparable with level of satisfaction Work they (Nia Dwipayanthi et al., 2023; Palupiningtyas et al., 2022; Gijoh, 2013). Apart from feeling satisfied with increased work, productivity also increased. The situation the show that good competence can repair the ability Work employee, so that impact on increasing productivity Work (Hafshah and Sahlan, 2025) . Based on the explanation of the hypothesis proposed, it is:

H 1: Competence Influential to Work Satisfaction

H 2: Competence Influential to Productivity Work

H 3: Competence influential to satisfaction with work and productivity Work

Motivation

Motivation is the force that drives a person's actions. Motivasi juga dijelaskan sebagai proses seberapa intense and how much hard effort somebody For reach objective certain (Tewal et al., 2017). Balajaya et al. (2025) Confirm whether motivation is one of the factors for improving and moving the Spirit Work employee to carry out his obligations. According to Armstrong (2006) Give a statement in a way No directly, that there are three indicators of work motivation: direction, effort, and persistence. Direction shows objective or direction behavior. Employees and businesses show how much effort goes into completing their work. If employees have clear direction, strong effort, and perseverance, they will be more enthusiastic about work. Findings study show that motivation Work impact positive and significantly to satisfaction work. Based on the matter said, which is proven with one of the research, that motivation get mark significant in the t-test results, namely 0.0008, compared to other variables (Anggara and Ingkadijaya, 2023; Tjandra and Setiawati, 2014). Motivation also has a strong positive connection with other variables, namely productivity at work. According to Purnami and Utama (2019), for a reach-objective company, it is expected that the hotel will pay more attention to its employees by giving them a chance to make decisions, providing support and encouragement, and offering comparable benefits to not quite enough answer employees, so it can increase employee productivity. Based on the explanation of the hypothesis proposed, it is

H 4: Motivation Work is influential to Satisfaction Work.

H 5: Motivation Work is influential to Productivity Work.

H 6: Motivation Work is influential to satisfaction, work, and productivity Work

Satisfaction

Satisfaction work refers to employees' perceptions of their work, the work environment, collaboration, the honorarium they receive, and physical and psychological factors. The term "satisfaction" refers to a person's behavior regarding his/her duties. If an employee has a positive attitude towards their work, their level of job satisfaction is high. Satisfaction Work incarnate So appropriate topics For investigated, because For look for causes and sources satisfaction possible work change attitudes and behavior employee to happiness his life, productivity, and costs incurred consequence repair to habit (Sutrisno, 2009). According to Irsanin and Putri (2024) satisfaction work is the employee's perception of the level of ability or potential that can produce something considered valuable. Employees need to understand how important their work is in a heart-soaring atmosphere so they feel happy coming to work. Indicator from satisfaction work includes: (1) factors motivation intrinsic, (2) quality of supervision, and (3) success or failure (Armstrong, 2014). A number of studies have documented strong, positive relationships between job satisfaction and productivity among hotel staff, where the staff feels more dedicated, more diligent, and more successful in reaching the company's objective. In addition, satisfaction work has been shown to increase employee productivity. Because more and more increase satisfaction with work, more and more creation productivity at work (Irsanin and Putri, 2024; Sudanang and Priyanto, 2020; Sururin et al., 2020). The proposed hypothesis is as follows:

H 7: Satisfaction with Work is influential to Productivity Work

Productivity work

Productivity Work is a pattern of continuous thinking and continuous effort to improve what is available. This is the trust that an individual is capable do his job more Good than yesterday. An attitude like this will prevent somebody from becoming satisfied with fast, employees must always make an effort to improve themselves and develop skills. Work productivity in the field industry means the size, mark, or measurement of a nature relative, as indicated by productive capacity, namely, the interaction between capital and activity. This refers to the size of efficiency with which we utilise the source Power to reach desired goals. Management must recognize and accept that the most strategic element in a company/organization is human power. You cannot expect productivity to work without human existence. Source Power humans too, in Lots condition, can become a barrier to waste and inefficiency. Indicators from productivity Work that include ability, improved results achieved, enthusiasm for work, development of self, quality, and efficiency (Sutrisno, 2009). In his research, Santika and Panjaitan (2023) hold that productivity is understood as employees' ability to produce products or services in accordance with the goals that have been determined. Iriyanti (2022)also agrees that productivity Work employee is an attitude or behavior employee to produce output that can be measured (actual output), both in the form of

the amount of products produced in accordance with the quality and time that has been set, so that they can reach the company in line with the company's vision and mission (Figure 1).

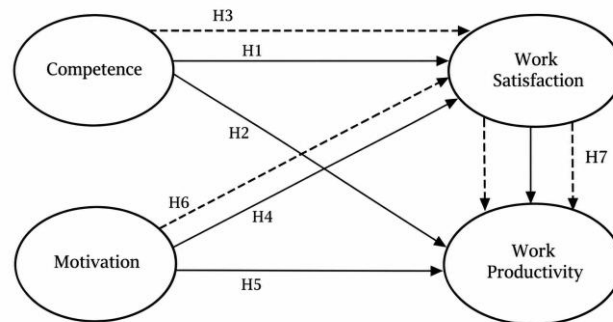


Figure 1. Conceptual framework and research hypotheses.

Materials and Methods

This study uses a quantitative approach with a survey. Approach quantitative chosen because allows researchers to test the connection intervariable through structured data collection use instrument study (Sugiyono, 2017). Data collection techniques and samples used are saturated sampling, namely, technique determination samples involving all members of the population that meet the research criteria. According to Sugiyono (2017) sample fed up used when an additional number of respondents give information on the new or increased level of the population. This includes all employees of the Swissotel PIK Avenue Hotel and the Mercure Hotel, totaling up to 200 people outside the leadership ranks. Data collection was carried out through a distributed questionnaire with a structured Google Forms-based design to measure variables such as recruitment, competency, environment, Work satisfaction, Work, and employee performance. The data collection process took place from October to December 2025. From the total existing population, it was obtained a total of 173 respondent's complied criteria and participated in the research. In addition, as many as 20 respondents were used to test the instrument's validity and reliability before distributing the questionnaire in full. The number of samples obtained has fulfilled the minimum requirements for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, as recommended by Hair et al. (2017), so worthy for research model testing.

Instrument study is a closed-ended questionnaire designed based on indicators from each variable's research. Response respondents measured with scale (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. This scale measures respondents' perceptions of competence, motivation, work satisfaction, and productivity. Variable competence determined by the indicators suggested by Armstrong (2006): orientation team, communication, focuses on customers, results-oriented, problem-solving, planning and organizing, and technical leadership skills. Indicators of direction, effort, and persistence, as defined by Armstrong (2006), were used to measure motivation for work. Indicator factors, such as intrinsic motivation, quality supervision, and success and failure at work, are measured using the variable satisfaction with work (Indrasari, 2017). Variables productivity Work measured with indicator ability, improvement results achieved enthusiasm for work, development of

self, as well as quality/efficiency (Sutrisno, 2009) then formulated to reflect all indicators, customized with the condition of Work hotel employees. Data collected from the questionnaire were analyzed using PLS-SEM to evaluate relationships among variables and validate the formulated hypothesis.

Results and Discussion

Table 1 show results profile of respondents. Based on the age distribution, those under 30 years old number 144 (74.6%). Based on the dominant gender among respondents, there were 131 people (67.9%). In terms of educational background, the majority were undergraduates (75 people) (38%), and the largest number of positions were staff (113 people) (58.5%). *Table 2* AVE values for every variables study more significant than 0.50 and show that all constructs can explain the former in an adequate. This indicates that construct variables competence, motivation work, satisfaction work, and productivity Work in accordance for used as an indicator in the study (*Figure 2*). In addition, the results show that all variables have Composite Reliability and Cronbach's Alpha above 0.70, indicating high internal consistency. Therefore, the instrument is considered reliable and can produce consistent measurements. From the findings This can be concluded that the measurement model (outer model) is valid and reliable so that fulfil criteria For used in analyzing the structural model (inner model). From *Table 3*, the diagonal values are the square roots of AVE for each construct and are larger than the marked correlations among constructs. This means that all our variables have sufficient power to discriminate and are good and capable of representing the construction, with more Good compared to other constructs in the model. So it can be concluded that all constructs in the study are capable of fulfilling the criteria for validity and discriminant validity based on the Fornell-Larcker approach, so that the measurement model is appropriate for use with structural model analysis (inner model). *Table 4* results of the multicollinearity test, using VIF values, show that all variables are exogenous in the study. Their own VIF values (based on threshold limit tolerance, not enough of 5) (Ghozali, 2021). This implies that No there is multicollinearity between the independent variables in the structural model. This means we can conclude that the connection between variables is independent in this study. No, each other is not excessively correlated, and they are capable of explaining the endogenous variables individually. Thus, the assumption of multicollinearity is satisfied with the assistance of the structural model, which can be used for hypothesis testing and analysis.

Table 1. Respondent description (N=193).

Characteristics	Frequency	Percentage
Age		
< 30 years	144	74.6%
30-39 Years	40	20.7%
40-50 Years	9	4.7%
Gender		
Man	62	32.1%
Woman	131	67.9%
Last education		
High School/Vocational School	67	34.7%
D3	29	15%
D4/S1	75	38.9%

S2	26	8.3%
Position		
Staff	113	58.5%
Supervisor	26	13.5%
Other	35	27.9%

Table 2. *Evaluation of model measurement.*

Variable & indicator	Item	OL	CR	AVE
Competence (X1) (Armstrong, 2006)			0.894	0.677
Technical Knowledge and Skills	X1.1	0.827		
Ability Adaptation and Learning (Learning Agility / Adaptability)	X1.2	0.803		
Problem Solving and Decision Making Skills	X1.5	0.800		
Skills Communication and Collaboration	X1.6	0.861		
Professionalism and Work Ethics				
Motivation Work (X2) (Tewal et al., 2017)			0.881	0.651
Motivation Intrinsic – meaningful work, challenges in job, opportunity to innovate	X2.1	0.826		
Motivation Extrinsic – rewards, compensation, recognition, bonuses	X2.2	0.742		
Career Goals and Development Professional	X2.3	0.840		
Support Environment Work – supervisor, colleague work, culture, organization	X2.5	0.815		
Independence / Autonomy in Work				
Satisfaction Work (Y1) (Indrasari, 2017)			0.914	0.639
Satisfaction with Salary, Awards, and Incentives	Y1.1	0.767		
Satisfaction with Leadership / Supervisor	Y1.2	0.819		
Satisfaction to Environment Work and Facilities	Y1.3	0.836		
Satisfaction to Connection with Coworkers	Y1.4	0.813		
Satisfaction to Chance Development and Promotion	Y1.5	0.773		
Satisfaction to Autonomy / Freedom Arrange Work Alone	Y1.6	0.788		
Productivity Work (Y2) (Sutrisno, 2009)			0.915	0.683
Quantity of Work Results – amount work completed in period certain	Y2.1	0.858		
Quality of Work Results – standard quality, accuracy, conformity specification	Y2.2	0.865		
Efficiency / Time Utilization	Y2.3	0.837		
Discipline and Attendance	Y2.4	0.716		
Innovation / Proposal Improvement – initiative in increase procedure or results Work	Y2.5	0.848		

Note: OL=Outer Loading; CR=Construct Reliability; AVE=Average Variance Extracted.

Table 3. *Discriminant validity-Fornell Lacker.*

Variables	X1	X2	Y1	Y2
Competence (X1)	0.823			
Motivation Work (X2)	0.719	0.807		
Satisfaction Work (Y1)	0.784	0.727	0.827	
Productivity Work (Y2)	0.550	0.606	0.800	0.620

Table 4. *Multicollinearity test.*

Variables	Competence	Motivation Work	Satisfaction Work
Productivity Work	2,163	2,382	1,651

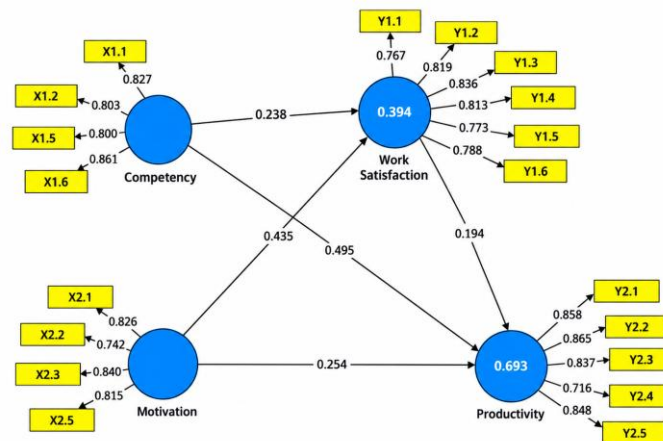


Figure 2. Structural model.

Based on *Table 5*, coefficient test results determination, the R Square value for the Work satisfaction variable is 0.394, indicating that competence and motivation explain 39.4% of the variation in Work satisfaction, while 60.6% is influenced by other factors outside the model that will be examined (elasticity). This value indicated a medium magnitude, which means the model can predict satisfaction with sufficient accuracy. On the other hand, the variable productivity work's R Square value is 0.693, indicating that competence, motivation, work, and satisfaction explain 69.3% of the variability in productivity work. This includes the category tall to determine whether the research model has a significant impact on productivity (Sugiyono, 2017). In addition, in *Table 6*, predictive relevance testing is performed to see the Q^2 value. Research results show that the variables Satisfaction Work and Productivity Work have Q^2 values of 0.240 and 0.460, respectively. All Q^2 value is greater than zero ($Q^2 > 0$), so it can be concluded that the model has the ability to make good predictions in explaining endogenous variables. Thus, the SEM-PLS model is used to assess relevance and adequate predictive. To declare it simpler: redundancy cross-confirmed positive from construct exogenous (competence and motivation) work means that the second construct. This can make a meaningful contribution by examining the connection between structural variables and satisfaction with work and productivity. Thus, this model not only can describe the connection between variables, but also predict observed values with good accuracy. Based on *Table 7*, results of the effect size (f^2) test, the effect size (f^2) test was carried out For now size the influence of each variable exogenous to endogenous (Sugiyono, 2017) Research results show that Competence has the greatest influence on Productivity Work, with an f^2 value of 0.368, which falls in the big category. Motivation Work to Satisfaction Work has an f^2 value of 0.151, which falls in the progress category. Meanwhile, Competence to Satisfaction Work of 0.045, Motivation Work to Productivity Work of 0.088, and Satisfaction Work to Productivity Work of 0.074, includes the small category. This result shows that Competence is the most dominant factor in increasing the productivity of hotel employees. *Table 8* estimation results coefficient SEM-PLS path shows that all connections between variables have a positive and significant influence (Sugiyono, 2017). This is indicated by a p-value of 1.96, so the null hypothesis is accepted. Competence and motivation are influential in satisfaction with work, while competence, motivation, and one's own significant influence on

productivity at work are also influential. This result shows that improving employees' competence and motivation will increase work satisfaction, which in turn increases productivity at work.

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

Category	R Square	R Square Adjusted
Productivity	0.693	0.687
Work Satisfaction	0.394	0.387

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

Category	SSO	SSE	Q ² (=1-SSE/SSO)
Competency	692,000	692,000	-
Motivation	692,000	692,000	-
Productivity	865,000	467,490	0.460
Work Satisfaction	1038,000	788,939	0.240

Table 7. *Effect size test (F-square).*

Category	Competency	Motivation	Work satisfaction
Productivity	0.368	0.088	0.074

Table 8. *Path coefficient.*

Connection Variables	Original Sample (O)	T Statistics	P Values	Results
Competence → Satisfaction Work	0.238	2,512	0.012	Accepted
Motivation Work → Satisfaction Work	0.435	3,481	0,000	Accepted
Competence → Productivity Work	0.495	3,481	0,000	Accepted
Motivation Work → Productivity Work	0.254	2,748	0.006	Accepted
Satisfaction Work → Productivity Work	0.194	2,308	0.021	Accepted

Based on the results, testing the hypothesis use SEM-PLS method, the hypothesis study accepted in a way overall. For every connection intervariable, the value of the path is positive and p-value not less than 0.05. The results show that competence and motivation work in a significant way to influence employees' satisfaction, work, and productivity, in both direct and indirect ways. Test results prove that competence own influence positive and significant to satisfaction work. Based on the findings, workers with sufficient skills, knowledge, and ability tend to believe they are not doing enough in their work, so that, in the end, they feel satisfied and happy in their place of work. When employees have the skills and abilities to fulfil their needs at work, they become more productive and feel greater fulfillment in their work. This is supported by the theory management source, Power man, that satisfaction with work increases along with the existence good person-job fit (Sururin et al., 2020). Motivation, it seems, is a positive strength factor that has an even greater influence on satisfaction than competence. This is considering fact that motivation is an important factor in determining how satisfied employees. Highly motivated employees feel appreciated, are aware of the work area they are in and of the work outside of it, and are very involved in their work. The purpose of creating an atmosphere of fun work is to lead to satisfaction at Work. Because somebody tends to develop a positive attitude toward work and the organization; this is in line with theory motivation, that fulfillment needs and drives Work in a way direct influence on attitudes and satisfaction individual in Work (Adriyanto and Subakti, 2018; Laisa and Monoarfa, 2018).

Test results the hypothesis also shows that competence in a way direct influence productivity, Work with in a positive and significant manner. The results also show that

competence is the most significant variable. As you can see from the results, if employees have high self-efficacy, they work with better quality and quantity; then they do their jobs more effectively and achieve the target. So, the training and development process is one of the most significant sources of power for increase productivity work company (Gijoh, 2013). Besides competence, motivation at work also has a significant effect on productivity at work. This means that motivation work push employee for increase effort, perseverance, and commitment. Motivated employees will work with full spirit, and they will do their best in the work they do. Motivation and good work also play an important role in increasing productivity. Although its influence more small compared to competence. In addition, the results of the tests show that satisfaction with work also has a positive and significant impact on productivity; that is, employees who feel satisfied with their job tend to be more loyal to the organization, are committed to not quitting, and work so hard that they can be productive. Satisfaction with work is a moderating variable that strengthen correlation between skills, motivation, and productivity. Therefore, the overall result of the study indicates that satisfaction with work is an intervening variable between competence, motivation, and productivity at work. Competence and motivation influence productivity directly, but have no direct effect on it, with satisfaction as a factor. Research results show that, for productivity, the best and most sustainable approach is a development management approach that integrates human resources, empowering employees to increase competence.

Conclusion

Based on analysis and discussion of the research, it can be concluded that competence and motivation are influential, positive, and significant factors in employee satisfaction and productivity. Proven that competence and motivation work to increase satisfaction with work, with motivation being the most dominant factor in work satisfaction. In addition, research shows that satisfaction is positively and significantly influential on productivity work, and that satisfaction functions as an intervening variable that strengthens the influence of competence and motivation on productivity work. Thus, increased employee productivity can be achieved through the development of competence, improved motivation for work, and satisfaction with sustainable work. Research. This gives the company a basis to manage the source Power Man more efficiently and achieve optimal performance.

Acknowledgement

This research is self-funded.

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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