

# Analysis of work motivation of room division employees and service quality room on guest satisfaction

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**ABSTRACT**

Research analyzes the influence of work motivation and service quality on guest satisfaction at the Palapa Hotel, Tarutung, North Tapanuli Regency. A quantitative approach was used with a survey method through questionnaires distributed to 80 respondents consisting of hotel guests and room division employees. The variables analyzed are work motivation (X1), service quality (X2), and guest satisfaction (Y). Multiple linear regression tests, t tests, and F tests are used to measure the influence between these variables. The research results show that both work motivation (X1) and service quality (X2) have a significant influence on guest satisfaction partially and simultaneously. The t test shows that each independent variable has a significant effect with a calculated t-value that is greater than the t-table. Apart from that, the F test carried out shows that the F-test value is greater than the F-table ( $129,868 > 3,115$ ) with a significance level of 0.000, which means that simultaneously the variables of work motivation and service quality have a significant influence on guest satisfaction. The coefficient of determination ( $R^2$ ) value of 65.8% indicates that work motivation and service quality variables jointly influence guest satisfaction, while 34.2% is influenced by other factors not studied. The conclusion of this research is that Palapa Hotel needs to continue to improve employee work motivation and service quality to maintain and increase guest satisfaction. By paying attention to motivation and service aspects, it is hoped that hotels can provide a more positive and memorable experience to guests, which will ultimately support the sustainability of the hotel's business in facing competition in the hotel industry.

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**1. Introduction**

The hotel industry is a very important sector in supporting economic growth and tourism in a region. In Indonesia, this sector is experiencing rapid development in line with the increasing interest of domestic and international tourists in visiting various tourist destinations. (Arjana, 2016) The growth of the national tourism sector has made a significant contribution to state income, created jobs, and supported economic sustainability in many regions, including North Tapanuli Regency, North Sumatra. One area that has great tourism potential in North Tapanuli is Tarutung, which is famous for its religious tourism, hot springs and rich Batak culture.

The Tarutung area is known as a center for religious tourism, especially because of the existence of the Cross of Love, a monument which is a tourist destination for Christians in Indonesia and abroad. In addition, the natural hot springs in this area, which are often used as family recreation areas, also attract

many tourists. The strong richness of Batak culture, with various traditional ceremonies and traditions that are still preserved, is an additional attraction for tourists who want to experience an authentic local cultural atmosphere. In the midst of the development of the tourism sector, the role of hotels as providers of comfortable and quality accommodation is becoming increasingly important. Hotels in this area must be able to provide the best service in order to attract and retain tourists. (Chaffey, 2011)

Palapa Hotel Tarutung is one of the hotels that is the main choice for tourists visiting Tarutung. With complete facilities and a strategic location, this hotel plays an important role in providing lodging services for tourists and business people. However, in the face of increasingly fierce competition in the hotel industry, Palapa Hotel must not only maintain but also improve the quality of its services, especially in terms of room service, which is one of the main factors that determine guest satisfaction. (Girsang, 2019)

The quality of room service is not only limited to the physical facilities offered by the hotel, but also includes aspects of the service provided by employees, especially the room division. (I Gusti Ayu Putu Seri Mahendrayania, 2018) Good room service includes cleanliness, tidiness, comfort, and speed of response to guest needs. These factors greatly influence the level of guest satisfaction during their stay at the hotel. For many guests, room cleanliness is one of the most basic aspects and is often the main determinant in their evaluation of the quality of hotel services. Apart from that, room comfort, including a clean and comfortable bed, facilities such as a well-functioning AC or TV, as well as a room layout that supports relaxation, are important elements that influence the guest's stay experience. (Pendit, 2006)

The speed and responsiveness of room division employees is also an important factor in creating a satisfying experience for guests. (Nasional, 2008) For example, when guests make additional requests such as extra towels or improvements to room facilities, responsive employees will make guests feel well served and their needs are taken care of. On the other hand, slow or unresponsive service can cause guest dissatisfaction, which ultimately has a negative impact on the hotel's image. (Smith, 2012)

Apart from physical factors and technical services, social interactions between guests and employees also play a role in shaping guests' impressions of the hotel. (Cole, 2006) Friendly, polite and professional attitudes from room division employees are very important in creating a pleasant stay experience. Guests who feel they are treated well and appreciated by employees are more likely to give a positive evaluation of the hotel, and have the potential to even become loyal customers. (Viedy, 2022)

Guest satisfaction is the main indicator of the success of hotel services. Guests who are satisfied with the services provided during their stay tend to have high loyalty to the hotel. (Wood, 2006) They have the potential to return to stay at the same hotel on their next visit, and recommend it to friends, family or colleagues. Guest satisfaction also has a direct impact on a hotel's image and reputation, especially in today's digital era, where guest reviews on online platforms such as TripAdvisor or Google Reviews can greatly influence the decisions of other potential guests.

On the other hand, guests who are dissatisfied with the service they receive tend to leave negative reviews which can damage the hotel's reputation. (Utama, 2015) Negative reviews, especially those related to the quality of room service, can be a very detrimental factor for a hotel, because potential guests will usually read these reviews before deciding to book a room. Therefore, maintaining guest satisfaction is a top priority for hotel management, especially amidst increasingly fierce competition in the hotel industry. (Sihombing D., 2021)

Based on the results of research conducted by (Tri Wulandari, 2024) that the motivation variable has a positive and significant effect on employee performance at The Acacia Hotel Jakarta. The same thing was also said by (Aldri, 2024) that motivation has an influence on Employee Performance at UNP Hotel & Convention.

It is hoped that the results of this research can provide useful recommendations for Palapa Hotel management in improving the quality of room service and creating more effective strategies in managing human resources. In this way, Palapa Hotel can increase its competitiveness in an increasingly competitive hotel market, and continue to attract and retain guests in the future.

Overall, this research will provide an important contribution in understanding the dynamics of the relationship between employee work motivation, room service quality, and guest satisfaction in the context of the hotel industry in North Tapanuli Regency.

## 2. Research Method

This research uses an associative approach. Where in the discussion it will be explained that there is a relationship or influence on each independent and dependent variable. The data taken in this research is quantitative data, quantitative research methods. According to (Sugiyono, 2017), namely research methods based on the philosophy of positivism, used in researching research samples and populations, sampling techniques are generally carried out randomly or random sampling, while data collection is carried out by utilizing the research instruments used, the data analysis used is quantitative/can be measured with the aim of testing the established hypothesis.

The population in this study was all 100 hotel guests / hotel employees. With a population of 100 people and an estimated error rate (5%), a sample size of 80 people is obtained. The variables analyzed are work motivation (X1), service quality (X2), and guest satisfaction (Y). Multiple linear regression tests, t tests, and F tests are used to measure the influence between these variables.

## 3. Result and Discussion

### Validity Test

From the results of validity test calculations using the IBM SPSS Statistics 26 program, the validity results of the Work Motivation variable (X1) were obtained, which consisted of 8 items and 15 question items for the Service Quality variable (X2) and 7 question items for the Guest Satisfaction (Y) questionnaire. valid. It is said to be valid if  $r\text{-count} > r\text{-table}$ , and it is said to be invalid if  $r\text{-count} < r\text{-table}$ . The results of the variable validity test calculations (X1), (X2) and (Y) are presented in the following table:

**Table 1.** Validity of the work motivation variable questionnaire (X1)

Instrument	Validity Value		Result
	R. test	R. Table df = (n-2) 80 - 2 = 78	
X1.1	.794**	0,2199	Valid
X1.2	.781**		Valid
X1.3	.465**		Valid
X1.4	.738**		Valid
X1.5	.730**		Valid
X1.6	.801**		Valid
X1.7	.751**		Valid
X1.8	.671**		Valid

Source: Research Results, 2024 (processed data)

**Table 2.** Validity of the service quality variable questionnaire (X2)

Instrument	Validity Value		Result
	R. test	R. Table df = (n-2) 80 - 2 = 78	
X2.1	.818**	0,2199	Valid
X2.2	.868**		Valid
X2.3	.604**		Valid
X2.4	.782**		Valid
X2.5	.698**		Valid
X2.6	.778**		Valid
X2.7	.695**		Valid
X2.8	.512**		Valid
X2.9	.531**		Valid
X2.10	.415**		Valid
X2.11	.533**		Valid
X2.12	.552**		Valid
X2.13	.718**		Valid
X2.14	.725**		Valid
X2.15	.691**		Valid

Source: Research Results, 2024 (processed data)

From the results of the validity calculations in table 1 and table 2 above, it was obtained that all r-calculated values  $> r\text{-table}$  at the 95% significance level or  $\alpha = 0.05$ , namely 0.2199. So the research

questionnaire instrument for the variables Work Motivation (X1) and Service Quality (X2) was proven valid to proceed to reliability testing.

From the results of validity test calculations using the IBM SPSS Statistics 26 program, the validity results of the Guest Satisfaction (Y) variable were obtained, which consists of 7 valid questionnaire items. It is said to be valid if  $r\text{-count} > r\text{-table}$ , and said to be invalid if  $r\text{-count} < r\text{-table}$ . The results of the validity test calculation for the guest satisfaction variable (Y) are presented in table 3 below:

**Table 3.** Validity of the guest satisfaction variable questionnaire (Y)

Instrument	Validity Value		Result
	R. test	R. Table df = (N-2) 80 - 2 = 78	
Y1	.671**		Valid
Y2	.925**		Valid
Y3	.718**		Valid
Y4	.733**	0,2199	Valid
Y5	.925**		Valid
Y6	.718**		Valid
Y7	.368**		Valid

*Source: Research Results, 2024 (processed data)*

From the results of the validity calculations in table 3 above, it is obtained that all  $r$ -calculated values  $> r$ -table are at a significant level of 95% or  $\alpha = 0.05$ , namely 0.2199. So the research questionnaire instrument for the variable Guest Satisfaction (Y) was proven to be valid.

#### Reliability Test

Furthermore, after carrying out a validity test, a reliability test is carried out which aims to test whether the instrument designed in this research is consistent in measuring the variables to be measured.

Validity testing uses the Product Moment formula and to test the reliability of the questionnaire the Conbrach Alpha formula is used where the calculation uses IBM SPSS Statistics 26. A questionnaire is said to be reliable if  $r\text{-count} > r\text{-table}$  at the 95% significance level or  $\alpha = 0.05$ .

**Table 4.** Reliability results of research instruments

Variable	Cronbach's Alpha	N of Items
Work Motivation (X1)	0,867	8
Service Quality (X2)	0,908	15
Guest Satisfaction (Y)	0,856	7

*Source: Research Results, 2024 (processed data)*

The reliability test results in table 4 show that the Cronbach's Alpha value for all variables is greater than 0.60, the interpretation for the Reliability test on X1 (X1.1 – X1.8) and X2 (X2.1 – X2.15) can be said to be Reliable because the values from Cronbach Alfa Work Motivation (X1) and Service Quality (X2) are 0.867 and 0.908, this can be interpreted as Cronbach Alfa X1 and X2  $>$  of 0.6 and interpretation for the reliability test on Y (Y1 - Y7) can be said to be reliable because the value of Cronbach Alfa consumer satisfaction Y is 0.856 This can be interpreted by Cronbach Alfa Y  $>$  from 0.6. So it can be concluded that this research questionnaire is said to be reliable.

#### Multiple Linear Regression Test

In testing this, whether all independent or independent variables have an influence simultaneously on the dependent or dependent variable, an F statistical test is carried out. This test is carried out by comparing the Ftest value with Ftable or is significant, then the hypothesis is accepted, meaning that together the Work Motivation and Variables are Service Quality has a significant effect on Guest Satisfaction at Palapa Hotel Tarutung, North Tapanuli Regency.

To answer this hypothesis, multiple linear regression analysis was used. Multiple Linear Regression Analysis is a regression that has one dependent variable and more than one independent variable. The results of the multiple linear regression will analyze the coefficient of determination, as well as simultaneous (F) and partial (T) hypothesis testing which is processed using SPSS version 26.

**Table 5.** Regression coefficient test results

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	3.027	2.423		1.249	0.215
	Work Motivation	4.649	0.061	2.750	10.631	0.000
	Service Quality	3.882	0.039	2.149	8.107	0.000

a. Dependent Variable: Guest Satisfaction

Source: Research Results, 2024 (processed data)

Based on the SPSS 26 calculation results in the table above, the results of the regression equation are systematically obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2$$

$$Y = 3.027 + 4.649 X_1 + 3.882 X_2$$

The equation above shows the influence of each independent variable ( $X_1$  and  $X_2$ ) on the dependent variable ( $Y$ ). From the regression results above it can be explained that: a) The constant value is 3,027, meaning that if there is no change in the Work Motivation and Service Quality variables ( $X_1$  and  $X_2$  values are 0) then Guest Satisfaction will be 3,027 units; b) The constant value is 3.027, meaning that if there is no change in the Work Motivation and Service Quality variables ( $X_1$  and  $X_2$  values are 0) then Guest Satisfaction will be 3.027 units; c) The regression coefficient value for Service Quality is 3,882 ( $X_2$ ), meaning that if the Service Quality variable ( $X_2$ ) increases by 1% with the assumption that the Work Motivation variable ( $X_1$ ) and the constant ( $a$ ) are 0 (zero), then Guest Satisfaction at Palapa Hotel Tarutung, North Tapanuli Regency increased by 3,882. This shows that the Service Quality provided has a positive impact on Guest Satisfaction, so that the greater the impact on Service Quality, the greater the Guest Satisfaction in Palapa Hotel Tarutung, North Tapanuli Regency. (Parinduri, 2022)

### Hypothesis Testing

- Partial Test (T Test), the ttest value is used to partially test the influence of Work Motivation ( $X_1$ ) and Service Quality ( $X_2$ ) on the dependent variable whether these variables have a significant influence on Guest Satisfaction ( $Y$ ) or not with an error rate of 5%. This test is carried out by looking at the significance column in each independent variable (free) with a significance level  $> 0.05$ . The T test carried out can be seen in the following table: The ttable value with  $t(\alpha/2; n-k-1 = t(0.05/2; 80 - 2 - 1) = (0.025;77)$  then we get a ttable of 1.99125.

**Table 6.** T test results

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	3.027	2.423		1.249	0.215
	Work Motivation	4.649	0.061	2.750	10.631	0.000
	Service Quality	3.882	0.039	2.149	8.107	0.000

a. Dependent Variable: Guest Satisfaction

Source: Research Results, 2024 (processed data)

- Influence of Work Motivation Variables ( $H_1$ ), the calculated t-value for the Work Motivation variable is 10.631, which is much greater than the t-table (1.99125). This shows that work motivation has a significant influence on guest satisfaction. Sig value. = 0.000 strengthens this result, because this value is smaller than 0.05. This means that there is a significant influence between work motivation and guest satisfaction. The higher the work motivation felt by employees, the greater the guest satisfaction.
- Influence of Service Quality Variables ( $H_2$ ), the calculated t-value for the Service Quality variable is 8.107, also greater than the t-table (1.99125), which means that Service Quality also significantly influences Guest Satisfaction.

Sig value. = 0.000 indicates that this variable is statistically significant. This shows that the quality of service provided by waiters and hotel staff directly influences the level of guest satisfaction.

- a) Significant Influence of Work Motivation (X1): 1) Employee work motivation is a very important factor in determining the level of guest satisfaction. Employees who have high work motivation tend to provide better, faster and more efficient service; 2) From the perspective of human resource management theory, good employee motivation can increase productivity, work morale, and the quality of interactions with customers, which ultimately increases guest satisfaction; 3) These results are in line with several studies that emphasize the importance of employee job satisfaction and how it influences company outcomes, especially in service industries such as hospitality, where interactions between employees and customers are critical.
- b) Significant Influence of Service Quality (X2): 1) Service Quality also shows a significant influence on Guest Satisfaction, with a t-count value of 8.107 which is quite high. Service quality which includes aspects such as reliability, responsiveness, empathy and assurance is the main pillar in creating a satisfying customer experience; 2) Good service quality not only influences guests' perception of their experience, but also has the potential to encourage them to return in the future. This supports the service quality theory (SERVQUAL), which states that service quality plays an important role in creating customer loyalty through their satisfaction with the service experience.
- c) Comparison of the Influence of Work Motivation (X1) and Service Quality (X2): Even though both variables have a significant effect, the t-value for Work Motivation (10.631) is greater than Service Quality (8.107). This shows that in the context of this research, Work Motivation has a stronger influence on Guest Satisfaction than Service Quality.

The T test results show that both Work Motivation (X1) and Service Quality (X2) have a significant effect on Guest Satisfaction. The influence of work motivation is more dominant than service quality, so hotel management should not only focus on improving service quality, but must also pay attention to employee welfare and motivation to increase overall guest satisfaction. (Manurung, 2023)

- b. Hypothesis Testing F Test Results (Simultaneous), according to (Pardede, 2014), the F test can be used to simultaneously test the influence of the independent variable on the dependent variable (Y). If the independent variable has a simultaneous influence on the dependent variable (Y). This test is carried out by comparing the significance of the value of  $F_{count} > F_{table}$ , so it can be interpreted that the regression model is correct, meaning the joint influence, by looking at the value of  $F_{table} = f(k; n - k - 1)$ ,  $F(2; 80 - 2 - 1)$ ,  $F_{table} = (2; 77) = 3.115$  with an error rate of 5%. The F test carried out can be seen in the following table.

**Table 7.** Simultaneous test results (f test)

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7783.136	2	3891.568	129.868	.000 <sup>b</sup>
	Residual	2307.352	77	29.966		
	Total	10090.488	79			

a. Dependent Variable: Total.Y

b. Predictors: (Constant), Total.X2, Total.X1

Source: Research Results, 2024 (processed data)

- 1) Ftest value and significance  
Based on the table, the Ftest value is 129.868, with a significance value of 0.000. Because this significance value is smaller than 0.05, it can be concluded that the F test results show a significant effect. This means that, simultaneously, the variables Work Motivation (X1) and Service Quality (X2) have a significant influence on variable Y.
- 2) Comparison with Ftable  
The Ftest value of 129,868 is much greater than the Ftable of 3,115. This further strengthens the results that the null hypothesis (which states there is no effect) is rejected, and the alternative hypothesis is accepted. In other words, there is a significant influence of Work Motivation and Service Quality together on variable Y at the 95% confidence level.
- 3) Interpretation of Sum of Squares  
The Sum of Squares in the "Regression" section is 7783.136, showing how much variation in variable Y can be explained by the independent variables (X1 and X2). Meanwhile, the residual of 2307.352 shows

variations that cannot be explained by the model. The total Sum of Squares is 10090.488 showing the total variation in variable Y.

Overall, the F test in this model shows that the Work Motivation and Service Quality variables simultaneously provide a significant contribution to changes in variable Y. This means that the combination of these factors is important to consider if the main goal is to improve variable Y. In context research involving aspects such as guest satisfaction, these two variables can be considered as determining factors that have a strong collective influence on perception and satisfaction.

These results show the importance of paying attention to these two aspects in organizational management strategies, especially in the service industry, in order to have a positive impact and increase customer or guest satisfaction. (Afni, 2023)

- c. Determination Test (R Square), coefficient of determination analysis is used to determine the percentage of contribution or contribution of the influence of the independent variables Work Motivation (X1) and Service Quality (X2) on Guest Satisfaction (Y). The magnitude of the coefficient of determination can be seen in the following table:

**Table 8.** Determination test source: research results, 2024 (processed data)

Model	R	Moel Summary		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 <sup>a</sup>	0.658	0.649	2.789

a. Predictors: (Constant), Service Quality, Work Motivation

Based on the table of Summary Model Determination Test results above, it is known that the R square value is 0.658 (65.8%). This value means that the variables Work Motivation (X1) and Service Quality (X2) contribute an influence of 65.8% to Guest Satisfaction, while the remaining 34.2% is influenced by other variables not examined in this research.

## Discussion

In the hotel industry, especially at Palapa Hotel Tarutung, North Tapanuli Regency, guest satisfaction is a very important indicator of service success. Guest satisfaction is influenced by various factors, including employee work motivation and the quality of room service. Based on the results of the research conducted, several interesting findings emerged in understanding the relationship between these two independent variables on guest satisfaction.

### The Influence of Work Motivation on Guest Satisfaction

Work motivation is an internal drive that influences the level of dedication and enthusiasm of employees at work. Based on the research results, the work motivation of room division employees (X1) has a significant influence on guest satisfaction (Y). This is demonstrated by statistical test values which show that higher work motivation is directly proportional to better guest satisfaction. This indicates that when employees are motivated to work optimally, such as completing work quickly, maintaining thorough room cleanliness, and showing friendliness, this has a very positive impact on the guest's stay experience.

In this case, Herzberg's motivation theory can be linked, where internal motivation, such as a sense of pride in work and achievement, can improve the quality of employee work. (Sihombing D. , 2023) Employees who feel appreciated and recognized by management tend to perform better, which ultimately increases guest satisfaction. Palapa Hotel Tarutung must continue to pay attention to how they manage employee motivation through career development, incentives and a conducive work environment. (Meitolo Hulu, 2021)

### The Influence of Room Service Quality on Guest Satisfaction

Room service quality (X2) is also proven to have a significant effect on guest satisfaction. Room service quality includes aspects such as tangibility (cleanliness and completeness of room facilities), reliability (staff's ability to provide services in accordance with standards), responsiveness (staff's responsiveness to guest needs), assurance (guarantee of safety and comfort), and empathy (staff concern for guests) are important factors in shaping guest perceptions of the hotel. Based on the test results, it was found that guests gave high appreciation to the room service which met their expectations.

The cleanliness of the rooms, the comfort of the facilities, and the alertness of the staff in responding to guest requests are several elements of service quality that are considered to greatly influence the level of satisfaction. (Wisanggeni Agus P, 2021) The results of this research support previous findings which confirm that service quality is one of the most important factors in creating guest satisfaction, especially in the hotel industry which relies heavily on customer experience. (Tambunan S. G., 2023)

#### **Simultaneous Influence of Work Motivation and Room Service Quality on Guest Satisfaction**

The results of the F test show that work motivation (X1) and room service quality (X2) simultaneously have a significant effect on guest satisfaction (Y). This indicates that the combination of these two factors has a fairly strong impact in determining the level of guest satisfaction. With a contribution value of 65.8%, it can be said that work motivation variables and room service quality have a big influence on guest satisfaction at Palapa Hotel Tarutung.

However, these results also show that there are 34.2% other variables not examined in this research that also influence guest satisfaction. Several other variables that may contribute are room price, hotel location, promotions, hotel reputation, and the quality of other facilities outside the room, such as restaurants or additional services. Therefore, hotel managers need to consider these other factors to increase overall guest satisfaction. (Tambunan S. G., 2024).

#### **4. Conclusion**

Based on the results of research and data analysis regarding the influence of work motivation of room division employees and the quality of room service on guest satisfaction at Palapa Hotel Tarutung, several things can be concluded as follows: a) Room division employee work motivation (X1) has a significant influence on guest satisfaction (Y). The higher the level of work motivation felt by employees, such as intrinsic and extrinsic motivation, the higher the level of guest satisfaction felt. This shows the importance of managing employee motivation in improving excellent service and has a direct impact on the guest experience; b) Room service quality (X2) also has a significant effect on guest satisfaction (Y). Dimensions of room service quality which include tangibility, reliability, responsiveness, assurance and empathy make a major contribution to guest perceptions of hotel service. The better the quality of room service provided, the greater the level of guest satisfaction felt; c) Employee work motivation and room service quality simultaneously have a significant influence on guest satisfaction. These two variables together are able to explain most of the variability in guest satisfaction, with a contribution of 65.8%. This shows that both employee work motivation factors and room service quality are equally important in forming a positive experience for guests.

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