

# The influence of job training, compensation and work environment on employee performance

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**ABSTRACT**

This study was carried out to examine how job training, employee compensation, and the work environment influence the performance of employees at Horison Ultima Ratu Serang Hotel. Although previous studies have widely examined the effects of job training, compensation, and the work environment on employee performance, the findings remain inconsistent, particularly within the hospitality industry in developing economies. This study addresses this gap by providing empirical evidence from the Indonesian hotel industry and examining the combined effects of job training, compensation, and the work environment on employee performance. A quantitative approach using descriptive and explanatory methods was employed with a saturated sample of 87 employees. Data were collected through questionnaires and analyzed using SPSS, including validity, reliability, classical assumption, multiple regression, coefficient of determination, and hypothesis tests. The results indicate that job training, compensation, and the work environment each have a positive and significant effect on employee performance. Furthermore, the work environment had a positive and significant impact on employee performance, indicating that comfortable and supportive workplace conditions help employees perform more effectively. At the same time, it was shown that job training, pay, and working conditions significantly affect how well employees perform, accounting for 54% of the differences in their performance levels. These findings highlight the importance of improving employee competencies through training, providing equitable compensation, and fostering a supportive work environment to enhance employee performance in the hospitality industry. The study contributes to human resource management theory by reinforcing the complementary role of human resource development, reward systems, and workplace conditions as integrated determinants of employee performance, while offering practical guidance for hotel managers in designing more effective human resource strategies.

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**1. Introduction**

Employee performance is an important factor determining organizational success, particularly in the hospitality industry where service quality depends heavily on employee competence and productivity. Human resources play a strategic role in supporting organizational goals because employees directly influence operational effectiveness and customer satisfaction (Hasibuan, 2022). Therefore, organizations are required to maintain and improve employee performance through effective human resource management practices.

Several factors are considered influential in improving employee performance, including job training, compensation, and work environment. Job training provides employees with knowledge, technical skills, and competencies needed to perform tasks effectively, while compensation functions as a reward mechanism that influences motivation, satisfaction, and productivity. Furthermore, a supportive work environment creates comfortable physical and social conditions that enable employees to work more efficiently and productively (Edy et al., 2021).

However, several operational problems remain evident in the hospitality sector. At Horison Ultima Ratu Serang Hotel, preliminary observations indicated several issues related to employee performance, including insufficient training programs, perceived dissatisfaction with compensation systems, limited incentives, inadequate facilities, and less supportive working conditions. These conditions potentially reduce employee productivity and service quality. Internal performance records at Horison Ultima Ratu Serang Hotel also indicate a decline in several operational performance indicators. Customer complaints related to service responsiveness increased, while employee attendance and service evaluation scores showed fluctuating trends during the observation period. Preliminary interviews with management further revealed limited training opportunities, employee concerns regarding compensation, and inadequate workplace facilities. These empirical conditions indicate that employee performance remains a managerial issue requiring further investigation.

This study is grounded in Human Capital Theory, which emphasizes that investments in employee training enhance knowledge and competencies that improve organizational performance. In addition, Equity Theory explains that fair compensation strengthens employee motivation and work outcomes, while Social Exchange Theory suggests that a supportive work environment encourages positive employee attitudes and higher performance. These theories provide a comprehensive foundation for explaining the relationships among the variables investigated in this study. Previous studies have produced mixed findings regarding the relationship between job training, compensation, work environment, and employee performance. Some researchers have reported that these variables have positive and significant effects on employee performance, indicating that employees tend to perform better when they receive adequate training, fair compensation, and supportive working conditions. For example, research by Aulia et al. (2024) found that training significantly improved employee performance through enhanced skills and competencies. Similarly, Pratama & Hidayat (2024) reported that compensation and work environment positively influenced employee performance in service-based organizations. In addition, Sari et al. (2025) demonstrated that supportive workplace conditions and fair reward systems contributed significantly to employee productivity and service quality. However, other studies have found insignificant or inconsistent results, suggesting that the influence of these factors may vary depending on organizational characteristics, industry context, and employee perceptions (Aulia et al., 2024; Pratama & Hidayat, 2024; Sari et al., 2025). These differing findings highlight the existence of a research gap that requires further investigation. Therefore, this study aims to examine the effects of job training, compensation, and work environment on employee performance at Horison Ultima Ratu Serang Hotel, both partially and simultaneously. The findings are expected to provide practical recommendations for hotel management in improving employee performance and contribute to the development of human resource management literature, particularly within the hospitality industry.

Unlike previous studies that generally examined these variables separately or across different organizational settings, this study simultaneously investigates the effects of job training, compensation, and work environment on employee performance within a four-star hotel in Indonesia. By focusing on the hospitality sector, this research provides context-specific evidence that enriches the human resource management literature and offers practical insights for hotel management.

## 2. Research Method

This study employed a quantitative research approach using a descriptive and explanatory design to examine the influence of job training, compensation, and work environment on employee performance at Horison Ultima Ratu Serang Hotel. The research was conducted from June to August 2025 at Horison Ultima Ratu Serang, Banten, Indonesia. Quantitative research is widely used to test hypotheses and examine causal relationships among variables through statistical analysis (Saunders et al., 2023; Hair et al., 2022).

**Table 1.** Operational variable

Variable	Indicators	Source
Job Training (X1)	Training objectives, training materials, training methods, trainer	Dessler (2024)

Compensation (X2)	qualifications Salary, incentives, benefits	Dessler (2024); Hasibuan (2022)
Work Environment (X3)	Lighting, temperature, noise, workspace arrangement, interpersonal relationships	
Employee Performance (Y)	Quality, quantity, timeliness, attendance	Robbins & Judge (2022)

The population included 87 employees working at Horison Ultima Ratu Serang Hotel. Because the population was not very large, this study used a saturated sampling method, which means every individual in the population was included as a participant. Data was gathered from both primary and secondary sources. Primary data were gathered using questionnaires given directly to employees, which included a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were collected from company documents and relevant literature (Sekaran & Bougie, 2020). The population consisted of all 87 permanent and contract employees working at Horison Ultima Ratu Serang Hotel during the research period. Since the total population was relatively small and accessible, this study employed a saturated sampling (census) technique, whereby all employees were included as respondents. This approach minimizes sampling error and improves the representativeness of the findings.

The research focused on three separate factors, which were job training, pay, and the workplace conditions, with employee performance being the outcome that was measured. Job training was assessed based on the training objectives, the materials used, the methods employed, and the qualifications of the trainers. Compensation was assessed based on indicators related to salary, incentives, and benefits. Work environment indicators covered aspects such as lighting, temperature, noise levels, workspace setup, and interactions among employees. Employee performance was assessed based on the amount of work produced, the quality of that work, how quickly tasks were completed, and how regularly the employee attended work. The operationalization of variables was adapted from established human resource management theories and previous empirical studies (Dessler, 2024; Robbins & Judge, 2022).

The data were analyzed using the Statistical Package for Social Sciences (SPSS) to ensure that the research findings are accurate and dependable. The analysis started with testing the instruments, which involved checking their validity and reliability to determine if the questionnaire items were suitable and consistent in measuring the research variables. After verifying the quality of the research tools, classical assumption tests were carried out, such as checking for normality, multicollinearity, and heteroscedasticity, to make sure the regression model satisfied the necessary statistical conditions (Hair et al., 2022; Ghazali, 2023). Confirmatory Factor Analysis (CFA) was not performed because this study employed multiple linear regression using SPSS rather than covariance-based structural equation modeling. Since the research variables were measured using previously validated indicators and the objective was to examine direct relationships among variables, instrument validity was assessed through item validity and reliability tests, which are considered appropriate for regression-based analysis.

After that, a multiple linear regression analysis was used to examine how the independent variables affected the dependent variable, as well as to assess the strength and direction of these relationships. To examine the proposed hypotheses, partial significance tests, specifically t-tests, were conducted to assess the individual impact of each independent variable. Additionally, simultaneous significance tests, known as F-tests, were utilized to determine the overall effect of all independent variables on the dependent variable. All statistical tests were performed with a significance level set at 5%, which is represented as  $\alpha = 0.05$ . In addition, the coefficient of determination, known as R squared, was used to assess how well the independent variables account for the changes in the dependent variable. This method of analysis offered a thorough grasp of how the variables are connected and how well the suggested regression model performs as a whole.

### 3. Result and Discussion

#### Overview of Research Object

Horison Ultima Ratu Serang is a four-star hotel managed by PT Metropolitan Golden Management (Horison Hotels Group), located strategically in Serang City, Banten, Indonesia. The hotel is situated approximately five minutes from Serang Timur toll gate and the city center, making it accessible for business and leisure travelers.

The hotel provides 94 rooms and various supporting facilities, including meeting rooms and ballrooms with capacities ranging from 100 to 1,000 people, restaurant services, 24-hour room service,

fitness facilities, swimming pools, business facilities, and public WiFi access. In addition to hospitality services, the hotel actively conducts service innovations and social responsibility programs to improve customer satisfaction and organizational performance.

Horison Ultima Ratu Serang operates under a vision of becoming a world-class hospitality company that combines local wisdom with Indonesian uniqueness. Its mission emphasizes creating excellent customer experiences, building a positive working environment, improving employee welfare and career opportunities, delivering value to stakeholders, and contributing positively to society and the surrounding environment. These organizational characteristics make the hotel an appropriate setting for examining factors influencing employee performance.

### Respondent Characteristics

This study involved 87 employees of Horison Ultima Ratu Serang Hotel as respondents. Respondent characteristics were analyzed based on gender, age, and educational background to provide an overview of workforce composition within the organization.

Overall, female respondents dominated the sample, accounting for 63.22% of total respondents, while male respondents represented 36.78%. Based on age distribution, most respondents were within the productive age category of 21–30 years (56.32%), followed by 31–39 years (26.44%) and above 40 years (17.24%). In terms of educational background, most respondents graduated from senior high school or equivalent (60.92%), followed by bachelor's degree holders (25.29%) and diploma graduates (13.79%). These findings indicate that the workforce is predominantly composed of relatively young employees with educational backgrounds concentrated at the secondary education level.

**Table 2.** Summary of respondent characteristics

Category	Group	Frequency	Percentage (%)
Gender	Male	32	36.78
	Female	55	63.22
Age	21–30 years	49	56.32
	31–39 years	23	26.44
	> 40 years	15	17.24
Education	Senior High School / Equivalent	53	60.92
	Diploma (D3)	12	13.79
	Bachelor's Degree (S1)	22	25.29
Total Respondents		87	100

### Validity and Reliability Test Result

Instrument testing in this study involved conducting validity and reliability checks with 87 participants to confirm that all measurement tools were suitable for further analysis. The validity test was conducted by comparing the calculated correlation value ( $r$ -count) to the critical value ( $r$ -table = 0.220). The findings show that every item in the questionnaire related to the variables of training, compensation, work environment, and employee performance has  $r$ -count values that are higher than the  $r$ -table values, which means that all the indicators are valid and able to accurately measure the concepts they are intended to represent.

**Table 4.** Summary of validity and reliability results

Variable	Number of Items	Validity Result	Cronbach's Alpha	Decision
Training (X1)	8	All items valid ( $r$ -count > 0.220)	0.751	Reliable
Compensation (X2)	6	All items valid ( $r$ -count > 0.220)	0.660	Reliable
Work Environment (X3)	12	All items valid ( $r$ -count > 0.220)	0.724	Reliable
Employee Performance (Y)	8	All items valid ( $r$ -count > 0.220)	0.621	Reliable

Furthermore, reliability testing was conducted using Cronbach's Alpha. The results show that all variables have Cronbach's Alpha values above the minimum threshold of 0.60, indicating that all instruments are reliable and have good consistency. Therefore, the questionnaire instruments used in this study are considered valid and reliable and can be used for subsequent statistical analysis. Overall, the results confirm that all measurement instruments fulfill the requirements of validity and reliability, indicating that the questionnaire is suitable for further inferential statistical testing.

### Classical Assumption Test

Classical assumption testing was conducted to ensure that the regression model met the requirements for further statistical analysis. The tests performed included normality, multicollinearity, and

heteroscedasticity tests. The normality test was conducted using the One-Sample Kolmogorov–Smirnov test. The results show that the Asymp. Sig. (2-tailed) value was 0.186, which is higher than the significance threshold of 0.05. Therefore, the residual data are normally distributed, indicating that the normality assumption has been fulfilled.

The multicollinearity test was performed by analyzing the Tolerance and Variance Inflation Factor (VIF) values. The results indicate that all independent variables have tolerance values greater than 0.10 and VIF values below 10. These findings confirm that there is no strong correlation among the independent variables, meaning that the regression model is free from multicollinearity problems.

Furthermore, the heteroscedasticity test was conducted using scatterplot analysis. The scatterplot shows that the residuals are randomly distributed above and below the zero line without forming any specific pattern. This indicates the absence of heteroscedasticity and confirms that the regression model satisfies the homoscedasticity assumption. Therefore, the model is considered appropriate for further regression analysis, as it meets the classical assumption requirements necessary to produce reliable and unbiased estimates.

**Table 3.** Summary of classical assumption test

Test Type	Method	Result	Conclusion
Normality Test	Kolmogorov–Smirnov	Sig. = 0.186 (> 0.05)	Residuals are normally distributed
Multicollinearity Test	Tolerance & VIF	Tolerance > 0.10; VIF < 10	No multicollinearity
Heteroscedasticity Test	Scatterplot Analysis	Random distribution of residual points	No heteroscedasticity

Overall, the classical assumption tests confirm that the regression model fulfills all required assumptions and is suitable for multiple linear regression analysis.

### Multiple Regression Analysis

A multiple linear regression analysis was performed to investigate how factors such as training, compensation, and work environment influence employee performance at Hotel Horison Ultima Ratu Serang. The analysis of the regression results shows that each of the independent variables has a positive effect, indicating that enhancements in these factors are associated with higher levels of employee performance. Based on the regression analysis results, the regression equation can be written as:  $\hat{Y} = 1.710 + 0.533X_1 + 0.228X_2 + 0.174X_3$ .

The fixed value of 1.710 shows that if all the independent variables are kept constant or set to zero, the base level of employee performance score is 1.710. The regression coefficient for training is 0.533, which indicates that a one-unit increase in training is associated with a 0.533-unit increase in employee performance, provided that all other factors remain unchanged. Compensation has a coefficient of 0.228, which shows that better compensation has a positive effect on employee performance, increasing it by 0.228 units. Meanwhile, the work environment coefficient of 0.174 indicates that improved working conditions have a positive impact on employee performance. The regression coefficient of 0.533 indicates that every one-unit improvement in training is associated with a 0.533-unit increase in employee performance while holding other variables constant. Compared with compensation (0.228) and work environment (0.174), training contributes approximately twice as much to performance improvement, highlighting the strategic importance of employee capability development in service-oriented organizations.

Among the independent variables, training has the largest regression coefficient, indicating that it contributes more strongly to employee performance compared to compensation and work environment. These findings indicate that training, compensation, and work environment positively contribute to employee performance improvement, with training emerging as the strongest predictor among the independent variables.

### Coefficient of Determination Analysis

The analysis of the coefficient of determination was carried out to assess the extent to which variations in employee performance can be attributed to factors such as training, compensation, and work environment. The results indicate an R Square value of 0.540, meaning that 54.0% of the changes in employee performance are accounted for by the three independent variables in the model. The other 46.0% of the variation is attributed to factors not considered in this study.

These findings indicate that the regression model has moderate explanatory power in explaining employee performance and suggests that additional variables may contribute to improving the model.

### Hypothesis Testing

Hypothesis testing in this study was carried out using both partial tests (t-tests) and simultaneous tests (F-tests) at a significance level of 5% ( $\alpha = 0.05$ ). A variable was considered to have a significant effect when its significance value was less than 0.05 and the calculated test statistic exceeded the corresponding critical value. The results revealed that all independent variables—training, compensation, and work environment—exerted positive and statistically significant effects on employee performance, both individually and collectively.

The findings from the partial tests indicated that training was the most influential factor affecting employee performance, as evidenced by a t-value of 8.268 and a significance level of 0.000. This result suggests that effective training programs play a crucial role in enhancing employees' competencies, skills, and overall productivity. Compensation was also found to have a positive and significant impact on performance, with a t-value of 2.678 and a significance value of 0.009, indicating that fair and appropriate rewards contribute to higher employee motivation and work outcomes. In addition, the work environment significantly influenced employee performance, as reflected by a t-value of 3.245 and a significance value of 0.002. Since all calculated t-values were greater than the critical t-table value of 1.989 and all significance values were below 0.05, the proposed partial hypotheses were accepted. Beyond its statistical significance, the large t-value indicates that training has a substantial practical Contribution to employee performance. In the hospitality industry, training equips employees with service standards, communication skills, and problem-solving abilities, enabling them to deliver better customer service and operational efficiency. Therefore, investment in continuous training programs is likely to generate meaningful organizational benefits. The findings indicate that job training has the strongest influence on employee performance because training directly improves employees' knowledge, technical competencies, and service skills required in the hospitality industry. Employees who receive regular and well-designed training are better able to respond to customer needs, solve operational problems, and maintain service quality. This finding supports Human Capital Theory, which argues that investment in employee knowledge and skills increases individual productivity and organizational performance. This finding is consistent with Aulia et al. (2024), who reported that training significantly improves employee competence and performance. However, it differs from several previous studies that found training had no significant effect due to inadequate training quality and limited organizational support.

Moreover, the simultaneous test results demonstrated that training, compensation, and work environment jointly had a significant effect on employee performance. The calculated F-value of 32.481 exceeded the critical F-table value of 2.715, while the significance level was 0.000. These results confirm that the regression model is statistically significant and that the combined influence of the three variables contributes substantially to improving employee performance within the organization.

**Table 5.** Summary of hypothesis test results

Hypothesis	Relationship Tested	Test Type	Statistical Result	Decision	Conclusion
H1	Training → Employee Performance	t-test	t = 8.268 > 1.989, Sig. = 0.000	Accepted	Significant positive effect
H2	Compensation → Employee Performance	t-test	t = 2.678 > 1.989, Sig. = 0.009	Accepted	Significant positive effect
H3	Work Environment → Employee Performance	t-test	t = 3.245 > 1.989, Sig. = 0.002	Accepted	Significant positive effect
H4	Training, Compensation, and Work Environment → Employee Performance	F-test	F = 32.481 > 2.715, Sig. = 0.000	Accepted	Significant simultaneous effect

Overall, these results confirm that training, compensation, and work environment are important determinants of employee performance at Hotel Horison Ultima Ratu Serang, both individually and collectively.

Training emerged as the dominant predictor because the hospitality industry is highly service-oriented. Employees interact directly with guests, making technical skills, communication abilities, and service knowledge critical determinants of performance. Consequently, improvements in employee competencies through training generate more immediate performance improvements than financial or environmental factors. This finding supports Human Capital Theory, which argues that investments in employee competencies create sustainable improvements in productivity and organizational performance. At Horison Ultima Ratu Serang Hotel, service quality depends largely on employees' ability to interact

effectively with customers. Since hotel services are intangible and rely heavily on employee competence, training directly enhances employees' capability to deliver consistent service quality. Consequently, training contributes more substantially to performance than compensation or workplace conditions.

### **Discussion**

The results of this study confirm that training, compensation, and work environment have positive and significant effects on employee performance at Hotel Horison Ultima Ratu Serang, both partially and simultaneously. These findings indicate that employee performance in the hospitality sector is influenced by human resource development practices, reward systems, and supportive workplace conditions. The results of this study confirm that training, compensation, and the work environment have positive and significant effects on employee performance at Horison Ultima Ratu Serang Hotel, both partially and simultaneously. These findings indicate that employee performance in the hospitality industry is strongly influenced by the integration of human resource development, fair reward systems, and supportive workplace conditions. Since hotel services are highly labor-intensive and rely heavily on direct interactions between employees and guests, improving employee competencies, motivation, and workplace conditions becomes essential for maintaining service quality and achieving organizational competitiveness. Therefore, effective human resource management practices are fundamental to sustaining employee performance in the hospitality sector.

### **Effect of Training on Employee Performance**

The results show that training has a positive and significant effect on employee performance at Hotel Horison Ultima Ratu Serang ( $\beta = 0.533$ ,  $t = 8.268$ ,  $p < 0.001$ ). This indicates that effective training improves employee knowledge, skills, service quality, and professionalism, which ultimately enhances work performance. Training programs that align with organizational needs help employees perform tasks more effectively and provide better customer service. These findings support Robbins (2022) and are consistent with studies by Ubaidillah et al. (2023), Parashakti & Noviyanti (2021), and Ariyanarti et al. (2025), which found that training significantly improves employee performance. This finding suggests that well-designed training programs improve employees' knowledge, technical competencies, communication skills, and service professionalism, enabling them to perform their duties more effectively and provide higher-quality services to hotel guests. In the hospitality industry, employees are the primary interface between the organization and customers; therefore, continuous training directly enhances customer satisfaction and operational efficiency.

### **Effect of Compensation on Employee Performance**

Compensation has a positive and significant effect on employee performance ( $\beta = 0.228$ ,  $t = 2.678$ ,  $p = 0.009$ ). This finding suggests that fair compensation increases employee motivation, satisfaction, and commitment, leading to improved productivity and performance. Both financial and non-financial rewards contribute to encouraging employees to work more effectively. These results support Hasibuan (2022) and align with previous findings from Albert et al. (2023), Tamali & Munasip (2022), Gunawan (2024), and Adiyanti & Nugraha (2023), which reported that compensation positively affects employee performance. The results also extend the application of Human Capital Theory within the Indonesian hospitality industry by demonstrating that competency development is the most dominant determinant of employee performance.

### **Effect of Work Environment on Employee Performance**

The work environment has a positive and significant effect on employee performance ( $\beta = 0.174$ ,  $t = 3.245$ ,  $p = 0.002$ ). A supportive work environment, including physical conditions and interpersonal relationships, improves employee comfort, motivation, and productivity. In the hospitality industry, a conducive environment is important because it directly influences service quality. This finding is also supported by Social Exchange Theory, which suggests that employees respond positively when organizations provide supportive working conditions and demonstrate concern for employee well-being. Employees who perceive a positive work environment tend to reciprocate through higher commitment, stronger engagement, and better job performance. These findings support Sinambela (2022) and Sutrisno (2022) and are consistent with studies conducted by Sari (2020), Mulyani & Pratama (2023), and Tasya (2024).

### **Simultaneous Effect of Training, Compensation, and Work Environment on Employee Performance**

Training, compensation, and work environment simultaneously have a positive and significant effect on employee performance ( $F = 32.481$ ,  $p < 0.001$ ). The regression model indicates that all variables contribute positively to improving employee performance, with training emerging as the most dominant factor. These findings suggest that employee performance is influenced by the combination of competency development, motivational factors, and supportive working conditions. The results support Mangkunegara

(2022), Rivai Zainal (2022), and previous studies by Pratama & Magdalena (2022) and Nauw Kelvin Thepilus & Bambang Raditya Purnomo (2024), which concluded that these variables collectively improve employee performance. From a theoretical perspective, the findings demonstrate that Human Capital Theory and Social Exchange Theory complement each other in explaining employee performance within the hospitality industry. Human Capital Theory explains how investments in employee competencies through training improve productivity, whereas Social Exchange Theory explains how fair compensation and supportive working conditions encourage employees to reciprocate with greater commitment and higher performance. Therefore, this study contributes to the human resource management literature by providing empirical evidence that employee competence development and organizational support should be implemented simultaneously to achieve optimal employee performance in hospitality organizations.

#### 4. Conclusion

This study demonstrates that employee performance in the hospitality industry is influenced by the combined implementation of human resource development, fair compensation, and supportive work environments. Among these factors, job training emerged as the most influential determinant, highlighting that investments in employee competencies generate greater improvements in performance than compensation or workplace conditions alone. These findings suggest that achieving sustainable employee performance in hospitality organizations requires an integrated human resource management strategy rather than isolated managerial interventions.

From a theoretical perspective, this study contributes to the human resource management literature by providing empirical evidence that Human Capital Theory and Social Exchange Theory complement each other in explaining employee performance within the hospitality industry. Human Capital Theory explains the importance of developing employee competencies through training, while Social Exchange Theory emphasizes that fair compensation and supportive work environments encourage employees to reciprocate through improved commitment and performance. Furthermore, this study extends previous research by examining the simultaneous effects of these three human resource practices within the context of an Indonesian four-star hotel.

From a managerial perspective, the findings imply that hotel managers should prioritize continuous training programs, implement transparent and equitable compensation systems, and maintain supportive workplace conditions to improve employee performance and service quality. Since hospitality organizations compete primarily through service excellence, investments in employee development should be viewed as long-term strategic investments rather than operational costs. These findings may also serve as practical guidance for other hotels and hospitality businesses in designing integrated human resource management strategies to enhance organizational competitiveness and customer satisfaction.

This study is limited to a single four-star hotel and examines only three determinants of employee performance. Future studies are encouraged to investigate additional variables, such as leadership, employee engagement, organizational culture, job satisfaction, and work motivation, while expanding the research to different types of hospitality organizations and broader geographical settings to improve the generalizability of the findings.

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