



THE EFFECT OF WORK DISCIPLINE, CAREER DEVELOPMENT AND COMPENSATION ON HOTEL EMPLOYEE PERFORMANCE IN PALOPO CITY

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ABSTRACT

Introduction: This study aims to identify and analyse the effects of work discipline, career development, and compensation on the performance of hotel employees in Palopo City in 2025.

Methods: In this study, the research is quantitative, with a survey administered via questionnaire distribution. The population in this study were hotel employees in Palopo City. The sampling used simple random sampling. The sample size in this study is 65 employees. The data used in this study are primary data collected via a questionnaire. The data analysis method in this study used multiple linear regression with the SPSS (Statistical Product and Service Solutions) application.

Results: Based on the study, work discipline does not significantly affect employee performance, despite it being a basic norm. Career development has a positive and significant effect, partially through training and promotions that encourage motivation. Compensation has a positive and very significant effect, as a dominant factor that spurs productivity through salaries and benefits on the performance of hotel employees in Palopo City.

INTRODUCTION

The hospitality industry is a rapidly growing service sector and plays a vital role in supporting regional economic growth, including in Palopo. Increasingly fierce competition in the hospitality industry requires every hotel to provide high-quality service to maintain customer loyalty and increase competitiveness. Service quality is inextricably linked to the role of human resources, particularly employees, who are at the forefront of direct interaction with guests (Tiago et al., 2020). Therefore, employee performance is a key factor that determines the success of the Company.

One of the service sectors that contributes in terms of profits and employment for companies and the community, the hotel industry is one sector that has the potential to accelerate economic growth (Dogru et al., 2020). Lodging is one of the accommodations needed by the community, where hotels provide lodging services, meals, and other supporting facilities for individuals who are traveling and are willing to pay a reasonable rate according to the service received without any special agreement (Chusminah & Haryati, 2020).

Similarly, hotels in Palopo are expected to implement work discipline, provide career development opportunities, and provide a fair and proportional compensation system to optimize employee performance. By implementing these three aspects, hotels can improve the quality of service to guests while strengthening their competitiveness amidst the increasingly fierce competition in the hotel industry (Tahir et al., 2024).

A phenomenon occurring at several hotels in Palopo City indicates that some employees still lack discipline, such as arriving late or leaving before the end of work hours. Furthermore, career development opportunities for employees are still limited, resulting in low motivation to improve skills. Furthermore, a compensation system that does not fully reflect performance also creates a sense of unfairness among employees (Choi & Chen, 2007). If these aspects of work discipline, career development, and compensation are not properly addressed, employee performance will struggle to reach optimal levels and will impact the quality of hotel service to guests (Hussein et al., 2023).

Referring to the above facts, it can be concluded that work discipline, career development, and compensation are important factors that can influence employee performance. Therefore, hotel employees in Palopo are expected to be able to implement work discipline effectively, receive adequate career development opportunities, and receive compensation commensurate with their contributions. If these three aspects are managed optimally, employee performance will be more focused, guest service will be of higher quality, and ultimately, the hotel's image and competitiveness will be enhanced in the hospitality industry.

Dyah Novita Sari (2021) in a thesis entitled "the influence of work discipline, career development and compensation on employee performance at PT. Sri Purna Karya in Palembang". This research is a research with a quantitative approach and the consideration of the research subjects is employees of PT. Sri Purna Karya in Palembang with a total of 52 employees. From the conclusion of the researcher states that Partially Compensation (X1) affects employee performance, partially work discipline (X2) affects employee performance, partially career development (X3) does not have a significant effect on Employee Performance and Simultaneously Compensation, Work Discipline, and Career Development affect employee performance at PT. Sri Purna Karya.

Research Results of Mugi Sutanto (2018) in the thesis entitled "The Effect of Compensation and Work Discipline on Employee Performance at PT. Sinar Menara Deli Medan" this research is a causal associative research with a quantitative approach and the population in this study is all employees of PT. Sinar Menara Deli Medan totaling 141 people. The results of the study obtained are based on the simultaneous test (F) that the variables of compensation and work discipline simultaneously have a significant effect on employee performance at PT. Sinar Menara Deli Medan.

Based on the existence of various phenomena and research results, and by considering the existing variables, this study aims to verify the influence of work discipline, career development and compensation on the performance of hotel employees in the city of Palopo. Based on the description above, the author is interested in conducting a study entitled "The Influence of Work Discipline, Career Development and Compensation on the Performance of Hotel Employees in the City of Palopo".

Research Problem Formulation

Based on the background described above, the research questions are: does work discipline significantly influence the performance of hotel employees in Palopo? Does career development significantly influence the performance of hotel employees in Palopo? Does compensation significantly influence the performance of hotel employees in Palopo? And do work discipline, career development, and compensation significantly influence the performance of hotel employees in Palopo?

Research Objectives

Based on the research questions outlined above, the objectives of this study are: To determine the effect of work discipline on the performance of hotel employees in Palopo, South Sulawesi. To determine the effect of career development on the performance of hotel employees in Palopo, South Sulawesi. To determine the effect of compensation on the performance of hotel employees in Palopo, South Sulawesi. To determine the simultaneous or partial effects of work discipline, career development, and compensation on the performance of hotel employees in Palopo, South Sulawesi.

LITERATURE REVIEW

Work Discipline

Work discipline is an attitude that every employee must demonstrate in relation to the responsibilities entrusted to them by the company they work for. Improving employee discipline will lead to higher work performance. Poor employee discipline will make it difficult for the company to achieve maximum results. Therefore, employees' willingness and awareness to comply with company regulations are essential, such as always clocking in on time, always working according to company SOPs, and so on (Maszudi Edi, 2021).

Improving employee discipline will lead to higher work performance. Poor employee discipline will make it difficult for the company to achieve maximum results. Therefore, employees' willingness and awareness to comply with company regulations are essential, such as always clocking in on time, always working according to company SOPs, and so on (Kurnia et al., 2022). To maintain employee discipline, companies require specific sanctions for violators of established rules. Sanctions can be in the form of reprimands, warnings or other things that aim to correct employee errors regarding violations of established regulations so that these reprimands can make employees truly comply with regulations and discipline at work (Zaenal Arifin & Sasana, 2022).

Career Development

A leader who wants to see optimal employee performance in the workplace must pay attention to elements that directly impact employee performance, one of which is career development (Andri & Kasran, 2023). Career development plays a role in helping employees understand and align their abilities and interests with the company's human resource needs. Furthermore, career development contributes to improved skills, performance, and job satisfaction (Wang & Abbas, 2025).

Career development is a crucial component in improving employee performance. Career development can help employees improve their abilities and skills, allowing both employees and the company to develop optimally (Maszudi Edi, 2021). Career development is a series of lifelong employee activities that contribute to career exploration, strengthening, success, and fulfillment (Franciska, Magito, 2023). Career development is a formal organizational effort to ensure qualified and experienced employees are available when needed. Career development is also the result of the interaction between an individual's career and the organization's career management process (Ivonsaudale et al., 2021).

Compensation

Compensation is considered crucial for improving employee performance, although it is not the only aspect of employee welfare (Asy'ari et al., 2017). Compensation refers to the financial rewards received by individuals through their employment relationship with an organization, primarily due to monetary expenditures made by the organization (Andreano & Listyawati, 2022).

Compensation is all income, whether in cash, in-kind, or indirect, received by employees as a reward for services rendered to the company, aimed at increasing employee motivation (Muqtafin et al., 2024). Good compensation management is crucial for organizations because it supports the achievement of goals fairly,

competitively, and in accordance with performance values. Appropriate compensation also motivates employees to perform better and achieve optimal performance (Mansur et al., 2023). Compensation programs are crucial for both employees and the company, as they reflect the organization's efforts to retain human resources.

Employee Performance

Performance is behavior or actions related to company goals, reflecting the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Octaviani et al., 2021). Essentially, performance can be viewed from two perspectives: the individual (employee) and the organizational (company). Employee performance is the work of an individual within an organization, while organizational performance is the totality of the work results achieved by the organization (Safitri, 2022).

Employee performance is a key element that can be improved if employees know what is expected of them and when they can participate and are assessed based on their performance results based on their behavior (Widjaja, 2021). Employee performance is the observable results of their work in carrying out their duties. Performance improvement is important because it can increase efficiency, profit, and facilitate the achievement of organizational goals (Aulia & Tsuraya, 2023). The work environment is a crucial factor influencing employee performance, as it encompasses various physical, social, and psychological aspects that occur in the workplace (Octaviani et al., 2021). Based on the above opinion, employee performance is the result of observable behaviors and actions during the performance of tasks. This performance is influenced by employees' understanding of expectations and assessment of their work results.

Based on the theoretical foundation and previous research, a conceptual framework was formed for this study, which is described as follows:

Research Framework

The conceptual framework for this study is as follows:

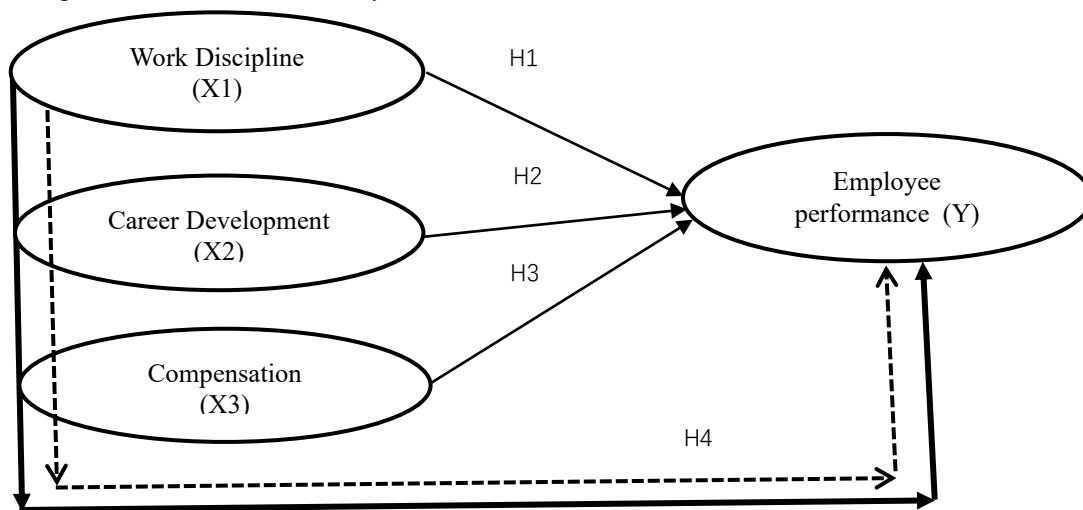


Figure 1. Research Framework

Description:

Dashed line (- - - -): Partial variable

Straight line (- - - -): Simultaneous variable

Research Hypothesis

H1: Work discipline significantly influences the performance of hotel employees in Palopo.

H2: Career development significantly influences the performance of hotel employees in Palopo.

H3: Compensation significantly influences the performance of hotel employees in Palopo.

H4: It is suspected that work discipline, career development, and compensation significantly influence the performance of hotel employees in Palopo.

RESEARCH METHODS

A. Type of Research

This research applies a quantitative approach, a scientific research method conducted systematically to analyze various aspects and phenomena and examine the causal relationships between the variables studied (Syahroni, 2022).

B. Research Location and Time

This research was conducted in hotels in Palopo City, from September 17, 2024, to February 25, 2025.

C. Population and Sample

The population in this study was hotel employees in Palopo City. The population in this study was 144 employees, and the researcher used simple random sampling, drawing a sample of 65 employees.

D. Data Collection Method

The data used in this study were primary data, distributed offline to 65 respondents. The author collected data using a questionnaire containing statements measured on a Likert scale. According to Sugiono (2017), a questionnaire is a data collection technique that involves providing written questions to respondents. Respondents were asked to provide an assessment of each statement by choosing one of the following five answer options: Strongly agree (SS) = 5, Agree (S) = 4, Neutral () = 3, Disagree (TS) = 2, Strongly disagree (STS) = 1

RESULT AND ANALYSIS

1. Validity Test

Table 1 - Validity Test

Variable	Indicator	r- Calculate	r- Table	Description
<i>Work Discipline (X1)</i>	X1.1	0,772	0,2441	Valid
	X1.2	0,731	0,2441	Valid
	X1.3	0,885	0,2441	Valid
	X1.4	0,842	0,2441	Valid
	X1.5	0,881	0,2441	Valid
	X1.6	0,807	0,2441	Valid
	X1.7	0,770	0,2441	Valid
	X1.8	0,837	0,2441	Valid
<i>Career Development (X2)</i>	X2.1	0,812	0,2441	Valid
	X2.2	0,759	0,2441	Valid
	X2.3	0,784	0,2441	Valid
	X2.4	0,791	0,2441	Valid
	X2.5	0,837	0,2441	Valid
	X2.6	0,859	0,2441	Valid
	X2.7	0,774	0,2441	Valid
	X2.8	0,758	0,2441	Valid
<i>Compensation (X3)</i>	X3.1	0,828	0,2441	Valid
	X3.2	0,758	0,2441	Valid
	X3.3	0,830	0,2441	Valid
	X3.4	0,851	0,2441	Valid
	X3.5	0,859	0,2441	Valid
	X3.6	0,852	0,2441	Valid
<i>Employee Performance (Y)</i>	Y1	0,821	0,2441	Valid
	Y2	0,819	0,2441	Valid
	Y3	0,684	0,2441	Valid
	Y4	0,863	0,2441	Valid
	Y5	0,834	0,2441	Valid

Y6	0,834	0,2441	Valid
Y7	0,868	0,2441	Valid
Y8	0,880	0,2441	Valid
Y9	0,725	0,2441	Valid
Y10	0,631	0,2441	Valid

Source: Processed Spss data (2025)

Based on the results in the table above, the results of the validity test above show that all the calculated r-values of the question items for each variable of work discipline (X1), career development (X2), compensation (X3) and employee performance (Y) are greater than 0.2441, thus all questions are declared valid and suitable for use in data collection in research.

2. Reliability Test

Table 2 - Reliability Test

Variable	Chronbach's Alpha	r - Alpha	Keterangan
Work Discipline (X1)	0,927	0,60	Reliabel
Career Development (X2)	0,916	0,60	Reliabel
Compensation (X3)	0,904	0,60	Reliabel
Employee Performance (Y)	0,935	0,60	Reliabel

Source: Processed Spss data (2025)

The reliability test results in the table above show that the Cronbach's alpha value for all variables is >0.60, indicating that the instrument used is reliable and can be relied upon for research.

3. Multiple Linear Regression Test

Table 3 - Multiple Linear Regression Test

Model	Unstandard Coefficien Standardize			T	Sig.
	B	Std. Error	Beta		
1(Constant)	-.639	2.101		-304	.762
Disiplin Kerja	.171	.114	.141	1.498	.139
Pengembangan Karir	.377	.144	.300	2.624	.011
Kompensasi	.965	.132	.559	7.294	<.001

Source: Processed Spss data (2025)

$$Y = a + b1.x1 + b2.x2 + b3.x3$$

$$Y \text{ (Employee Performance)} = -639 + 0.171X1 + 0.377X2 + 0.965X3$$

Based on the table above, the regression coefficient B1 is 0.171. This indicates that an increase in X1 (Work Discipline) will increase Y (Employee Performance) by 0.171. The regression coefficient B2 is 0.377. This indicates that an increase in X2 (Career Development) will increase Y (Employee Performance) by 0.377. The regression coefficient B3 is 0.965. This indicates that an increase in X3 (Compensation) will increase Y (Employee Performance) by 0.965.

4. Hypothesis Testing

a. T-Test (Partial)

Table 4 - T-Test

Model	Unstandard Coefficien Standardize			T	Sig
	B	Std. Error	Beta		
1 (Constant)	-.639	2.101		-304	.762

Work Discipline	.171	.114	.141	1.498	.139
Career DevelopmentKarir	.377	.144	.300	2.624	.011
Compensation	.965	.132	.559	7.294	<.001

Source: Processed Spss data (2025)

The t-table formula is known as $t\text{-table} = (a/2; n - k - 1)$, so $0.05/2; 65 - 3 - 1 = 1.999$.

• Testing the First Hypothesis (H1)

Based on the t-test results above, it can be seen that internal control (H1) has a calculated t value $< t\text{-table}$ ($1.498 < 1.999$) with a significance value of $0.139 > 0.05$. This means that there is no effect of work discipline (X1) on employee performance (Y).

• Testing the Hypothesis (H2)

Based on the t-test results above, it can be seen that career development (X2) has a calculated t value $> t\text{-table}$ ($2.624 > 1.999$) with a significance value of $0.011 < 0.05$. This means that career development (X2) does influence employee performance (Y).

• Hypothesis Testing (H3)

Based on the t-test results above, compensation (X3) has a calculated t-value $> t\text{-table}$ ($7.294 > 1.999$) with a significance value of $0.001 < 0.05$. This means that compensation (X3) has an effect on employee performance (Y).

b. F Test (Simultaneous)

Table 5 – F Test (Anova)

Model	Sum Of Squares	df	Mean Square	F	Sig.
1 Regression		3	1186.402	127.187	<.001 ^b
Residual	569.009	61	9.328		
Total	4128.215	64			

Source: Processed Spss data (2025)

The table above shows that the significance value for work discipline (X1), career development (X2), and compensation (X3) on employee performance (Y) is $0.001 < 0.05$, and the calculated r-value is $127.187 >$ the f-value of 2.76. This means that work discipline (X1), career development (X2), and compensation (X3) significantly influence employee performance.

DISCUSSION

A. The Effect of Work Discipline on Hotel Employee Performance in Palopo City

The results of this study indicate that the work discipline variable (X1) is valid because all indicators have calculated r-values exceeding the table r-value (0.2441). Furthermore, a reliability test using Cronbach's alpha yielded a value of 0.927, indicating that the work discipline measurement instrument is highly reliable. However, in the multiple linear regression analysis, the regression coefficient ($B=0.171$) and the t-test value ($t=1.498$) indicated that the effect of work discipline on employee performance was insignificant ($p>0.05$). This means that although there is a positive relationship between work discipline and employee performance, this effect has not been proven to be significant in this study.

This finding is also supported by previous research. (Aditya, 2015) found that the results of the study showed that partially, work discipline did not have a significant effect on total quality management (TQM), which is often associated with overall employee performance. Similar results were found in a study (Ananda et al., 2023) which examined the Mandarin Oriental Hotel in Jakarta and concluded that work discipline did not have a significant effect on employee performance. This indicates that in a luxury hotel environment like this, work discipline may be "eroded" by stronger financial motivation factors or work facilities, so it is not a major predictor of performance. This indicates that work discipline alone is not strong enough to predict increased performance without the support of other factors.

H1: Work discipline (X1) does not affect the performance of hotel employees in Palopo City.

B. The Effect of Career Development on Hotel Employee Performance in Palopo City.

The results of this study indicate that all indicators in the career development variable are valid and reliable, with a Cronbach's alpha value of 0.916. The regression coefficient for this variable is 0.377, while the t-test yielded a significant value ($t = 2.624$, $p < 0.05$). This indicates that career development has a positive and significant impact on employee performance. In other words, the more optimal the career development program provided by the company, the higher the level of employee performance.

This finding is also supported by previous research. (Tranggono, 2017) found that career development had a positive and significant effect on employee performance at the Aswin Hotel and Spa Makassar. This variable was proven to increase employee motivation and commitment, thus contributing to improved overall performance. Similar results were found in a study (Wahyudi, 2020), which examined Puri Lumbung Cottages Restaurant and Spa Munduk and concluded that career development had a positive and significant effect on employee performance. Partially, career development was proven to be a strong predictor of increased work efficiency in the hotel environment. Thus, this study further strengthens the evidence that increased career development is a key factor in improving employee performance in hotels in Palopo City.

H2: Career development (X3) has a positive and significant effect on employee performance in hotels in Palopo City.
C. The Effect of Compensation on Hotel Employee Performance in Palopo City.

In addition to career development, compensation also plays a significant role in improving the performance of hotel employees in Palopo City. All indicators in the compensation variable were proven valid and reliable, with a Cronbach's alpha value reaching 0.904. The regression coefficient for this variable was the highest, at 0.965, supported by a highly significant t-value ($t = 7.294$, $p < 0.01$). This underscores that compensation has the most dominant influence on employee performance compared to other variables. In other words, adequate compensation can effectively increase employee motivation and work performance.

These results support previous research by (Asy'ari et al., 2017) entitled "The Effect of Compensation on Employee Performance at PT. Indo Premier Securities, Makassar Branch," which found that compensation significantly and positively impacts employee performance. Furthermore, research by (Muqtafin et al., 2024) concluded that compensation significantly and positively impacts employee performance. Therefore, it can be concluded that the two research papers above demonstrate that compensation significantly and positively impacts employee performance, as compensation influences employees to further improve their work performance.

H3: Compensation (X3) has a positive and highly significant impact on hotel employee performance in Palopo City.

CONCLUSION

Based on the results and discussions that have been explained, it can be concluded that; (1) the work discipline variable does not have a significant influence on the performance of hotel employees in Palopo City.; (2) the career development variable has a positive and partially significant influence on employee performance, where increasing career opportunities through training, promotion, and skills development significantly encourages employee motivation and performance; this makes the career development program a strategic investment that directly increases the overall productivity of the organization; (3) The compensation variable has a positive and partially very significant influence on employee performance, where increasing salaries, benefits, and adequate financial rewards significantly encourage employee motivation and work performance; this makes compensation the most dominant factor that strongly increases overall hotel productivity.

SUGGESTION

Based on the above results, the author recommends that hotels in Palopo City improve work discipline to improve employee performance. Hotels in Palopo City should also impose strict sanctions on employees who are frequently late to work to maintain employee quality and performance in the future.

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