



Elevating Employee Performance: The Mediating Role of Job Satisfaction in Batam's Four-Star Hotels

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ABSTRACT

The research was designed to analyze how training, compensation, work environment, and motivation affect employee job satisfaction and performance, with a particular focus on understanding both direct and indirect effects. The object of this study is a four-star hotel in Batam City, and the sample consisted of 320 respondents. Data were collected through questionnaires, and the analysis was conducted using the Smart PLS application. The results of the study indicate that compensation significantly influences employee job satisfaction and performance, while training, work environment, and motivation also play crucial roles in enhancing overall employee effectiveness.

Keywords: *Training, Compensation, work environment, motivation, employee performance*

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1. INTRODUCTION

Every organization undoubtedly has goals or targets to be achieved within a specific timeframe. When a company possesses adequate resources, these goals can be attained more easily. Human resources are a critical factor in accomplishing a company's objectives, as organizations require high-quality human resources to achieve their strategic orientations. Employee performance is essential for cultivating these quality human resources. High performance enables employees to effectively meet the company's expenditures and contribute positively to its overall success. Furthermore, when employees perform well, they not only fulfill their individual responsibilities but also enhance the organization's capacity to achieve its goals, thereby driving growth and sustainability (Ingsih et al., 2021).

Many hotels in Batam have been actively seeking ways to manage their human resources more effectively in response to declining visitor numbers and revenues. In this context, human resource management becomes crucial. Key components such as training, compensation, work environment, and motivation play significant roles in maintaining employee performance under these challenging conditions. Effective human resource management in hotels involves providing continuous learning and development opportunities to retain talent and enhance service standards, especially in a competitive market. By focusing on these areas, hotels can improve employee satisfaction and performance, ultimately leading to better guest experiences and increased profitability (Giousmpasoglou & Marinakou, 2024).

Some hotels in February 2023 are considering changing ownership because the number of tourists has decreased compared to before COVID. Therefore, the process of restoring hotel bustle to achieve previous visitation levels requires a considerable amount of time (BatamNow, 2023). Especially, 4-star hotels located in Sukajadi and Batam Center are being sold for Rp. 1,000,000,000,000. Based on data from the Central Statistics Agency in August 2023, it is known that the room occupancy rate (TPK) in the Riau Islands province is 40.92% lower than the TPK of starred hotels nationally, where the national average TPK is 52.46%. Based on star classification, the TPK of 2-star hotels in August 2023 is 52.89%, which is the highest TPK among other starred hotels, while the lowest TPK is from 1-star hotels which did not have an increase in room occupancy from August 2022 to August 2023. Additionally, the TPK of 3-star hotels is 51.40%, 4-star hotels are 49.34%, and 5-star hotels is 49.23%.

TABLE 1 | Room Occupancy Rate according to Star Classification in the Riau Islands August 2022, July 2023, and August 2023

NO	Star Classification	TPK (%)		
		August 2022	July 2023	August 2023
(1)	(2)	(3)	(4)	(5)
1	1-Star	-	-	-
2	2-Star	29,78	41,20	52,89
3	3-Star	37,25	36,49	51,45
4	4-Star	49,52	43,27	49,34
5	5-Star	28,13	33,54	49,23
All Stars		40,92	40,03	50,40

Source: Central Statistics Agency (2023)

The average length of stay for foreign nationals and Indonesian citizens at one-star hotels in the Riau Islands Province in August 2023 was 2.08 days, compared to the average number of foreign visitors in July 2023. In August 2023, the average length of stay for Indonesian Overseas Workers (TKI) was 2.14 days, which is 0.15 days higher than the average length of stay for foreign visitors, which reached 1.99 days. The graph below illustrates that four-star hotels have the lowest average guest stay rate, indicating a trend that may require further investigation to understand the factors contributing to this phenomenon.

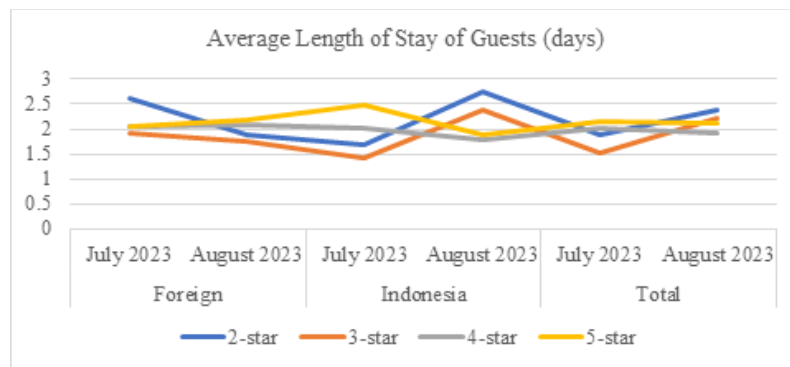


Figure 1. Average Length of Stay for Foreign and Indonesian Guests in Starred Hotels by Star Classification in the Riau Islands (July 2023 - August 2023)

Research by Mohd et al. (2020) indicates that better-trained employees are less likely to face workplace accidents and become more skilled. Studies by Aini et al. (2022), Sugiarti (2022), and Indrawati et al. (2020) indicate that high-quality training positively impacts performance and can lead to increased employee retention (Ingsih et al., 2021). Kanapathipillai & Azam (2020) emphasize that training provides essential skills, improving job performance, while Yuswardi (2020) notes that task-specific training enhances performance. Additionally, company-supported training programs and policies that promote employee well-being enhance job satisfaction and reduce negative behaviors like absenteeism and turnover (Zahri et al., 2022; Abbas et al., 2020). Effective training ultimately boosts productivity and company sustainability.

Fair and equitable compensation is essential for preventing discrimination and enhancing employee performance (Apriyanti et al., 2021) and (Kumari et al., 2021). However, discrepancies between compensation and job difficulty can diminish its effectiveness (Priscilla & Riady, 2023). Generally, higher compensation typically increases motivation and performance (Hadianto et al., 2023) and (Aini et al., 2022), while variations in compensation policies can affect performance (Caroline & Sukandi, 2023) and (Yuswardi, 2020).

A supportive work environment is essential for enhancing employee performance and satisfaction. Adequate facilities reduce absenteeism and increase efficiency, while a safe and healthy work environment improves commitment and lowers medical costs (Iqbal et al., 2021), (Hadianto et al., 2023) and (Sugiarti, 2022). Both physical and non-physical aspects, such as collaboration and support, contribute to job satisfaction (Apriyanti et al., 2021) and (Ingsih et al., 2021). Opportunities for creative work and idea development positively impact employee growth and performance consistency (Iqbal et al., 2021), (Mohd et al., 2020) and (Indrawati et al., 2020). High motivation, driven by personal efforts or external rewards, enhances job satisfaction and performance, especially with challenging and innovative tasks (Zahri et al., 2022) and (Kumari et al., 2021).

Low turnover rates, where employees stay until retirement, indicate factors that influence job satisfaction (Zahri et al., 2022). Quality of work, fair promotions, effective supervision, and coworker support contribute to job satisfaction and employee performance (Ingsih et al., 2021), (Mohd et al., 2020) dan (Apriyanti et al., 2021). Job satisfaction not only creates happiness but also boosts employee morale and motivation, enhancing productivity (Kumari et al., 2021). When job expectations align with reality, job satisfaction positively impacts employee performance (Indrawati et al., 2020). This highlights the importance of focusing on these aspects to improve employee performance and contribution to the company.

Research indicates that improving employee performance can be achieved through effective training that enhances job satisfaction (Zahri et al., 2022). Training impacts employee performance via job satisfaction (Muhtarom et al., 2023), and investment in training drives both individual performance and business success (Aldhukair & Abunar, 2021). Good training increases job satisfaction by enhancing employees' knowledge, skills, and abilities, thus improving performance and strengthening employee and company success (Ingsih et al., 2021). Compensation also significantly influences employee performance. It is part

of the remuneration regulated by (Hardiyansyah et al., 2023) and affects performance through job satisfaction (Suryanto & Ferry Cahaya, 2023; Kumari et al., 2021; Indrawati et al., 2020). Appropriate rewards boost work performance, motivation, and job satisfaction (Hadianto et al., 2023; Aini et al., 2022).

The work environment plays a significant role in employee performance and satisfaction. An uncomfortable and risky environment negatively impacts job satisfaction and performance (Apriyanti et al., 2021), while a safe and supportive environment enhances it (Hadianto et al., 2023). Companies must ensure a conducive workplace environment to maintain consistent employee performance (Lisa et al., 2023). A supportive work atmosphere boosts overall job satisfaction and productivity (Setianingrum et al., 2023; Zahri et al., 2022). Motivation is another critical factor, significantly influencing performance (Febrianti et al., 2020). Highly motivated employees show self-control and diligence, driving job achievement and personal satisfaction (Lisa et al., 2023).

Motivation impacts job satisfaction, contributing to overall performance (Qomariah et al., 2022; Kumari et al., 2021; Luh et al., 2020). Understanding job satisfaction is key to evaluating motivation's impact on individual performance. Therefore, the authors took a 4-star hotel as the object of research and made this research to find out whether training, compensation, work environment and motivation affect employee performance of four-star hotels in Batam through job satisfaction so that it can help 4-star hotels find ways to maintain competitiveness and business sustainability.

2. LITERATURE REVIEW

Training

Training is essential for employee development and enhancing work effectiveness. In addition to skill acquisition, successful training also motivates employees to contribute meaningfully to the organization. Alsafadi and Altahat (2021) highlight the significance of training in equipping employees with relevant knowledge. Effective training enhances employees' knowledge, skills, and abilities, encouraging them to continue their contributions to the company (Mehale et al., 2021; Yuswardi, 2020). This training is closely aligned with the skills and competencies required for employees to perform their tasks in accordance with contemporary demands (Ingsih et al., 2021). Furthermore, when executed effectively, training increases promotion opportunities and productivity while minimizing resource wastage (Mohd et al., 2020). This perspective aligns with the author's assertion that effective training not only improves employee competencies but also positively impacts their motivation to excel, ultimately benefiting the overall success of the organization.

Compensation

According to Ida Iriani et al. (2023), if employees do not receive feedback from their managers regarding their positive performance, their motivation may decline, and the organization may struggle to meet the fundamental needs of its employees. Consequently, when organizations overlook these basic needs, employees are likely to leave the company more quickly than before. The practice of providing adequate compensation encompasses not only financial rewards but also non-financial incentives that can enhance positive employee behavior. This underscores the significance of an effective compensation system in motivating employees and boosting overall productivity, as highlighted by Rodjam et al. (2020), Kumari et al. (2021), and Indrawati et al. (2020).

Meanwhile, compensation is regarded as a form of reward provided to employees in recognition of their performance, as noted in the research by Apriyanti et al. (2021). The practice of offering competitive compensation encompasses not only financial rewards but also non-financial incentives that can enhance positive employee behavior. The authors emphasize that well-structured compensation practices are essential for retaining high-performing employees and fostering a positive work environment. This perspective aligns with the understanding that effective compensation strategies play a significant role in enhancing employee motivation and satisfaction.

Work Environment

A company must prioritize the working environment as a key component of its strategy to enhance employee productivity. According to Ingsih et al. (2021), one critical aspect that companies should consider is the working environment. Employee performance is likely to improve in a positive working environment. A supportive work atmosphere fosters a sense of safety and comfort among employees. This sense of comfort helps prevent feelings of boredom or fatigue during work, ultimately enhancing their performance within the company (Fadilah et al., 2023).

A positive working environment is a crucial factor for prospective employees when selecting a workplace. Companies that foster a supportive work atmosphere are more likely to attract and retain top talent within their industry (Indra, 2022). Essential facilities, such as uniforms, secure parking, adequate office equipment, climate control, proper lighting, and effective ventilation, all contribute to creating an optimal work environment (Gamal et al., 2022). The work environment encompasses two key aspects: the physical and non-physical environments, both of which directly influence employee satisfaction and job performance (Apriyanti et al., 2021). This perspective underscores the importance of a positive working environment in enhancing employee retention and overall performance.

Motivation

Motivation is a crucial factor that significantly influences an individual's performance. According to Dharmawan and Kurniawan (2023), when individuals feel happy and engaged in their work, their motivation tends to be positive, which can enhance productivity and job satisfaction. Virgiawan et al. (2021) note that various factors, including situational stimuli and personal preferences, impact a person's level of motivation in pursuing specific goals. This drive to achieve objectives can stem from intrinsic factors, such as salary and rewards, or extrinsic factors, such as social needs and available resources (Sugiarti, 2022).

Kuswati (2020) emphasized the importance of enhancing motivational factors to improve employee performance. This assertion is supported by research conducted by Mohd et al. (2020), which indicated that motivation is a key driver influencing individuals' behavior in the workplace. The author underscores that understanding and fostering motivation and job satisfaction are essential for enhancing employee performance and achieving organizational goals. This perspective aligns with existing research by highlighting the significance of these factors in cultivating a supportive and productive work environment.

Job Satisfaction

Job satisfaction is a crucial indicator of effective management within a company and is linked to enhanced employee motivation and performance (Indrayani et al., 2023). Conversely, when employees are dissatisfied with their jobs, it can adversely affect their morale and impede the attainment of organizational objectives (Pracoyo et al., 2022). Key indicators of job satisfaction include job challenges, working conditions, salary, personal fit, and support from coworkers. Job satisfaction is also closely associated with employee performance (Kumari et al., 2021) and encompasses emotional responses (Indrawati et al., 2020). Therefore, it is essential for companies to focus on this aspect to foster a supportive work environment. The author emphasizes that addressing these indicators can lead to increased employee morale and improved performance, ultimately contributing to the achievement of organizational goals.

Employee Performance

Good performance is crucial for a company as it helps manage expenses and enhances employee productivity (Cik et al., 2021). Hendrasti et al. (2022) state that employee performance is influenced by various factors, including job satisfaction. These factors encompass dimensions of performance such as attitude, ability, and achievement. Furthermore, Prasetyo et al. (2021) emphasize the importance of assessing individual performance and ensuring that employees are placed according to their capabilities. This highlights the necessity for companies to prioritize the improvement of employee performance in order to achieve

market objectives and attract qualified talent (Hassan et al., 2020; Kuswati, 2020). The authors assert that effective performance evaluation and appropriate placement based on performance are essential for enhancing productivity and competitiveness. This insight underscores the significance of strategic performance management in achieving organizational success. Additionally, the study discusses the research instruments, sampling methods, and data analysis techniques employed in the research.

3. RESEARCH METHOD

The focus of this research is a four-star hotel located in the city of Batam. The researchers determined the sample size by utilizing the formula proposed by Hair et al. (2019), which recommends a sample size of ten times the number of questions in the questionnaire. Given that the questionnaire consists of 30 questions and employs a scale ranging from 1 (strongly disagree) to 5 (strongly agree), this study required a minimum of 300 respondents. Consequently, the sample size used was 320 respondents. This study employs quantitative methods, which involve the collection and analysis of numerical data to identify patterns, relationships, or trends. Primary data were collected through questionnaires designed to measure respondents' opinions and attitudes toward various aspects of the hotel's operations and services.

The primary instrument utilized in this research is a questionnaire comprising 30 questions. This questionnaire was developed through a synthesis of existing literature and preliminary interviews with hotel managers, aiming to ensure both relevance and comprehensive coverage. It addresses a variety of domains, including training duration, compensation fairness, workplace culture, intrinsic and extrinsic motivational factors, as well as satisfaction with salary and the work environment.

The sampling method employed in this study was random sampling, which guarantees that each member of the population has an equal probability of being selected. This approach provides a representative sample of employees from various departments within the four-star hotels in Batam.

For data analysis, this study utilized the Smart PLS application to examine the complex relationships among observed variables. The use of Smart PLS enables researchers to evaluate the reliability and validity of the measurement model, as well as to test the hypothesized relationships between variables in the structural model. This approach aids in identifying both direct and indirect effects of variables on job satisfaction and employee performance. The study investigates the impact of training, compensation, work environment, motivation, employee performance, and job satisfaction within the context of four-star hotels in Batam. A conceptual model was subsequently developed to illustrate the interrelationships among these variables, with job satisfaction serving as a mediator between training, compensation, work environment, and motivation in relation to employee performance.

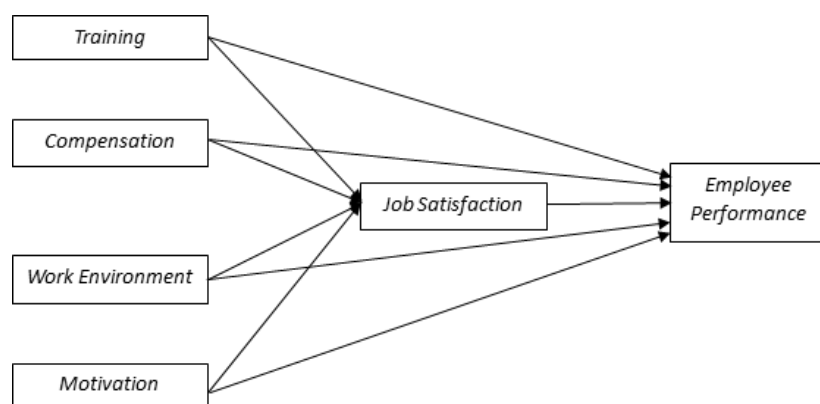


Figure 2. Research Model, Sources: (Ingsih et al., 2021), (Zahri et al., 2022), (Hardiyansyah et al., 2023)

4. RESULTS AND DISCUSSION

4.1 RESULTS

Based on Table 2, the majority of respondents who completed the questionnaire in this study are women, comprising 75.3% of the total 320 employees surveyed. Additionally, 88.1% of the respondents are aged between 18 and 25 years, indicating that most of them are young professionals. The most prevalent position among respondents is in the Sales and Marketing Department, which accounts for 26.9% of the total. Contract employees represent 72.8% of the respondents, suggesting that most of them are engaged under fixed-term employment agreements. The most common length of employment is between 1 and 3 years, with approximately 184 employees, or 57.5%, falling into this category. Regarding monthly income, the most frequently reported range is between 4,000,000 and 6,000,000, with 151 employees, or 47.2%, earning within this bracket.

TABLE 2 | Characteristics of respondents

Characteristic	Criteria	Total	Percentage
Gender	Male	79	24,7
	Female	241	75,3
Age	18-25 Years	282	88,1
	25-34 Years	36	11,3
	35-44 Years	2	0,6
Education	High School	167	52,2
	Diploma	9	2,8
	Bachelor	139	43,4
	Master	5	1,6
Position	Staff Front Office (Receptionist)	69	21,6
	Sales Marketing Department Staff	86	26,9
	Manager	23	7,2
	Administration and Accounting Staff	108	33,8
	Chef and Kitchen Helper	20	6,3
	Cleaning Service/Housekeeping	14	4,4
Employment Status	Contract Employees	233	72,8
	Permanent Employees	48	15,0
	Internship	32	10,0
	Part-time Employees	7	2,2
Length of work	< 1 Year	116	36,3
	1-3 Years	184	57,5
	3-5 Years	14	4,4
	> 5 Years	6	1,9
Monthly Income	< 4,000,000	123	38,4
	4.000.000 - 6.000.000	151	47,2
	6.000.000 - 8.000.000	32	10,0
	8.000.000 - 10.000.000	8	2,5
	> 10.000.000	6	1,9

Source: Primary Data Processing (2024)

Evaluation of the Measurement Model (Outer Model)

Common Method Biases results

Common method biases are utilized to assess the extent of potential bias introduced by common factors during data collection. According to Bagozzi and Yi (1991), one source of systematic measurement error is method variance, which can arise from various origins. A widely employed technique by previous researchers to identify this issue is Harman's single-factor test. The results of this test indicate that the variance value in the study is 19.433%, which is less than 50%. This finding suggests that biases are not present, allowing the analysis to proceed using Smart PLS.

Convergent validity test results

Outer loading is utilized to assess the value of convergent validity. According to Hair et al. (2019), the outer loading value must exceed 0.70. Based on the results of the outer loading test presented in Table 3, all indicators have values greater than 0.70, indicating that they are valid.

TABLE 3 | Outer Loadings

	Training	Compensation	Work Environment	Motivation	Job Satisfaction	Employee Performance
T1	0,789					
T2	0,715					
T3	0,713					
T4	0,753					
T5	0,705					
C1		0,750				
C2		0,721				
C3		0,757				
C4		0,784				
C5		0,747				
WE1			0,717			
WE2			0,728			
WE3			0,756			
WE4			0,706			
WE5			0,712			
M1				0,727		
M2				0,744		
M3				0,736		
M4				0,732		
M5				0,752		
JS1					0,723	
JS2					0,726	
JS3					0,752	
JS4					0,744	
JS5					0,728	
E1						0,743
E2						0,736
E3						0,715
E4						0,735
E5						0,732

Source: Primary Data Processing (2024)

Discriminant validity test results

Cross-loading is employed to assess the correlation of each indicator. According to Ghazali (2021), the correlation of each indicator with its respective variable must exceed 0.7. The results of the cross-loading test presented in Table 4 indicate that all indicators are highly correlated with their corresponding variables.

TABLE 4 | Cross Loading

	Training	Compensation	Work Environment	Motivation	Job Satisfaction	Employee Performance
T1	0,789	0,256	0,243	0,304	0,242	0,309
T2	0,715	0,166	0,168	0,248	0,152	0,243
T3	0,713	0,258	0,187	0,310	0,227	0,180
T4	0,753	0,261	0,276	0,290	0,202	0,226
T5	0,705	0,199	0,246	0,244	0,193	0,176
C1	0,257	0,750	0,208	0,313	0,314	0,288
C2	0,211	0,721	0,259	0,231	0,291	0,253
C3	0,209	0,757	0,254	0,175	0,288	0,333
C4	0,216	0,784	0,188	0,346	0,370	0,373
C5	0,280	0,747	0,260	0,280	0,338	0,357
WE1	0,179	0,173	0,717	0,230	0,271	0,201
WE2	0,215	0,240	0,728	0,193	0,233	0,249
WE3	0,208	0,231	0,756	0,223	0,262	0,321
WE4	0,217	0,160	0,706	0,220	0,200	0,208
WE5	0,285	0,298	0,712	0,318	0,259	0,245
M1	0,230	0,260	0,219	0,727	0,280	0,202
M2	0,327	0,321	0,213	0,744	0,328	0,240
M3	0,292	0,281	0,302	0,736	0,316	0,237
M4	0,287	0,251	0,234	0,732	0,357	0,161
M5	0,259	0,213	0,240	0,752	0,277	0,200
JS1	0,144	0,281	0,221	0,256	0,723	0,231
JS2	0,194	0,302	0,214	0,351	0,726	0,232
JS3	0,261	0,341	0,296	0,336	0,752	0,303
JS4	0,183	0,345	0,241	0,325	0,744	0,300
JS5	0,231	0,297	0,273	0,279	0,728	0,238
E1	0,185	0,316	0,241	0,256	0,260	0,743
E2	0,248	0,327	0,289	0,152	0,313	0,736
E3	0,187	0,318	0,232	0,283	0,235	0,715
E4	0,284	0,294	0,267	0,224	0,281	0,735
E5	0,246	0,327	0,224	0,129	0,216	0,732

Source: Primary Data Processing (2024)

Reliability test results

Validity and reliability are essential for ensuring that the measurement tools used in research adhere to high-quality standards and can be trusted. According to Ghozali (2021), the Average Variance Extracted (AVE) value must exceed 0.5. Based on the results of the AVE validity test presented in Table 4.4, it can be concluded that the data tested meets the validity criteria, as the AVE values for all variables are greater than 0.5. Additionally, the two methods of reliability testing conducted—Cronbach's Alpha and Composite Reliability—must each exceed 0.6. Table 5 indicates that both the Cronbach's Alpha and Composite Reliability values are above 0.6, allowing us to conclude that all tested variables are reliable.

TABLE 5 | Composite AVE and Reliability

Variable	Cronbach's Alpha	Composite Reliability	AVE
T	0,790	0,855	0,541
C	0,809	0,867	0,566
WE	0,774	0,846	0,524
M	0,792	0,857	0,545
JS	0,787	0,854	0,540
EP	0,784	0,853	0,536

Source: Primary Data Processing (2024)

Structural Model Evaluation (Inner Model)

Direct effect

The direct effect indicates whether the tested variable has a significant impact by examining the T-statistic value and P-values. According to Hair et al. (2019), results are considered significant if the T-statistic value is greater than 1.96 or if the P-value is less than 0.05.

TABLE 6 | Direct Effect Results

Variable	Original Sample	T Statistics	P Values	Conclusion
T -> EP	0,066	0,956	0,170	Not Significant
T -> JS	0,087	1,690	0,046	Significant
C -> EP	0,272	3,945	0,000	Significant
C -> JS	0,271	4,515	0,000	Significant
WE -> EP	0,182	2,816	0,002	Significant
WE -> JS	0,112	2,013	0,022	Significant
JS -> EP	0,276	4,505	0,000	Significant
M -> EP	0,140	2,113	0,017	Significant
M -> JS	0,284	4,848	0,000	Significant

Source: Primary Data Processing (2024)

Indirect effect

The indirect effect indicates whether the tested variable has a significant indirect impact, as determined by examining the T-statistic value and P-values. According to Hair et al. (2019), results are considered significant if the T-statistic value is greater than 1.96 or if the P-value is less than 0.05.

TABLE 7 | Indirect Effect Results

Variable	Original Sample	T Statistics	P Values	Conclusion
T -> JS -> EP	0,024	1,523	0,064	Not Significant
C -> JS -> EP	0,075	2,854	0,002	Significant
WE -> JS -> EP	0,063	1,976	0,043	Significant
M -> JS -> EP	0,078	3,303	0,000	Significant

Source: Primary Data Processing (2024)

Coefficient of Determination Results (R-Square)

The R-squared statistic is utilized to evaluate whether the tested model is classified as strong, moderate, or weak. According to Hair et al. (2019), R-squared values of 0.75, 0.50, and 0.25 correspond to strong, moderate, and weak models, respectively. Based on the R-squared test results presented in Table 9, the R-squared value for the relationship between training, compensation, work environment, and motivation with job satisfaction is 29.3%, indicating a weak model, while 70.7% of the variance is explained by factors outside the scope of this study. Furthermore, the R-squared value for the relationship between training, compensation, work environment, and motivation with employee performance is 27.2%, which also indicates a weak model, with 72.8% of the variance attributed to factors not included in this analysis.

TABLE 8 | Coefficient of Determination Results

Variable	R Square	R Square Adjusted
Job Satisfaction	0,293	0,283
Employee Performance	0,272	0,260

Source: Primary Data Processing (2024)

GoF (Goodness of Fit) index Results

The Goodness of Fit (GoF) test assesses the overall feasibility and accuracy of a model. According to Ghozali and Latan (2012), a GoF value of ≥ 0.10 indicates a weak model, ≥ 0.25 indicates a moderate model, and ≥ 0.36 indicates a strong model. Based on the GoF results presented below, the model qualifies for the strong category with a GoF value of 0.3912.

$$GoF = \sqrt{Comm \times R^2}$$

$$Comm: \frac{0.541 + 0.566 + 0.524 + 0.545 + 0.540 + 0.536}{6} = 0.542$$

$$R^2: \frac{0.293 + 0.272}{2} = 0.2825$$

$$GoF: \sqrt{0.542 \times 0.2825} = 0.3912$$

4.2 DISCUSSION

Training's influence on employee performance

The results of the hypothesis test indicate that training has an insignificant effect on employee performance, as evidenced by a T-statistic value of 0.956 and a P-value of 0.170. It is apparent that the current training interventions may not effectively address the needs of employees, particularly in the context of the post-pandemic work environment. Several factors could contribute to these findings. For instance, if the training content is outdated or not aligned with current job challenges, it may fail to resonate with employees or address their immediate needs. This suggests that while training is typically expected to enhance employee performance, its direct impact in this instance is minimal. These findings are consistent with those of Ingsih et al. (2021) and Fadilah et al. (2023). Additionally, the post-pandemic context has introduced new challenges that traditional training programs may not adequately cover. The shift to remote work, changes in work dynamics, and evolving job roles may require a more tailored approach to training. This perspective aligns with the findings of Zahri et al. (2022), Aini et al. (2022), Rodjam et al. (2020), and Mehale et al. (2021).

Training's influence on job satisfaction

The results of the hypothesis test indicate that training has a significant effect on job satisfaction, as evidenced by a T-statistic value of 1.690 and a p-value of 0.046. Effective training can enhance employee job satisfaction, which is crucial for maintaining morale, especially during challenging periods. Indeed, investing in high-quality training programs can significantly boost employee job satisfaction, particularly in difficult times. This finding aligns with studies conducted by Ingsih et al. (2021), Zahri et al. (2022), Aini et al. (2022), Setiawan et al. (2021), and Abbas et al. (2020). The author argues that high-quality training programs are essential for fostering job satisfaction. Organizations should prioritize training that equips employees with the necessary skills and knowledge to navigate challenging situations. This approach not only enhances job satisfaction but also promotes resilience and adaptability, which are vital for sustained organizational success.

Compensation's influence on employee performance

Based on the results of the hypothesis test, it is evident that compensation significantly affects employee performance, as demonstrated by a T-statistic value of 3.945 and a p-value of 0.000. Fair and competitive compensation plays a critical role in enhancing employee performance, particularly in industries such as hospitality, where competitiveness is essential. Additionally, providing attractive non-monetary benefits, such as flexible work schedules and opportunities for career advancement, can further contribute to increased employee motivation and productivity. These findings align with the research of Hardiyansyah et al. (2023), Ida Iriani et al. (2023), Hendrasti et al. (2022), Indrawati et al. (2020), and Muhtarom et al. (2023). The author asserts that offering a comprehensive compensation package, which includes both monetary and non-monetary benefits, is crucial for sustaining high

employee performance. This strategy not only motivates employees but also fosters loyalty and reduces turnover, resulting in a more stable and productive workforce.

Compensation's influence on job satisfaction

Based on the results of the hypothesis test, it was found that compensation has a significant effect on job satisfaction, as indicated by a T-statistic value of 4.515 and a p-value of 0.000. Adequate compensation not only enhances job satisfaction but also reduces turnover and promotes team stability. When employees feel valued and rewarded, they tend to exhibit higher levels of commitment and loyalty to their organization. This fosters a positive work environment, enhances team cohesion, and increases overall productivity. This finding is supported by studies conducted by Aini et al. (2022), Hardiyansyah et al. (2023), Hendrasti et al. (2022), and Muhtarom et al. (2023). Job satisfaction arises from appropriate compensation, timely task completion, and the ability to perform tasks effectively. Consequently, employees feel content and perceive their workplace as suitable and enjoyable (Mon & Islam, 2021). According to the author, ensuring fair and adequate compensation is essential for maintaining high levels of job satisfaction and employee retention. By rewarding employees with appropriate incentives, organizations can cultivate a loyal and productive workforce, ultimately benefiting both employees and the organization.

Work environment's influence on employee performance

Based on the results of the hypothesis test, it is evident that the work environment significantly affects employee performance, with a T-statistic value of 2.816 and a P-value of 0.002. A supportive work environment is crucial for enhancing employee performance, as a positive atmosphere can lead to increased productivity and improved service quality. These findings align with the research conducted by Zahri et al. (2022), Lisa et al. (2023), Pracoyo et al. (2022), Suryanto and Cahaya (2023), and Setiawan et al. (2021). Employees tend to prefer an excellent work environment to boost their satisfaction and achieve optimal performance, as noted by Ingsih et al. (2021). The author asserts that prioritizing a positive work environment is essential for enhancing employee performance. Organizations should concentrate on both the physical and psychological aspects of the workplace to create an environment where employees feel valued and motivated. Such an investment can lead to higher job satisfaction, improved service quality, and overall enhanced performance.

Work environment's influence on job satisfaction

Based on the results of the hypothesis test, it is evident that the work environment significantly affects job satisfaction, with a T-statistic value of 2.013 and a p-value of 0.022. A positive work environment plays a crucial role in enhancing job satisfaction, which, in turn, aids in employee retention. Furthermore, cultivating a supportive work culture where employees feel valued and respected can lead to higher levels of job satisfaction, ultimately contributing to improved employee performance. These test results are consistent with the findings of Ingsih et al. (2021), Zahri et al. (2022), Lisa et al. (2023), Priscilla and Riady (2023), and Setianingrum et al. (2023). The author argues that a positive work environment is essential for boosting job satisfaction and employee retention. This finding underscores the importance of fostering a supportive and respectful work culture. When employees feel valued, their job satisfaction improves, which can enhance their performance and commitment to the organization.

Motivation's influence on employee performance

Based on the results of the hypothesis test, it was found that motivation significantly influences employee performance, as indicated by a T-statistic value of 2.113 and a p-value of 0.017. High levels of motivation can inspire employees to excel in service and quality. Furthermore, a motivated workforce typically demonstrates greater initiative and commitment toward achieving organizational objectives, thereby enhancing overall performance and customer satisfaction. These findings are consistent with the research of Hardiyansyah et al. (2023), Virgiawan et al. (2021), Dharmawan and Kurniawan (2023), Indrawati et al. (2020), Mon

and Sitepu (2023), and Yuniarti et al. (2023). The author asserts that motivation is a key driver of employee performance. Elevated motivation levels not only enhance employees' service quality and initiative but also foster greater commitment to organizational goals. This, in turn, improves overall performance and customer satisfaction. The evidence supports the notion that investing in motivational strategies can yield significant benefits for both employees and the organization.

Motivation's influence on job satisfaction

The findings of the hypothesis test indicate that motivation significantly influences job satisfaction, as evidenced by a T-statistic value of 4.848 and a p-value of 0.000. Motivated employees tend to derive satisfaction from their progress and achievements at work. Indeed, motivated employees are driven by a sense of accomplishment and advancement in their roles, which further enhances their satisfaction and commitment. The author asserts that fostering motivation is essential for ensuring high levels of job satisfaction, as it directly affects how employees perceive their work and their sense of achievement. Investing in motivational strategies is crucial for cultivating a productive and satisfied workforce, as supported by the studies of Hardiyansyah et al. (2023), Lisa et al. (2023), Dharmawan and Kurniawan (2023), Indrawati et al. (2020), and Qomariah et al. (2022).

Job satisfaction's influence on employee performance

The findings from the hypothesis test indicate that job satisfaction significantly influences employee performance, with a T-statistic value of 4.505 and a p-value of 0.000. Higher levels of job satisfaction correlate with increased employee performance. Satisfied employees tend to be more productive and deliver superior service. Moreover, when employees are content in their roles, they are more likely to be engaged and enthusiastic, which positively impacts team dynamics and overall organizational success. The author concurs with these findings, emphasizing that maintaining high levels of job satisfaction is essential for optimizing employee performance and enhancing overall company effectiveness. These test results are consistent with the studies conducted by Ingsih et al. (2021), Rodjam et al. (2020), Zahri et al. (2022), Nurbaeti et al. (2023), Indrawati et al. (2020), and Hardiyansyah et al. (2023).

Training's influence on employee performance mediated by job satisfaction

The findings from the hypothesis test indicate that training has an insignificant effect on employee performance through job satisfaction, with a T-statistic value of 1.523 and a P-value of 0.064. This suggests that if employees do not effectively apply their training to their daily tasks, the impact on their job satisfaction and performance may be minimal. It is essential for management to ensure that training programs are not only relevant but also practical and easily applicable to employees' roles. This test result is consistent with the findings of Fadilah et al. (2023) but contradicts those of Rodjam et al. (2020), Zahri et al. (2022), Abbas et al. (2020), and Setiawan et al. (2021). The author emphasizes that for training to be effective, it must bridge the gap between learning and real-world application.

Compensation's influence on employee performance mediated by job satisfaction

The findings from the hypothesis test indicate that compensation significantly affects employee performance through job satisfaction, with a T-statistic value of 2.854 and a P-value of 0.002. Employees who are satisfied with their jobs and the compensation they receive tend to perform better and exhibit higher productivity. Furthermore, elevated levels of job satisfaction can also reduce absenteeism and employee turnover rates, thereby lowering the costs associated with recruiting and training new staff members. These test results are consistent with the findings of Hardiyansyah et al. (2023), Hendrasti et al. (2022), Kumari et al. (2021), Indrawati et al. (2020), and Muhtarom et al. (2023). The author contends that investing in competitive and equitable compensation is essential for enhancing overall organizational performance and maintaining a motivated, stable workforce.

Work environment's influence on employee performance mediated by job satisfaction

The findings of the hypothesis test indicate that the work environment significantly influences employee performance through job satisfaction, with a T-statistic value of 1.718 and a p-value of 0.043. A supportive work environment enhances performance by improving job satisfaction. Therefore, hotels should prioritize creating a supportive work environment to increase productivity. These results are consistent with the studies conducted by Zahri et al. (2022), Lisa et al. (2023), Pracoyo et al. (2022), Hadianto et al. (2023), and Setianingrum et al. (2023). The findings underscore the importance of a positive work environment in enhancing employee performance via job satisfaction. In service-oriented industries such as hospitality, fostering a supportive work culture is essential for optimizing employee engagement and performance. Investing in a nurturing work environment represents a strategic approach to improving overall organizational effectiveness and employee satisfaction.

Motivation's influence on employee performance mediated by job satisfaction

Based on the results of the hypothesis test, it is evident that motivation significantly influences employee performance through job satisfaction, as indicated by a T-statistic value of 3.303 and a p-value of 0.000. It can be reasonably concluded that when employees feel motivated and satisfied with their jobs, their performance improves. The author argues that a motivated and satisfied workforce not only enhances individual performance but also fosters greater innovation, problem-solving, and teamwork. Therefore, aligning motivation with job satisfaction is crucial for optimizing employee performance and achieving organizational goals. These test results are consistent with the findings of Hardiyansyah et al. (2023), Lisa et al. (2023), Dharmawan and Kurniawan (2023), Kumari et al. (2021), and Qomariah et al. (2022).

5. CONCLUSION

The results of this study indicate that compensation, work environment, motivation, and job satisfaction are significant factors influencing employee performance in four-star hotels. Adequate compensation and a consistent work environment have been shown to enhance performance. Additionally, motivation and job satisfaction impact performance through the job satisfaction factor. While training does not have a direct effect on performance, it does influence job satisfaction. It is recommended that management implement strategies to enhance the effectiveness of training programs that align with current needs, ensure appropriate compensation, and foster a supportive work environment. Furthermore, training programs should be optimized to ensure that employees possess the necessary skills and knowledge to perform their roles effectively. Providing appropriate remuneration has been demonstrated to increase employee motivation and satisfaction, thereby encouraging them to perform at their best. Moreover, creating a supportive work environment will promote a sense of comfort, value, and motivation among employees, ultimately enhancing their job satisfaction and overall performance. The urgency for prompt action is underscored by the fact that some hotels are considering a change in ownership due to a decline in tourist numbers compared to pre-pandemic levels, particularly the sale of four-star hotels in Batam. Addressing these factors is of paramount importance to ensure the sustainability and growth of these hotels in a highly competitive environment. Reason: Improved clarity, vocabulary, and technical accuracy while maintaining the original meaning.

6. LIMITATION AND IMPLICATION

This research offers valuable insights into the factors influencing employee performance in four-star hotels, highlighting job satisfaction as a crucial mediator. Although limitations, such as the use of a sample restricted to four-star hotels in Batam, may affect the generalizability of the findings, the study significantly contributes to understanding the complex dynamics of compensation, work environment, motivation, and employee performance. The data collection method, while employing Smart PLS, may have limitations in measuring variables such as motivation and should be approached with caution regarding potential biases in the data collection processes.

However, the study has significant practical implications. Hotel management can utilize these findings to create more effective human resource management strategies, particularly in enhancing employee satisfaction and performance. A deeper understanding of how adequate compensation and supportive work environments can enhance employee motivation and satisfaction, as well as how these factors interact through job satisfaction, provides a solid foundation for developing relevant policies not only within the hospitality industry but also across various service sectors.

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Conflict of Interest Statement: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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