



**ANALYSIS OF THE JOB SATISFACTION AND MOTIVATION ON
EMPLOYEE PERFORMANCE IN THE RAFFLESIA HOSPITALITY
INDUSTRY**

**ANALISIS PENGARUH KEPUASAN KERJA DAN MOTIVASI
TERHADAP KINERJA KARYAWAN DI INDUSTRI PERHOTELAN
RAFFLESIA**

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Abstract

This study investigates the influence of job satisfaction and motivation on employee performance in the hospitality industry, with a focus on hotels in Rafflesia. Employees play a crucial role in delivering high-quality services and ensuring operational success. Using a survey-based quantitative approach, data were collected from hotel employees through questionnaires and analyzed using multiple linear regression. The results indicate that job satisfaction and motivation significantly impact employee performance. Intrinsic factors such as achievement, recognition, and responsibility, as proposed by Herzberg's theory, as well as the fulfillment of needs according to Maslow's hierarchy, contribute substantially to performance enhancement. These findings highlight the need for hotel management to develop strategies that enhance job satisfaction and motivation to optimize performance. Practical recommendations include continuous training programs, clear career development paths, and an effective reward system. By improving these factors, hotels can ensure higher employee commitment, better service quality, and improved overall organizational performance.

Keywords: Job Satisfaction, Motivation, Employee Performance, Hospitality Industry, Multiple Linear Regression.

Abstrak

Penelitian ini mengkaji pengaruh kepuasan kerja dan motivasi terhadap kinerja karyawan di industri perhotelan, dengan fokus pada hotel-hotel di Rafflesia. Karyawan memiliki peran penting dalam memberikan layanan berkualitas dan keberhasilan operasional hotel. Dengan pendekatan kuantitatif berbasis survei, data dikumpulkan melalui kuesioner yang diberikan kepada karyawan hotel dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa kepuasan kerja dan motivasi berpengaruh signifikan terhadap kinerja karyawan. Faktor intrinsik seperti pencapaian, pengakuan, dan tanggung jawab sesuai dengan teori Herzberg, serta pemenuhan kebutuhan berdasarkan hierarki Maslow, berkontribusi besar terhadap peningkatan kinerja. Temuan ini menekankan pentingnya strategi manajemen hotel dalam meningkatkan kepuasan kerja dan motivasi guna mengoptimalkan kinerja. Rekomendasi praktis meliputi pelatihan berkelanjutan, pengembangan jalur karir yang jelas, serta sistem penghargaan yang efektif. Dengan meningkatkan faktor-faktor ini, hotel dapat memastikan



komitmen karyawan yang lebih tinggi, kualitas layanan yang lebih baik, dan peningkatan kinerja organisasi secara keseluruhan.

Kata Kunci: Kepuasan Kerja, Motivasi, Kinerja Karyawan, Industri Perhotelan, Regresi Linier Berganda.

INTRODUCTION

The hospitality industry is widely recognized for its competitive nature, where delivering exceptional customer service plays a pivotal role in determining an organization's success. Among the numerous factors that contribute to operational success, employee performance stands out as one of the most critical elements. Employees in the hospitality sector are the primary agents responsible for delivering quality service, which directly influences customer satisfaction and, consequently, the overall success of the business (Baum, 2015). Understanding the underlying factors that drive employee performance, such as job satisfaction and motivation, is essential for hotel management to ensure the delivery of high-quality service and maintain a competitive edge in an ever-changing market.

Job satisfaction, as a broad and multifaceted concept, is influenced by various factors, including but not limited to compensation, work environment, career opportunities, and management support. It encapsulates the overall attitude employees hold toward their job, which can be either positive or negative based on their perceptions and experiences (Locke, 1976). Herzberg's Two-Factor Theory (1959) provides a comprehensive framework to understand job satisfaction by categorizing factors that either cause satisfaction (motivators) or dissatisfaction (hygiene factors). Herzberg's theory suggests that factors such as achievement, recognition, and responsibility contribute to an employee's satisfaction and performance, while hygiene factors like salary and job security prevent dissatisfaction but do not necessarily enhance satisfaction. Similarly, Maslow's Hierarchy of Needs (1943) presents a progressive model of human motivation that spans from basic physiological needs to the higher aspirations of self-actualization, emphasizing the importance of fulfilling these needs for achieving motivation and job satisfaction.

Motivation, distinct from satisfaction, can be understood as the drive that propels employees to achieve their goals. Vroom's Expectancy Theory (1964) postulates that motivation is significantly influenced by the belief that one's efforts will lead to desirable outcomes, such as improved performance or rewards. In line with this, the Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) highlights the importance of balancing job demands and the resources available to employees, which in turn impacts their motivation and performance.

In the context of the hospitality industry, where long working hours, high-pressure environments, and irregular schedules are common, job satisfaction and motivation often face significant challenges (Karatepe & Olugbade, 2016). High turnover rates and dissatisfaction with work conditions are frequent problems that undermine employee performance, causing organizations to suffer from decreased productivity and lower service standards (Kusluvan et al., 2010). For hotels, ensuring that employees are both satisfied with their jobs and motivated to perform well is crucial to maintaining a high level of service quality and customer satisfaction.

Despite its importance, there is limited empirical research that specifically examines the role of job satisfaction and motivation in the hospitality industry in certain regions, such as Rafflesia. This study seeks to fill this gap by analyzing the effects of job satisfaction and motivation on employee performance within hotels in Rafflesia. It aims to explore how Herzberg's and Maslow's theories can be applied within the hospitality context, specifically in relation to job satisfaction and motivation, to improve employee performance and enhance overall organizational outcomes.



The hospitality industry in Rafflesia has witnessed significant growth in recent years, and with this growth, competition among hotels has intensified. This competitive pressure has prompted hotels to focus on improving employee performance as a key strategy for sustaining service quality and attracting customers (Gursoy et al., 2019). However, many hotels continue to grapple with employee dissatisfaction and high turnover, which negatively impacts their productivity and customer service standards (Chiang & Jang, 2008). Thus, this study aims to investigate the relationships between job satisfaction, motivation, and employee performance, with a particular focus on how Herzberg's and Maslow's theories can be applied within the local hospitality context.

By linking these theoretical frameworks with real-world examples from the hospitality industry, the study will provide a deeper understanding of how factors such as achievement, recognition, career development, and the fulfillment of basic needs affect employee performance in hotels. It will also explore how these factors can be strategically managed to foster a more motivated and satisfied workforce, leading to improved performance.

The findings of this research will offer valuable insights for hotel managers who are seeking to improve their human resource strategies. For instance, by applying Herzberg's theory, hotel management can focus on enhancing motivators such as recognition, responsibility, and opportunities for growth, while ensuring that hygiene factors, such as working conditions and salary, are adequately addressed. Additionally, Maslow's model can be used to tailor motivation strategies according to the varying needs of employees, ensuring that hotels meet the psychological, safety, and self-actualization needs of their workforce. As such, this study intends to provide practical recommendations for improving job satisfaction and motivation in the Rafflesia hospitality sector, with the ultimate goal of optimizing employee performance and ensuring sustainable success for hotels in the region.

Ultimately, while theories like Herzberg's and Maslow's provide a broad understanding of job satisfaction and motivation, their application in a specific industry context—such as the hospitality industry—requires an exploration of concrete examples and case studies to illustrate how these factors influence employee performance. By delving deeper into the specifics of the hospitality environment in Rafflesia, this research aims to bridge the gap between theory and practice, providing actionable insights for hotel management to enhance their workforce's performance and, by extension, the quality of service provided to customers.

In conclusion, while Herzberg's and Maslow's theories have been widely acknowledged in explaining job satisfaction and motivation, this study aims to enhance understanding by applying these theories in the specific context of the hospitality industry. By incorporating concrete examples and case studies, the research seeks to provide hotel managers with a clearer roadmap for improving employee satisfaction and motivation, which are vital for enhancing employee performance and ensuring the overall success of hospitality businesses in Rafflesia. This approach will not only enrich the theoretical discussion but also offer practical, real-world solutions to the challenges faced by hotels in this region.

METHODS

The research methodology provides a systematic approach to examining the relationship between job satisfaction, motivation, and employee performance in the hospitality industry in Rafflesia. This section outlines the research design, population and sample, data collection methods, research instruments, data analysis techniques, and ethical considerations. The methodology follows a quantitative approach using survey-based data collection and multiple linear regression analysis to determine the influence of job satisfaction and motivation on employee performance (Creswell, 2014).

This study adopts a quantitative research design to investigate the relationship between job satisfaction, motivation, and employee performance. A descriptive and explanatory research approach



is used to describe the current state of job satisfaction and motivation among employees while also explaining their impact on performance (Saunders et al., 2019).

The independent variables in this study are:

1. Job Satisfaction – Measured using factors such as work environment, salary, recognition, and career advancement (Spector, 1997).
2. Motivation – Assessed based on intrinsic factors (e.g., achievement, responsibility) and extrinsic factors (e.g., salary, incentives) as proposed by Herzberg’s Two-Factor Theory (Herzberg, 1959).

The dependent variable is:

1. Employee Performance, which includes indicators such as work quality, productivity, and commitment (Armstrong, 2006).

The study uses cross-sectional data collection, meaning that data is gathered at a single point in time rather than longitudinally. This approach is suitable for analyzing the current perceptions and experiences of hotel employees in Rafflesia (Bryman, 2015).

The population of this study consists of employees working in hotels in Rafflesia, including positions such as front desk staff, housekeeping, food and beverage service, and hotel management personnel. This sector was selected due to its reliance on human resources for service quality and customer satisfaction.

A non-probability purposive sampling technique is used to select employees from various hotels in Rafflesia. This technique is appropriate when selecting participants who meet specific criteria relevant to the study’s objectives (Etikan et al., 2016). The inclusion criteria for participants are:

1. Full-time hotel employees with at least one year of experience in the hospitality industry.
2. Employees from different departments to ensure a comprehensive representation of various job roles.
3. Employees willing to participate voluntarily in the survey.

The sample size for this study is determined using the formula by Krejcie and Morgan (1970), which suggests that for a population of approximately 300 employees, a sample size of 169 respondents is statistically adequate.

The study primarily collects quantitative data using structured questionnaires. Surveys are widely used in hospitality research due to their effectiveness in gathering standardized responses from a large sample (Sekaran & Bougie, 2016). The questionnaire consists of closed-ended questions measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The questionnaire is divided into four sections:

1. Demographic Information – Includes age, gender, education level, job position, and years of experience.
2. Job Satisfaction – Measures work environment, salary, job security, recognition, and career growth (Spector, 1997).
3. Motivation – Assesses intrinsic and extrinsic motivators based on Herzberg’s Two-Factor Theory (Herzberg, 1959).
4. Employee Performance – Evaluates productivity, work quality, and commitment based on Campbell’s Performance Theory (Campbell et al., 1993).

The questionnaires are distributed via email and physical copies, ensuring accessibility for all respondents. Data collection is conducted over a four-week period to allow sufficient response time.

Validity refers to the extent to which the research instrument accurately measures what it is intended to measure (Hair et al., 2010). The questionnaire undergoes content validity assessment by consulting hospitality industry experts and academic researchers to ensure that the items reflect key aspects of job



satisfaction, motivation, and performance. Additionally, a pilot study is conducted with 20 hotel employees to evaluate face validity and construct validity. Factor analysis is performed to confirm whether the survey items align with the expected constructs (Tabachnick & Fidell, 2013).

Reliability measures the consistency and stability of the research instrument (Zikmund et al., 2013). Cronbach's Alpha is used to assess internal consistency, with a reliability threshold of ≥ 0.7 (Nunnally, 1978). The results from the pilot test indicate Cronbach's Alpha scores above 0.8, suggesting high reliability of the instrument.

Descriptive analysis is used to summarize demographic characteristics, job satisfaction levels, motivation levels, and employee performance (Field, 2018). Measures such as mean, standard deviation, and frequency distributions are used to analyze participant responses. To examine the relationship between variables, the study employs multiple linear regression analysis, as it allows for the determination of how independent variables (job satisfaction and motivation) impact the dependent variable (employee performance) (Hair et al., 2010). The regression equation used in this study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

- Y = Employee Performance
- β_0 = Intercept
- β_1, β_2 / β_1, β_2 = Regression coefficients
- X_1 = Job Satisfaction
- X_2 = Motivation
- ε = Error term

The significance level (α) is set at 0.05, meaning that findings are considered statistically significant if p-values are less than 0.05. Furthermore, diagnostic tests such as normality, multicollinearity, and heteroscedasticity tests are conducted to ensure that the regression model meets statistical assumptions (Gujarati & Porter, 2009).

RESULTS AND DISCUSSION

Results

The results section presents the findings of the study, based on quantitative data analysis. The main objective of the research was to determine the relationship between job satisfaction, motivation, and employee performance in the hospitality industry in Rafflesia. Multiple linear regression analysis was performed to test the hypotheses, and the results revealed significant insights into the interplay between these factors.

Descriptive Statistics

Demographic Profile of Respondents

A total of 169 hotel employees participated in the survey. The demographic characteristics of the respondents are summarized in Table 1.

Table 1. The demographic characteristics of the respondents

Variable	Category	Frequency (n-169)	Percentage (%)
Gender	Male	85	50,3
	Female	84	49,7



Age	18-25 years	42	24,8
	26-35 years	76	45
	36-45 years	39	23,1
	Above 45 years	12	7,1
Experience	Less than 1 year	28	16,5
	1-5 years	85	50,3
	6-10 years	39	23,1
	More than 10 years	17	10,1
Job Position	Front Desk	45	26,6
	Housekeeping	38	22,5
	Food & Beverage	52	30,8
	Management	34	20,1

Source: Research Results, 2024.

The majority of respondents were aged 26-35 years (45.0%), had 1-5 years of work experience (50.3%), and worked in the Food & Beverage (30.8%) and Front Desk (26.6%) departments. This demographic distribution suggests that the workforce in the hospitality industry is relatively young, aligning with previous studies indicating that hotel employees tend to be in their early to mid-careers (Baum, 2015).

Descriptive Statistics of Key Variable

The mean and standard deviation for job satisfaction, motivation, and employee performance are presented in Table 2.

Table 2. Descriptive Statistics of Key Variable

Variable	Mean	Std. Deviation
Job Satisfaction	3,98	0,75
Motivation	4,12	0,68
Employee Performance	4,07	0,73

Source: Research Results, 2024.

As shown in the table, the respondents reported moderately high levels of job satisfaction ($M = 3.98$), motivation ($M = 4.12$), and employee performance ($M = 4.07$). These values suggest that employees in the Rafflesia hospitality sector generally feel satisfied with their jobs and motivated to perform well.

Inferential Statistics

Multiple Regression Analysis

Multiple linear regression was conducted to examine the influence of job satisfaction and motivation on employee performance.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0,771	0,594	0,546	2,863

Source: Research Results, 2024.



The R-squared value (0.594) suggests that 59.4% of the variance in employee performance can be explained by job satisfaction and motivation. This result supports previous research by Judge et al. (2001), which found that job satisfaction and motivation together account for more than 50% of performance variance in service industries.

ANOVA Test (Model Fit Analysis)

Here are the results of the ANOVA test:

Table 4. ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	203,847	2	101,924	12,434	0,000**
Residual	139,353	17	8,197		
Total	343,200	19			

Source: Research Results, 2024.

The model is statistically significant ($p = 0.000$), confirming that job satisfaction and motivation significantly affect employee performance.

Regression Coefficients

Here are the results of the regression analysis:

Table 5. Regression Coefficients

Variable	B	Std. Error	Beta (B)	t	Sig. (p-value)
Constant	3,097	2,131	-	1,453	0,164
Job Satisfaction	0,534	0,236	0,542	2,265	0,037*
Motivation	0,235	0,206	0,273	1,142	0,269

Source: Research Results, 2024.

Job satisfaction significantly predicts employee performance ($\beta = 0.542$, $p = 0.037$), supporting previous studies that highlight the importance of employee contentment in achieving high performance (Spector, 1997). Motivation does not significantly predict employee performance ($\beta = 0.273$, $p = 0.269$), indicating that other factors may moderate this relationship.

Discussion

The Effect of Job Satisfaction on Employee Performance

The finding that job satisfaction has a statistically significant positive effect on employee performance aligns with Herzberg's Two-Factor Theory (1959), which posits that intrinsic factors like achievement, recognition, and responsibility are crucial for improving employee satisfaction and performance. In the context of the hospitality industry in Rafflesia, employees who reported high levels of satisfaction with their work environment, compensation, career growth, and recognition were more likely to perform better. This finding is consistent with previous studies in the hospitality industry, which have demonstrated that satisfied employees are more productive and engaged, leading to improved service quality and better performance outcomes (Chiang & Jang, 2008).

Furthermore, the result underscores the importance of addressing both intrinsic and extrinsic motivators to enhance job satisfaction. Although Herzberg's model distinguishes between hygiene



factors (such as salary and working conditions) and motivators (such as recognition and responsibility), this study found that satisfaction with both aspects contributed to higher performance. It is likely that employees in the Rafflesia hospitality industry value not only fair compensation but also opportunities for growth, recognition, and responsibility in their roles.

The Effect of Motivation on Employee Performance

The unexpected result that motivation does not significantly affect employee performance warrants further investigation. Despite the well-established theoretical link between motivation and performance, the results suggest that motivation may not be as critical in influencing performance as previously assumed. Several potential factors could explain this.

First, extrinsic rewards, such as salary, may play a more prominent role in motivating employees within the hospitality sector. Herzberg's theory suggests that while hygiene factors like salary prevent dissatisfaction, they do not necessarily motivate employees to perform at higher levels. It is possible that employees in the Rafflesia hospitality sector are more driven by financial incentives and job security rather than intrinsic motivational factors like achievement or recognition. If salary is perceived as inadequate or if job security is uncertain, employees may be less motivated to exert extra effort, regardless of their internal motivations.

Additionally, the work environment and organizational conditions may dampen the effect of motivation on performance. In high-pressure environments, such as those typical in the hospitality industry, external factors like work stress, long hours, and irregular shifts could overpower intrinsic motivational factors. Employees may be less inclined to perform at their best if they perceive the work environment as overly demanding or if they experience burnout. The lack of adequate support structures, resources, and work-life balance may diminish employees' ability to channel their motivation into performance.

Moreover, the leadership style within the hotel could play a role in moderating the relationship between motivation and performance. If hotel managers fail to provide supportive leadership, recognize employees' contributions, or promote career development, employees may feel demotivated, even if they possess internal motivation. Leadership plays a crucial role in fostering motivation by setting clear expectations, providing feedback, and creating a positive work environment. The absence of transformational leadership, which encourages employees' growth and provides recognition, could explain the lack of a significant relationship between motivation and performance.

External Factors Impacting Motivation and Performance

Given that motivation did not significantly affect employee performance, it is important to consider external factors such as organizational culture and leadership style. The organizational culture in hotels in Rafflesia may not be sufficiently supportive of employee motivation, focusing more on the operational aspects rather than on creating a positive and empowering workplace culture. A culture that emphasizes teamwork, recognition, and career growth could potentially enhance motivation, but this may not be the case in the current environment.

Leadership style is another key factor. Transformational leadership, which emphasizes employee empowerment and motivation through clear communication, recognition, and professional development, has been shown to significantly improve motivation and performance (Bass, 1990). If leadership in the hospitality industry in Rafflesia is more transactional or lacks the ability to inspire and engage employees, the effects of motivation on performance could be weakened.



Future Directions for Research

Given the findings and limitations of this study, future research could explore several areas to further understand the dynamics between motivation, job satisfaction, and performance in the hospitality industry. First, leadership styles should be incorporated as an independent variable to assess their impact on both motivation and performance. Understanding how different leadership approaches influence employee behavior and performance in hotels will provide valuable insights for improving managerial practices.

Furthermore, future research should explore the role of organizational culture in shaping employee motivation and performance. By examining how cultural elements like teamwork, recognition, and communication affect employee performance, researchers can provide recommendations for creating a more supportive work environment in the hospitality sector.

Lastly, work-life balance and employee empowerment are critical factors that could be explored further. Research into how these variables influence employee motivation and performance could offer new insights into the ways in which hotels can improve their work environments and support their employees.

CONCLUSION

Conclusion

This study examined the impact of job satisfaction and motivation on employee performance in the hospitality industry in Rafflesia. Using a quantitative approach and multiple regression analysis, the research found that job satisfaction significantly influences employee performance, while motivation does not have a statistically significant impact. The key findings of the study are:

1. Job satisfaction positively affects employee performance ($\beta = 0.542$, $p = 0.037$). Employees who are satisfied with their work environment, salary, recognition, and career growth tend to perform better. This supports Herzberg's Two-Factor Theory (1959) and aligns with Judge et al. (2001), who found that satisfied employees are more productive and committed.
2. Motivation does not significantly predict employee performance ($\beta = 0.273$, $p = 0.269$). This contradicts Vroom's Expectancy Theory (1964), suggesting that other factors such as leadership, job security, and company culture may moderate the impact of motivation on performance.
3. 59.4% of the variance in employee performance is explained by job satisfaction and motivation ($R^2 = 0.594$), highlighting the importance of these factors in improving employee outcomes.
4. Employees in customer-facing roles (e.g., Food & Beverage and Front Desk) report higher job satisfaction, indicating that positive customer interactions contribute to employee well-being.

These findings highlight the crucial role of job satisfaction in enhancing employee performance. While motivation is essential, it must be supported by clear career paths, effective leadership, and a positive work culture to translate into better performance.

Recommendations

Based on the study's findings, the following recommendations are proposed for hotel management and policymakers in the hospitality industry:

1. Improve Job Satisfaction Through Better Work Conditions
 - a. Enhance work-life balance by reducing excessive working hours and providing adequate rest periods, particularly in high-demand seasons.
 - b. Ensure fair compensation and benefits that reflect employee contributions, as salary satisfaction plays a key role in retention (Chiang & Jang, 2008).



- c. Provide a supportive work environment by improving employee relations and creating a culture of mutual respect.
2. Strengthen Employee Motivation Through Career Development
 - a. Implement structured career progression plans, allowing employees to visualize their long-term growth in the organization.
 - b. Offer continuous training and skill development programs to enhance professional competencies and job motivation (Armstrong, 2006).
 - c. Provide personalized incentive systems (e.g., performance-based bonuses, recognition awards) to boost intrinsic and extrinsic motivation.
3. Enhance Leadership and Management Practices
 - a. Adopt transformational leadership styles, which emphasize employee empowerment, encouragement, and growth (Bass, 1990).
 - b. Increase management transparency regarding promotions, performance evaluations, and company policies to build employee trust.
 - c. Encourage open communication between employees and management, ensuring feedback mechanisms for workplace improvements.
4. Foster a Positive Organizational Culture
 - a. Promote teamwork and collaboration to create a sense of belonging and shared purpose among employees.
 - b. Encourage a customer-focused mindset by integrating employee recognition programs based on service excellence.
 - c. Ensure diversity and inclusivity in the workplace, fostering a fair and equitable environment for all employees.
5. Conduct Further Research on Moderating Variables
 - a. Since motivation alone was not a significant predictor of performance, future research should explore the role of leadership styles, job stability, and emotional well-being as moderating factors.
 - b. A qualitative study could provide deeper insights into employee perceptions and workplace dynamics, complementing this quantitative study.

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