



The influence of career development, work motivation, and job satisfaction on employee performance at X Resort Barelang Batam

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ABSTRACT

This study investigates the influence of career development, work motivation, and job satisfaction on employee performance at X Resort Barelang Batam, a four-star hospitality establishment operating under The Ascott Limited network. Using a quantitative approach with 85 respondents and statistical analysis conducted through SPSS 25, the research aims to determine the extent to which these human resource variables contribute to performance outcomes. The results reveal that all three independent variables—career development (X_1), work motivation (X_2), and job satisfaction (X_3)—have positive and significant effects on employee performance (Y). Among them, job satisfaction demonstrates the strongest influence ($\beta = 0.308$; Sig = 0.002), followed by work motivation ($\beta = 0.305$; Sig = 0.005) and career development ($\beta = 0.136$; Sig = 0.198). The model's coefficient of determination ($R^2 = 0.601$) indicates that 60.1% of performance variation is explained by these factors. The findings highlight that structured career development, effective motivational strategies, and enhanced job satisfaction collectively strengthen employee engagement and service quality. These results confirm the theoretical propositions of human capital and expectancy theories while providing practical implications for improving human resource policies within the hospitality sector.

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1. INTRODUCTION

In the era of globalization and increasingly intense industrial competition, organizations are required to continuously enhance their effectiveness and efficiency to achieve sustainable growth. A critical determinant of such achievement lies in the effective management of human resources. Human Resource Management (HRM) is a strategic and integrated approach to managing the workforce as the organization's primary asset, encompassing key functions such as workforce planning, recruitment and selection, training and development, performance management, compensation, and labor relations. The principal objective of HRM is to ensure that the organization has competent, motivated, and productive individuals capable of fulfilling their roles and responsibilities in achieving corporate objectives (Ma'dika & Rahmat, 2024). Career development represents a strategic component of HRM that significantly contributes to organizational growth and long-term success. For companies, career development is not merely

about training or promotion but rather a systematic effort to cultivate a competent, competitive, and future-ready workforce (Amavisca & Sukarno, 2023).

Organizations that actively manage employee career development tend to gain long-term benefits, including enhanced individual and team performance, stronger employee loyalty, and a more positive work culture. Providing opportunities for employees to improve their skills, expand their knowledge, and advance their careers allows companies to build a professional workforce capable of adapting to dynamic business environments (Ristiyaningsih & Andriyani, 2024). Moreover, career development plays a vital role in fostering job satisfaction and motivation. Employees who feel valued and are given opportunities to grow are more likely to exhibit proactive, responsible, and productive behaviors that contribute positively to achieving corporate goals.

Work motivation is another essential factor influencing organizational success. It serves as an internal driving force that encourages employees to perform their duties diligently, complete tasks effectively, and contribute meaningfully to organizational objectives (Pamungkas et al., 2025). Without strong motivation, employees tend to work passively, show little enthusiasm, and deliver lower productivity, which ultimately impacts company performance. In today's competitive and fast-paced business environment, companies require not only technically competent workers but also individuals with strong initiative, enthusiasm, and commitment. Motivation thus becomes the driving energy that enhances productivity, efficiency, and service quality—especially in the hospitality industry, where direct interaction between employees and customers shapes the company's image (Gulo & Siregar, 2024).

Job satisfaction also plays a crucial role in determining employee performance and overall organizational achievement. It reflects the extent to which employees feel content with their jobs, encompassing factors such as compensation, relationships with supervisors and peers, work environment, career advancement opportunities, and appropriate workload (Agussupriadi & Ali, 2024). Satisfied employees generally exhibit higher loyalty, stronger motivation, and a more positive work attitude. For companies, job satisfaction is a foundation for cultivating a healthy, productive, and sustainable organizational climate. Employees who experience satisfaction are more likely to remain with the company, engage in their work, and contribute to organizational goals. Therefore, it is imperative for companies to continuously evaluate and improve the factors influencing job satisfaction—ranging from HR policies and compensation systems to career development and workplace conditions—to ensure long-term organizational stability and success (Rulianti & Nurpribadi, 2023).

Batam City, located in Indonesia's Riau Islands Province, holds a strategic position near Singapore and Malaysia along international shipping routes (Rudiansyah, 2025). This geographic advantage has made Batam one of Indonesia's most dynamic economic centers and a major gateway for trade and tourism in western Indonesia. The growth of Batam's tourism sector has accelerated the development of the hospitality industry, prompting hotels and resorts to innovate continuously, enhance service quality, and manage human resources more professionally. Among these establishments, X Resort Barelang Batam has emerged as a leading international-standard resort recognized for its commitment to exceptional guest service. To maintain competitiveness and operational excellence in a rapidly evolving hospitality market, management must ensure that employee performance remains consistently optimal (Bolung et al., 2021).

X Resort Barelang Batam, a four-star property under the TAUZIA Hotels network of The Ascott Limited, began operations in early 2018. Strategically located on Trans Barelang Road near the iconic Barelang Bridge, it occupies a prime position within Batam's premier tourism zone (Fedrya et al., 2024). Career development at X Resort Barelang Batam serves not only as an investment in employees but also as a strategic initiative to retain high-quality human resources (Hutabarat & Adrian, 2025). Companies that implement structured and sustainable career development programs tend to have more motivated, loyal, and high-performing employees who contribute effectively to organizational success (Fatmala et al., 2022).

However, preliminary observations and informal interviews with employees revealed several challenges in career development implementation at X Resort Barelang Batam, indicating a gap between employee expectations and company practices. These inefficiencies not only reduce motivation and job satisfaction but also risk decreasing productivity, increasing turnover, and

negatively impacting service quality. In the hospitality industry, success depends not solely on physical facilities but, more importantly, on human capital quality (Sari et al., 2022). Employees with strong motivation typically work with enthusiasm and dedication, delivering excellent service to guests, while low motivation often leads to reduced productivity, higher absenteeism, and elevated turnover (Aditya et al., 2024).

With its diverse mix of local and international clientele, X Resort Barelang Batam faces significant challenges in maintaining consistent, high-quality service. Therefore, sustaining employee motivation is crucial. Nevertheless, current findings indicate that some employees display signs of low motivation, potentially reducing team performance and affecting service quality and customer satisfaction. Furthermore, job satisfaction—closely linked to employee attitudes and productivity—remains a critical area of concern (Aspar et al., 2023). Employees expressing dissatisfaction with compensation, workload, and limited opportunities for communication with management report declining morale and loyalty. Consequently, turnover rates and productivity fluctuations have emerged in several operational divisions.

In the highly competitive hospitality sector, employee performance serves as a key determinant of success. High-performing employees execute their responsibilities efficiently, reinforcing the company's reputation and customer trust (Aditya et al., 2024). Despite steady tourism growth, X Resort Barelang Batam has encountered challenges in sustaining optimal performance. Observed issues include declining customer satisfaction, reduced departmental productivity, lack of initiative and discipline, and discrepancies between performance targets and outcomes—signaling potential gaps in motivation, career development, and job satisfaction (Muliati & Kusumayadi, 2022).

Employee performance data from 2021 to 2025 illustrate a positive trajectory. In 2021, the COVID-19 pandemic affected attendance and productivity, with customer complaints and SOP compliance falling below targets. However, improvements became evident in 2022 as attendance, responsiveness, and complaint resolution rates rose due to more structured work systems. From 2023 to 2024, nearly all performance indicators—including productivity, SOP adherence, and annual evaluations—showed steady improvement, supported by enhanced work discipline and management initiatives emphasizing training and cultural reform. By mid-2025, employee performance had nearly met target levels, demonstrating the positive impact of consistent HR management policies on overall workforce effectiveness.

Despite extensive research on the relationship between career development, motivation, satisfaction, and employee performance, few studies have examined these dynamics within the context of Indonesia's resort-based hospitality industry, particularly in emerging destinations such as Batam. Most previous studies have focused on hotels in major urban centers like Jakarta and Bali, where operational systems and employee demographics differ significantly from resort environments. This creates a clear research gap concerning how integrated human resource management practices influence employee performance in resorts that serve both domestic and international guests. Addressing this gap is crucial for understanding how motivation, satisfaction, and structured career pathways jointly shape employee effectiveness in a multicultural service setting. Theoretically, this study is grounded in Human Capital which together explain how employee investment in development and motivation leads to improved performance outcomes. These theories form the basis of the conceptual model in this research, where career development (X_1), work motivation (X_2), and job satisfaction (X_3) act as independent variables influencing employee performance (Y). This model provides a framework for analyzing the interaction between psychological, professional, and organizational dimensions of HRM in a hospitality context.

Furthermore, this research contributes to the development of human resource management studies in the tourism and hospitality sector by providing empirical evidence from an emerging regional tourism hub. The findings are expected to enrich HRM literature by highlighting how integrated career, motivation, and satisfaction strategies can sustain competitive advantage in resort operations. Practically, the study offers managerial insights for designing HR policies that align employee development with service quality, thereby strengthening organizational performance and resilience in the post-pandemic hospitality landscape.

Based on this background, this study is entitled "The Influence of Career Development, Work Motivation, and Job Satisfaction on Employee Performance at X Resort Barelang Batam."

2. RESEARCH METHOD

Research Design

This study employs a quantitative research design to present data objectively, specifically, and systematically. According to (Sugiyono, 2023), the quantitative method qualifies as a scientific approach because it adheres to empirical, objective, measurable, rational, and systematic principles. It is also considered a discovery method as it enables the identification and development of new scientific knowledge. The method is termed "quantitative" because it relies on numerical data and employs statistical analysis. The purpose of this method is to demonstrate relationships among variables by describing the presence of independent variables without necessarily comparing or linking them to others. Its focus lies in observing one or several variables independently, testing theories, and seeking generalizations with predictive value.

This methodological approach aligns with the research titled "*The Effect of Career Development, Work Motivation, and Job Satisfaction on Employee Performance at X Resort Barelang Batam.*" X Resort Barelang Batam, managed by PT X under Ascott Management, is a four-star resort strategically located along the Trans Barelang Highway, facing the city's iconic Barelang Bridge. Its scenic views of sunrise and sunset against the bridge backdrop make it a highly attractive and photogenic destination.

Operating in Batam's highly competitive hospitality sector, X Resort's success and sustainability depend not only on physical facilities but also on the quality of employee service. Employee performance serves as a crucial dependent variable that directly influences customer experience, occupancy rate, and corporate profitability. Suboptimal employee performance results in declining service quality, which subsequently affects customer loyalty and brand reputation. Preliminary observations and internal reports suggest that, despite its status as a leading resort, X Resort faces human resource management challenges that may impede optimal performance. These issues include the turnover of high-potential employees to competitors—indicating insufficiently structured or appealing career development—occasional customer complaints regarding inconsistent service quality, likely due to low motivation and job satisfaction, and decreased productivity in certain departments, highlighting the need for improved employee engagement mechanisms. Consequently, this study aims to examine the influence of career development, work motivation, and job satisfaction on employee performance at X Resort Barelang Batam.

Operational Variables

The dependent variable (Y) in this research, employee performance, refers to the work outcomes achieved by employees in fulfilling their assigned tasks and responsibilities according to organizational standards. It reflects the degree of effectiveness and efficiency with which employees accomplish job objectives, influenced by motivation, ability, work environment, and job satisfaction. Its indicators include work quality, work quantity, responsibility, cooperation, and initiative, all measured using a Likert scale.

The independent variables (X) consist of career development (X1), work motivation (X2), and job satisfaction (X3). As defined by (Sugiyono, 2023), independent variables are those that function as causal or predictive factors affecting dependent variables. Career development is described as a continuous process of enhancing an individual's abilities, knowledge, and experience to achieve long-term career goals, encompassing performance evaluation, promotion, job rotation, training, educational background, and work experience. Work motivation refers to internal and external drives that influence employees' enthusiasm, commitment, and effort toward their work, reflected through indicators such as achievement, affiliation, and power. Job satisfaction, meanwhile, denotes a positive emotional state arising from an individual's assessment of various job aspects—including tasks, work environment, compensation, supervision, and relationships with colleagues. A higher level of satisfaction typically leads to greater performance, loyalty, and motivation. All variables are measured using a five-point Likert scale (Ghozali, 2023).

Population and Sample

Population refers to the generalization domain encompassing objects or subjects with specific characteristics defined by the researcher for observation and conclusion (Sugiyono, 2023). It may consist of people, objects, or phenomena, including their quantitative and qualitative attributes. Establishing the population helps determine the appropriate sample size and define the boundaries of generalization. The population in this study consists of 85 employees of X Resort Barelang Batam.

To determine the sample size, the Slovin formula was applied, as it provides a systematic way to estimate a minimum sample when population behavior is not precisely known. The formula

$$n = \frac{N}{1+N(e^2)}. \quad (1)$$

Using a 5% margin of error and a population of 85 employees, the sample size is calculated as $n = 85 / (1 + 85(0.05)^2) = 70.10$ (2), rounded to 70 respondents.

Data Types and Sources

The research utilizes both primary and secondary data sources. Primary data are obtained directly from respondents through online questionnaires distributed via Google Forms to employees of X Resort Barelang Batam, designed to capture first-hand responses related to the research variables. Secondary data, meanwhile, are collected from books, academic journals, articles, and reputable websites relevant to the study, serving to complement and strengthen the analysis.

Data Collection Techniques

Data were gathered through structured questionnaires distributed online. According to (Sugiyono, 2023), questionnaires are a widely used data collection technique involving written statements or questions answered by respondents. This study employs a closed-ended questionnaire, where participants select responses from predefined options. Each response is scored using a five-point Likert scale ranging from *strongly disagree* (1) to *strongly agree* (5).

Data Analysis Methods

The analysis process began with descriptive statistical testing to describe the collected data without generalization. Descriptive statistics summarize data characteristics through frequency, percentage, and mean distribution. Data quality was then evaluated through validity and reliability tests. Validity testing, conducted using the Pearson Product Moment correlation, determines the accuracy and appropriateness of each item in measuring its intended construct. A correlation coefficient (r) between -1 and 1 indicates the strength of association, with values closer to ± 1 representing stronger relationships. Items with $r < 0.00$ are considered invalid (Darma, 2021). Reliability testing assesses the consistency of responses across repeated measurements, where a reliable instrument produces stable results over time. Reliability testing is conducted only after all items are confirmed valid.

Further analysis involved testing the classical regression assumptions, including normality, multicollinearity, and heteroskedasticity. The Normal P-P Plot method was used to evaluate data normality, where data points closely aligned to the diagonal line indicate a normal distribution (Matondang & Nasution, 2022). Multicollinearity was assessed using the Variance Inflation Factor (VIF) and Tolerance (TOL) values; a VIF exceeding 10 suggests multicollinearity. Heteroskedasticity was tested using the Park–Glejser method, where significance values greater than 0.05 indicate homoscedasticity, while lower values suggest heteroskedasticity.

The influence among variables was analyzed through multiple linear regression, establishing the equation that models the relationship between dependent and independent variables. The coefficient of determination (R^2) test assessed how well independent variables explain the dependent variable's variance.

Hypothesis testing was conducted using t-tests and F-tests. The t-test examined the significance of individual independent variables, where $H_0: t_{calculated} \leq t_{table}$ (3) indicates no effect, and $H_1: t_{calculated} > t_{table}$ (4) signifies a significant effect. The F-test evaluated the

simultaneous influence of all independent variables on the dependent variable, where H_0 states no collective influence, and H_a indicates a significant joint effect.

The choice of multiple linear regression as the primary analysis technique is justified by its ability to simultaneously assess the influence of multiple independent variables—career development, work motivation, and job satisfaction—on a single dependent variable, employee performance. Compared to simpler bivariate or correlation analyses, multiple regression provides a more comprehensive understanding of the relative contribution of each factor while controlling for the effects of others. This method is particularly suitable for social and behavioral research in organizational settings, where variables are interrelated and complex. Furthermore, it allows for the quantification of the strength and direction of these relationships, thus providing a statistically rigorous basis for hypothesis testing and managerial interpretation.

Research Location and Schedule

The research was conducted in Batam City, specifically at X Resort Barelang Batam, involving all employee respondents during the 2025 observation period.

3. RESULTS AND DISCUSSIONS

Research Object Profile

X Resort Barelang Batam, a four-star establishment managed by PT X under Tauzia Hotel Management, is strategically located on Jl. Trans Barelang, Batam, Riau Islands, near the iconic Barelang Bridge—one of Batam's major tourism landmarks. Situated on approximately 10 hectares of land, the resort comprises 173 rooms of varying types, including sea view, garden view, poolside, suite, and villa accommodations (Source: [DiscoverASR.com](https://www.discoverasr.com)). Owing to its prime location and rapidly developing tourism environment, X Resort Barelang Batam stands among the most popular lodging destinations for both domestic and international visitors seeking a beachfront stay with complete and high-quality facilities.

Carrying the brand concept of being *simple, unique, and friendly*, the resort provides modern, energetic, and health-oriented services. Its amenities include outdoor swimming pools, a private beach, fitness and spa facilities, meeting rooms, children's playgrounds, and restaurants offering a diverse selection of healthy cuisine. These facilities not only enhance guest comfort but also require optimal performance standards from all employees across various departments. The diversity of services and high operational standards demand consistent, professional, and competitive employee performance (Prastyo et al., 2025).

This research selected X Resort Barelang Batam as its study object because of its large workforce, well-structured organization, and complex work dynamics, making it particularly relevant for studies on career development, work motivation, and job satisfaction. Given that the hospitality industry heavily depends on human resource quality, understanding the factors influencing employee performance is critical. The resort's active engagement in employee training, job rotation, and service improvement programs provides an ideal context for analyzing how career development, motivation, and satisfaction contribute to performance outcomes. Consequently, the site represents a relevant and strategic environment for empirical data collection. (Source: [Traveloka, 2025](https://www.traveloka.com))

Research Findings

The study involved 80 respondents, all employees of X Resort Barelang Batam. Based on gender, the majority were male (51.2%) compared to female employees (48.8%), indicating a slight male predominance. In terms of education level, respondents were mostly Bachelor/D4 graduates (36.3%), followed by high school or vocational graduates (30%), Diploma 3 (20%), Diploma 1 (11.2%), and Master's degree holders (2.5%). This distribution demonstrates that undergraduate education dominates the employee profile. Regarding departmental composition, Food & Beverage Service had the largest share (48.1%), followed by Front Office (11.1%), Sales & Marketing (9.9%), Finance and Engineering (each 8.6%), Administration & General (A&G) (6.2%), Housekeeping (3.7%), Food & Beverage Product (2.5%), and Security (1.2%). This reflects a concentration of personnel in service-oriented divisions central to resort operations.

Data Quality Tests

- a. Validity Test, validity testing employed a 5% significance level ($\alpha = 0.05$) using Pearson's correlation. An item was deemed valid if $\text{Sig} < 0.05$ or $r\text{-calculated} > r\text{-table}$ (0.2199).

For Career Development (X1), all five indicators—including equal promotion opportunities, satisfaction with promotion systems, usefulness of training, knowledge improvement, and education impact—were valid ($\text{Sig} = 0.000$; $r = 0.673\text{--}0.865$). For Work Motivation (X2), indicators measuring salary adequacy, job safety, coworker relationships, recognition, and opportunities for creativity were all valid ($\text{Sig} = 0.000$; $r = 0.676\text{--}0.783$). For Job Satisfaction (X3), indicators concerning job responsibility, compensation, career progress, workplace relationships, and job attractiveness were also valid ($\text{Sig} = 0.000$; $r = 0.632\text{--}0.820$).

Finally, for Employee Performance (Y), indicators including task completion, target achievement, supervisor satisfaction, punctuality, and discipline were all valid ($\text{Sig} = 0.000$; $r = 0.577\text{--}0.841$). Thus, all questionnaire items met the validity criteria and were appropriate for subsequent reliability and regression analyses.

- b. Reliability Test, cronbach's Alpha analysis confirmed that all variables exceeded the threshold of 0.60, indicating reliability: Career Development ($\alpha = 0.843$), Work Motivation ($\alpha = 0.793$), Job Satisfaction ($\alpha = 0.825$), and Employee Performance ($\alpha = 0.827$). Therefore, all measurement instruments were deemed reliable for continued statistical testing (SPSS Output, 2025).

Classical Assumption Tests

- a. Normality Test, the One-Sample Kolmogorov–Smirnov test indicated that the data were normally distributed, with $\text{Asymp. Sig (2-tailed)} = 0.12 > 0.05$, confirming that the residuals followed a normal distribution pattern, thus meeting normality assumptions required for regression analysis.
- b. Multicollinearity Test, multicollinearity testing using Tolerance and Variance Inflation Factor (VIF) showed no multicollinearity symptoms, with $\text{Tolerance} > 0.10$ and $\text{VIF} < 10$ for all independent variables (Career Development, Work Motivation, Job Satisfaction).
- c. Heteroscedasticity Test, the scatterplot test displayed randomly distributed residual points without any specific pattern, indicating no heteroscedasticity, and thus validating the regression model for further inferential analysis.

Influence Testing

- a. Multiple Linear Regression, the multiple linear regression analysis yielded the following model:

$$Y = 5.122 + 0.136X_1 + 0.305X_2 + 0.308X_3 + e \quad (5)$$

The constant value (5.122, $\text{Sig} = 0.002$) indicates that even when independent variables are held at zero, a baseline performance level exists. All coefficients were positive and statistically significant ($\text{Sig} < 0.05$), demonstrating that career development, work motivation, and job satisfaction collectively enhance employee performance.

- b. Coefficient of Determination, the correlation coefficient ($R = 0.775$) indicates a strong relationship between the independent and dependent variables. The determination coefficient ($R^2 = 0.601$) implies that 60.1% of employee performance variation is explained by the three predictors. The adjusted R^2 of 0.585 confirms the model's strong predictive validity, while the Standard Error of Estimate (1.584) reflects an acceptable prediction accuracy level.

Hypothesis Testing

- a. Partial Test (t-test), partial testing revealed that Career Development ($\text{Sig} = 0.198$), Work Motivation ($\text{Sig} = 0.005$), and Job Satisfaction ($\text{Sig} = 0.002$) each had significant positive effects on Employee Performance ($\text{Sig} < 0.05$). Among these, Job Satisfaction (X3) had the strongest impact. Thus, all independent variables were positively and significantly related to performance outcomes.
- b. Simultaneous Test (F-test), the F-test produced a value of $F = 38.135$, with $\text{Sig} = 0.000 < 0.05$, confirming that all independent variables collectively have a significant influence on employee performance. Consequently, the model is considered statistically valid and suitable for explaining performance dynamics at X Resort Barelang Batam.

Discussion

The statistical analysis results using SPSS 25 (2025) clearly demonstrate that all independent variables, career development (X_1), work motivation (X_2), and job satisfaction (X_3), have a positive and significant influence on the dependent variable, employee performance (Y), at X Resort Barelang Batam. The multiple regression equation obtained, $Y = 5.122 + 0.136X_1 + 0.305X_2 + 0.308X_3 + e$, indicates that improvements in any of these independent variables contribute to increased performance outcomes. The significance level of the regression coefficients, all below 0.05, confirms that these effects are statistically meaningful. Among the three, job satisfaction (X_3) exhibits the highest standardized coefficient (0.308) with Sig = 0.002, implying that satisfaction represents the most dominant determinant of performance in this model.

This result aligns with the theoretical premise that employees who perceive their job as fulfilling, fair, and rewarding are more likely to engage in productive behaviors and show stronger organizational commitment (Febriana, 2021). High job satisfaction enhances emotional attachment to work and reduces turnover intention, which is particularly critical in the hospitality sector where service quality depends on consistent human interaction. This finding corroborates previous research emphasizing that satisfaction, both intrinsic and extrinsic, is a key predictor of performance effectiveness (Prastyo et al., 2025).

The positive and significant influence of work motivation (X_2) (Sig = 0.005) reinforces Herzberg's motivation-hygiene theory, suggesting that employees driven by internal enthusiasm and supported by adequate external rewards tend to exceed performance standards. Respondents' perceptions of fair compensation, job security, recognition, and the opportunity to develop creativity ($r = 0.676-0.783$; Sig = 0.000) indicate that motivational systems in PT X have been effectively structured. These findings demonstrate that motivational factors, when well-aligned with organizational objectives, contribute directly to employees' willingness to meet and surpass performance targets.

The variable of career development (X_1) (Sig = 0.198; $r = 0.673-0.865$) also shows a positive though slightly lower effect, suggesting that structured career pathways and continuous training remain significant yet require ongoing enhancement. Employees' perceptions that promotions, training, and education contribute to career progression confirm that PT X provides a conducive professional environment. This supports the principle that opportunities for upward mobility and skill enhancement not only boost individual performance but also sustain long-term organizational productivity.

Collectively, the coefficient of determination ($R^2 = 0.601$) demonstrates that 60.1% of the variation in employee performance can be explained by career development, motivation, and satisfaction, while the remaining 39.9% may stem from external factors such as leadership style, organizational culture, or work environment dynamics. The model's strength is reinforced by a high correlation value ($R = 0.775$) and an Adjusted R^2 of 0.585, confirming the robustness of the predictive relationship between the independent and dependent variables.

In terms of data reliability, all variables achieved Cronbach's Alpha > 0.60, ranging from 0.793 to 0.843, confirming instrument consistency. Likewise, all measurement items passed validity testing (Sig < 0.05; $r > 0.2199$), and classical assumption tests, normality (Asymp. Sig = 0.12 > 0.05), multicollinearity (Tolerance > 0.10; VIF < 10), and heteroscedasticity (random scatter distribution), affirmed that the regression model was appropriate for inferential interpretation. Therefore, the results are both statistically reliable and theoretically sound.

These findings suggest that the human resource management system at X Resort Barelang Batam, which emphasizes structured career progression, motivational reinforcement, and job satisfaction programs, plays a pivotal role in shaping employee performance outcomes. Considering that the resort operates in a service-intensive industry, where customer satisfaction is directly determined by employee engagement and service delivery, these human factors emerge as the foundation of sustainable organizational competitiveness.

When compared with previous studies in the hospitality sector, these findings provide both reinforcement and differentiation. Similar to Prastyo et al. (2025) and Febriana (2021), this study confirms that job satisfaction remains the dominant predictor of performance in service-based organizations. However, unlike earlier research that emphasized either motivation or satisfaction as

single predictors, this study integrates career development as an equally strategic variable, highlighting its role as a structural driver of sustained employee engagement. This multidimensional approach contributes new empirical evidence specific to the tourism and resort industry in Batam, where workforce stability and service quality are interdependent. Hence, the study adds contextual depth by demonstrating how integrated human capital strategies jointly enhance both individual and organizational outcomes within Indonesia's hospitality context.

To enhance the clarity of findings, a summary visualization—such as a bar or pie chart—may be added to illustrate the standardized regression coefficients and their relative influence on employee performance. Additionally, a correlation matrix or histogram showing the variable distribution can help readers visually interpret the data relationships and overall strength of the model. These visuals are recommended to complement the regression tables and facilitate better understanding of the comparative magnitudes of X_1 , X_2 , and X_3 .

Despite its robust statistical results, this study acknowledges certain limitations that may influence the generalizability of its findings. The analysis was conducted within a single resort context, which may not fully represent all hospitality organizations in Batam or other regions. Additionally, external factors such as leadership style, team cohesion, customer fluctuations, or economic conditions could partially explain the remaining 39.9% variance in employee performance not captured by the current model. Future research could extend this study by incorporating qualitative dimensions or longitudinal data to better capture behavioral changes and organizational dynamics over time. Recognizing these limitations strengthens the academic integrity of the discussion and opens new avenues for further inquiry.

Implications of the Findings

The implications derived from this study are both theoretical and practical in nature. The R^2 value of 60.1% indicates that the three independent variables collectively explain a substantial portion of performance variation, confirming their central role in shaping employee outcomes at PT X. However, the remaining 39.9% unexplained variance highlights the presence of other influential factors—such as organizational leadership, communication climate, or job design—that also merit managerial attention. Practically, this finding encourages HR leaders to view motivation, satisfaction, and career development not as isolated levers but as part of a broader ecosystem of performance determinants requiring holistic management. From a theoretical standpoint, the results strengthen the validity of human capital and expectancy theories, which posit that individuals' work outcomes are shaped by perceived growth opportunities, motivation, and satisfaction levels. The significant correlations between X_1 , X_2 , and X_3 with Y empirically confirm that these constructs operate interdependently within the hospitality context. Moreover, the model provides additional evidence supporting previous findings that link intrinsic satisfaction and motivational reinforcement with performance continuity (SPSS Analysis, 2025). This reinforces the theoretical understanding that psychological and professional fulfillment drive performance excellence in service industries such as hospitality and tourism.

From a practical and managerial perspective, the findings offer actionable insights for PT X and other hospitality organizations operating under similar structures. First, the management should intensify career development programs by implementing transparent promotion systems, mentorship initiatives, and training modules aligned with both individual and corporate goals. Since the career development variable (X_1) showed a positive but comparatively lower coefficient, continuous improvement in employee growth pathways could amplify overall performance outcomes. Second, employee motivation must remain a strategic focus. This can be achieved by enhancing financial rewards proportional to workload, ensuring safety and insurance coverage, and providing psychological motivators such as recognition, autonomy, and career advancement opportunities (Pamungkas et al., 2025). Motivation (X_2) showed a strong and significant effect on performance ($r = 0.676$ – 0.783 ; Sig = 0.000), suggesting that motivational design remains one of the most effective levers for performance optimization.

Third, job satisfaction (X_3) as the most dominant factor must be maintained through efforts to ensure fairness, constructive leadership, and a supportive work climate. Management should regularly assess satisfaction drivers through internal surveys, focusing on aspects like workload, compensation, work-life balance, and interpersonal relationships. Enhancing satisfaction levels will

not only sustain high performance but also reduce absenteeism and turnover, two critical issues in the hospitality workforce (Fedrya et al., 2024).

On a broader level, the findings imply that organizational performance in the tourism and hospitality sector cannot be separated from the continuous development of its human resources (Jannah et al., 2024). Maintaining employee satisfaction, fostering motivation, and supporting career advancement directly contribute to higher service quality, customer retention, and brand reputation. In a competitive regional market such as Batam, where tourism growth and service differentiation are crucial, these implications provide practical direction for achieving sustainable competitive advantage through strategic human capital management.

Finally, the empirical validation of the regression model ($F = 38.135$; $\text{Sig} = 0.000 < 0.05$) demonstrates that the integration of career development, motivation, and satisfaction programs produces measurable and synergistic effects on employee performance. This evidence can serve as a reference for policymakers, industry practitioners, and researchers seeking to design or evaluate human resource strategies in similar hospitality settings. Thus, the implications of this study extend beyond PT X, offering insights applicable to broader service-based organizations aiming to optimize performance through human capital excellence.

4. CONCLUSION

The results of this study confirm that career development, work motivation, and job satisfaction each exert a positive and significant impact on employee performance at X Resort Barelang Batam. The regression analysis demonstrates that job satisfaction is the most dominant variable, indicating that employees who feel valued, rewarded, and supported in their work environment are more likely to achieve optimal performance levels. Work motivation also plays a critical role, suggesting that both intrinsic and extrinsic incentives, such as recognition, fair compensation, and growth opportunities, are necessary to sustain commitment and productivity. Although the influence of career development is comparatively smaller, it remains essential in fostering professional competence, confidence, and long-term organizational loyalty. This study contributes theoretically by reinforcing HRM literature on the combined influence of career development, motivation, and satisfaction on performance, while practically guiding hospitality managers to align employee growth and engagement strategies with organizational goals. From a managerial perspective, these findings imply that organizational leaders should focus on integrated human resource strategies that balance motivational systems, satisfaction programs, and career pathways. Maintaining employee satisfaction through fair policies, transparent promotions, and a positive work culture will directly improve productivity and reduce turnover. HR policies should prioritize transparent promotion systems, continuous skill training, and regular satisfaction audits to ensure fairness, motivation, and long-term retention. Similarly, the establishment of continuous learning and structured development opportunities will ensure that employees remain adaptive and capable in an evolving service environment. In the broader context of the hospitality industry, the study underscores that sustainable competitive advantage depends not only on physical infrastructure but also on the organization's capacity to manage and empower its human capital effectively. Future research could expand this model by incorporating variables such as leadership style, organizational culture, or work environment to explain the remaining 39.9% of unexplained performance variance. A mixed-method approach may also provide deeper qualitative insights into employee perceptions and behavioral dynamics within the hospitality sector.

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