

The Influence of Employee Quality of Work Life and Training on Employee Performance through Work Motivation at Hotel Grand Whiz Trawas

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ABSTRACT

The tourism industry in Indonesia is experiencing slow growth due to the impact of the global economic crisis. The Grand Whiz Trawas Hotel is facing issues related to suboptimal employee performance and fluctuating employee turnover rates, suspected to be influenced by factors such as quality of work life, training, and employee motivation. This research aims to analyze the influence of Employee Quality of Work Life and Training on Employee Performance through Employee Motivation at the Grand Whiz Trawas Hotel. The research employs quantitative techniques with a hypothesis testing re-search design. The population consists of all employees at the Grand Whiz Trawas Hotel, totaling 93 individuals, with sample determination using saturated sampling technique where all population members are used as samples. Data collection is conducted using a Likert scale. The research will be analyzed using Partial Least Squares (PLS) and a purposive sampling approach. Results managerial implications show that quality of life, training, and work motivation significantly influence employee performance. Work motivation also acts as a mediating variable in the model. These findings prove that improving employee performance at the Grand Whiz Trawas Hotel is a function of enhancing quality of life, training, and work motivation. Academically, this model can serve as a reference for further research by adding other variables such as organizational development and talent management. Managerial implications include skills matching, re-vising policies on work cycles and promotions, evaluating compensation, promoting mentorship programs, ensuring flexible schedules for working mothers, and addressing global skills mismatches and gaps.

1. INTRODUCTION

The tourism industry worldwide is growing rapidly, but in Indonesia, the conditions remain challenging and unstable. The main causes are the impact of the global economic crisis and security concerns that make tourists reluctant to visit Indonesia (Putri et al., 2023). Trawas is a tourist area located in Mojokerto Regency, East Java. The high number of tourists visiting Trawas creates promising business opportunities in the hospitality industry. Several three-star to five-star hotels have emerged in this area, one of which is the Grand Whiz Hotel. As a prestigious hotel, Grand Whiz is expected to always provide excellent service to its guests. Based on initial observations, it is evident that some employees of this hotel have not shown optimal productivity and work quality, such as being less efficient in serving guests, lacking attention to detail in handling tasks which often leads to mistakes, and being less innovative in solving problems. This has resulted in a high turnover rate among the employees. The employee turnover data at Grand Whiz Hotel Trawas is shown in **Table 1**:

Table 1. Employee Turnover Data at Hotel Grand Whiz

Year	Number of Employees Beginning of Year	Number of Employees End of Year	Incoming Employees	Outgoing Employees	Employee Turnover
2021	87	85	11	13	15,116%
2022	85	90	10	5	5,714%
2023	90	88	13	15	16,854%
2024	88	93	6		0,000%

Source: Hotel Grand Whiz Trawas (2024)

Based on the data related to employee turnover rates at the Grand Whiz Trawas Hotel in the table above, the fluctuating turnover rates from year to year indicate issues related to the quality of work life for employees at the hotel. This is due to the significant and unstable changes in turnover rates from year to year. In 2021 and 2013, the hotel experienced the highest turnover rates. This is based on the fact that a turnover rate above 10% per year is considered quite high for an industry (Wijayanto et al., 2022). Therefore, in Grand Whiz Hotel Trawas, which has a turnover rate of up to 16.8%, this rate is categorized as high. This indicates that during that period, there were factors affecting employee satisfaction and engagement with the company, leading many employees to decide to leave their jobs. A high turnover rate, as occurred in 2023 with a figure of 16.8% or equivalent to 15 employees leaving, can indicate problems in the quality of employee work life.

High turnover can be one of the underlying factors necessitating the improvement of the quality of work life for employees at Grand Whiz Hotel Trawas. Good quality of work life can encompass aspects such as a conducive work environment, balance between work and personal life,

opportunities for career development, as well as adequate compensation and benefits. By understanding the factors influencing employee performance, Grand Whiz Hotel Trawas can take strategic steps to enhance employee satisfaction and engagement. This can ultimately reduce the turnover rate and retain quality employees, thus improving overall organizational performance.

The issues at Grand Whiz Hotel Trawas are suspected to be influenced by several internal factors such as the quality of work life, job training, and employee motivation that have not been optimal. This can certainly have a negative impact on the reputation and business continuity of Grand Whiz Hotel. Therefore, research is needed to analyze the influence of these factors on the performance of Grand Whiz Hotel Trawas employees. In the context of a company, human resources are considered a very important element. Consisting of employees, laborers, or workers, humans remain an irreplaceable asset by technology in certain activities. Although technological advancements can replace most human work, there are still many activities that require a human touch and rational intelligence. The uniqueness of human resources in having dignity and rational thinking capabilities makes them a very valuable asset within the organizational structure (Sabrina, 2021).

Employee performance refers to the achievements of individuals or groups in accordance with their responsibilities and authority, with the aim of enhancing the efficiency and effectiveness of the organization (Yuniarti et al., 2021). The importance of measurable work outcomes that can be compared to established standards is key in assessing a company's success. Therefore, effective human resource management not only includes the development of individuals and groups but also ensures that the produced work outcomes concretely meet the established performance standards. The success of an organization highly depends on the quality of the individuals working within it. With the rapid changes in the environment, members of the organization need the ability to respond to these changes, analyze their impact on the organization, and take the necessary steps to address the situation (Fathurahman, 2020). Considering these facts, the role of human resource management in an organization is not only administrative but also focuses more on the ability to develop human resource potential to enhance employee performance.

Performance can be defined as the level of success in carrying out tasks and the ability to achieve the set goals. Overall, performance includes what is done and how it is done. Thus, it can be concluded that performance reflects the work results of an employee according to their responsibilities, which are based on the abilities and skills they possess. Performance indicators are tools used to measure the extent of employee performance achievement. The following are some indicators to measure employee performance: Work Quality, Quantity, Timeliness, Effectiveness, and Independence (Mangkunegara, 2021). Effective and efficient performance improvement can be achieved through achieving job results with full responsibility. Several factors influencing employee performance include Employee Quality of Life, Training, and Work Motivation.

Employee quality of life represents a company's effort to enhance the quality of work life by involving the development and provision of opportunities for each team member to participate more effectively in achieving the company's overall goals. Conversely, job satisfaction relates

to efforts to enhance organizational effectiveness by strengthening positive employee behaviors in carrying out their tasks (Sari, 2022). The improvement in someone's quality of work life has positive impacts, including good behavior in both the workplace and outside it, increased job satisfaction, enhanced commitment to the organization, and overall improved performance. The work environment created through these efforts forms the foundation for a quality of work life that supports the achievement of organizational goals.

Employee quality of work life can be understood as employees' perceptions of the work environment reflecting levels of security, relative satisfaction, opportunities available, and the ability to grow and develop as human beings (Hariani & Anastasya Sinambela, 2021). In the book by Casio, it is explained that there are 9 components of employees' quality of work life: employee involvement, balanced compensation, job security, workplace safety, pride in the company, career development, well-being, problem-solving, and communication (Cascio, 2019).

Training is a step to enhance the knowledge and skills of workers, and it can also involve attitude changes so that they can perform their tasks more efficiently. The training process can be conducted at various levels within the organizational structure. Job training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve workers' performance. Through this training, employees can more easily overcome challenges that may arise in their work environment (Rahayu et al., 2022).

Mangkunegara stated that training can be described as a form of short-term education involving structured and organized procedures. In this process, employees acquire knowledge and technical skills within a specific goal framework (Mangkunegara, 2021). Training at the initial stage of employment is intended to enhance the skills required by technical personnel according to company requirements. Meanwhile, advanced training aims to elevate their competence to higher levels of expertise in their field or to adapt to new technologies that may emerge, either within the same field of work or to develop new skills in case of changing career paths (Fathurahman, 2020). According to Mangkunegara, there are 7 indicators in training, namely: Training Type, Training Objectives, Materials, Methods Used, Participant Qualifications, Trainer Qualifications, and Time (Number of Sessions) (Mangkunegara, 2021).

Work motivation is the condition in which someone shows effort and a strong desire to achieve specific results or goals (Mukrodi, 2021). The intended outcomes can include increased productivity, consistent attendance, or even innovation in work behavior. Work motivation becomes a crucial factor that drives individuals to achieve optimal productivity and performance in line with the company's vision and mission (Tupti et al., 2022). The psychological condition of employees in the workplace has a significant impact on their performance. Work motivation serves as the primary driver in boosting work enthusiasm, ultimately making a significant contribution to the achievement of the Company's business goals (Laksmiari, 2019). Therefore, it is important for every employee to have high work motivation so that they can perform their tasks with spirit, enthusiasm, and optimal dedication.

According to Handoko, motivation plays a significant role in influencing employee productivity (Handoko, 2014). Individuals who are motivated tend to achieve optimal performance. The psychological conditions of a worker, both inside and outside the workplace, have a significant

impact on their task execution (Juniarti & Putri, 2021). High spirit and motivation serve as the main drivers for achieving the business goals of the organizations where they work. Psychology indicates that the level of enthusiasm or passion in work is closely linked to intrinsic motivation that drives individuals (Coco et al., 2023). Therefore, strong motivation is needed to ensure that every worker can perform their tasks with enthusiasm, passion, and high dedication, thereby creating optimal performance.

Optimal employee performance is crucial for the progress and competitiveness of Hotel Grand Whiz in the current era of fierce hospitality industry competition. Previous studies have found that employee performance is influenced by various factors such as quality of work life, job training, and work motivation, which are key to the success of Hotel Grand Whiz. The first study, conducted by Fathurahman and Ahman titled "The Influence of HR Training and Organizational Culture on Employee Performance with Work Discipline as Intervening Variables at Attarakha Photography Bandung," reveals that human resource training has a significant positive impact on employee performance. Conversely, organizational culture does not have a significant positive impact on employee performance. Furthermore, it was found that human resource training has a significant positive influence on work discipline, while organizational culture also has a significant positive influence on work discipline. Moreover, work discipline has been proven to have a significant positive impact on employee performance. (Fathurahman, 2020).

Further research conducted by Setianingsih, Safitri, Kusumah, and Alhudhori titled "The Influence of Employee Quality of Work Life, Training, and Leadership on Employee Performance at Fox Hotel Pekanbaru". Findings from this study indicate that: Employee quality of work life has a significant impact on employee performance, Training significantly influences employee performance, Leadership plays a significant role in influencing employee performance, and collectively, employee quality of work life, training, and leadership significantly influence employee performance (Setianingsih et al., 2022).

The latest is a study by Nugraha, Utha, and Sartono titled "The Influence of Motivation and Work Environment on Employee Performance at Same Boutique Hotel Kendari". The research findings indicate that motivation and fostering a good work environment for employees have a positive impact on their performance. The study reveals that the majority of employees show motivation levels above 60 percent, while the work environment averages above 70 percent satisfaction. Both variables exhibit relatively high percentages, and data analysis indicates that they significantly affect employee performance, with an average percentage above 80 percent. Thus, motivation and cultivating a good work environment at Same Boutique Hotel have a positive impact on the performance of hotel employees (Nugraha et al., 2020).

Although previous research has explored the relationship between job quality, training, and employee performance, most of these studies have been conducted in different industries than the hospitality industry. The hospitality industry has unique characteristics such as irregular working hours, high service demands, and intensive customer interactions. The issues at Hotel Grand Whiz Trawas are suspected to be influenced by several internal factors such as job quality, job training, and employee motivation that are not yet optimal. These suspicions are based on several indications. First, there are complaints from guests regarding poor service,

inadequate cleanliness, or malfunctioning facilities, indicating insufficient employee performance. Second, there is a high turnover rate among employees, especially in key positions, which may be caused by low job quality leading to short employee tenure. Third, there are reports or internal audit findings indicating issues in human resource management, such as inadequate training, non-competitive compensation systems, or an unsupportive work environment. Fourth, there is a decline in financial performance or hotel occupancy rates, which may result from decreased service quality due to employee issues. Fifth, there are complaints or poor evaluations from employees themselves regarding working conditions, management, or facilities provided by the hotel. These issues can certainly have a negative impact on the reputation and business sustainability of Hotel Grand Whiz. Therefore, research is needed to analyze the influence of these factors on the performance of employees at Hotel Grand Whiz Trawas.

Based on the background outlined above, the author is interested in conducting a study titled "The Influence of Job Quality and Training on Employee Performance Through Employee Motivation at Hotel Grand Whiz Trawas".

2. METHODOLOGY

This research uses quantitative techniques, while the research design employs hypothesis testing. This type of study aims to explain the causal relationship between variables through hypothesis testing (Sugiyono, 2019). In this study, the independent variables are the quality of work life and training. Meanwhile, the dependent variable is employee performance. The mediating variable is work motivation. A quantitative approach was chosen because the study requires measuring the research variables and conducting statistical data analysis to test hypotheses. The use of questionnaires and specific measurement scales is also necessary to ensure that the collected data is quantitative and can be processed statistically. The population used in this research consists of all employees at Hotel Grand Whiz Trawas, totaling 93 individuals. Due to the relatively small population size (less than 100 individuals), the sample determination technique employed is saturation sampling, which involves using all members of the population as the sample.

The data in this research is categorized into two types, namely primary data and secondary data. Primary data refers to data collected directly by the researcher from the first source, such as through surveys, interviews, questionnaires, or field observations (Sugiyono, 2019). This data was obtained by collecting new information rather than taking it from existing data sources. Primary data in this research was gathered from distributing questionnaires to the employees of Hotel Grand Whiz. The collected data will then be processed for research purposes.

Respondents, totaling 93 employees from Hotel Grand Whiz Trawas, were chosen based on the total number of employees working at the hotel. By including all employees as respondents, it is hoped that the research or survey results can provide an accurate and comprehensive overview of the human resources conditions at Hotel Grand Whiz Trawas. Data collection used a Likert scale consisting of five points: 1 (Very Poor), 2 (Poor), 3 (Fair), 4 (Good), and 5 (Excellent) (Priadana & Sunarsi, 2021). The operationalization of this research variable is:

Table 2. Operational Definition of Variables

Variable	Definition	Indicator	Measurement
Employee performance (Y)	Employee performance refers to the results obtained by an employee in carrying out their duties in accordance with the standard criteria applicable to a particular job (Astera & Nurkholis, 2021).	a. Work quality b. Quantity c. Punctuality d. Effectiveness e. Independence (Mangkunegara, 2021)	Likert Scale
Employee Quality of Life (X1)	The quality of employees' work life involves a concept of planning and work processes that have various dimensions (Sholeh & Nugroho, 2023).	a. Employee Involvement b. Balanced Compensation c. Feeling of Job Security d. Work Environment Safety e. A sense of pride in the company f. Career development g. Well-being h. Problem solving i. Communication (Cascio, 2019)	Likert Scale
Training (X2)	Training is a step to enhance the knowledge and skills of workers, and it can include attitude changes so that they can perform their tasks more efficiently (Rahayu et al., 2022).	a. Type of Training b. Training Objectives c. Material d. Methods Used e. Participant Qualifications f. Coach Qualifications g. Time (Number of Sessions) (Mangkunegara, 2021)	Likert Scale
Work Motivation (Z)	Work motivation is the drive that arises from within an individual to take specific actions in order to achieve established goals. This drive emerges because of the need to achieve these goals, which subsequently results in the activities necessary to support their attainment (Goni et al., 2021).	a. Responsibility b. Work performance c. Opportunities for Advancement d. Recognition of Performance e. Challenging Work (Mangkunegara, 2021)	Likert Scale

Source: Data processed (2024)

This research will be analyzed using SEM PLS and employing purposive sampling approach. PLS (Partial Least Squares) is an analysis method that does not require many assumptions and can be used with both small and large samples. The use of PLS involves the measurement model (outer model) to test the validity and reliability of variables from indicators, the structural model (inner model) to test the relationships among latent variables, and hypothesis testing by comparing the t-table value and t-statistic. Several measurement criteria used include convergent

validity, discriminant validity, composite reliability, Cronbach's alpha for the outer model, and R-square, Q-square, and GoF for the inner model. Hypothesis testing is conducted by comparing the probability of the t-table value and the t-statistic with a significance level of $\alpha = 5\%$. When the t-statistic > t-table value, it indicates that the hypothesis is supported or accepted, such as: (a) if the probability result is ≥ 0.05 then the hypothesis is rejected, (b) if the probability result is ≤ 0.05 then the hypothesis is accepted.

3. RESULTS & DISCUSSION

The description of the research subjects in this study consisted of gender, age and length of work. Table 4 presents the characteristics of the research sample.

Table 3. Characteristics of the Research Sample

Characteristics	Amount
Gender	
Woman	67
Man	26
Total	93
Age	
< 17 years old	16
17 – 22 years old	15
22 – 27 years old	36
< 27 years old	26
Total	93
Years of service	
< 2 years	36
2-5 years	43
< 5 years	14
Total	93

Source: Data processed (2024)

Based on **Table 3**, it reveals that female respondents have the highest value, namely 67 respondents, while male respondents are 18. Furthermore, **Table 3** explains that respondents aged between 22 and 27 years old are 36 in total. Finally, **Table 3** overall explains that respondents with work experience of more than 2 to 5 years have the highest value, which is 43 respondents. This indicates that the majority of employees at Hotel Grand Whiz Trawas have served for 2 to 5 years.

The evaluation of measurement models in the study consists of outer model evaluation, inner model evaluation, and hypothesis testing:

Outer Model Evaluation. Stages in SEM PLS analysis according to (Hair et al., 2011) To evaluate the outer model, criteria are used, namely testing the validity of variables through convergent validity (examining factor loading values for each indicator, AVE/average variance extracted for each variable), discriminant validity testing (observing Fornell-Larcker criterion values). Meanwhile, to test reliability, reliability testing is conducted (examining composite reliability values and Cronbach's alpha values for each variable).

Convergent validity is tested with loading factors. To test convergent validity, the values of factor loading or loading factor are used. Convergent validity of a measurement model with reflective indicators can be assessed by the correlation among item scores or the indicators of the construct. Construct indicators are considered valid if they have correlation values above 0.70 (Hair et al., 2019). The factor loading values between 0.60 and 0.70 are considered sufficient to meet the criteria for convergent validity (Chin, 2010; Hair et al., 2011). The SmartPLS output for factor loadings can be seen in **Table 4** as follows:

Table 4. Convergent Validity Test Results

	Employee Performance	Quality of Life	Work Motivation	Training
EP1	0.972			
EP2	0.952			
EP3	0.972			
EP4	0.956			
EP5	0.927			
QL1		0.895		
QL2		0.937		
QL3		0.939		
QL4		0.926		
QL5		0.934		
QL6		0.939		
QL7		0.932		
QL8		0.901		
QL9		0.838		
WM1			0.966	
WM2			0.974	
WM3			0.981	
WM4			0.961	
WM5			0.913	
WT1				0.925
WT2				0.952
WT3				0.955
WT4				0.946
WT5				0.938
WT6				0.927
WT7				0.912

Source: Data processed (2024)

The results of the model evaluation of factor loading measurements in **Table 4** indicate that none of the indicators in this study were removed because they all comply with the recommended provisions by (Hair et al., 2019). The factor loading values have met the recommended criteria, indicating that all factor loadings support the construct reliability.

Convergent validity is tested using the Average Variance Extracted (AVE). To test convergent validity, the AVE value is employed. An indicator is deemed to have good convergent validity if its AVE value exceeds 0.50. (Fornell & Larcker, 1981). The SmartPLS output for discriminant validity can be seen in **Table 5** below:

Table 5. Results of Convergent Validity Testing (AVE Values)

Construct Validity	Average Variance Extracted (AVE)	Description
Employee performance	0,914	Valid
Quality of Life	0,839	Valid
Work motivation	0,920	Valid
Training	0,877	Valid

Source: Data processed (2024)

Based on **Table 5**, it can be seen that the AVE (Average Variance Extracted) values for the Employee Performance variable are > 0.5 or equal to 0.914, for the Quality of Life variable > 0.5 or equal to 0.839, for the Work Motivation variable > 0.5 or equal to 0.920, and for the Training variable > 0.5 or equal to 0.877. This indicates that each variable has good convergent validity.

Table 6. Discriminant Validity Test Results

	Employee Performance	Quality of Life	Work Motivation	Training
Employee performance	0.956			
Quality of Life	0.663	0.916		
Work motivation	0.843	0.534	0.959	
Training	0.893	0.631	0.783	0.937

Source: Data processed (2024)

Based on **Table 6**, it can be observed that the Fornell-Larcker values at the top of each column are higher than the Fornell-Larcker values below them, and the Fornell-Larcker values on the rightmost side of each row are higher than those to the left. This indicates that each variable has good discriminant validity according to the Fornell-Larcker criteria (Fornell & Larcker, 1981).

Reliability Test. To test reliability, composite reliability and Cronbach's alpha values are used. An indicator is considered reliable in the good category if the composite reliability value > 0.70 (Chin, 2010). An indicator is considered to have good reliability when Cronbach's alpha value is greater than 0.60 (Chin, 2010).

Table 7. Results of Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Employee performance	0,976	0,982
Quality of Life	0,976	0,979
Work motivation	0,978	0,983
Training	0,977	0,980

Source: Data processed (2024)

Based on **Table 7**, it can be observed that the Cronbach's alpha value for employee performance variable is > 0.6 or 0.976, for quality of life variable > 0.6 or 0.976, for work motivation variable > 0.6 or 0.978, and for training variable > 0.6 or 0.977. This indicates that each variable has good Cronbach's alpha values. The composite reliability value for employee performance variable is > 0.7 or 0.982, for quality of life variable > 0.7 or 0.979, for work motivation variable $>$

0.7 or 0.983, and for training variable > 0.7 or 0.980. This shows that each variable has good composite reliability. Table 7 also shows construct reliability values for each construct, where all values are greater than 0.7. This indicates that variables with composite reliability > 0.7 have high reliability levels (Hair et al., 2019) So it can be concluded that the overall values of the variables in this study can be considered reliable (Hair et al., 2019).

Inner Model Evaluation. Since all variables have passed the measurement model test (outer model) in the first stage, we now proceed with testing the structural model (inner model) in the second stage. The inner model testing is conducted to examine the relationships between variables as depicted in Figure 1 below:

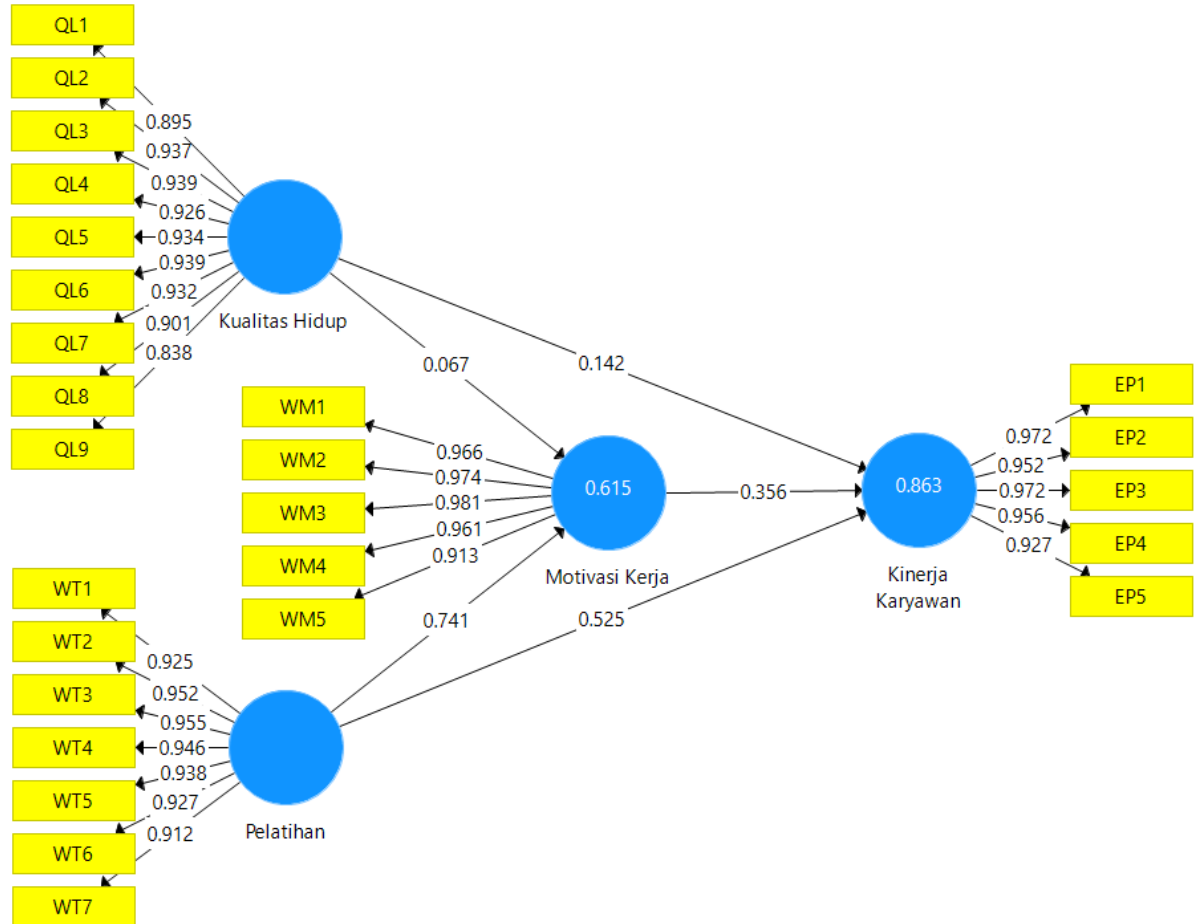


Figure 1. Structural Model Analysis (Inner Model)

Source: Data processed, 2024

As for the structural model testing (inner model), it includes tests such as:

R2 (R-Square) Test: The magnitude of the coefficient of determination (R-square) is used to measure how much the dependent variable is fulfilled by other variables. Chin (1998) states that an R2 result of 0.67 or higher for latent dependent variables in structural models indicates that the influence of independent variables (which affect) on dependent variables (which are affected) falls into the good category. If the result is between 0.33 and 0.67, it is considered moderate, and if it is between 0.19 and 0.33, it is considered weak.

Table 8. R-Square Results

<i>Matrix</i>	<i>R-Square</i>
Employee performance	0.863
Work motivation	0.615

Source: Data processed (2024)

Based on the table above, the R2 value of employee performance is 0.863 or 86.3%. This means the influence of variables such as quality of life, training, and work motivation on the performance of Hotel Grand Whiz Trawas employees falls into the good category. The R2 value of 86.3% indicates that the ability of the independent variables quality of life, training, and work motivation to explain employee performance is 86.3%. Therefore, the remaining 13.7% of the influence is explained by other variables not covered in this study. The R2 value for work motivation is 0.615 or 61.5%. This means the influence of variables like quality of life and training on the performance of Hotel Grand Whiz Trawas employees falls into the moderate category. The R2 value of 61.5% indicates that the ability of the independent variables quality of life and training to explain employee performance is 61.5%. Therefore, the remaining 38.5% of the influence is explained by other variables not covered in this study.

Q2 test (Predictive Relevance). To test Q2, the Predictive Relevance value is used. A variable and data are considered to predict the model well if $Q2 > 0$; otherwise, they are considered not to predict the model well if $Q2 < 0$ (Chin, 2010).

Table 9. Q-Squared Results

Total	$Q^2(=1-SSE/SSO)$
Employee performance	0.782
Work motivation	0.559

Source: Data processed (2024)

Based on the table above, the Q2 value for employee performance is $Q2 > 0$ at 0.782. Therefore, it can be concluded that the variable Employee Performance influenced by quality of life, training, and work motivation can predict the model well or is consistent with the research model in the field. The Q2 value for work motivation is $Q2 > 0$ at 0.559. Thus, it can be concluded that the variable work motivation influenced by quality of life and training can predict the model well or is consistent with the research model in the field.

Hypothesis Testing of Direct Influence. Based on the data analysis conducted, the results can be used to answer the hypotheses in this study. Hypothesis testing in this study is done by examining t-statistics and p-values. This hypothesis is considered accepted if p-values < 0.05 . In this study, there is both direct and indirect influence because there are independent variables, dependent variables, and intervening variables. In the smartPLS program, the results of hypothesis testing for direct influence can be seen in Table 10 through Path Coefficients using Bootstrapping technique.

Table 10. Direct Influence Path Analysis Test Results

	Hypothesis	Path Coefficient	t-value	p-value	Conclusion
H1	Quality of Life → Employee Performance	0,691	5,906	0,000	Supported
H2	Training → Employee Performance	-0,280	2,364	0,018	Supported
H3	Work Motivation → Employee Performance	0,425	4,834	0,000	Supported
H4	Quality of Life → Work motivation	0,372	2,376	0,018	Supported
H5	Training → Work motivation	0,492	2,961	0,003	Supported

Source: Data processed (2024)

Quality of Life on Employee Performance (H1). The statistical results can be seen in Table 12, where the coefficient value of the quality of life variable on employee performance is 0.691, with a t-value of 5.906 > t-table (1.96) and a p-value of 0.000 < 0.05. These results indicate that quality of life affects the performance of employees at Hotel Grand Whiz Trawas. This is consistent with findings from (Pangestu et al., 2022; Takalao et al., 2019) it states that quality of life has a positive and significant influence on employee performance.

Training on Employee Performance (H2). The statistical test results can be seen in Table 12 obtained a coefficient value of -0.280 for the training variable on employee performance, where the t-value is 2.364 > t table (1.96) with a p-value of 0.018 < 0.05. This result indicates that training influences the performance of employees at Hotel Grand Whiz Trawas. This follows the research findings (Sianipar & Hutabarat, 2023; Juliastuti et al., 2022; Rahayu et al., 2022) it states that training has a positive and significant influence on employee performance.

Work Motivation on Employee Performance (H3). The statistical test results can be seen in Table 12, which shows that the coefficient value of the work motivation variable on employee performance is 0.425, where the t-value is 4.834 > t-table (1.96) with a p-value of 0.000 < 0.05. These results indicate that work motivation affects the performance of employees at Hotel Grand Whiz Trawas. This follows the findings of research by (Ferdinal, 2022; Goni et al., 2021) which states that work motivation has a positive and significant effect on employee performance.

Quality of Life on Work Motivation (H4). The results of the statistical test can be seen in Table 12, where the coefficient value of the quality of life variable on work motivation is 0.372, with a t-value of 2.376 > t-table (1.96) and a p-value of 0.018 < 0.05. This result indicates that quality of life affects the work motivation of employees at Hotel Grand Whiz Trawas. This finding is consistent with research by (Mengko et al., 2023) yang menyatakan bahwa kualitas hidup berpengaruh positif dan signifikan terhadap motivasi kerja.

Training on Work Motivation (H5). The results of the statistical test can be seen from Table 12, where the coefficient value of the training variable on work motivation is 0.492, with a t-value of 2.961 > t-table (1.96) and a p-value of 0.003 < 0.05. These results indicate that training affects the work motivation of employees at Hotel Grand Whiz Trawas. This finding is consistent with the research conducted by (Khoirurrahman et al., 2022) which states that training has a positive and significant effect on work motivation.

Hypothesis Testing for Indirect Effects. The hypothesis testing for indirect effects (mediation) is conducted by first performing resampling using the Bootstrapping method on the sample. In the SmartPLS program, the results of the hypothesis test for indirect effects can be seen through the Path Coefficients using the Bootstrapping technique as follows:

Table 11. Indirect Influence Path Analysis Test Results

	Hypothesis	Path Coefficient	Coefficient	t-value	p-value	Conclusion
H6	Quality of Life → Work Motivation → Employee Performance	0,158		2,374	0,018	Supported
H7	Training → Work Motivation → Employee Performance	0,209		2,161	0,031	Supported

Source: Data processed (2024)

Quality of Life on Employee Performance through Work Motivation (H6). The results of the statistical test, as seen from Table 11, show that the coefficient value of the quality of life variable on employee performance through work motivation is 0.158, with a t-value of 2.374, which is greater than the t-table value (1.96), and a p-value of 0.018, which is less than 0.05. These results indicate that the quality of life affects employee performance through work motivation at Hotel Grand Whiz Trawas. This follows the findings of research by (Sholeh & Nugroho, 2023) which states that quality of life has a positive and significant effect on employee performance through work motivation.

Training on Employee Performance through Work Motivation (H7). The statistical test results can be seen in Table 11, where the coefficient value of the training variable on employee performance through work motivation is 0.209, with a t-value of 2.161 > t-table (1.96) and a p-value of 0.031 < 0.05. This result indicates that training affects employee performance through work motivation at Hotel Grand Whiz Trawas. This follows the findings of research by (Ferdinal, 2022) it states that training has a positive and significant impact on employee performance through work motivation.

The analysis results show that the impact of quality of life on employee performance indicates a p-value (sig. 0.000) < α (0.05), with a calculated t-value (5.906) > the table t-value (1.97944). Based on these results, it can be concluded that hypothesis 1 is accepted, which means there is a significant positive influence between quality of life and employee performance. Based on the distribution of questionnaires among the employees of Grand Whiz Trawas Hotel, it was found that the indicator "The company pays good attention to employee welfare" has the highest value, as evidenced by the majority of respondents strongly agreeing, thus supporting the improvement of employee performance at Grand Whiz Trawas Hotel.

This study analyzes the quality of life in relation to employee performance. It was also found that work quality of life is positively and significantly related to employee performance, which in turn affects company performance. Thus, it suggests that if a company has good quality work life policies and systems, sustainability and friction can be well managed (Takalao et al., 2019).

Employees should also be given the opportunity to perform tasks that require independent thinking and judgment (Hariani & Anastasya Sinambela, 2021). Employees will consider their work meaningful when they have a level of independence and freedom to choose in carrying out their tasks. Participation in decision-making will enhance employees' sense of belonging (Hariani & Anastasya Sinambela, 2021). Quality work life is increasingly being emphasized to improve work quality within companies. Companies that have satisfied employees can achieve positions by exploring their employees' performance. It is an advantage for companies to have committed and skilled labor that can take responsibility for the company's success (Ogohi Daniel, 2019). Therefore, it is important to understand how employees feel about their satisfaction. Employee performance in a company will improve if they find that the company is more concerned with satisfying them as they perceive it (Hariani & Anastasya Sinambela, 2021; Mengko et al., 2023).

The research findings indicate that the effect of training on employee performance shows a p-value ($\text{sig. } 0.018 < \alpha (0.05)$), and the calculated t-value ($2.364 > t\text{-table } (1.97944)$). Based on these results, it can be concluded that hypothesis 2 is accepted, meaning there is a significant positive effect of training on employee performance. Based on the questionnaire distribution results among employees at Hotel Grand Whiz Trawas, it was found that the indicator "The number of training sessions is sufficient for material absorption" had the highest value, as evidenced by the responses of most respondents who strongly agreed, thereby supporting the improvement of employee performance at Hotel Grand Whiz Trawas.

This research found the influence of training on employee performance. The importance of such training programs has been utilized to meet the individual needs of each employee and the needs of the company (Firdaus Sianipar & Rusmida Jun Harapan Hutabarat, 2023). The findings revealed in this study indicate that companies have the opportunity to design programs that allow employees to benefit from their skills. Most importantly, training provides the skills, abilities, and knowledge needed for employees to perform their jobs according to company procedures. This, in turn, enhances employees' trust in their abilities and their job satisfaction. Zhao et al. explain that satisfied workers always find reasons to exceed their expectations (Setianingsih et al., 2022). Various training programs that employees undergo allow them to learn about customer service requirements. Ultimately, this has a significant impact on satisfaction levels, which in turn boosts productivity and profitability.

The research findings indicate that the influence of work motivation on employee performance shows a p-value ($\text{sig. } 0.000 < \alpha (0.05)$), and the t-value ($4.834 > t\text{-table } (1.97944)$). Based on these results, it can be concluded that hypothesis 3 is accepted, which means there is a significant positive effect of work motivation on employee performance. Based on the distribution of questionnaires to employees at Grand Whiz Trawas Hotel, it was found that the indicator "I feel responsible for completing my tasks and work well" had the highest value, as evidenced by the majority of respondents indicating Strongly Agree, thus supporting the improvement of employee performance at Grand Whiz Trawas Hotel. This study shows that when work motivation increases, employee performance will also increase. If work motivation decreases, employee performance will also decline. In other words, when work motivation, consisting of motives,

expectations, and incentives, increases, employee performance will also improve. These findings are in line with the research conducted by (Ferdinal, 2022; Goni et al., 2021; Prasetya & Alkadri Kusalendra Siharis, 2023; Takalao et al., 2019) which each show that work motivation has a positive and significant effect on employee performance, so that better work motivation will significantly improve employee performance. The results of this study are also in line with the theory proposed by (Lesmana et al., 2023) Those who believe that one of the factors influencing employee performance is work motivation, and that with good work motivation, employee performance will also be good.

The research findings indicate that the effect of quality of life on work motivation shows a p-value (sig. 0.018) $< \alpha$ (0.05), and the calculated t-value (2.376) $>$ t-table (1.97944). Based on these results, it can be concluded that hypothesis 4 is accepted, which means there is a significant positive effect of quality of life on employee work motivation. This study's results support previous research conducted by (Takalao et al., 2019) which shows that the quality of work life has a direct and significant impact on employee engagement. The relationship between the quality of work life and work motivation can be reinforced by the social exchange theory proposed by (Mengko et al., 2023). This theory suggests that a person's contribution in a relationship, where that relationship can influence the contributions of others. The results of this study support previous research conducted by (Goni et al., 2021) It shows that employee motivation is also influenced by the quality of life of the employees. Providing both intrinsic and extrinsic quality of life should be considered to create morale, which will in turn affect work motivation.

The research findings indicate that the effect of training on work motivation shows a p-value (sig. 0.018) $< \alpha$ (0.05), and the calculated t-value (2.376) $>$ t-table (1.97944). Based on these results, it can be concluded that hypothesis 5 is accepted, which means there is a significant positive effect of training on employee work motivation. This study states that training significantly influences the performance of employees at Hotel Grand Whiz Trawas. This implies that the more frequent the training provided by supervisors to employees, the greater the employee performance will be. Conversely, if training is infrequently conducted by supervisors, employee performance will also decrease. These research findings are consistent with previous studies conducted by (Fathurahman, 2020; Lintang A et al., 2023) yang menunjukkan bahwa pelatihan berpengaruh signifikan terhadap kinerja karyawan. The findings of this study are consistent with the results of previous research conducted by (Asteria & Nurkholis, 2021; Juliastuti et al., 2022) It shows that there is a significant influence between training and work performance.

The research findings indicate that the influence of quality of life on employee performance through work motivation shows a p-value (sig. 0.018) $< \alpha$ (0.05), and the calculated t-value (2.374) $>$ t-table (1.97944). Based on these results, it can be concluded that hypothesis 6 is accepted, meaning there is a significant positive effect of quality of life on employee performance through work motivation. High work motivation, resulting from good work quality of life, ultimately impacts overall employee performance. Motivated employees tend to be more productive, disciplined, and dedicated in completing their tasks, thereby achieving optimal performance. This study confirms that work quality of life not only directly influences performance but also has an indirect effect through increased work motivation of employees. These findings underscore the importance of organizational efforts in creating a quality work environment to

motivate and enhance employee performance. These research findings are in line with those conducted by Kurniawati (2020) this provides positive and significant results for the variable of quality of life on performance through employee motivation.

The research results indicate that the effect of training on employee performance through work motivation shows a p-value (sig. 0.031) < α (0.05), and the calculated t-value (2.161) > t-table (1.97944). Based on these results, it can be concluded that hypothesis 7 is accepted, which means there is a significant positive influence of training on employee performance through work motivation. Increased work motivation resulting from effective training ultimately promotes overall employee performance. Motivated employees tend to be more diligent, disciplined, and dedicated in completing their tasks, thereby achieving optimal performance. This finding confirms that training not only directly affects employee performance but also indirectly influences it through increased work motivation. These results underscore the importance of investing in quality training programs for employees to motivate and enhance their performance at Hotel Grand Whiz Trawas. This research finding is consistent with studies conducted by Sani (2020) which provides positive and significant results for the variable of training on performance through employee motivation.

4. CONCLUSION & RECOMMENDATIONS

From the research findings, it was found that quality of life influences employee performance, training affects employee performance, work motivation influences employee performance, quality of life affects work motivation, training affects work motivation, quality of life affects employee performance through work motivation, and finally, training affects employee performance through work motivation. This explains that all hypotheses have significant effects. Work motivation was also identified as a mediating variable in the model. Therefore, these results demonstrate that the performance enhancement model at Hotel Grand Whiz Trawas is a function of strengthening quality of life, employee performance, and training. Academically, this tested model can serve as a reference for further research by future researchers, potentially evolving by adding variables such as organizational development and talent management.

Companies should match skills to bring responsibility to the knowledge and skills of employees to achieve higher efficiency levels in achieving company goals. Policies on work cycles and promotions should be revised to promote more honesty and transparency within the company. Companies should also review their compensation to match competition and recent increases in the cost of living and inflation. To build a strong future generation of employees, it is important for organizations to promote mentoring programs to transfer knowledge and experience across generations and to ensure skills are passed on to managers, as younger people have original views, knowledge, and energy, while older employees have specific knowledge and relational skills based on experience and can be an asset to the organization. Flexible schedules should continue to be ensured for working mothers with heavy responsibilities for caring and raising children to facilitate skilled female workers in overcoming global job mismatch challenges and skill gaps.

Based on these research findings, several recommendations can be made to the management of Hotel Grand Whiz Trawas to enhance employee performance. First, management needs to pay attention to and improve the quality of employees' work life. This can be achieved by providing

a safe and comfortable working environment, offering fair compensation, ensuring employee well-being, and providing clear career development opportunities. By creating a good quality of work life, employees will feel satisfied and motivated to work more diligently, ultimately improving their performance. Additionally, management should provide quality training programs for employees on a regular basis. These trainings aim to develop employees' skills and knowledge according to the demands of their jobs. When employees have adequate competence, they will feel more confident and motivated in carrying out their tasks. This high work motivation will then drive overall improvement in employee performance. Thus, investing in effective training programs is a crucial step to ensure optimal employee performance at Hotel Grand Whiz Trawas.

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