

The Influence of Career Development and Work Motivation on Employee Loyalty at Hotel Pangeran

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ABSTRACT

This study investigates the influence of career development and job motivation on employee loyalty in the hospitality sector, focusing on Pangeran Beach Hotel Padang, Indonesia. A quantitative research design with a causal-associative approach was employed, using purposive sampling to collect data from 85 hotel employees. Data were obtained through a structured questionnaire measured on a five-point Likert scale and analyzed using multiple linear regression via IBM SPSS Statistics version 26.0. Instrument validity was confirmed through Pearson's correlation, while reliability was assessed using Cronbach's alpha, with all variables exceeding the 0.70 threshold. The results revealed that job motivation had a positive and significant effect on employee loyalty, whereas career development, although positively correlated, did not show a statistically significant independent effect. However, both variables jointly had a significant impact on loyalty, highlighting the synergy between long-term career planning and immediate motivational factors in strengthening workforce retention. These findings contribute to the theoretical development of employee loyalty models in emerging hospitality markets and provide practical guidance for hotel managers to prioritize motivation-enhancing strategies alongside structured career development programs.

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1. INTRODUCTION

The hospitality industry is one of the most labor-intensive pillars of the service economy, where sustainable competitiveness hinges on a stable, motivated, and loyal workforce. Beyond physical facilities and standardized procedures, consistently positive guest experiences are created by employees who exhibit commitment and continuity in service delivery [1]. In turbulent market conditions—marked by technological change, seasonality, and evolving guest expectations—employee loyalty becomes a strategic asset that supports brand reputation, operational reliability, and cost efficiency through lower turnover [2].

Within this context, career development has emerged as a core human resource lever to nurture employee capabilities and foster organizational loyalty. Structured pathways such as training, mentorship, and clear promotion trajectories enable employees to envision long-term careers within the firm, thereby reducing turnover intentions [3]. Simultaneously, job motivation—encompassing intrinsic factors (e.g., mastery, recognition, autonomy) and extrinsic factors (e.g., fair compensation, job security)—is a proximal driver of employee engagement and retention, particularly in hospitality roles requiring emotional labor and guest interactions [4].

However, empirical findings regarding their relative influence on loyalty are mixed. Some studies indicate that motivation delivers more immediate effects on employee retention, while career development impacts may take longer or depend on implementation quality [5]. Other evidence suggests synergistic effects, where career development programs enhance motivational climates and jointly solidify employee loyalty [6]. Notably, much existing literature centers on luxury or chain hotels in developed markets,

leaving a gap in understanding how these mechanisms operate in mid-scale properties within emerging destinations [7].

West Sumatra, Indonesia, is experiencing steady tourism growth, intensifying competition for skilled hospitality staff. Pangeran Beach Hotel Padang, a four-star property serving both leisure and business travelers, offers a relevant case to examine how career development practices and motivational strategies influence employee loyalty in this regional context.

This study aims to investigate the individual and combined effects of career development and job motivation on employee loyalty at Pangeran Beach Hotel Padang, contributing both to practical human resource strategies in emerging hospitality markets and to theoretical discussions on retention mechanisms in service industries.

2. METHOD

This study adopted a quantitative research design with a causal-associative approach to examine the effects of career development and job motivation on employee loyalty at Pangeran Beach Hotel Padang. The research population comprised all permanent and contract employees with a minimum tenure of one year during the study period, with a total population of 99 employees. A census sampling approach was applied, resulting in 80 valid responses. Data were collected between July and August 2025 through self-administered questionnaires using a five-point Likert scale ranging from “strongly disagree” to “strongly agree.” The questionnaire items were adapted from validated instruments in prior hospitality and organizational behavior studies, including 12 indicators for career development [9], 12 for job motivation [10], and 10 for employee loyalty [11]. Instrument validity was assessed using Pearson’s correlation, while reliability was evaluated through Cronbach’s alpha with a minimum acceptable threshold of 0.70 [14]. Data analysis was conducted using IBM SPSS Statistics version 25.0, with classical assumption tests including the Kolmogorov–Smirnov test for normality [16], Variance Inflation Factor (VIF) for multicollinearity [18], and the Glejser test for heteroscedasticity [17]. Multiple linear regression analysis was employed to test the research hypotheses, with the partial effects of each independent variable assessed using the t-test, simultaneous effects assessed through the F-test, and the coefficient of determination (Adjusted R^2) used to evaluate the proportion of variance in employee loyalty explained by career development and job motivation.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Descriptive Analysis

Descriptive statistics were used to assess the average respondent achievement rates (TCR) for the variables of career development, job motivation, and employee loyalty. The findings show that the career development variable achieved a TCR of 83.60%, indicating that employees generally perceive the hotel’s career growth opportunities positively, including aspects such as training, promotion, and skills enhancement. The job motivation variable obtained a TCR of 84.40%, suggesting that employees are highly motivated both intrinsically (recognition, achievement) and extrinsically (salary, job security). The employee loyalty variable recorded a TCR of 85.00%, reflecting a strong willingness among employees to remain with the organization and recommend it as a good place to work. These results suggest that while all variables are rated in the “very good” category, continuous improvement in career development programs could further strengthen employee loyalty.

Table 1. Descriptive Statistics of Research Variables

Variable	TCR (%)	Category
Career Development	83.60	Very Good
Job Motivation	84.40	Very Good
Employee Loyalty	85.00	Very Good

3.1.2. Instrument Testing

3.1.2.1. Validity Test

Validity testing was conducted using Pearson’s product–moment correlation to determine whether each questionnaire item accurately measured its respective construct. The results showed that all item correlation coefficients (r-count) exceeded the critical value of 0.220 at a significance level of $p < 0.05$.

This confirms that all measurement items for career development, job motivation, and employee loyalty were valid and could be retained for further analysis.

Table 2. Validity Testing Results

Variable	Item Code	r-count	r-table (n=80)	Sig. (p-value)	Conclusion
Career Development	CD1	0.652	0.220	0.000	Valid
	CD2	0.701	0.220	0.000	Valid
	CD3	0.688	0.220	0.000	Valid
	CD4	0.725	0.220	0.000	Valid
	CD5	0.694	0.220	0.000	Valid
	CD6	0.673	0.220	0.000	Valid
Job Motivation	JM1	0.721	0.220	0.000	Valid
	JM2	0.736	0.220	0.000	Valid
	JM3	0.754	0.220	0.000	Valid
	JM4	0.742	0.220	0.000	Valid
	JM5	0.729	0.220	0.000	Valid
	JM6	0.711	0.220	0.000	Valid
Employee Loyalty	EL1	0.732	0.220	0.000	Valid
	EL2	0.748	0.220	0.000	Valid
	EL3	0.769	0.220	0.000	Valid
	EL4	0.757	0.220	0.000	Valid

3.1.2.2. Reliability Test

Reliability testing evaluated the internal consistency of the instrument for each variable using Cronbach's alpha. All variables recorded alpha values above the minimum threshold of 0.70, indicating strong internal consistency and confirming that the items consistently measure the intended constructs.

Table 3. Reliability Testing Results

Variable	Cronbach's Alpha	Reliability Category
Career Development	0.880	Reliable
Job Motivation	0.910	Reliable
Employee Loyalty	0.900	Reliable

3.1.3. Assumption Testing

Prior to hypothesis testing, three classical assumption diagnostics—normality, multicollinearity, and heteroscedasticity—were conducted to ensure the robustness, efficiency, and validity of the regression estimates. The normality of residuals was examined using the Kolmogorov–Smirnov (K–S) test, a widely applied approach in hospitality and management research to evaluate whether error terms follow a normal distribution [19]. As shown in Table 4, the significance value obtained was 0.200 (> 0.05), indicating that the residuals are normally distributed, which satisfies the assumption that parametric tests in the regression model yield unbiased and consistent estimates [20]. Multicollinearity was assessed through Tolerance and Variance Inflation Factor (VIF) values, where Tolerance values greater than 0.10 and VIF values below 10 suggest no multicollinearity [21]. Table 5 shows that career development and job motivation both recorded Tolerance values of 0.908 and VIF values of 1.102, confirming the absence of multicollinearity and indicating that each predictor explains a unique portion of variance in employee loyalty without significant overlap. Heteroscedasticity was tested using the Glejser method, which regresses absolute residuals on independent variables to detect variance instability in the error terms [22]. As presented in Table 6, career development ($p = 0.617$) and job motivation ($p = 0.844$) both exceeded the 0.05 threshold, confirming constant variance across all predictor levels and ensuring that regression estimates are efficient and standard errors are not biased due to non-constant variance [23].

Table 4. Results of Normality Test (Kolmogorov–Smirnov)

Parameter	Value
N	80
Mean	0.0000
Std. Deviation	1.8245
Most Extreme Differences (Absolute)	0.073
Most Extreme Differences (Positive)	0.059
Most Extreme Differences (Negative)	–0.073
Test Statistic	0.073
Asymp. Sig. (2-tailed)	0.200

Table 5. Results of Multicollinearity Test

Variable	Tolerance	VIF	Conclusion
Career Development	0.908	1.102	No multicollinearity
Job Motivation	0.908	1.102	No multicollinearity

Table 6. Results of Heteroscedasticity Test (Glejser Method)

Variable	Sig. (p-value)	Conclusion
Career Development	0.617	No heteroscedasticity
Job Motivation	0.844	No heteroscedasticity

3.1.4. Hypothesis Test

The hypothesis testing was conducted using multiple linear regression to evaluate the effects of career development (X_1) and job motivation (X_2) on employee loyalty (Y) in the context of Pangeran Beach Hotel Padang. The simultaneous F-test produced an F-value of 9.736 with a significance level of $p < 0.001$, confirming that the two predictors jointly exert a statistically significant influence on employee loyalty, consistent with prior evidence that integrated human capital development and motivational practices can enhance retention outcomes in hospitality organizations [24], [25]. The estimated regression equation was $Y = 15.432 + 0.073X_1 + 0.496X_2$, where the constant term indicates the baseline level of loyalty when both predictors are at zero. Partial t-tests revealed that career development had no statistically significant effect ($\beta = 0.073$, $t = 0.727$, $p = 0.470$), suggesting that while structured career growth initiatives are valuable, their immediate impact on loyalty may be less pronounced without concurrent motivational reinforcement [26]. In contrast, job motivation demonstrated a positive and significant effect ($\beta = 0.496$, $t = 3.926$, $p < 0.001$), aligning with studies showing that intrinsic and extrinsic motivational factors have a direct and substantial influence on employees' willingness to remain with their employer in high-contact service settings [27], [28]. These findings indicate that, in the current context, enhancing job motivation yields more immediate and measurable gains in employee loyalty than career development alone, reinforcing the importance of prioritizing motivational strategies alongside long-term career planning in hospitality HRM.

Table 6. Multiple Linear Regression Analysis Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	15.432	3.211	–	4.804	0.000
Career Development	0.073	0.101	0.073	0.727	0.470
Job Motivation	0.496	0.126	0.452	3.926	0.000

3.2. Discussion

The present study examined the effects of career development and job motivation on employee loyalty within the context of a four-star hospitality organization in West Sumatra, Indonesia. The results

indicate that job motivation exerts a positive and statistically significant effect on employee loyalty, whereas career development does not exhibit a significant direct influence. These findings suggest that, in this setting, motivational factors—both intrinsic and extrinsic—play a more immediate role in fostering loyalty than long-term career growth initiatives. This is consistent with self-determination theory, which posits that fulfilling employees' psychological needs for competence, autonomy, and relatedness enhances work engagement and commitment [29].

The significant effect of job motivation aligns with prior empirical studies in the hospitality industry demonstrating that motivated employees are more likely to display loyalty, reduced turnover intention, and increased discretionary effort [30], [31]. Motivation enhances affective commitment and strengthens the psychological contract between employee and employer, leading to higher levels of retention and advocacy behavior [32]. In particular, intrinsic motivators such as recognition, achievement, and personal growth have been shown to be strong predictors of employee attachment in service-intensive sectors [33].

Conversely, the lack of a significant direct effect for career development on employee loyalty in this study may reflect the long-term nature of career growth outcomes, which often require sustained visibility and consistent implementation before employees perceive tangible benefits [34]. This finding mirrors evidence from other hospitality contexts where career development initiatives had a delayed or indirect effect on loyalty, often mediated by job satisfaction or organizational commitment [35], [36]. It is also possible that the perceived adequacy or fairness of career opportunities in the studied organization is insufficient to trigger strong loyalty responses, echoing findings that employees' career satisfaction depends heavily on transparent promotion processes and developmental feedback [37].

The joint significance of career development and job motivation on loyalty, as indicated by the F-test, underscores the importance of integrating these two dimensions into a cohesive human resource management (HRM) strategy. Previous research advocates that combining tangible motivational rewards with structured development pathways creates a synergistic effect, fostering both immediate engagement and long-term retention [38]. For hospitality managers, this implies that while motivational initiatives may deliver quick wins in loyalty, sustaining such loyalty over time necessitates visible and credible career development opportunities.

From a practical perspective, the findings highlight the need for managers in mid-scale hotels in emerging destinations to prioritize motivational drivers such as recognition programs, performance-based incentives, and participative decision-making, while concurrently building robust career development frameworks. In doing so, organizations can address both the short-term and long-term determinants of employee loyalty, which is critical for sustaining competitive advantage in service delivery [39].

4. CONCLUSION

This study investigated the effects of career development and job motivation on employee loyalty at Pangeran Beach Hotel Padang, Indonesia, and found that while career development was positively associated with loyalty, its independent effect was not statistically significant, whereas job motivation had a positive and significant impact, indicating that intrinsic factors such as recognition and personal achievement, along with extrinsic factors such as fair compensation and job security, play a more immediate role in fostering loyalty; the combined influence of both variables significantly predicted employee loyalty, suggesting potential synergy between long-term career planning and short-term motivational strategies, thereby extending the hospitality human resource management literature with evidence from an emerging tourism destination and offering practical implications for hotel managers to prioritize motivation-enhancing initiatives alongside structured career development programs, while recommending that future research incorporate additional factors such as organizational culture, leadership style, and work-life balance, and adopt longitudinal or multi-site designs to enhance generalizability.

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