

The Influence of Job Performance on Employee Career Development at Truntum Hotel Padang

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Article Info

Article history:

Received August 17, 2025

Revised August 19, 2025

Accepted August 20, 2025

Keywords:

Job Performance, Career Development, Hospitality Industry, Truntum Hotel Padang

ABSTRACT

This study aims to analyze the influence of job performance on employee career development in the hospitality sector, with a specific focus on Truntum Hotel Padang. A quantitative research design with a causal associative approach was employed, involving a total sample of 76 permanent employees. Data were collected through a structured questionnaire and analyzed using simple linear regression with SPSS version 25. The findings reveal that job performance has a positive and significant effect on career development, with a regression coefficient ($\beta = 0.303$, $p < 0.05$) and an R^2 value of 0.064. This indicates that 6.4% of the variance in career development can be explained by job performance, while the remaining proportion is influenced by other factors. Theoretically, this study contributes to career development literature by providing empirical evidence from the Indonesian hospitality industry, which remains underexplored. Practically, the findings suggest that hotel managers should design fair appraisal systems, transparent promotion pathways, and inclusive human resource policies to enhance employee motivation and retention. The study also highlights the importance of integrating performance management with organizational support practices.

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1. INTRODUCTION

The hospitality industry is widely acknowledged as a service-driven sector where human resources play a pivotal role in determining organizational success and competitiveness. Employee job performance, defined as the quality and quantity of output achieved under specific conditions, directly contributes to service excellence, customer satisfaction, and long-term sustainability of hotels [1]. In this context, career development is considered a strategic dimension of human resource management, serving as both a motivational factor for employees and a mechanism for organizations to retain talent [2]. Career advancement not only reflects organizational fairness and transparency but also enhances employee commitment, thereby reducing turnover and strengthening service delivery [3].

Job performance has been conceptualized as a multidimensional construct encompassing task accomplishment, contextual behavior, and adaptive performance, all of which are influenced by individual competencies, organizational support, and the work environment [4]. Prior studies highlight that employees demonstrating high job performance are more likely to access career advancement opportunities such as promotions, role enrichment, and professional recognition [5]. Conversely, insufficient performance management practices may result in employee dissatisfaction and limited career progression, particularly in the hospitality sector, which is characterized by high workloads, dynamic customer demands, and competitive pressures [6].

Career development is also viewed as an ongoing process involving the acquisition of new skills, knowledge, and experiences that enable individuals to achieve higher career goals [7]. Organizations play a critical role in facilitating this process through fair appraisal systems, transparent promotion mechanisms, and structured training programs [8]. Empirical evidence demonstrates that career development opportunities significantly improve employee motivation, retention, and organizational

performance [9]. However, despite the strategic importance of this issue, most existing research has focused on healthcare, manufacturing, and education sectors, while empirical studies in the hotel industry remain relatively limited [10].

In Indonesia, the hotel industry has become a vital component of the tourism sector, with growing demand for competent employees capable of delivering superior guest experiences. Hotel Truntum Padang, as a leading hospitality provider in West Sumatra, faces challenges related to job performance appraisal, fairness in promotions, and long-serving contract employees who lack permanent status. These conditions raise questions about whether job performance significantly influences employee career development in this context. Thus, this study aims to evaluate the effect of job performance on career development among employees of Hotel Truntum Padang and to provide strategic recommendations for optimizing human resource management practices in the hospitality industry.

2. METHOD

This study employed a quantitative research design with a causal associative approach to examine the effect of job performance on employee career development at Hotel Truntum Padang. The population comprised all 76 permanent employees, and a total sampling technique was used to ensure full representation, excluding daily workers, part-time employees, and trainees. Data were collected using a structured questionnaire with items measured on a five-point Likert scale, covering 15 indicators of job performance and 12 indicators of career development that had been previously tested for validity and reliability. To ensure robustness, classical assumption tests were conducted, including normality (Kolmogorov–Smirnov), homogeneity, and linearity. Hypothesis testing was carried out using simple linear regression analysis with SPSS version 25, where statistical significance was determined at $p \leq 0.05$. The regression model was specified as $Y = a + bX$, with the coefficient of determination (R^2) employed to assess the explanatory power of the independent variable. This methodological design aligns with best practices in hospitality research, where causal models are applied to evaluate employee-related constructs and organizational outcomes [11], [12].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Descriptive Data

The descriptive analysis presented in Table 1 shows that the mean score for job performance among employees of Hotel Truntum Padang was 64.59, with values ranging from 44 to 75, indicating that most employees performed within the moderate-to-high category. The relatively low standard deviation (5.877) and variance (34.538) suggest that the distribution of job performance scores was homogeneous, reflecting consistency in employee performance levels. In contrast, the mean score for career development was slightly lower at 47.62, with a broader range of 25 to 60 and higher variability (standard deviation of 7.077 and variance of 50.079). These findings imply that while job performance across employees tends to be relatively stable, perceptions of career development opportunities vary more widely, highlighting potential differences in access to promotions, training, or career advancement pathways within the organization.

Table 1. Descriptive Statistics of Job Performance and Career Development

Statistics	Job Performance	Career Development
N (Valid)	76	76
Missing	0	0
Mean	64.59	47.62
Median	64.00	48.00
Mode	62	48
Standard Deviation	5.877	7.077
Variance	34.538	50.079
Range	31	35
Minimum	44	25
Maximum	75	60
Sum	4909	3619

3.1.2. Validity and Reliability Testing

The validity and reliability tests were conducted to ensure that the measurement instruments accurately represented the constructs of job performance and career development. The validity results showed that all items had corrected item–total correlation values above the minimum threshold of 0.30, confirming that each indicator was valid in capturing its intended construct. Furthermore, reliability analysis using Cronbach’s alpha demonstrated coefficients greater than 0.70 for both variables, exceeding the recommended benchmark for social science research. These findings indicate that the instrument used in this study was both valid and reliable, providing a strong basis for subsequent hypothesis testing and regression analysis.

Table 2. Validity and Reliability Testing Results

Variable	Number of Items	Validity Range (Corrected Item–Total Correlation)	Cronbach’s Alpha	Interpretation
Job Performance	15	0.421 – 0.763	0.874	Valid & Reliable
Career Development	12	0.436 – 0.781	0.861	Valid & Reliable

3.1.3. Assumption Testing

To ensure the robustness of regression analysis, several classical assumption tests were performed, including normality, homogeneity, and linearity. The results of the One-Sample Kolmogorov–Smirnov Test (Table 3) indicate that the Monte Carlo significance value was 0.212 (>0.05), suggesting that the data were normally distributed. This confirms that the residuals did not deviate significantly from a normal distribution. The homogeneity test using Levene’s statistic (Table 4) showed significance values ranging from 0.386 to 0.448 across different calculation methods, all exceeding 0.05. These results demonstrate that the variances between groups were homogeneous, thereby fulfilling the assumption of equal variance. Furthermore, the linearity test using ANOVA (Table 5) revealed a significant relationship between job performance and career development, with a linearity significance value of 0.034 (<0.05). The deviation from linearity was not significant ($0.746 > 0.05$), confirming that the relationship between the two variables was adequately linear. Collectively, these findings indicate that the dataset met all assumptions required for simple linear regression analysis, thereby ensuring the validity of subsequent hypothesis testing.

Table 3. One-Sample Kolmogorov–Smirnov Normality Test Results

Statistic	Value
N	76
Mean	0.0000000
Std. Deviation	6.84819376
Most Extreme Differences (Absolute)	0.119
Positive	0.063
Negative	-0.119
Test Statistic	0.119
Asymp. Sig. (2-tailed)	0.009
Monte Carlo Sig. (2-tailed)	0.212

Table 4. Test of Homogeneity of Variances

Variabel	Levene Statistic	df1	df2	Sig.
Based on Mean	0.755	1	150	0.386
Based on Median	0.734	1	150	0.393
Based on Median and adjusted df	0.734	1	141.276	0.393
Based on Trimmed Mean	0.579	1	150	0.448

Table 5. Linearity Test (ANOVA Results)

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	966.281	20	48.314	0.953	0.529
Linearity	238.602	1	238.602	4.704	0.034
Deviation from Linearity	727.678	19	38.299	0.755	0.746
Within Groups	2789.654	55	50.721		
Total	3755.934	75			

3.1.4. Hypothesis Test

The regression results summarized in Tables 6–8 confirm that job performance has a positive and significant effect on career development among employees of Hotel Truntum Padang. The R^2 value of 0.064 indicates that 6.4% of the variance in career development is explained by job performance, while the majority (93.6%) is influenced by other organizational or personal factors. The ANOVA results demonstrate the overall model fit ($F = 5.020$; $p = 0.028$), confirming that job performance is a significant predictor of career development. The coefficients table further shows that the regression coefficient ($B = 0.303$; $p < 0.05$) is positive, meaning that improvements in job performance lead to higher levels of career development. These findings support the hypothesis (H1) that job performance significantly influences career development, which aligns with prior studies emphasizing that performance appraisals and competence are critical determinants of promotion opportunities in the hospitality sector.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.253	0.064	0.051	6.890

Table 7. ANOVA (Regression Analysis)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	237.896	1	237.896	5.020	0.028
Residual	3518.038	74	47.541		
Total	3755.934	75			

Table 8. Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	35.217	8.112	–	4.341	0.000
Job Performance (X)	0.303	0.135	0.253	2.241	0.028

3.2. Discussion

The results of this study confirm that job performance has a positive and significant effect on career development among employees of Hotel Truntum Padang, where higher levels of performance were associated with greater opportunities for career advancement. This finding is consistent with the notion that performance is a critical determinant of employee appraisal outcomes and serves as a reliable predictor of promotions and recognition in service-oriented industries [13]. The regression analysis demonstrated that job performance explained 6.4% of the variance in career development, indicating that while performance is an essential factor, career advancement is also shaped by other organizational and individual variables, such as training, leadership, and motivation [14].

These findings resonate with prior studies in hospitality research. For instance, Karatepe and Olugbade (2022) found that high-performing employees are more likely to benefit from career growth opportunities and to experience higher satisfaction with organizational practices [15]. Similarly, Kim and Park (2022) emphasized that transparent and performance-based promotion systems enhance employee engagement and retention in hotels [3]. Such evidence underlines the importance of fair

appraisal systems in maintaining workforce motivation and ensuring organizational competitiveness in the dynamic hospitality sector.

Nevertheless, the relatively low R^2 obtained in this study highlights that job performance alone cannot fully explain career development outcomes. This aligns with the argument of De Vos and Van der Heijden (2023), who noted that sustainable career growth requires a combination of individual competence and organizational support through structured training programs, mentoring, and transparent promotion pathways [8]. In the case of Hotel Truntum Padang, the interviews revealed that long-serving contract employees often face limited promotion opportunities, suggesting that structural and policy-related barriers may constrain career progression despite adequate job performance. Addressing these issues requires not only robust performance evaluation but also fair employment practices that provide equal access to career advancement for both permanent and contract staff.

Moreover, the results of this study suggest that enhancing career development in the hospitality industry requires integrating performance management with broader human resource development strategies. Tang and Wang (2022) argue that career growth opportunities are strongly associated with employee motivation, job satisfaction, and long-term retention [9]. Therefore, organizations should not only reward employees based on performance outcomes but also provide continuous training, skills upgrading, and clear career pathways. This holistic approach ensures that employee aspirations align with organizational goals, creating a mutually beneficial relationship that strengthens service quality and business sustainability.

Finally, the study contributes to the growing body of literature emphasizing the multidimensional nature of career development in the hospitality industry. While job performance provides a foundation for career advancement, factors such as leadership style, organizational culture, and employee engagement also play critical roles [10]. Future research should consider a more comprehensive model that includes mediating and moderating variables, such as employee satisfaction, organizational justice, and work environment, to better explain the dynamics of career development in hotels.

4. CONCLUSION

This study investigated the effect of job performance on career development among employees at Hotel Truntum Padang. The findings demonstrate that job performance has a positive and significant influence on career development, confirming that employees who perform better are more likely to experience opportunities for advancement. However, the relatively low explanatory power of the model indicates that career development is not solely determined by performance but also shaped by other organizational and individual factors. These results highlight the importance of integrating performance management with broader human resource strategies such as training, mentoring, and transparent promotion systems. For practitioners, the findings suggest that hotels need to strengthen fair appraisal mechanisms and provide equal access to career growth opportunities, particularly for long-serving contract employees. For academia, this research contributes empirical evidence to the limited body of literature focusing on the hospitality sector in Indonesia. Future studies are recommended to adopt a more comprehensive model by incorporating mediating and moderating variables to better capture the dynamics of career development in the hospitality industry.

ACKNOWLEDGMENTS

The authors would like to express their sincere gratitude to the management and employees of Hotel Truntum Padang for their cooperation and valuable participation in this study. Appreciation is also extended to the Faculty of Tourism and Hospitality, Universitas Negeri Padang, for providing academic and administrative support throughout the research process. Finally, the authors are thankful for the constructive feedback from colleagues and reviewers, which greatly contributed to the improvement of this article.

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