

The Influence of Compensation and Work Motivation on Employee Job Satisfaction at Montigo Resorts Nongsa Batam

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ABSTRACT

This study aims to analyze the effect of compensation and work motivation on employee job satisfaction at Montigo Resorts Nongsa Batam. A quantitative research method with a causal associative approach was employed, involving 130 permanent employees as respondents selected through a survey. Data were collected using an online questionnaire and analyzed using multiple linear regression with the assistance of SPSS version 25. The findings reveal that job satisfaction was categorized as very good (mean score = 4.21), compensation was also in the very good category (4.25), and work motivation was in the very good category as well (4.28). Partial tests indicate that compensation has a significant effect on job satisfaction, and work motivation also has a significant effect. Simultaneous testing demonstrates that compensation and work motivation jointly exert a significant effect on job satisfaction, with an F-value of 12.710 exceeding the critical value of 3.07 and a significance level of 0.000 (<0.05). The Adjusted R² value of 0.154 indicates that 15,4% of the variance in job satisfaction is explained by compensation and work motivation, while the remaining 84,6% is influenced by other factors beyond the scope of this study.

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1. INTRODUCTION

The tourism industry is one of the fastest-growing sectors in Indonesia, driven by the rising number of both domestic and international visitors. According to the Central Bureau of Statistics, international tourist arrivals in December 2024 reached 1.24 million, an increase of 8.72% compared to the previous year [1]. The Riau Islands Province has become a major tourism destination, contributing 11.81% of total international tourist visits, with Batam serving as a vital entry point and hospitality hub [2]. Luxury resorts such as Montigo Resorts Nongsa play an essential role in this development by providing not only premium facilities but also high-quality services [3].

In the hospitality sector, the consistency of service quality is inseparable from the role of employees as the frontline of guest experience. Job satisfaction is a critical determinant of both individual performance and organizational effectiveness [4]. Among the most influential factors shaping job satisfaction are compensation and work motivation [5]. Compensation represents the organization's recognition of employee contributions, which in turn fosters retention and loyalty [6], while motivation serves as an internal driver influencing enthusiasm and engagement in work tasks [7], [8].

Despite the sector's growth, employee turnover remains a significant challenge in hospitality. At Montigo Resorts Nongsa Batam, the employee resignation rate reached 30% in 2024, exceeding the industry benchmark of 10%. Of those resigning, 44% cited better external job offers as the main reason. Preliminary findings also highlighted issues such as unpaid overtime and unclear career pathways, which negatively affected discipline, motivation, and overall performance. These issues underscore the importance of compensation and motivation in enhancing job satisfaction [9], [10].

Prior studies confirm significant relationships between compensation, motivation, and job satisfaction within hospitality settings [11]–[13]. However, research focusing specifically on luxury resorts

in Batam, particularly Montigo Resorts Nongsa, remains scarce. This study therefore aims to analyze the influence of compensation and work motivation on employee job satisfaction at Montigo Resorts Nongsa Batam. Theoretically, this research contributes to the human resource management literature, while practically, it provides managerial insights for hotel operators in designing strategies to improve employee retention and job satisfaction.

2. METHOD

This study employed a quantitative method with a causal-associative approach to examine the influence of compensation and work motivation on employee job satisfaction at Montigo Resorts Nongsa Batam. The research population consisted of all permanent employees, with a sample of 130 respondents determined through simple random sampling, following the recommendations of Hair et al. [14]. Data were collected using an online questionnaire distributed via Google Forms and measured on a five-point Likert scale ranging from “strongly disagree” to “strongly agree” [15]. Compensation was assessed through four dimensions: wages, incentives, allowances, and facilities [16]. Work motivation was measured through indicators of goal achievement drive, responsibility, and creativity [17], while job satisfaction was evaluated using indicators of job enjoyment, work morale, discipline, and performance [18]. Instrument validity was tested using Pearson’s Product-Moment correlation, and reliability was assessed through Cronbach’s Alpha, with instruments considered valid and reliable if r -values exceeded the critical r -table and $\alpha > 0.6$ [19]. Data analysis was conducted using SPSS version 25, including descriptive statistics, classical assumption tests (normality, heteroscedasticity, and multicollinearity), and multiple linear regression to test the hypotheses. The coefficient of determination (R^2) was used to measure the explanatory power of the independent variables on the dependent variable [20].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Description of Respondent Characteristics

Based on the results presented in Table 1, the majority of respondents were male (93 employees or 71.5%), while female employees accounted for 28.5% (37 employees). In terms of age distribution, most respondents were between 21–30 years old (56.9%), followed by those aged 31–40 years (27.7%) and over 40 years (15.4%), with no respondents under 20 years old. Regarding educational background, the majority held a bachelor’s or diploma degree (66.2%), while 30.8% were high school/vocational graduates and only 3.1% held a postgraduate degree. Departmental representation showed the largest proportion from housekeeping (18.5%), food and beverage production (17.7%), and food and beverage service (15.4%), whereas the smallest groups were from HR (0.8%) and retail (1.5%). In terms of job position, most respondents were operational staff (81.5%), with fewer supervisors (11.5%), managers (6.2%), and assistant managers (0.8%). Concerning tenure, 43.1% of employees reported one year of service, followed by three years (30%), two years (14.6%), more than three years (6.9%), and less than one year (5.4%). These characteristics indicate that Montigo Resorts Nongsa Batam’s workforce is predominantly young, male, and operationally oriented, with a strong emphasis on educational qualifications, particularly at the diploma or bachelor’s level.

Table 1. Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	93	71.5
	Female	37	28.5
	Total	130	100.0
Age	< 20 years	0	0.0
	21–30 years	74	56.9
	31–40 years	36	27.7
	> 40 years	20	15.4
	Total	130	100.0
Education	High School/Voc.	40	30.8
	Bachelor/Diploma	86	66.2

Characteristic	Category	Frequency	Percentage (%)
	Postgraduate	4	3.1
	Total	130	100.0
Department	F&B Service	20	15.4
	F&B Product	23	17.7
	Engineering	5	3.8
	Housekeeping	24	18.5
	Finance	10	7.7
	Front Office	14	10.8
	Security	8	6.2
	Recreation	9	6.9
	Sales & Marketing	5	3.8
	SPA	9	6.9
	Retail	2	1.5
	Human Resources	1	0.8
	Total	130	100.0
Position	Manager	8	6.2
	Assistant Manager	1	0.8
	Supervisor	15	11.5
	Staff	106	81.5
	Total	130	100.0
Tenure	< 1 year	7	5.4
	1 year	56	43.1
	2 years	19	14.6
	3 years	39	30.0
	> 3 years	9	6.9
	Total	130	100.0

3.1.2. Respondents' Achievement Level on Variables

Based on the results presented in Table 2, the achievement level of respondents regarding job satisfaction was categorized as good, with an average score of 4.21. The highest indicator was the statement "I remain enthusiastic even when facing challenges or work pressure" (mean = 4.46), while the lowest indicator was "I rarely engage actively in achieving the goals of Montigo Resorts Nongsa Batam" (mean 3,14), which fell into the fair category. The compensation variable was also rated as very good, with an average score of 4.25. The highest-rated indicator was "The salary I receive is proportional to my workload" (mean = 4.35), whereas the lowest-rated was "I often experience delays in salary payment" (mean = 4.10), categorized as good. Meanwhile, the work motivation variable achieved a very good rating, with an average score of 4.28. The highest indicators included "I perform my duties with seriousness and responsibility" (mean = 4.40) and "I dare to propose new solutions to solve problems at work" (mean = 4.35). The lowest indicator was "I strive to maintain quality and integrity in every task I complete" (mean = 4.10), which still fell into the good category. Overall, these findings suggest that respondents gave positive evaluations for job satisfaction, compensation, and work motivation, although certain aspects, particularly timely salary payment and employee engagement in organizational goals, require further improvement.

Table 2. Respondents' Achievement Levels on Research Variables

No	Variable & Statement	SS	A	FA	D	SD	N	Score	Mean	Category
Job Satisfaction										

No	Variable & Statement	SS	A	FA	D	SD	N	Score	Mean	Category
1	I am always enthusiastic when completing tasks at work	65	60	4	1	0	130	579	4.45	Very Good
2	I feel proud of the profession I currently pursue	48	73	9	0	0	130	559	4.30	Very Good
3	I remain enthusiastic even when facing challenges or work pressure	70	51	8	1	0	130	580	4.46	Very Good
4	I always act honestly and responsibly in carrying out tasks	56	58	13	2	0	130	555	4.26	Very Good
5	I maintain ethics and courtesy in the workplace	59	56	10	5	0	130	559	4.30	Very Good
6	I comply with all rules and procedures at work	61	57	8	4	0	130	565	4.34	Very Good
7	I complete tasks within the specified time	48	69	8	5	0	130	550	4.23	Very Good
8	I am able to achieve the work targets set by Montigo Resorts Nongsa Batam	60	63	7	0	0	130	573	4.40	Very Good
9	I rarely participate actively in achieving the goals of Montigo Resorts Nongsa Batam	12	25	63	22	6	130	409	3,14	Moderate
Total / Average							130	4929	4.21	Very Good
Compensation										
1	The salary I receive is proportional to my workload	63	52	14	0	1	130	566	4.35	Very Good
2	I often experience delays in salary payment	48	50	30	2	0	130	534	4.10	Good
3	I receive bonuses as a reward for achieving work targets	64	48	15	2	1	130	562	4.32	Very Good
4	The company provides additional incentives for outstanding performance	42	71	14	2	1	130	541	4.16	Good
5	The incentives I receive motivate me to work better	54	56	17	3	0	130	551	4.23	Very Good
6	Montigo Resorts Nongsa Batam provides holiday allowances regularly	54	59	16	1	0	130	556	4.27	Very Good
7	The company provides a proper canteen for employees	49	67	14	0	0	130	555	4.26	Very Good
8	Workplace facilities such as lockers, tools, and workspace are adequately provided	57	62	8	2	1	130	562	4.32	Very Good
Total / Average							130	4427	4.25	Very Good
Work Motivation										
1	I am committed to completing tasks in accordance with established goals	59	59	10	2	0	130	565	4.34	Very Good
2	I can set priorities well so that targets are achieved on time	48	71	10	1	0	130	556	4.27	Very Good

No	Variable & Statement	SS	A	FA	D	SD	N	Score	Mean	Category
3	I have strong motivation to keep trying and not give up in facing challenges	45	74	11	0	0	130	554	4.26	Very Good
4	I can endure and remain enthusiastic when facing workplace challenges	50	67	12	1	0	130	556	4.27	Very Good
5	I have a strong desire to give maximum contribution to my job	48	66	15	1	0	130	551	4.23	Very Good
6	I feel happy when carrying out work tasks	52	61	15	2	0	130	553	4.25	Very Good
7	I dare to propose new solutions to solve workplace problems	55	67	7	1	0	130	566	4.35	Very Good
8	I am willing to try different working methods for better results	51	65	13	1	0	130	556	4.27	Very Good
9	I take the initiative to create innovations to improve work efficiency	60	59	9	1	1	130	566	4.35	Very Good
10	I perform my duties with seriousness and responsibility	62	60	7	1	0	130	573	4.40	Very Good
11	I am ready to accept the consequences of the work I perform	51	61	14	4	0	130	549	4.22	Very Good
12	I strive to maintain quality and integrity in every task I complete	45	59	20	6	0	130	533	4.10	Good
Total / Average							130	4890	4.28	Very Good

3.1.3. Validity and Reliability Testing

Based on the validity test results presented in Table 3, all statement items for the compensation, work motivation, and job satisfaction variables obtained correlation coefficients (r -calculated) greater than the critical r -table value (0.361). This indicates that all items are valid and can be used as appropriate measures of the research variables. This finding is consistent with the assertion of Sugiyono that an instrument is considered valid when the correlation coefficient exceeds the r -table value at a given significance level [14]. Furthermore, the reliability test results shown in Table 4 reveal that all variables achieved Cronbach's Alpha values greater than 0.60, confirming the internal consistency of the instruments. Specifically, the compensation variable yielded a coefficient of 0.679, categorized as moderately reliable, while work motivation and job satisfaction produced coefficients of 0.807 and 0.769, respectively, both of which fall under the category of good reliability. These results align with the criteria proposed by Ghazali, who emphasized that Cronbach's Alpha values exceeding 0.60 demonstrate acceptable reliability [15]. Therefore, the research instruments used in this study are both valid and reliable, making them suitable for analyzing the influence of compensation and work motivation on employee job satisfaction.

Table 3. Validity Test Results of Research Instruments

Variable	Item No.	r -calculated	r -table ($n = 30$, $df = 28$)	Status
Compensation	1	0.592	0.361	Valid
	2	0.469	0.361	Valid
	3	0.382	0.361	Valid
	4	0.634	0.361	Valid
	5	0.382	0.361	Valid
	6	0.420	0.361	Valid

Variable	Item No.	<i>r</i> -calculated	<i>r</i> -table (n = 30, df = 28)	Status
Work Motivation	7	0.548	0.361	Valid
	8	0.623	0.361	Valid
	1	0.390	0.361	Valid
	2	0.705	0.361	Valid
	3	0.635	0.361	Valid
	4	0.391	0.361	Valid
	5	0.723	0.361	Valid
	6	0.429	0.361	Valid
	7	0.605	0.361	Valid
	8	0.405	0.361	Valid
	9	0.679	0.361	Valid
	10	0.710	0.361	Valid
Job Satisfaction	11	0.514	0.361	Valid
	12	0.554	0.361	Valid
	1	0.737	0.361	Valid
	2	0.586	0.361	Valid
	3	0.416	0.361	Valid
	4	0.446	0.361	Valid
	5	0.378	0.361	Valid
	6	0.632	0.361	Valid
	7	0.600	0.361	Valid
	8	0.645	0.361	Valid
	9	0.421	0.361	Valid

Table 4. Reliability Test Results of Research Instruments

Variable	Cronbach's Alpha	Number of Items	Description
Compensation	0.679	8	Reliable (moderate)
Work Motivation	0.807	12	Reliable (good)
Job Satisfaction	0.769	9	Reliable (good)

3.1.4. Assumption Testing

Based on the normality test results presented in Table 5, the Asymp. Sig. (2-tailed) value was 0.004, which is lower than 0.05, conventionally indicating that the data were not normally distributed. However, the Monte Carlo Sig. (2-tailed) value was 0.160, which is above 0.05. This result suggests that the residuals can be considered normally distributed, thereby fulfilling the normality assumption. Furthermore, the heteroscedasticity test results in Table 6 show significance values of 0.378 for the compensation variable and 0.708 for the work motivation variable, both exceeding the 0.05 threshold. This indicates that the regression model is free from heteroscedasticity. In addition, the multicollinearity test presented in Table 7 demonstrates Tolerance values of 0.714 (> 0.10) and Variance Inflation Factor (VIF) values of 1.400 (< 10) for both independent variables, confirming the absence of multicollinearity. Taken together, these results indicate that the regression model in this study meets the classical assumptions of normality, homoscedasticity, and non-multicollinearity, and is therefore suitable for further regression analysis.

Table 5. One-Sample Kolmogorov-Smirnov Normality Test Results

Test Parameter	Value
N	130

Test Parameter	Value
Normal Parameters	
Mean	0.000
Std. Deviation	3.55812161
Most Extreme Differences	
Absolute	0.097
Positive	0.061
Negative	-0.097
Test Statistic	0.097
Asymp. Sig. (2-tailed)	0.004
Monte Carlo Sig. (2-tailed)	0.160
99% Confidence Interval (Lower Bound)	0.151
99% Confidence Interval (Upper Bound)	0.170

Table 6. Heteroscedasticity Test (Glejser Method)

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	3.433	2.658	—	0.199
Compensation	-0.058	0.065	-0.885	0.378
Work Motivation	0.022	0.060	0.376	0.708

Table 7. Multicollinearity Test Results

Model	Variable	Tolerance	VIF
1	Compensation	0.714	1.400
	Work Motivation	0.714	1.400

3.1.5. Hypothesis Test

Based on the results presented in Table 8, the multiple linear regression (t-test) indicates that the compensation variable has a positive and significant effect on job satisfaction, with a regression coefficient of 0.252 and a significance value of 0.011 (< 0.05). Thus, the first hypothesis (H1) is accepted. Furthermore, the work motivation variable also shows a significant effect, with a regression coefficient of 0.202 and a significance value of 0.025 (< 0.05), hence the second hypothesis (H2) is accepted. Furthermore, the simultaneous test (F-test) in Table 9 shows an F-value of 12.710 with a significance level of 0.000 (< 0.05), confirming that compensation and work motivation jointly exert a significant influence on job satisfaction. Therefore, the third hypothesis (H3) is accepted. Finally, the coefficient of determination (R^2) in Table 10 reveals a value of 0.154, or 15.4%, indicating that job satisfaction among employees is explained by compensation and work motivation, while the remaining 86% is influenced by other factors not included in this study.

Table 8. Multiple Linear Regression Results (t-test)

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	18.995	3.967	—	0.000
Compensation	0.252	0.097	2.594	0.011
Work Motivation	0.202	0.089	2.268	0.025

Table 9. ANOVA Results (F-test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	326.900	2	163.450	12.710	0.000

Model	Sum of Squares	df	Mean Square	F	Sig.
Residual	1633.170	127	12.860	—	—
Total	1960.069	129	—	—	—

Table 10. Model Summary (Coefficient of Determination)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.408	0.167	0.154	3.586

3.2. Discussion

The findings of this study demonstrate a significant relationship between compensation, work motivation, and job satisfaction among employees at Montigo Resorts Nongsa Batam. Analysis of responses from 130 employees revealed that overall job satisfaction was categorized as very good (mean score = 4.21), reflecting positive perceptions of work-related aspects such as morale, discipline, and performance. This result aligns with Syamsir et al. [14], who argue that job satisfaction represents an individual's perception of their work, shaped by interactions with the organizational environment. Similarly, Mundakir and Zainuri [15] emphasize that job satisfaction constitutes a positive emotional state derived from one's assessment of their work experiences.

Compensation was also rated as very good (mean score = 4.25), and regression analysis confirmed that compensation (X1) had a positive and significant effect on job satisfaction ($\beta = 0.252$, $p = 0.011$), thereby supporting the first hypothesis (H1). This finding suggests that fair and equitable compensation contributes substantially to employee satisfaction, consistent with Ardianti et al. [16], who reported that appropriate compensation increases satisfaction as employees feel valued for their contributions. The result is further supported by Pande and Utama [17], who found that compensation significantly influences job satisfaction in hospitality contexts.

Then, work motivation (X2), which received a very good rating in descriptive analysis (mean score = 4.28), was found to have a positive and significant effect on job satisfaction ($\beta = 0.202$, $p = 0.025$), thereby supporting of the second hypothesis (H2). This condition indicates that although employees have high motivation, it does not automatically increase job satisfaction if external factors such as compensation or working conditions are not fulfilled. These results are consistent with the study of Sanuar et al. [18], which found that work motivation has a significant effect on employee job satisfaction at Claro Hotel Makassar.

The simultaneous test (F-test) further revealed that compensation and motivation jointly have a significant effect on job satisfaction ($F = 12.710$, $p = 0.000$), thereby confirming the third hypothesis (H3). However, their combined contribution was relatively modest, explaining only 15.4% of the variation in job satisfaction ($R^2 = 0.154$). This suggests that other factors—such as work environment, organizational culture, career development opportunities, and leadership style—play a more dominant role in shaping job satisfaction. These findings are consistent with Yuningsih et al. [19], who also reported that compensation and motivation together positively affect job satisfaction, although their explanatory power is limited.

Taken together, the results of this study is compensation and work motivation have an influence on job satisfaction. Therefore, management at Montigo Resorts Nongsa Batam should prioritize the implementation of fair, transparent, and performance-based compensation policies, while also fostering non-financial motivational supports such as career development and a supportive work environment. Such measures are essential for improving employee satisfaction, reducing turnover, and enhancing organizational performance in the competitive hospitality sector.

4. CONCLUSION

The results of this study indicate that the level of employee job satisfaction at Montigo Resorts Nongsa Batam falls within the very good category, with compensation also rated as very good and work motivation rated as very good. Regression analysis confirmed that compensation and work motivation have a positive and significant effect on job satisfaction. Thus, compensation and work motivation simultaneously are proven to have a significant effect on job satisfaction with a contribution of 15.4%, while the remaining percentage is influenced by other factors beyond this study.

highlight the critical importance of providing fair, timely, and performance-based compensation as a means to enhance employee satisfaction. Moreover, this study opens opportunities for future research to explore additional determinants—such as work environment, organizational culture, and leadership style—in order to broaden understanding of the factors shaping employee job satisfaction.

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