

**The Effect of Salary on Job Satisfaction:
The Mediating Role of Career Development on Employee Performance
(Study on Star Hotels in Karawang Regency)**

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ABSTRACT

The purpose of this study was to examine the effect of salary on job satisfaction: the mediating role of Career Development on employee performance (study at Star Hotels in Karawang district). Descriptive research will be conducted to fulfill the research objectives. Data will be obtained by distributing questionnaires to 274 employees through a self-administered survey. The sample was selected by accidental sampling method. The data will be analyzed using IBM SPSS AMOS. This study found that salary has a positive effect on increasing job satisfaction, salary has a positive effect on employee performance, job satisfaction is able to have a positive effect on employee performance, career development is able to have a positive effect on employee performance and career development is able to mediate employee performance in influencing job satisfaction. Further research is recommended to consider other variables that can mediate employee performance other than career development, besides analyzing factors that affect job satisfaction other than salary. Because salary has a positive influence, hotel leaders or staffing departments must consider the value of salaries, especially in terms of length of service, besides that salaries are also able to influence employee performance, so the amount of salary must be increased according to the achievements of employees. Career development has a positive influence on employee performance, therefore the hotel must evaluate each employee's ability, for example through training that can develop his career, with career development there is an increase in position or salary value. Furthermore, career development is able to mediate employee performance in increasing job satisfaction of Starred Hotel employees in Karawang Regency. This study answers suggestions from previous research to identify and examine the effect of salary on job satisfaction: the mediating role of career development on employee performance, especially in the hospitality sector in Karawang Regency.

Keywords: Salary, Job Satisfaction, Career Development, Employee Performance

Introduction

Business competition in the hospitality industry is very tight, and good service is one of the vital success in attracting and retaining customers. By implementing this strategy, hotels can improve their service quality, differentiate themselves from competitors, and build long-term relationships with customers (Brendah, 2023). According to the Central Bureau of Statistics (BPS), the number of star hotels in Indonesia in 2022 was 3,763 units, an increase of 6.87% from 3,521 units in the previous year. A hotel is a commercial establishment that provides accommodation services, meals, and various other facilities to guests or customers who pay for their stay. Facilities generally involve bedrooms or suites with private bathrooms, and some hotels also provide a hotel, bar, swimming pool, fitness center, room service, and conference or meeting facilities. The main purpose of hotels is to provide a comfortable and safe temporary place to stay for their guests, whether it is for business, leisure or vacation purposes (Herjanto, 2023).

Below is the development of star hotels in Karawang:

Table 1. Development of Star Hotels in Karawang

Year	Total
2019	15
2020	18
2021	18
2022	20

Based on Table 1, the development of star hotels in Karawang radi year by year tends to increase, this is due to the large number of tourists who come and the development of the tourism sector. The number increased compared to the population in the previous year which was recorded at only 2,509,389 people. This year, Karawang Regency lowered the target of tourist visits to 500,000 visitors from the previous target of one million people. This is due to a decrease in tourists coming.

The development of the hotel business in Karawang Regency has begun to appear. Evidently, in Karawang there are currently many star hotels standing. Below is data on the ranking of Starred Hotels in Karawang.

Table 2. Ranking of Best Hotels in Karawang 2022

Hotel Name	Star	Ranking
Resinda Hotel Karawang	4	1/6
Mercure Karawang	4	2/6
Novotel Karawang	4	3/6
Swiss-Bellin Karawang	3	4/6
Aksaya Hotel Karawang	3	5/6
Brits Hotel Karawang	4	6/6

Source: Trip Advisor, 2022

Hotels located in Karawang city generally offer a pleasant stay with a prestigious feel. These hotels emphasize on productivity support services, entertainment services, quick and exclusive access to shopping centers to meet the needs of travelers. Resinda Hotel Karawang is ranked first with 4 stars. The hotel's main advantage lies in its superior service and excellent facilities, making it a top choice for those seeking an exceptional lodging experience.

Followed by Mercure Hotel Karawang in second place, the hotel is also 4-star. Anticipated advantages include top-class facilities and high-quality services. Mercure is known for its high standards in terms of cleanliness and food quality, providing a satisfying stay. The third place is occupied by Hotel Novotel Karawang, also a 4-star. The hotel features modern facilities, rich menu variations and excellent customer service, making it an attractive option for guests who desire a high level of comfort. The 3-star Swiss-Bellin Karawang ranked fourth. Although not in the same class as 4-star hotels, Swiss-Bellin offers a good balance between quality service and more affordable prices, making it an attractive option for travelers looking for added value. Aksaya Hotel Karawang, ranked fifth with 3 stars, can be considered a destination with adequate facilities and services for its star category, providing added value for guests looking for comfort without having to pay a premium. Lastly, Brits Hotel Karawang, although ranked last, still provides an exceptional experience as a 4-star hotel. Its advantages lie in more competitive rates or unique features offered to guests.

Below is the problem of the salary given by the hotel for non-managerial employees.

Table 3. Salaries in Karawang Regency Hospitality

Hotel Name	UMR	Average Salary of Non-Managerial Employees
Resinda Hotel Karawang	Rp 5.176.179.	Rp. 4.824.806.
Mercure Karawang	Rp 5.176.179.	Rp. 4.411.000
Novotel Karawang	Rp 5.176.179.	Rp. 3.850.000
Swiss-Bellin Karawang	Rp 5.176.179.	Rp. 4.850.000
Aksaya Hotel Karawang	Rp 5.176.179.	Rp. 5.035.429
Brits Hotel Karawang	Rp 5.176.179.	Rp. 4.950.000

Based on Table 3, it is known that the salary for non-manager employees is still below the average minimum wage, so there is still dissatisfaction with the salary given compared to the high cost of living in Karawan Regency. In addition, another problem that illustrates dissatisfaction at work is that some employees have left.

Table 4. Employee Exit
Data 2023

Hotel Name	Exit
Resinda Hotel Karawang	8
Mercure Karawang	4
Novotel Karawang	11
Swiss-Bellin Karawang	5
Aksaya Hotel Karawang	3
Brits Hotel Karawang	7

Based on Table 4, it is known that there is dissatisfaction at work that causes employees to leave, which can be caused by salaries that are unable to meet their needs. The exit of employees has many aspects, but one of them is because the salary given does not meet the needs of employees.

Career development in the hospitality industry can involve a number of issues that

need to be addressed by individuals who want to improve their skills and progress in their careers. Many hotels may have limited budgets for employee training. This can be a barrier for individuals looking to develop their skills and knowledge. Some employees may struggle to see a clear career path within the hospitality industry. This may motivate them to seek development opportunities elsewhere.

Furthermore, the problems of employee performance include:

Table 5. Average Employee Performance

Aspects	2019	2020	2021	2022
Ability	87	86	84	81
Knowledge	79	74	75	81
Speed	85	87	86	81
Accuracy	81	82	80	83
Accuracy	83	84	86	85
Motivation	78	82	84	81

Based on Table 5, it is known that there is an increase and decrease in performance, but the problem that arises from performance is in terms of employee knowledge that is still lacking in the hospitality industry, especially things that can support their skills at work.

Job satisfaction plays a very important role in improving hospitality services. Employees who are satisfied with their jobs tend to be more dedicated, productive, and tend to provide better service to guests. Job satisfaction is closely related to the level of employee drive (Haiyan Kong, 2018).

Employees who feel valued and satisfied with their jobs tend to be more productive. High levels of productivity can strengthen operational efficiency and provide better services. Salary plays a key role in improving employee job satisfaction in the hospitality industry, as it does in other industries (Heimerl, 2020). Although it cannot be denied that other factors also influence job satisfaction, fair and adequate compensation remains one of the main elements. salary is a significant factor in influencing the performance of hotel employees. Fair and adequate compensation can have a direct impact on motivation, engagement, and performance (Ann, 2020).

Career development is a very effective strategy in improving employee performance. When employees feel there are opportunities to grow and develop in their careers, they tend to be more motivated, committed, and able to make maximum contributions (Katharina, 2020). Career development programs can involve training and skills development. Employees who have the necessary skills to do their jobs better can produce better work results (Cedaryana, 2018).

Career development can act as a mediator in the relationship between employee performance and job satisfaction in the context of the hospitality industry. This means that not only does career development have a direct impact on employee performance and job satisfaction, but it can also be a link or intermediary between the two (Sembiring, 2021). Career development often involves training and upskilling. Employees who experience this development can feel more confident in carrying out their duties, which in turn can improve their performance (Romasanta, 2021). Thus, hospitality companies can plan and implement structured and focused career development programs to improve employee performance and

satisfaction simultaneously. Companies need to ensure that career development opportunities are clearly communicated to employees and integrated with individual and organizational goals (Darma, 2017).

Therefore, the authors are very interested in taking research in knowing and analyzing maximum job satisfaction through salary and its effect on employee performance, besides exploring the mediating effect of career development through employee performance in increasing job satisfaction.

Salary

Salary" refers to the compensation or wages given to a person in exchange for the work or

services they perform. Salary can be provided in various forms, including monthly salary, hourly salary, or other forms of payment, depending on the type of work and the agreement between the worker and the employer (Jolly, 2021).

The amount of salary can vary significantly depending on factors such as the type of job, the worker's education and skill level, work experience, geographical location, and the industry in which the worker works. Employers usually determine salaries based on a number of these considerations. A fair and adequate salary can be a source of motivation for employees. Providing salaries that match employees' responsibilities and performance can increase their satisfaction and motivation to do a good job (Bhinder, 2018). Salaries that are competitive and in line with industry standards help hotels to retain qualified employees. Good employee retention reduces the cost and time spent on recruiting and training new employees. Some key indicators that can be used to assess the salary system in hotels include: 1) Appropriateness to needs 2) Compatibility with industry standards 3) Compatibility with UMR 4) Compatibility with performance (Hani Ernawati, 2019)

Job Satisfaction

Job satisfaction refers to the level of satisfaction, happiness, and personal fulfillment that an individual feels towards their job. It encompasses the extent to which a person feels satisfied, motivated, and engaged in their work (Samuel Egenius, 2020). Job satisfaction is very subjective and can be influenced by various factors. Job satisfaction can increase the level of employee motivation. When someone feels satisfied with their job, they tend to be more motivated to give maximum effort, achieve work goals, and improve performance. Job satisfaction is individualized, and the factors that influence it can vary between individuals (Smith, 2018). Therefore, companies often try to create a work environment that supports employee job satisfaction by paying attention to various aspects, including corporate culture, payroll policies, development opportunities, and work-life balance (Rahayu Puji Suci, 2022). Here are some indicators that are generally used to assess hotel employee job satisfaction

1) Reciprocity 2) Promotion. 3) Recognition and Appreciation 4) Work Environment (Aruldoss, 2020)

Career Development

Hotel employee career development includes a series of activities and programs designed to support employees in developing their skills, knowledge and abilities in order to achieve their career goals in the hospitality industry. Training programs can cover a wide range of skills required in the hospitality industry, including customer service skills, time management, communication skills, and hotel product or service knowledge (Poernamasasi, 2023). Regularly assess employee performance and provide constructive feedback. This helps in identifying development areas and devising individual development plans (Srimulatsih, 2021). Here are some commonly used career development indicators

1) Participation in Training and Development 2) Improvement of Skills and Knowledge 3) Frequency and Quality of Performance Evaluation 4) Job Rotation and Internal Transfer (Marina, 2023).

Employee Performance

Employee performance refers to the way individuals carry out their duties and responsibilities in the context of work. It includes the extent to which employees achieve their goals, the extent to which they meet performance standards, and how they contribute to the overall objectives of the company. Performance evaluations should be fair and transparent, providing constructive feedback and opportunities for further development. An effective performance evaluation process can provide valuable insights for both the employee and the organization to achieve common goals (Karatepe, 2013). Employees usually have performance goals and objectives set by their organizations or managers. Performance is measured based on the achievement of these goals. The quality of work produced by employees, including the level of accuracy, thoroughness, and the level of customer or coworker satisfaction with their work (Ghebregiorgis, 2018). Here are some indicators of employee performance that are relevant in the context of hotels 1) Guest Satisfaction Level 2) Fulfillment of Service Standards 3) Service Efficiency 4) Increased Sales (Hamid, 2023).

Hypothesis Development

1. Pay for Job Satisfaction

Fair and adequate salaries can have a positive effect on employee satisfaction in the hotel industry. Adequate salaries help fulfill employees' financial needs. This includes living expenses, education, housing, and other basic needs. Financial well-being can create a feeling of stability and security. Salaries that match the level of responsibility and contribution of employees can increase motivation and dedication to work (Putra, 2020). Employees may feel valued and motivated to give maximum effort. Adequate salary can be one of the factors that contribute to overall job satisfaction. Employees who feel that they are valued in a way that is reflected in their compensation tend to be more satisfied with their jobs. While salary is an important factor in employee satisfaction, other factors such as work environment, development opportunities, good management, and company culture also play a role in creating a positive work experience. As a result, salary policy should be considered as part of a broader compensation strategy (Lando, 2023). In accordance with research (Suharnomo, 2018) states that salary has a positive influence on job satisfaction.

2. Salary Provision for Employee Performance Improvement

Fair and adequate salaries can have a positive impact on employee performance. Salaries that match the employee's level of responsibility and contribution can increase motivation. Employees may feel motivated to give maximum effort and achieve their work goals. Employees who feel that they are valued through fair compensation tend to be more dedicated to their work (Nagaraju, 2017). They may be more able to commit to achieving good results. Adequate salaries can help employees achieve a work-life balance. Employees who are not burdened by financial concerns may be better able to enjoy their time outside of working hours. While salary is an important factor, it is also important to note that other factors, such as recognition, development opportunities, and a good working environment, also play an important role in employee motivation and satisfaction. Therefore, a holistic human resource management strategy should consider various aspects to support overall employee performance (Saman, 2020). In accordance with the research results (Afiza, 2021) salary has a positive effect on employee performance.

3. Job Satisfaction in Improving Employee Performanc

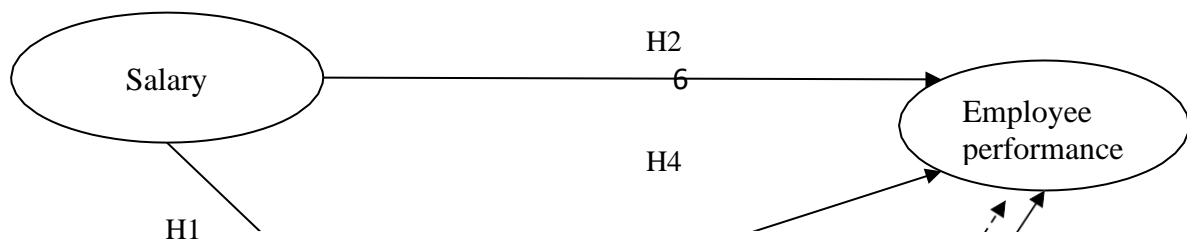
Employees' job satisfaction can have a significant impact on their performance in the hospitality industry. Employees who are satisfied with their jobs tend to have higher levels of motivation. High motivation can encourage employees to give maximum effort and contribute positively to company goals. Job satisfaction can increase the level of employee engagement (Ririn Triwahyuni, 2017). Employees who feel satisfied with their jobs tend to be more engaged in their tasks, more energized, and more focused on work. Employees who feel satisfied with their jobs tend to be more loyal to the company. This can reduce absenteeism and turnover rates, which in turn can save costs and maintain operational continuity. If hotel jobs provide opportunities for career development and personal growth, employees may feel more satisfied and motivated to achieve their career goals (Majid, 2021).). In accordance with the research results (Damai, 2023) that job satisfaction has a positive effect on employee performance.

4. Career Development in Improving Employee Performance

Career development has a significant effect on employee performance. Opportunities for career development can increase employee motivation. Employees who have clear career goals and see opportunities for growth tend to be more motivated to perform well. Career development programs support employees to develop the skills and knowledge required in their jobs (Oktafien, 2020). Employees who continuously improve their skills have a better ability to handle complex tasks. Career development, if managed well, can create an environment where employees feel supported, recognized, and have opportunities to grow and develop. As a result, this can contribute to better performance and long-term success of the company. Employees who feel supported in their career development tend to be more creative and innovative. They may be more willing to contribute new ideas and creative solutions to problems faced by the company (Putra, 2020). In accordance with the research results (Azizah, 2021).

Career development is able to mediate the effect of Job Satisfaction on employee performance

Career development can act as a mediator or intermediary in the relationship between job satisfaction and performance. Through career development programs, employees can improve their skills and knowledge, which can then improve their performance in job duties and responsibilities. Employees who feel that they are constantly developing and improving their skills through career development may feel more satisfied with their jobs, as they feel more competent and empowered (Sembiring, 2021). Greater engagement can contribute to job satisfaction, as employees feel connected to their work and see value in the efforts they make. Through career development, organizations can create a climate in which employees feel constantly evolving, have clear career goals, and see value in their work. these conditions can improve employee performance and, in turn, can mediate increased job satisfaction. However, it is important to note that this relationship is complex and influenced by other factors in the work environmen (Romasanta, 2021).



Research Methods

This research uses a quantitative approach with a descriptive verification type of research. This research explains and describes phenomena based on the data that has been collected and tests or proves a theory or research that has been done before. The population of 20 star hotels averages 1,323 non- manager employees, but based on non-probability sampling techniques through purposive sampling, hotels that are included in the 6-star ranking are Resinda Hotel Karawang, Mercure Karawang, Novotel Karawang, Swiss-Bellin Karawang, Aksaya Hotel Karawang and Brits Hotel Karawang. The sample in this study were employees of Starred Hotels in Karawang Regency, with a total sample size of 274 respondents. Samples were taken using incidental techniques, namely random sampling with the assumption of a match (Haryono, 2017).

The survey was distributed on weekends and weekdays to get more respondents. The data collection technique used a questionnaire. The targeted respondents are employees of Star Hotels in Karawang Regency, so that they can be used for further data analysis. Data analysis was carried out using SEM with Amos software (Haryono, 2017).

Results and Discussion Validitas and Reliabilitas

Table 6. Validity Test

Construk	Validity
Salary	0,704
Job Satisfaction	0,711

Career Development	0,724
Employee Performance	0,746

Table 7. Reliability Test

Latent	Item	AVE
Salary	S1	0,655
	S2	
	S3	
	S4	
Job Satisfaction	JS1	0,611
	JS2	
	JS3	
	JS4	
Career Development	CD1	0,644
	CD2	
	CD3	
	CD4	
Employee Performance	EP1	0,657
	EP2	
	EP3	
	EP4	

Model Measurement

One of the expected outputs of this measurement model is to obtain information about the validity and reliability of indicators on each variable, as well as the correlation that occurs between variables.

From the results of the measurement model analysis using Amos, obtained from the Salary variable with measures S1, S2, S3, S4, then Job Satisfaction with measures JS1, JS2, JS3, JS4, then Career Development with measures CD1, CD2, CD3, CD4 and Employee Performance variables with measures EP1, EP2, EP3, EP4. All of these indicators have a loading factor value ≥ 0.5 , which means that all indicators are valid.

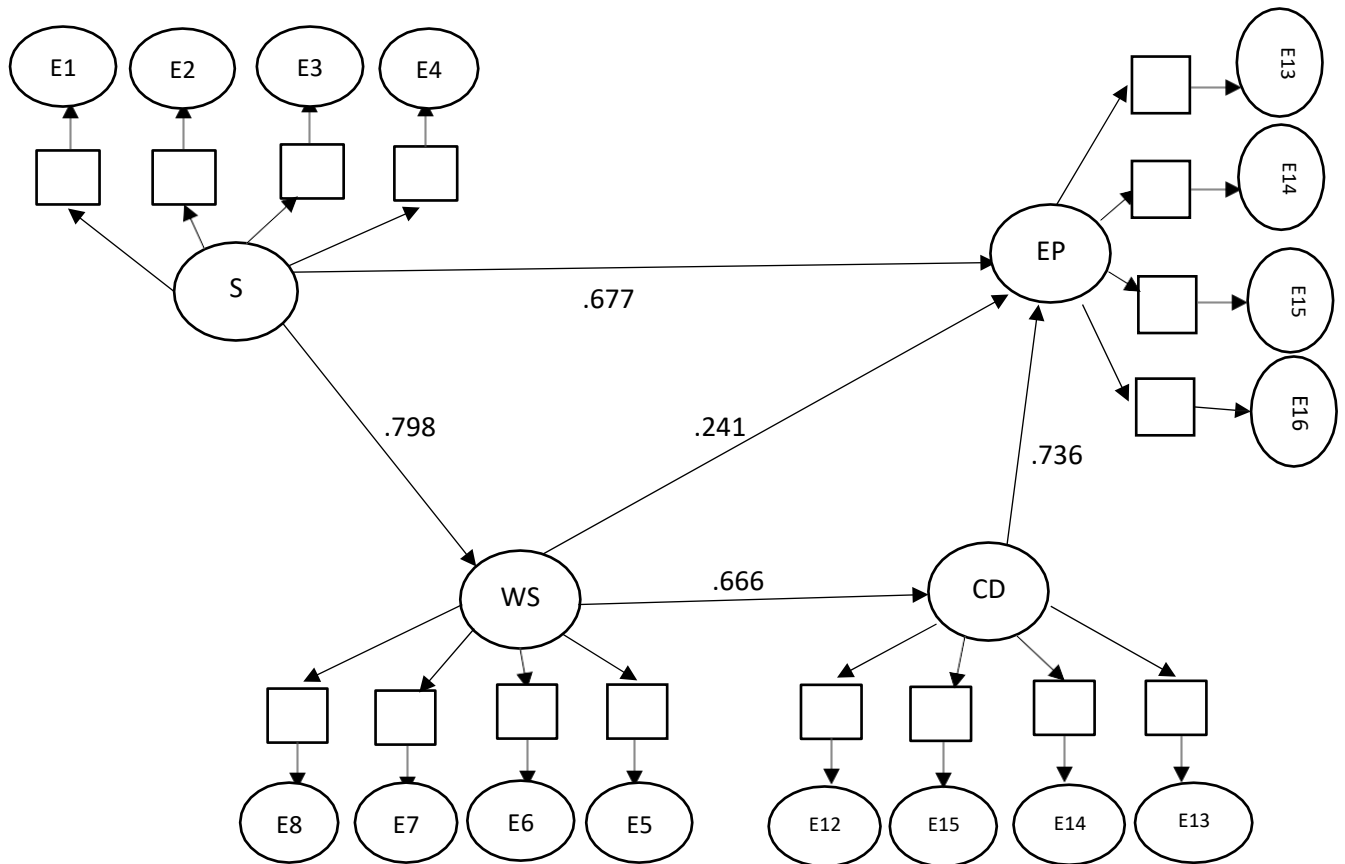


Table 8. Loading Factor Value, Construct Reliability, and Variance Extraction in Each Latent Variable

Indicators		Details	TM			
1) Conformity to needs	S1	0.71	Valid			
2) Compliance with industry standards	S2	0.64	Valid			
4) Suitability to Performance	S3	0.72	Valid			
1) Reciprocity	S4	0.62	Valid			
2) Promotion.	WS1	0.72	Valid			
3) Recognition and appreciation	WS2	0.73	Valid			
4) Work Environment	WS3	0.66	Valid			
1) Participation in training and development	WS4	0.75	Valid			
2) Improved Skills and knowledge	CD1	0.69	Valid			
3) Frequency and quality of performance evaluations	CD2	0.61	Valid			
4) Job rotation and internal transfers	CD3	0.62	Valid			
1) Guest satisfaction level	CD4	0.76	Valid			
2) Fulfillment of service standards	EP1	0.75	Valid			
3) Service efficiency	EP2	0.69	Valid			
4) Increased sales	EP3	0.74	Valid			
4) Suitability to Performance	EP4	0.77	Valid			
	TM	WL	EE	RP	Details	TM
CR		0.774	0.709	0.729	0.806	Reliable
AVE		0.641	0.623	0.701	0.622	Reliable

Table 8 shows that all indicators have a loading factor value of 0.5, which indicates that all indicators are valid. Because it has a CR value of 0.7 and an AVE value of 0.5, the three variables generated from each indicator are also proven to be reliable. The level of relationship between the variables of Salary, Job Satisfaction, Career Development, and Employee Performance is shown in Table 9.

Table 9. Relationship magnitude of latent variables

	Correlation
S - WS	0,798
S - EP	0,677
WS - EP	0,241
CD - EP	0,736
JS – EP : Meediating CD	0,666

Structural Model

The fit of the model is indicated by the Goodness of Fit (GoF) statistical values as presented in Table 10.

The model fit test results from several criteria such as X², GFI, AGFI, CFI, and RMSEA have mostly met the model fit criteria (see Table 7). It can be seen that all existing GoF statistical criteria have met the criteria for model fit. Therefore, the model for each latent variable is in accordance with the existing data. The results of hypothesis testing on each structural relationship are shown in Table 8

Tabel 10. Statistical Value of Goodness of Fit

Gof Criteria	Limit Value	Results	Conclusion
Chi Square X ² =125.7 df=74	≥0.05	0.056	Fit
GFI	≥0.90	0.94	Fit
AGFI	≥0.90	0.93	Fit
RMSEA	≤0.08	0.07	Git Marginl
CFI	≥0.90	0.86	Marginal Fit

Table 11. Statistical Value of Goodness of FiHasil Pengujian model Struktural

Model	Estimate	S.E	CR	P-Value	Conclusion
S - WS	0.798	0.235	5,456	0,000	Significant
S - EP	0.677	0.178	3,478	0.002	Significant
WS - EP	0.241	0.021	1,102	0.154	Not Significant
CD - EP	0.736	0.210	4,451	0.001	Significant
WS – EP : Mediating CD	0.666				

Discussion

In this discussion, only variables that are significantly able to influence the variables they affect are discussed as follows.

Based on Table 8, it is known that the effect of salary on Job Satisfaction has an influence of 0.798 or 79.8% with a positive influence, besides that based on the research results, the P-Value value of $0.000 < 0.05$, which means that H_a is accepted H_0 is rejected, stating that salary is proven to have an effect on Job Satisfaction. These results are in line with research that fair and adequate salaries can have a positive effect on employee satisfaction in the hotel industry. Adequate salaries help meet the financial needs of employees. This includes living expenses, education, housing and other basic needs. Financial well-being can create a feeling of stability and security. Salaries that match the level of responsibility and contribution of employees can increase motivation and dedication to work (Putra, 2020). Employees may feel valued and motivated to give maximum effort. Adequate salary can be one of the factors that contribute to overall job satisfaction. Employees who feel that they are valued in a way that is reflected in their compensation tend to be more satisfied with their jobs. While salary is an important factor in employee satisfaction, other factors such as work environment, development opportunities, good management, and company culture also play a role in creating a positive work experience. As a result, salary policy should be considered as part of a broader compensation strategy (Lando, 2023).

Based on Table 8, it is known that the effect of salary on employee performance has an influence of 0.677 or 67.7% with a positive influence, besides that based on the research results, the P-Value value of 0.002

< 0.05 , which means that H_a is accepted, H_0 is rejected, stating that salary is proven to have an effect on employee performance. These results are in line with research that fair and adequate salaries can have a positive impact on employee performance. Salaries that match the level of responsibility and contribution of employees can increase motivation. Employees may feel motivated to give maximum effort and achieve their work goals. Employees who feel that they are valued through fair compensation tend to be more dedicated to their work (Nagaraju, 2017). They may be more able to commit to achieving good results. Adequate salaries can help employees achieve a work-life balance. Employees who are not burdened by financial concerns may be better able to enjoy their time outside of working hours. While salary is an important factor, it is also important to note that other factors, such as recognition, development opportunities, and a good working environment, also play an important role in employee motivation and satisfaction. Therefore, a holistic human resource management strategy should consider various aspects to support overall employee performance (Saman, 2020).

Based on Table 8, it is known that the effect of Career Development on Employee Performance has a large influence of 0.736 or 73.6% with a positive influence, besides that based on the research results the P-Value value of $0.001 < 0.05$ which means H_a is accepted H_0 is rejected stating that Career Development is proven to have an effect on Employee Performance. These results are in line with research that career development has a significant influence on employee performance. Opportunities for career development can increase employee motivation. Employees who have clear career goals and see opportunities for growth tend to be more motivated to perform well. Career development programs help employees to develop the skills and knowledge required in their jobs (Oktafien, 2020).). Employees who

continuously improve their skills have a better ability to handle complex tasks. Career development, if managed well, can create an environment where employees feel supported, recognized, and have opportunities to grow and develop. As a result, this can contribute to better performance and long-term success of the company. Employees who feel supported in their career development tend to be more creative and innovative. They may be more willing to contribute new ideas and creative solutions to problems faced by the company (Putra, 2020).

Based on Table 8, it is known that Career Development has a large mediation of 0.666 or 66.6% in mediating Job Satisfaction on Employee Performance. Career development can act as a mediator or intermediary in the relationship between job satisfaction and performance. Through career development programs, employees can improve their skills and knowledge, which can then improve their performance in job duties and responsibilities. Employees who feel that they are constantly developing and improving their skills through career development may feel more satisfied with their jobs, as they feel more competent and empowered (Sembiring, 2021). Greater engagement can contribute to job satisfaction, as employees feel connected to their work and see value in the efforts they make. Through career development, organizations can create a climate where employees feel they are constantly evolving, have clear career goals, and see value in their work. This can improve employee performance and, in turn, can mediate increased job satisfaction. However, it is important to note that this relationship is complex and influenced by other factors in the work environment (Romasanta, 2021).

Conclusion

The conclusion of this simple research is that it is proven that salary has an effect on Job Satisfaction. Salary is proven to have an effect on Employee Performance. Career Development is proven to have an effect on Employee Performance. Career Development has a large mediation of 0.666 or 66.6% in mediating Job Satisfaction on Employee Performance.

Implications

This research provides theoretical implications by contributing to the enrichment of human resource quality improvement literature, especially in improving Employee Performance with the mediating influence of Job Satisfaction through Career Development. This study answers suggestions from previous research to examine and identify mediators relevant to the Career Development relationship in the context of hospitality research with the theme of improving the quality of human resources. This raises the need for researchers to consider employee sustainable steps as an aspect that has an important role in improving the quality of human resources in serving hotel customers, especially in Karawang Regency. Salary plays an important role to increase Job Satisfaction and Employee Performance in improving hotel services, thus encouraging sustainable customers. This model also emphasizes that Career Development attachment has a mediating effect on the relationship between Salary and Job Satisfaction.

In gaining a competitive advantage in terms of the quality of human resources, hotels in Karawang Regency need good human resource quality management, especially in terms of

determining the amount of salary. In addition, hotels must evaluate Job Satisfaction and Employee Performance.

Future Research Directions

The research variables still look too general and many variables are used. However, future research can test the relationship between variables in this study in different places. This is because different Salary improvement goals can have different implications and perceptions from the point of view of improving the quality of human resources assessed from Job Satisfaction and Employee Performance. In addition, future research can consider other variables that can mediate, or even moderate, the relationship between Salary and Career Development of travelers to assist a star hotel in improving Employee Performance from the mediating effect of Career Development.

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