

## Employee Job Satisfaction in JHL Solitaire Gading Serpong

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### Abstract

*JHL Solitaire Gading Serpong is a hotel that carries an iconic, majestic and spectacular concept. This hotel is the first five-starred hotel in Banten by providing various luxurious facilities and equipment that makes it famous as “Jewel of The City”. This research aims to reveal the Influence of Human Resource Management on Employee Job Satisfaction in JHL Solitaire Gading Serpong. Data in this quantitative research gathered using questionnaire given to 100 employees of the hotel. The result shows that the mean of human resource management in JHL Solitaire Gading Serpong is 4.65 stating the excellent human resource management already exists in JHL Solitaire, meanwhile the mean for the variable of employee job satisfaction in JHL Solitaire Gading Serpong is 4.65 stating very high of employee job satisfaction in JHL Solitaire. The influence of human resource management on employee job satisfaction in JHL Solitaire Gading Serpong is 98.21 percent, and the other 1.79 percent is influenced by other factors that are not involved in this study.*

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## 1. Introduction

Every company established to achieve certain objectives. Although the objectives may seem different, but in general, both large and small companies share one common objective that is to obtain the possible maximum profit. The company objectives will be achieved if the company can perform its functions properly, supported by a good leader, and has a personnel department/division that is able to organize and manage human resources in order to use all production factors effectively and efficiently. To reach its goals, from time to time, the organization needs to work at its best performance. Ibrahim et al stated that changes in the organizational environment have resulted in dramatic changes to the important characteristics of the human resource management and show the increasing importance of human resources for organizations (Ibrahim *et al.*, 2018).

Human resource management is one of the key factors needed to get the best performance, because in addition to addressing skills and expertise issues, human resource management is also obligated to build positive employee behavior to get the best performance. Hamid *et al.* (2017) stated that the higher level of compensation management, organizational citizenship behavior and employee development practices will lead to a higher level of organizational performance. It also indicates that compensation management, organizational citizenship behavior and employee development is positively associated with organizational performance. Badrianto (2020) states that work environment and management also play important role on job satisfaction.

Human resource management is considered a fairly important role in the industry, the task of a human resource manager is to activate human resource management in a corporate environment. Human resource management is a process that includes an evaluation of the needs of human resources, obtaining the people who meet those needs, and optimize the utilization of such important resources by providing incentives and appropriate assignments, to fit the needs and objectives of the organization where the human resource is located (Widodo, 2015). Jaiswal and Dhar (2017) stated affective commitment, human resource practices and employee creativity, and job autonomy were all relating to each other.

Sedarmayanti (2010) believes that the quality of human resources is the most vital factor in the organization that determines the good/bad of an organization. Weak human resources can cause an obstructed productivity so that the organization's progress will be slow and unable to compete. The resources in question are the human resources that exist in the organization (the company) that is the employee. Understanding the importance of human resources in the current global era is an effort that must be achieved by the company to enhance the quality of human resources. In this case, employees become the human capital that plays the major roles in the organization; they become planners, executors and controllers who always play an active role in realizing the objectives of the Organization (Hasibuan & Malayu, 2012).

A good and conducive work environment is a contribution that will influence on the productivity of employees, which is needed to increase profits for the company. Management can determine how to maximize employee performance by creating job satisfaction for them.

A hotel can thrive if it is managed well and maximizes the role of human resources into a key aspect of it. In hiring human resources, the hotel also needs to consider the rights and obligations



of employees, thereby creating satisfaction for employees that will positively impact on the hotel.

JHL Solitaire Gading Serpong is the first five-starred hotel in Banten, providing a variety of luxury facilities that makes it famous as "Jewel of The City". This hotel is a part of D Varee Collection Hotel Management which carries an iconic, magnificent and spectacular concept. The architecture and interior design gives the glamorous impression. The Hotel has 141 rooms divided into Premier and suites which are equipped with luxury amenities and facilities that ensure the comfort of staying guests. By looking at the various physical advantages owned by the hotel, it takes good management to operate it, including the human resource management. Therefore, this research intends to disclose the influence of human resource management the employee job satisfaction which becomes an important factor in work performance.

## 2. Literature Review

### Human Resources Management

According to Mangkunegara (2016) human resource management is an organizing, planning, implementation, and supervision, towards procurement, development, remuneration, integration, maintenance, and separation of labors in order to achieve the objectives of the organization. Panggabean (2004) stated that the sense of human resource management is a management process consisting of organizing, planning, leadership and control of activities related to the analysis of employment, procurement, evaluation of work, development, promotion, compensation and termination of employment in order to achieve the objectives of the company that has been established.

Human resource is the most important asset in any organization. It is necessary for the organizations to manage their employees effectively and efficiently. Human resources play an important role in any organization. Therefore, it requires the considerable attention of the management so that employees can work up to their full potential (Ahmad & Schroeder, 2003). In holistic marketing, it is also believed that the employee job satisfaction plays an important role in increasing the sales. Satisfied employees will tend to give a better service to the consumers, which then increase the consumers satisfaction that at last will lead to consumers loyalty (Utama, 2017).

According to Cushway, there are five objectives of human resource management, namely:

- a. Creating policies and considerations  
Human resource management has the task of motivating workers. Thus, the division that takes care of the problem should help to create a policy for human resources.
- b. Provide support  
One of the most important human resource management objectives is providing support to the company. Thus, the real form of support is the recruitment of qualified human resources and the existence of conducive conditions in the company.
- c. Resolving problems  
Any organization or company will surely face a problem. Often these problems bring companies into negative crisis and risk situations for many Parties.



d. Best communication media

Human resource management can serve as a communication medium that bridges the relationship between workers, managers, and companies. Often employees avoid direct communication with other managers or staffs. This is where the role of the Human Resource Management Division is indispensable to aid the communication.

### **Employee Job Satisfaction**

Fritzsche and Parrish (2005) defined job satisfaction as "its variable is a result of a person's work experience." Further, they stated that, "a positive and pleasant emotional state that is produced from appreciation of a person's work or working experience." As a measure, job satisfaction can tell how much one likes his career.

The employee job satisfaction is associated with how employees perceive, think, and feel their jobs (Spector, 1997). The investigators have defined job satisfaction as the general behavior and employees attitudes towards their job (Robbins *et al.*, 2013). Javed *et al.* (2014) identified several factors considered to influence the employee job satisfactions such as autonomy in business decision and workplace environment, both physical and psychological. Murty and Hudiwinarsih (2012) stated that compensation could significantly influence employee job satisfaction.

As'ad (2013) states that the factors that affect the job satisfaction are:

1. Psychological factors that are factors related to psychiatric employees that include interest, in working harmony, attitudes towards work, talents, and skills.
2. Social factors, which is a factor related to social interaction between employees, with superiors, and employees with different types of work.
3. Physical factors, which is a factor related to the physical condition of the work environment and the physical condition of the employee, covering the type of work, timing of work, and rest time, work supplies, conditions of the room, temperature, lighting, air exchange, employee health condition, age and so on.
4. Financial factors related to the assurance and welfare of employees that include systems and the amount of salary, social insurance, various benefits and facilities, promotions and so on.

### **3. Research Methods**

The research method used by the authors for this research method is quantitative descriptive method defined by Sugiyono (2007) as a descriptive research conducted to find out the value of an independent variable, either one or more variables (independent) without making comparisons, or connecting with other variables. The variables studied in this final project are two variables, namely the independent variable (X) is the human resource management the dependent variable (Y) is the employee job satisfaction. Done through a quantitative approach in which Sugiyono (2007) described it as a study that obtained data in the form of numbers or qualitative data that was compiled.

The quantitative approach is carried out by collecting primary data through a questionnaire distributed to 100 respondents who are the employees of JHL Solitaire Gading Serpong using



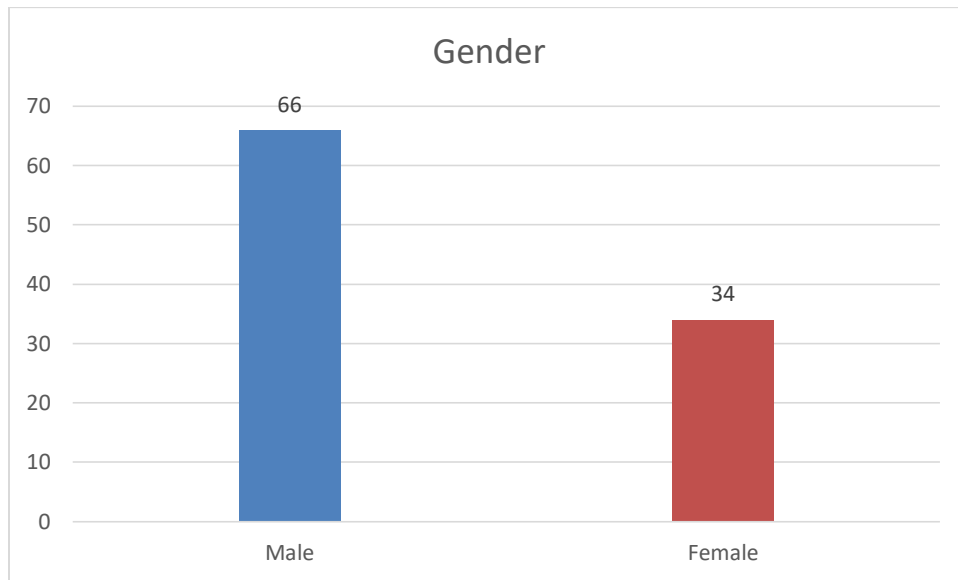
saturated sample methods, then process the data to find accurate facts and interpretations that are precise and systematic. Meanwhile secondary data is obtained through files and literary study.

#### 4. Results

##### Demographic Analysis of Respondents

Respondents in this study were 100 employees at JHL Solitaire Gading Serpong. There are two main parts in the questionnaire, the first part is about the identity of respondents and the second is about the research variables, namely human resource management and employee job satisfaction. The first part about the respondent's identity includes gender, age, residence, last education, and length of service.

A total of 66 respondents or 66.0 percent were male and 34 respondents or 34.0 percent were female.



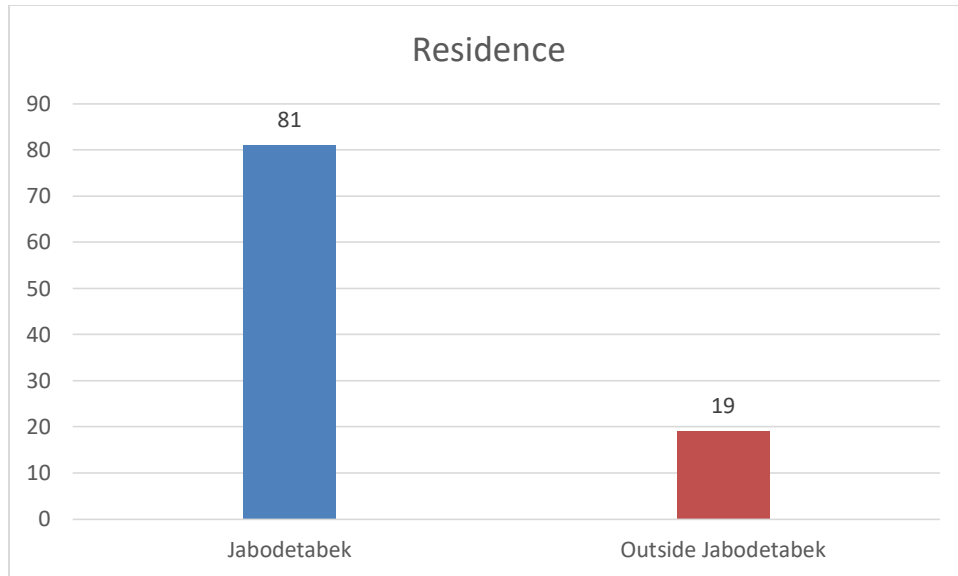
Picture 1. Gender

This proves that there are more male employees at JHL Solitaire Gading Serpong.

From 100 respondents, 45.0 percent or 45 respondents aged 17-25 years, 37.0 percent or 37 respondents aged 26-35 years, 36.0 percent or 36 respondents aged 36-45 years, and 1 percent or 1 respondent aged over 46 years.

From 100 respondents, 81.0 percent or 81 respondents residing in Jabodetabek, and 19.0 percent or 19 respondents residing outside Jabodetabek.

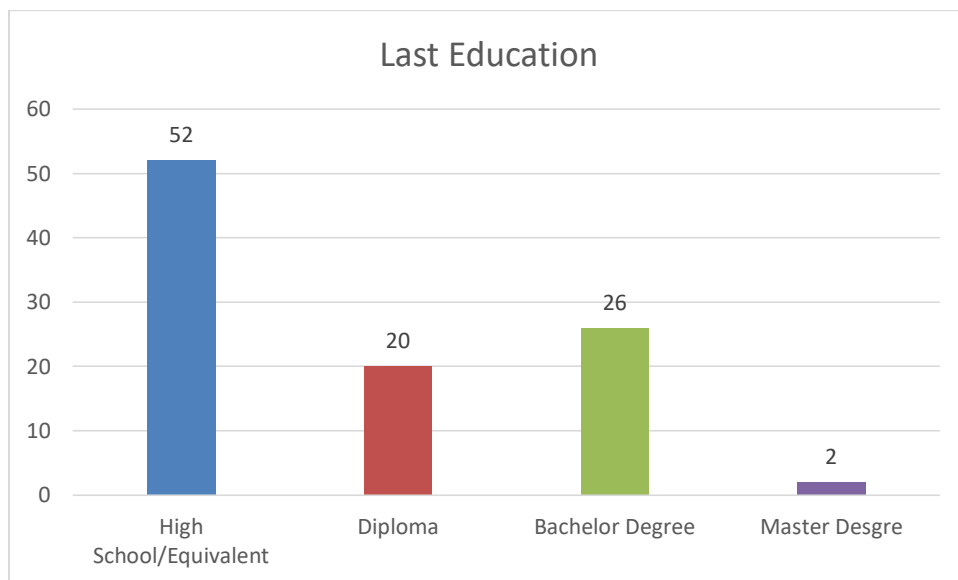




Picture 2. Residence

This shows that most JHL Solitaire Gading Serpong employees are domiciled in Jabodetabek.

From 100 respondents 52.0 percent or 52 respondents' last education were high school / equivalent, 20.0 percent or 20 of the final education respondents were Diploma, 26.0 percent or 26 respondents of the last education were bachelor degree, and 2.0 percent or 2 of the last education respondents were master degree.

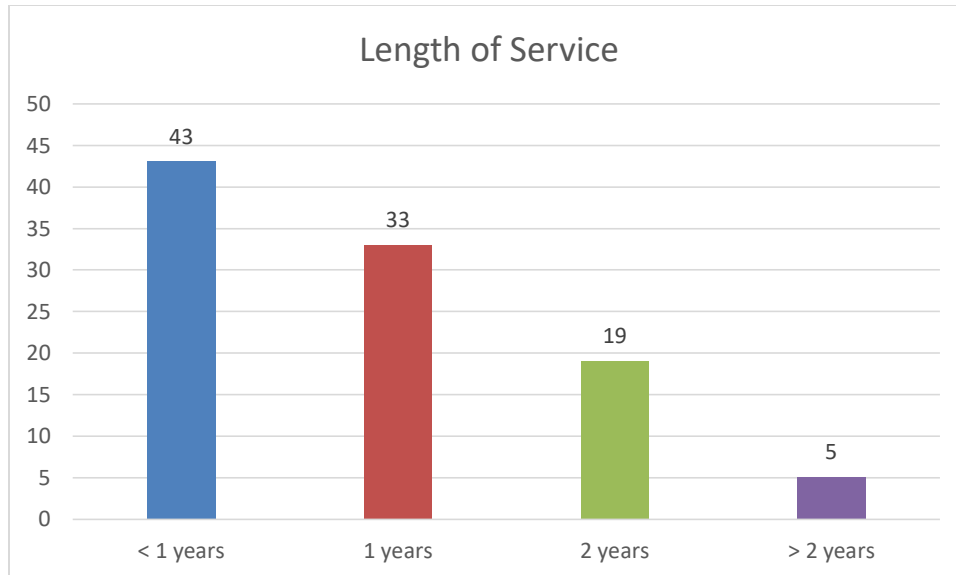


Picture 4. Last Education

This shows that the majority of JHL Solitaire Gading Serpong employees have the last high school/equivalent education. This is the least education needed for the position of staffs.



From 100 of respondents, 43.0 percent or 43 respondents whose length of service is less than 1 year, 33.0 percent or 33 respondents whose length of service is 1 year, 19.0 percent or 19 respondents whose tenure is 2 years long, and 5.0 percent or 5 respondents who have long years of service more than 2 years.



Picture 5. Length of Service

This shows that most JHL Solitaire Gading employees have just started working at JHL Solitaire Gading Serpong.

### Human Resource Management Analysis (X)

In the statement of the relationship between superiors and subordinates are well established, as many as 10.0 percent or 10 respondents expressed doubt, 23.0 percent or 23 respondents stated agreed, and 67.0 percent or 67 respondents stated strongly agree with the relationship of superiors and subordinates JHL Solitaire that were well-entwined. Therefore, most employees already think that the relation is very well established, although it still needs to be improved because there are employees who disagree.

In the statement of the company providing an opportunity for employees to develop the potential for more advanced, as many as 4.0 percent or 4 respondents expressed disagreement, 10.0 percent or 10 respondents expressed doubt, 18.0 percent or 18 respondents agreed, and 68.0 percent or 68 respondents stated strongly agree with the statement that the company provides an opportunity for employees to develop their potential to advance. From these results it can be concluded that the Management at JHL Solitaire is said to be very good in giving their employees opportunity to develop themselves.

In the statement, my leader always gives praise when I carry out work assignments with satisfactory results, as many as 9.0 percent or 9 people expressed doubt - followed by respondents as many as 28.0 percent or 28 people agreed, and 63.0 percent or 63 people agreed



strongly that the leader always give praise when there are employees who carry out their work with satisfactory results.

In the statement the leader's statement directing my performance to be in accordance with company rules, as many as 2.0 percent or 2 respondents stated disagree, 6.0 percent or 6 respondents expressed doubt, 13.0 percent or 13 respondents agreed, and 79.0 percent or 79 respondents stated strongly agree with HR management who always gives direction to all JHL Solitaire employees to work according to company/hotel standards and regulations. From these results it can be concluded that the Management at JHL Solitaire is very good.

In the statement, the leadership supervises the achievement of my performance results, as much as 1.0 percent or 1 respondent disagrees, 8.0 percent or 8 respondents express doubt, 11.0 percent or 11 respondents agree, and 80.0 percent or 80 respondents strongly agree with HR management always supervises the work of JHL Solitaire Gading Serpong employees. From these results it can be concluded that the Management at JHL Solitaire is very good.

In the supervisor's statement overseeing my behavior at work, as many as 3.0 percent or 3 respondents stated disagree, 4.0 percent or 4 respondents expressed doubt, 8.0 percent or 8 respondents agreed, and 85.0 percent or 85 respondents stated strongly agree with the Boss or Management HR who always supervise and pay attention to the behavior of its employees at work, because the behavior of hotel staff is very important for the sake of a good corporate image.

In a statement, if there are obstacles when doing work with a higher level of difficulty, superiors always provide assistance to me, 3.0 percent or 3 respondents stated disagree, 4.0 percent or 4 respondents expressed doubt - doubt, 6.0 percent or 6 respondents agreed, and 87.0 percent or 87 respondents stated strongly agree with the statement if there are obstacles or problems, superiors or leaders always provide assistance and input that must be done by hotel employees. From the above results, it can be concluded that the supervisor/leader is very concerned about everything that is done by JHL Solitaire Gading Serpong employees.

In a statement, the boss encouraged me to increase my creativity so that difficult work could be completed according to the standard, 3.0 percent or 3 respondents said they did not agree, 6.0 percent or 6 respondents expressed doubt, 9.0 percent or 9 respondents agreed, and 82.0 percent or 82 respondents stated strongly agree with the supervisor/leader/HR Management encourage employees to increase creativity, such as creating an event organized by the hotel, joining and gathering together in activities outside of work (such as: band, futsal, gymnastics, and basketball) so that the mind becomes fresh, and has friends who can help if you find a difficult job.

In the statement, my supervisor gave support in completing work and the problems that were happening, as many as 6.0 percent or 6 respondents said they did not agree, 1.0 percent or 1 respondent expressed doubt, 10.0 percent or 10 respondents agreed, and 83.0 percent or 83 respondents stated strongly agree with the supervisor/leader/HR Management who always provide support/support to employees in solving problems that are happening. From the above results it can be concluded that the leadership/supervisor of JHL Solitaire Gading Serpong is very concerned with the situation/situation that is happening.





In the statement, I feel happy because in this workplace the relationship between superiors and subordinates is well established, as many as 2.0 percent or 2 respondents stated disagree, 6.0 percent or 6 respondents expressed doubt - doubt, 13.0 percent or 13 respondents agreed, and 79.0 percent or 79 respondents stated strongly agree with the happiness obtained by JHL Solitaire Gading Serpong employees because at work the relationships of all employees are very well established.

In the statement, I feel happy because the employees at this workplace can accept me as a good partner, 2.0 percent or 2 respondents stated disagree, 6.0 percent or 6 respondents expressed doubt, 23.0 percent or 23 respondents agreed, and 69.0 percent or 69 respondents stated strongly agree with staff - staff who are in JHL Solitaire Gading Serpong very open and very easy to get along with fellow staff of JHL Solitaire Gading Serpong. Thus, friendship and business partners can be very well established at JHL Solitaire Gading Serpong.

In the statement, I feel happy if my service while working at this workplace is acknowledged by the leadership, 1.0 percent or 1 respondent disagrees, 10.0 percent or 10 respondents express doubt, 19.0 percent or 19 respondents agree, and 70.0 percent or 70 respondents stated strongly agree with JHL Solitaire Gading Serpong's company who gave appreciation and recognition to their employees who have served/worked long time at JHL Solitaire Gading Serpong, by providing certificates, and farewell party events.

#### **Employee Job Satisfaction Analysis (Y)**

In the statement, the work I have requires a variety of skills (creative), 10.0 percent or 10 respondents expressed doubt - doubt, 23.0 percent or 23 respondents agreed, and 67.0 percent or 67 respondents stated strongly agree with the work that JHL Solitaire employees do demanding the skills of each employee. Employee skills are important to develop, because hotels need smart people to be creative for the progress of the hotel.

In statements, expressions of gratitude/appreciation that I received from superiors when I worked well, 4.0 percent or 4 respondents stated disagree, 10.0 percent or 10 respondents expressed doubt, 17.0 percent or 17 respondents agreed, and 69.0 percent or 69 respondents stated strongly agree with the expression of gratitude that JHL Solitaire employees got from their supervisor/HR management if it worked well. So it can be concluded, this can trigger the enthusiasm of JHL Solitaire employees to work well.

In the statement, the recreation program organized by the company is quite beneficial for employees, as many as 9.0 percent or 9 respondents stated that they were doubtful, 29.0 percent or 29 respondents agreed, and 62.0 percent or 62 respondents stated strongly agree with the recreation/traveling program organized by JHL Solitaire Gading Serpong to relieve fatigue from the burden of mind while working, in this recreation program it is useful to strengthen the kinship among JHL Solitaire Gading Serpong employees.

In the statement, the ability of co-workers to work together at work, as many as 2.0 percent or 2 respondents said they disagreed, 6.0 percent or 6 respondents expressed doubt, 12.0 percent or 12 respondents agreed, and 80.0 percent or 80 respondents stated very agree with the female colleagues at JHL Solitaire Gading Serpong to work together to work towards the same goal.



In statements, employees feel comfortable working with superiors, 1.0 percent or 1 respondent states they disagree, 8.0 percent or 8 respondents express doubt, 11.0 percent or 11 respondents agree, and 80.0 percent or 80 respondents express strongly agree with how to work with superiors, because in JHL Solitaire the relationship between superiors and subordinates is very well established. This is very beneficial for both parties to be able to work perfectly.

In the statement of superiors providing support to employees to get along with colleagues at work, as many as 3.0 percent or 3 respondents said they disagreed, 5.0 percent or 5 respondents expressed doubt, 7.0 percent or 7 respondents agreed, and 85.0 percent or 85 respondents expressed strongly agree with the way the boss/leader gave support to employees to get along and make friends with other employees/staff at work. This will have a good impact on the smooth communication between fellow employees of JHL Solitaire Gading Serpong.

The room and facilities where I work are comfortable and adequate, as many as 3.0 percent or 3 respondents said they disagreed, 5.0 percent or 5 respondents expressed doubt, 6.0 percent or 6 respondents agreed, and 86.0 percent or 86 respondents stated strongly agree with the room and facilities where JHL Solitaire employees work comfortably, adequately, and cleanly for use in working at JHL Solitaire Gading Serpong. By having a comfortable and clean room, adequate facilities, it adds to the morale of JHL Solitaire Gading Serpong employees.

In the statement, employee lockers at my workplace are adequate and safe, 4.0 percent or 4 respondents stated disagree, 6.0 percent or 6 respondents expressed doubt, 7.0 percent or 7 respondents agreed, and 83.0 percent or 83 respondents strongly agreed with JHL Solitaire employees' locker rooms which are sufficient and adequate, and safe for storing personal belongings while working at JHL Solitaire Gading Serpong.

In a statement, the availability of a place to eat/canteen where I work is comfortable, as many as 7.0 percent or 7 respondents said they disagreed, 1.0 percent or 1 respondent expressed doubt, 9.0 percent or 9 respondents agreed, and 83.0 percent or 83 respondents expressed strongly agree with the availability of places to eat that are comfortable and clean to be used as a place to eat. And JHL Solitaire provides free lunch for its employees. Therefore, every lunch hour, many JHL Solitaire employees gather to eat together.

In the statement, the company's policy in determining nominal wages in accordance with my work duties as an employee, 1.0 percent or 1 respondent stated disagree, 6.0 percent or 6 respondents expressed doubt, 13.0 percent or 13 respondents agreed, and 80.0 percent or 80 respondents stated strongly agree with company policy in determining nominal wages or salaries in accordance with the duties and responsibilities given to JHL Solitaire Gading Serpong employees. In this case, JHL Solitaire employees stated the wages received were in accordance with the duties and responsibilities carried out.

In the statement of health benefits provided by the company in accordance with established rules, as many as 2.0 percent or 2 respondents stated disagree, 5.0 percent or 5 respondents expressed doubt, 24.0 percent or 24 respondents agreed, and 69.0 percent or 69 respondents stated strongly agree with health benefits (such as: Health BPJS) provided by JHL Solitaire to employees, in



accordance with the rules set by the government. In this case, JHL Solitaire employees stated that the health benefits received were in accordance with government regulations.

Based on the statement of the amount of salary that I receive in each month is enough to add to the fulfillment of daily needs, 1.0 percent or 1 respondent stated disagree, 9.0 percent or 9 respondents expressed doubt, 20.0 percent or 20 respondents agreed, and 70.0 percent or 70 respondents stated strongly agree with the amount of salary received by JHL Solitaire employees every month, enough to add to the fulfillment of daily living needs. In this case, JHL Solitaire employees stated that the amount of salary received was sufficient to supplement their daily needs.

### **Validity Test**

Based on the results of tests with SPSS 23, it was concluded that the results of the validity test of the Human Resources Management variable (X) were more than 0.256, meaning that each of the question items had a significant correlation to the formation of the value of a variable or in other words each question item was said to be valid. Based on the SPSS 23 test it was concluded that the results of the validity test of Employee Job Satisfaction (Y) were more than 0.256, meaning that each item in question had a significant correlation to the formation of a variable value or in other words each item said to be valid.

### **Reliability Test**

This Reliability Test is carried out to test the consistency of answers from respondents through the statements given. In this reliability test, researchers used the Cronbach Alpha statistical method with the significance used of 0.6 where if the Cronbach Alpha value of a variable is greater than 0.6 then the question granules raised in the measurement instrument have adequate reliability. Cronbach's Alpha value for Human Resource Management (X) is 0.811 and for Job Satisfaction (Y) is 0.814.

### **Descriptive Statistics**

In this descriptive statistical test will display and analyze the results of the average value or mean of variable X and variable Y. This descriptive statistical test is tested on 100 respondents by answering 24 questions. It is known that question X7, "If there are obstacles when doing work with a higher level of difficulty, the boss always provides assistance to me" gets the highest mean value of 4.77 and is included in a very good interval. Then the lowest mean obtained from question X2 "The company provides an opportunity for employees to develop the potential for more advanced" gets the lowest mean value of 4.50 and is included in a very good interval. Obtained from the mean Human Resource Management (Variable X) is 4.65 and included in the interval very well.

It is known that question Y7, "The room and facilities where I work are comfortable and adequate" gets the highest mean of 4.75 and is included in a very high interval. Then the lowest Mean is obtained from question Y2 "The expression of gratitude / appreciation that I received from my boss when I worked well" got the lowest mean value of 4.51 and included in a very high interval. Obtained from the Mean of employee job satisfaction (Variable Y) is 4.65 and included in the very high interval.



### **Correlation Coefficient Test**

The correlation coefficient test is used to measure the strength of the relationship between Human Resources Management and Employee Job Satisfaction at JHL Solitaire Gading Serpong. The answers obtained from the distribution of 100 questionnaires were calculated using the help of the SPSS program. The results of the correlation coefficient between Human Resource Management to Employee Job Satisfaction of 0.991, from the results of the correlation coefficient that has been obtained, it can be seen that the level of relationship between Human Resource Management (Variable X) to Employee Job Satisfaction (Variable Y) is 0.991 and entered into the category of Very Strong (0.80 - 1.0).

### **Determination Coefficient Test**

To find out the level of relationship between Human Resource Management (Variable X) and Employee Job Satisfaction (Variable Y), the coefficient of determination formula will be used which results will be in the form of a percentage. And the results show that the influence of Human Resources Management on Job Satisfaction of JHL Solitaire Gading Serpong Employees is 98.21 percent and the rest 1.79 percent is influenced by other factors.

### **Simple Linear Regression Test**

The above equation is intended if there is a one point increase in the variable X in this study, namely Human Resource Management. Through SPSS 23 data processing, it is known that the Y variable, namely the employee job satisfaction in this study will also increase by 0.954 and this equation is in the same direction because the values of a and b are both positive.

## **5. Conclusion and Suggestion**

JHL Solitaire Gading Serpong is having an excellent human resource management with the highest average value in the resolving problem, showing that the employees have been quite satisfied with the management on the way they resolve the problems they have in the organization, meanwhile the lowest average value is in the declaration of making policy and consideration, indicating that the process of making some policies considered unsatisfied by the employees. Employee job satisfaction in JHL Solitaire Gading Serpong is very high with the highest value in the statement of physical factor, showing how the facilities for the employees considered very well, meanwhile the lowest value is on a psychological factor statement, that is showing that the lack of appreciation when the employee giving a good performance at work.

The influence of human resource management on employee job satisfaction in JHL Solitaire Gading Serpong is 98.21 percent, which means that the other 1.79 percent is influenced by other factors that are not addressed in this study. For the further research, it suggested to involve some other factors that have not been discussed in this study.

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