

Research Article

The Effect of Work Professionalism, Compensation, and Work Environment on Employee Performance at Goa Mesari Beach Club, Melasti, Kuta Selatan

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ABSTRACT

This study aims to empirically demonstrate the effects of work professionalism, compensation, and the work environment on employee performance at Goa Mesari Beach Club, Melasti Kuta Selatan. The population in this study was all employees of Goa Mesari Beach Club, Melasti Kuta Selatan, totaling 42 people. Sampling was conducted using saturated sampling, meaning the entire population was used as the research sample. Data collection used a questionnaire with a 1-5 Likert scale. The data analysis technique employed multiple linear regression using IBM SPSS version 25. The results of the study indicate that partially, work professionalism, compensation, and work environment have a positive and significant effect on employee performance. Simultaneously, these three independent variables have a significant effect on employee performance at Goa Mesari Beach Club, Melasti Kuta Selatan. These findings provide practical implications for the management of Goa Mesari Beach Club, suggesting that to sustain and enhance employee performance, the organization must prioritize competitive compensation strategies and foster a supportive work environment. Furthermore, strengthening work professionalism through continuous development is essential for achieving optimal organizational outcomes in the hospitality sector.

Keywords: Work professionalism; Compensation; Work environment; Employee performance

1. INTRODUCTION

Business competition, particularly in the tourism sector, has begun to recover following the Covid-19 pandemic. Businesses continuously compete and strive to survive various types of competition and changes, especially on the island of Bali (Cahyaningsih, 2022). Companies are obligated to periodically evaluate and improve their performance to ensure their sustainability is well-maintained (Nirmala et al., 2022). Amid increasingly dynamic and highly uncertain business competition, companies are required to position human resources as the primary driver of every organizational activity, from planning and implementation to evaluation (Hutabarat, 2021). According to Dessler in Lorensius (2023), human resource management can be defined as a method for acquiring, evaluating, training, and compensating employees, as well as managing labor relations, health, and workplace safety.

As one of the islands in Indonesia, Bali has a strong reputation as one of the world's most beautiful tourist destinations. The natural beauty, culture, distinct Balinese architecture, and the hospitality of the Balinese people blend to form a tourist destination profile that holds significant appeal for both domestic and international tourists. Human resources are individuals who serve as the driving force of an organization, whether an institution or a company, and function as assets whose capabilities must be developed (Amelia et al., 2022).

Human resources play a central role in every company activity. Even with supporting facilities and infrastructure, the company's activities cannot be executed effectively without reliable human resources. The quality of human resources plays a vital role in determining an individual's ability to increase productivity (Irwansyah et al., 2023; Purbadharmaja et al., 2023). Furthermore, human resources hold a key role in regional development (Istiqomah et al., 2022). Every company must empower its employees to deliver maximum performance for the organization (Bastian, 2024). Human resources are the main driver of employees' ability to achieve optimal performance (Irwansyah et al., 2025). Based on this, human resources are a fundamental key that must be prioritized along with all their needs, as they determine the successful execution of the company's activities. Consequently, the performance of human resources, or employees, becomes a crucial aspect of a business, including those in the tourism sector.

Employee performance is the quality and quantity of an individual's work output (Mangkunegara, 2020) and requires careful management attention across all organizations (Ariasih et al., 2024). Meeting these performance standards leads to professional achievement, pride, and satisfaction for the employee. One theory that explains performance is the Ability, Motivation, and Opportunity (AMO) Theory. This theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. The theory posits that individual performance (P) is a function of ability (A), motivation (M), and opportunity (O) to perform (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Ability (A) refers to the professionalism, skills, and competencies possessed by an individual. In the context of HRM, this can be enhanced through training and development programs (Benítez-Núñez et al., 2024). Motivation (M) encompasses both intrinsic and extrinsic factors that drive an individual to perform. Intrinsic motivation is related to personal satisfaction and interest in the task, while extrinsic motivation involves external rewards such as financial incentives (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Opportunity (O) represents external conditions that enable an individual to perform, such as organizational support, resources, and a conducive work environment (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021).

According to the Ability, Motivation, Opportunity (AMO) Theory, employee performance in the tourism sector is understood as a synergy of three elements, which are directly mapped to the independent variables in this associative quantitative research. First, the Ability element is represented by Work Professionalism, which reflects the technical capacity and mastery of employee competencies in providing service excellence to tourists. Second, the Motivation element is realized through Compensation, which serves as an extrinsic motivator, encouraging employees to exert maximum effort to create a high-quality tourism experience. Third, the Opportunity element is reflected in the Work Environment, which provides tourism-standard facilities, a hospitality climate, and operational conditions, enabling employees to apply their abilities and motivation effectively when serving guests without structural barriers. Thus, the AMO Theory logically validates that optimal tourism employee performance results from the integrated influence of highly qualified service skills (Ability), the drive for fair rewards (Motivation), and a conducive work ecosystem (Opportunity).

According to Kasmir (2020), factors that influence employee performance include competence and ability, knowledge, job design, personality, work motivation, leadership, communication, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Furthermore, Sari et al. (2020) report that leadership, work motivation, and compensation affect employee performance. Latif et al. (2022) and Okadarma et al. (2024) also found that employee performance is influenced by factors encompassing professionalism, work environment, and work motivation. Although various factors affect employee performance, this study focuses on three main variables: work professionalism, compensation, and the work environment.

Employee performance is also influenced by professionalism in the workplace. Professionalism, according to Sedarmayanti (2020), is a pillar that positions the bureaucracy as an effective machine for the government and serves as a parameter of an apparatus's proficiency in working well. Professionalism is a crucial aspect in determining performance (Londa et al., 2025). The measures of professionalism are competence, effectiveness, efficiency, and responsibility. Competence provides the absolute foundation of expertise required to complete a task professionally (Heryanda et al., 2022). A company's success is inseparable from the best abilities provided by its employees. Employees are strongly encouraged to maintain a professional attitude to optimize their skills, time, knowledge, energy, and resources in accordance with their respective fields, which, in turn, affects their performance (Adriansyah, 2022). However, not all employees within a company exhibit high professionalism toward their organization. Employees who demonstrate professionalism typically show an attentive attitude toward their duties, a strong sense of responsibility in carrying out tasks, and a high degree of loyalty to the company.

Research regarding the effect of work professionalism on employee performance still yields inconsistent results. Studies by Fauzan (2020) and Akbar et al. (2025) indicate that work professionalism has a positive effect on employee performance; research by Mekoth et al. (2023) shows that professionalism positively affects employee continuity through professional satisfaction, which ultimately improves employee performance; whereas a study by Damayanti et al. (2023) concludes that work professionalism does not affect employee performance.

Employee performance is additionally influenced by compensation. Providing compensation commensurate with employees' abilities can improve performance (Mastiasih et al., 2025). Compensation refers to all the benefits employees receive in exchange for their work (Handoko, 2019). It is assessed as anything received by an individual, whether tangible or intangible, which must be calculated and subsequently awarded. Compensation is a standard practice within a company to appreciate its employees. According to Erianto & Mahanani (2022), compensation encompasses financial rewards, services, and benefits received by employees as part of the employment relationship. The objective of compensation is to motivate employees to improve performance, efficiency, and the achievement of organizational goals. Therefore, the reward system must be managed seriously and evaluated periodically. An appropriate compensation system will not only satisfy and encourage current employees to contribute maximally but also effectively attract new talent to the organization's progress.

Research on the effect of compensation on employee performance continues to show inconsistencies. Studies by Saban et al. (2020), Suastini & Damayanthi (2022), Rustandi & Nankus (2023), and Lugatiman et al. (2024) demonstrate that

compensation positively affects employee performance. Research by Saputra & Suwandana (2020) indicates that compensation has a positive effect on work motivation, which ultimately enhances employee performance, while a study by Budi & Dewi (2021) shows that compensation does not affect employee performance.

The work environment also influences employee performance. According to Afandi (2019), the work environment encompasses everything surrounding workers that can affect their job satisfaction and enable them to achieve optimal results. This environment includes work facilities that support employees in completing assigned tasks, ultimately enhancing their performance within the organization. Meanwhile, according to Joni & Hikmah (2022), the work environment is a highly crucial component in employees' work activities. By paying attention to a good work environment or creating working conditions that foster motivation, it will positively impact employee performance.

Research regarding the impact of the work environment on employee performance continues to yield inconsistent results. Studies conducted by Budi & Dewi (2021), Rustandi & Nankus (2023), Ginting et al. (2024), Sihombing & Elsavitri (2023), Jumali & Sugiarto (2024), Boediherwanto et al. (2024), and Akbar et al. (2025) indicate that the work environment has a positive effect on employee performance. Conversely, research by Rismayadi (2022) and Iskandar et al. (2024) demonstrates that the work environment has no significant effect on employee performance.

This study was conducted at Goa Mesari Beach Club Melasti, South Kuta, a bar and restaurant offering food and beverage services. Situated along the edge of Melasti Beach, the venue provides a pleasant coastal atmosphere for visitors to unwind. Goa Mesari Beach Club Melasti, South Kuta, is a leisure destination where guests can enjoy a range of culinary offerings and take in direct beachfront views, allowing them to experience the clear water, white sand, and beautiful blue ocean while swimming.

The management of Goa Mesari Beach Club Melasti, South Kuta, faces intense business competition, particularly in the tourism sector; therefore, they must provide optimal service to visiting tourists. Consequently, it is crucial to prioritize the human resources (HR) involved in the company's operations to ensure they function optimally, especially amid dynamic environmental changes. Human resources are a vital factor inseparable from any organization or company (Dwi & Suarmanayasa, 2022). The primary challenge lies in cultivating human resources capable of delivering optimal performance to achieve the organization's goals. Based on preliminary observations, a phenomenon related to employee performance at Goa Mesari Beach Club Melasti, South Kuta, was identified, as indicated by fluctuations in the number of visiting customers. The visitor data for Goa Mesari Beach Club Melasti, South Kuta, from January 2025 to July 2025 is presented in Graph 1 below.

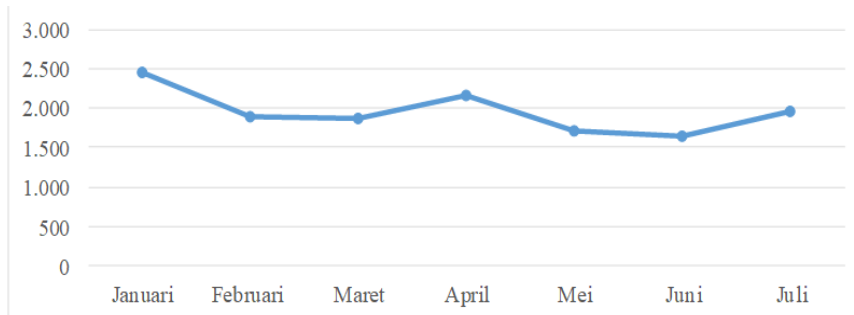


Figure 1. Graph of the Summary of Visitors at Goa Mesari Beach Club, Melasti, South Kuta for the January–July 2025 Period

Source: Goa Mesari Beach Club, Melasti, South Kuta (2025)

Figure 1 illustrates a fluctuation in the number of visitors at Goa Mesari Beach Club Melasti, South Kuta. The data reveals a drastic decline in visitor numbers from January to March 2025, followed by an increase in April 2025. Subsequently, the number of visitors decreased significantly between May and June 2025, then increased marginally in July. This issue regarding employee performance also impacts sales volume. The sales report data for Goa Mesari Beach Club Melasti, South Kuta, from January to July 2025, is presented in **Table 1**.

Table 1. Sales Report of Goa Mesari Beach Club, Melasti, South Kuta (January–July 2025)

Month	Total Targeted Revenue	Total Realized Revenue	Revenue Percentage
January	Rp. 320.000.000	Rp. 360.235.000	112,57%
February	Rp. 340.000.000	Rp. 276.850.000	81,43%
March	Rp. 320.000.000	Rp. 273.675.000	85,52%
April	Rp. 300.000.000	Rp. 289.515.000	96,50%
May	Rp. 310.000.000	Rp. 263.680.000	85,05%
June	Rp. 310.000.000	Rp. 258.330.000	83,33%
July	Rp. 300.000.000	Rp. 278.830.000	92,94%
Total	Rp. 2.200.000.000	Rp. 2.001.115.000	

Source: Goa Mesari Beach Club Melasti Kuta Selatan (2025).

Table 1 illustrates that sales at Goa Mesari Beach Club, Melasti, South Kuta, fluctuated between January and July 2025. The data reveals a drastic decline in sales volume from January to March 2025, followed by a rebound in April 2025. Subsequently, sales figures decreased significantly from May to June 2025, with a minor recovery observed in July. This indicates that the company experienced fluctuations in both visitor traffic and revenue generation. These fluctuations in sales and visitor numbers can be attributed to a decline in employee performance, specifically regarding the delivery of unsatisfactory service to patrons.

Observations and interviews conducted at Goa Mesari Beach Club, Melasti, reveal persistent issues regarding employee performance across several dimensions, including work quantity, work quality, and timeliness. Specifically, low work quantity is indicated by task inefficiency, with duties often overlapping among multiple employees. Poor work quality is evidenced by frequent order errors, hygiene issues, and product defects, while poor timeliness is demonstrated by excessive customer wait times. Consequently, the operational status of Goa Mesari Beach Club Melasti is critical, characterized by ineffective employee performance across all indicators, leading to high customer dissatisfaction. Key deficiencies include sluggish service delivery, resource wastage due to inefficient task allocation, and frequent product quality failures ranging from hygiene lapses to preparation errors that drive complaints. The confluence of sluggish service and substandard products has precipitated frequent guest complaints. This scenario underscores the necessity of profound managerial intervention that extends beyond mere skills training to encompass task allocation and motivational enhancement to restore operational efficiency and the service reputation of Goa Mesari Beach Club Melasti.

Based on observations and interviews conducted at Goa Mesari Beach Club, Melasti, South Kuta, distinct phenomena regarding work professionalism, compensation, and the work environment were identified. Regarding professionalism, a lack of accountability among certain employees has led to task delays and suboptimal performance. In terms of compensation, delayed bonus distributions and discrepancies between rewards and actual performance were found to diminish employee productivity. Furthermore, observations of the work environment revealed disharmonious interpersonal relationships and a lack of cohesion among specific staff members, which impeded teamwork and subsequently degraded overall organizational performance. The prevailing operational issues, coupled with inconsistencies found in prior studies, underscore the critical need to examine the influence of work professionalism, compensation, and the work environment on employee performance. The novelty of this study lies in the reconstruction and refinement of variable indicators, specifically adapted to the tourism context and the unique subject matter (Beach Club employees). Rather than using generic indicators from prior studies, this research adopts a conceptual replication approach with substantial modifications to the measurement instruments. This endeavor focuses on formulating measurement indicators that are specific and relevant to the subjects' daily operational realities, ensuring that variables ranging from professionalism to employee performance accurately reflect the dynamics of the tourism industry. Consequently, this study offers a theoretical contribution by proposing a measurement model that is contextually fit and valid. It is anticipated that this approach will yield findings that provide a more reliable basis for managerial decision-making than models that rely solely on indicator replication without contextual adjustment.

Based on the aforementioned background of the problem, this study is titled “The Influence of Work Professionalism, Compensation, and Work Environment on Employee Performance at Goa Mesari Beach Club, Melasti, South Kuta.” This study aims to examine the partial and simultaneous effects of work professionalism, compensation, and work environment on employee performance at Goa Mesari Beach Club, Melasti, South Kuta. Employee performance is explained by the Ability, Motivation, Opportunity (AMO) Theory. The Ability, Motivation, Opportunity (AMO) Theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. This theory posits that individual performance (P) is a function of ability (A), motivation (M), and opportunity (O) (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Ability (A) refers to the professionalism, skills, and competencies possessed by an individual. In the context of HRM, this can be enhanced through training and development programs (Benítez-Núñez et al., 2024). Research by Fauzan (2020) and Akbar et al. (2025) indicates that work professionalism positively affects employee performance, while a study by Mekoth et al. (2023) demonstrates that professionalism positively impacts employee continuity through employee professional satisfaction, ultimately improving employee performance. Based on this foundation, the research hypothesis is formulated:

H1: Work professionalism has a positive effect on employee performance

Employee performance is explained by the Ability, Motivation, Opportunity (AMO) Theory. The Ability, Motivation, Opportunity (AMO) Theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. This theory posits that individual performance (P) is a function of ability (A), motivation (M), and opportunity (O) (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Motivation (M) encompasses intrinsic and extrinsic factors that drive individuals to perform. Intrinsic motivation is related to personal satisfaction and interest in the task, whereas extrinsic motivation involves external rewards such as financial incentives (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Studies by Saban et al. (2020), Suastini & Damayanthi (2022), Rustandi & Nankus (2023), and Lugatiman et al. (2024) show that compensation has a positive effect on employee performance, and research by Saputra & Suwandana (2020) indicates that compensation positively affects work motivation, which in turn enhances employee performance. Based on this, the hypothesis in this study is as follows:

H2: Compensation has a positive effect on employee performance

Employee performance is explained by the Ability, Motivation, Opportunity (AMO) Theory. The Ability, Motivation, Opportunity (AMO) Theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. This theory posits that individual performance (P) is a function of ability (A), motivation (M), and opportunity (O) (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Opportunity (O) represents external conditions that enable individuals to perform, such as organizational support, resources, and a conducive work environment (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Research by Budi & Dewi (2021), Rustandi & Nankus (2023), Ginting et al. (2024), Sihombing & Elsavitri (2023), Jumali & Sugiarto (2024), Boediherto et al. (2024), and Akbar et al. (2025) demonstrates that the work environment has a positive effect on employee performance. Based on this description, the hypothesis in this study is as follows:

H3: The work environment has a positive effect on employee performance

Employee performance is explained by the Ability, Motivation, Opportunity (AMO) Theory. The Ability, Motivation, Opportunity (AMO) Theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. This theory posits that individual performance (P) is a function of ability (A), motivation (M), and opportunity (O) (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Ability (A) refers to the professionalism, skills, and competencies possessed by an individual. In the context of HRM, this can be enhanced through training and development programs (Benítez-Núñez et al., 2024). Motivation (M) encompasses intrinsic and extrinsic factors that drive individuals to perform. Intrinsic motivation is related to personal satisfaction and interest in the task, whereas extrinsic motivation involves external rewards such as financial incentives (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Opportunity (O) represents external conditions that enable individuals to perform, such as organizational support, resources, and a conducive work environment (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Research by Fauzan (2020) and Akbar et al. (2025) indicates that work professionalism positively affects employee performance. Studies by Saban et al. (2020), Suastini & Damayanthi (2022), Rustandi & Nankus (2023), and Lugatiman et al. (2024) show that compensation positively affects employee performance. Research by Budi & Dewi (2021), Rustandi & Nankus (2023), Ginting et al. (2024), Sihombing & Elsavitri (2023), Jumali & Sugiarto (2024), Boediherto et al. (2024), and Akbar et al. (2025) demonstrates that the work environment has a positive effect on employee performance. Based on this, the hypothesis in this study is formulated as follows:

H4: Work professionalism, compensation, and the work environment have a positive effect on employee performance

2. RESEARCH METHOD

This study employs a quantitative causal research design utilizing primary data sources. The research was conducted at Goa Mesari Beach Club, Melasti South Kuta, located at Melasti Beach, Ungasan Village, South Kuta District, Badung Regency, Bali. The population for this study comprises all 42 employees working at Goa Mesari Beach Club, Melasti, South Kuta. The sampling technique employed was the census method (saturated sampling), resulting in a total sample size of 42 employees. Work Professionalism (X_1) was measured using indicators including goals, procedures, rules, formal role behavior, and organizational importance (Akbar et al., 2025; Mekoth et al., 2023). Compensation (X_2) was assessed using indicators of salary, allowances, and facilities (Saputra & Suwandana, 2020; Suastini & Damayanthi, 2022). Work Environment (X_3) was measured using indicators regarding physical workplace conditions; access to necessary equipment, supplies, and resources; implementation of high safety standards; a positive and supportive atmosphere among colleagues and supervisors; and adequate organizational support for maintaining a healthy work-life balance (Budi & Dewi, 2021; Ginting et al., 2024). Employee Performance (Y) was evaluated using indicators of work quality, quantity, timeliness, effectiveness, responsibility, and discipline (Putra et al., 2021; Rismayadi, 2022). The data collection technique employed in this study was a questionnaire utilizing a 5-point Likert scale. Data analysis was performed using multiple linear regression analysis with the assistance of IBM SPSS version 25 software.

3. RESULTS AND DISCUSSION

3.1 Prerequisite Test

3.1.1 Test Instruments

A research instrument is a tool employed for data collection. The analytical methods utilized to evaluate the research instrument include validity and reliability tests. According to Ghazali (2018), validity testing is used to assess whether a questionnaire is valid. A questionnaire is deemed valid if the items within the instrument are capable of revealing the construct intended to be measured. This test employs the Product-Moment Correlation technique by comparing the calculated r value (r count) with the critical r value (r table) at a 5% significance level. The r table value is derived using $n = 42$ and $df = n - 2$ ($df = 42 - 2$), resulting in $df = 40$. With $df = 40$ and a 5% significance level for a one-tailed test, the critical r value obtained is 0.2573. The results of the validity test for this study are presented in [Table 2](#).

Table 2. Validity Test

Variable	Statement	R Table	R Count	Remarks
Work Professionalism (X1)	X1.1	0,2573	0,904	Valid
	X1.2	0,2573	0,818	Valid
	X1.3	0,2573	0,849	Valid
	X1.4	0,2573	0,850	Valid
	X1.5	0,2573	0,880	Valid
Compensation (X2)	X2.1	0,2573	0,888	Valid
	X2.2	0,2573	0,921	Valid
	X2.3	0,2573	0,898	Valid
Work Environment (X3)	X3.1	0,2573	0,789	Valid
	X3.2	0,2573	0,859	Valid
	X3.3	0,2573	0,708	Valid
	X3.4	0,2573	0,706	Valid
	X3.5	0,2573	0,788	Valid
Employee Performance (Y)	Y.1	0,2573	0,880	Valid
	Y.2	0,2573	0,693	Valid
	Y.3	0,2573	0,894	Valid
	Y.4	0,2573	0,861	Valid
	Y.5	0,2573	0,869	Valid
	Y.6	0,2573	0,909	Valid

Source: Output SPSS (2025).

Table 2 demonstrates that all statement items possess a calculated r value greater than the critical r table value, indicating that all items are valid. Reliability testing was conducted to determine the stability of the measurement instrument; results are considered trustworthy if repeated measurements on the same subject group yield consistent outcomes. According to Ghozali (2018), the Cronbach’s alpha (α) coefficient is utilized to evaluate reliability. This test is performed exclusively on valid statements, while invalid statements are discarded and excluded from testing. A questionnaire is deemed reliable if the Cronbach’s alpha is > 0.70 ; conversely, if the Cronbach’s alpha is < 0.70 , it is considered unreliable. The results of the reliability test are presented in **Table 3**.

Table 3. Reliability Test Results

Variable	Cronbach’s Alpha	Standard Alpha	Remarks
Work Professionalism (X1)	0,908	0,70	Reliable
Compensation (X2)	0,886	0,70	Reliable
Work Environment (X3)	0,824	0,70	Reliable
Employee Performance (Y)	0,924	0,70	Reliable

Source: Output SPSS (2025).

Table 3 demonstrates that all variables have Cronbach’s alpha values greater than 0.7, indicating that the research instrument (questionnaire) used to measure these variables possesses an acceptable or good level of reliability.

3.1.2 Classical Assumption Tests

Classical assumption tests are conducted to ensure that the obtained data are suitable for analysis using multiple linear regression methods (Ghozali, 2018). To determine the appropriateness of utilizing the multiple linear regression model, classical assumption tests must be performed preliminarily. These tests are executed to assess the condition of the data, thereby enabling the identification of the appropriate analytical model. Specifically, the classical assumption tests include: (1) the normality test, (2) the multicollinearity test, and (3) the heteroscedasticity test. This testing can be performed using the Non-Parametric Kolmogorov-Smirnov (K-S) statistical test. The One-Sample Kolmogorov-Smirnov method is applied by examining the significance (sig.) value, the results of which are presented in **Table 4**.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		42
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.87268502
Most Extreme Differences	Absolute	.082
	Positive	.066
	Negative	-.082
Test Statistic		.082

Asymp. Sig. (2-tailed)	.200 ^{c,d}
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

Source Output SPSS (2025).

Table 4 presents a significance value of 0.200, which exceeds 0.05. A significance value greater than 0.05 indicates that the data in this study are normally distributed. The multicollinearity test aims to determine whether a correlation exists among the independent variables within the regression model. A sound regression model requires the absence of correlation between independent variables. High correlation among independent variables can be detected through several methods, one of which utilizes Tolerance and Variance Inflation Factor (VIF) values. The decision-making criterion posits that if the Tolerance value is > 0.10 and the VIF is < 10 , then multicollinearity is not present (Ghozali, 2018). The results of the multicollinearity test are presented in **Table 5**.

Table 5. Multicollinearity Test Results

Model	Collinearity Statistics		Remarks
	Tolerance	VIF	
Work Professionalism (X1)	0,122	8,195	Free from multicollinearity
Compensation (X2)	0,183	5,477	Free from multicollinearity
Work Environment (X3)	0,154	6,512	Free from multicollinearity

Source: Output SPSS (2025).

Table 5 indicates that all independent variables possess tolerance values exceeding 0.1 and Variance Inflation Factor (VIF) values below 10. Consequently, it can be concluded that there is no multicollinearity among the independent variables within the regression model of this study. Subsequently, a heteroscedasticity test was performed to detect variance inequality across observations (Ghozali, 2018). A valid model requires the absence of heteroscedasticity. The Glejser test was employed to detect the presence of heteroscedasticity by regressing the absolute residual values against the independent variables. If the significance probability value is greater than 0.05, there is no indication of heteroscedasticity, which is the desired outcome; conversely, if the value is less than 0.05, it indicates the presence of heteroscedasticity (Ghozali, 2018). The results of the heteroscedasticity test for this study are presented in **Table 6**.

Table 6. Heteroscedasticity Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.081	.654		3.184	.003
Work Professionalism (X1)	.021	.110	.085	.188	.852
Compensation (X2)	-.126	.138	-.337	-.908	.370
Work Environment (X3)	.017	.102	.070	.172	.864

a. Dependent Variable: ABS_RES

Source: Output SPSS (2025).

Table 6 demonstrates that none of the independent variables has a statistically significant effect on the absolute residual (ABS_RES) dependent variable. As the significance probabilities for all independent variables exceed the 0.05 threshold, it is concluded that the regression model is free from heteroscedasticity.

3.2 Hypothesis Testing

Hypothesis testing was conducted to elucidate the research problem and solution in a precise and rational manner. The analytical methods employed in this study included multiple linear regression analysis, the coefficient of determination (R^2) test, as well as the t-test (testing for partial effects) and the F-test (testing for simultaneous effects).

3.2.1 Multiple Linear Regression Analysis

This study employs multiple linear regression analysis. This method was selected because the research involves multiple independent variables, specifically work professionalism, compensation, and work environment, thereby rendering simple linear regression unsuitable. The analysis incorporates three independent variables: work professionalism (X_1), compensation (X_2), and work environment (X_3), alongside one dependent variable: employee performance (Y). The results of the multiple linear regression analysis are presented in **Table 7**.

Table 7. Multiple Linear Regression Analysis

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	1.650	1.156		1.427	.162
Work Professionalism (X1)	.401	.194	.333	2.069	.045
Compensation (X2)	.609	.245	.328	2.487	.017
Work Environment (X3)	.391	.180	.313	2.176	.036

a. Dependent Variable: Employee Performance (Y)

Source: Output SPSS (2025).

Based on the results of the multiple linear regression analysis in **Table 7**, the regression equation is as follows:

$$Y = 1,650 + 0,401 X_1 + 0,609X_2 + 0,391 X_3 + \epsilon$$

3.2.2 T-test

The t-test was conducted to determine the direct influence of the independent variables on the dependent variable. This test serves to verify hypotheses and support research conclusions. Specifically, this test examined the partial effects of work professionalism (X1), compensation (X2), and the work environment (X₃) on employee performance (Y). The critical t-value was determined using a sample size of n = 42 and degrees of freedom calculated as df = n - k - 1 (specifically, df = 42 - 3 - 1), resulting in df = 38. Based on df = 38 and a significance level of 5% for a one-tailed test, the obtained critical t-value is 1.686. The results of the t-test are presented in **Table 8**.

Table 8. T-test

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	1.650	1.156		1.427	.162
Work Professionalism (X1)	.401	.194	.333	2.069	.045
Compensation (X2)	.609	.245	.328	2.487	.017
Work Environment (X3)	.391	.180	.313	2.176	.036

a. Dependent Variable: Employee Performance (Y)

Source: Output SPSS (2025).

The t-test results presented in **Table 8** can be interpreted as follows. The testing of the first hypothesis indicates a positive coefficient of 0.401, where t count (2.069) > t table (1.686) and the significance value is 0.045 < 0.05; therefore, work professionalism has a positive and significant effect on employee performance. Thus, the first hypothesis is accepted. The testing of the second hypothesis shows a positive coefficient of 0.609, where t count (2.487) > t table (1.686) and the significance value is 0.017 < 0.05; consequently, compensation has a positive and significant influence on employee performance. Hence, the second hypothesis is accepted. Compensation is identified as the dominant variable influencing employee performance, as it yields the coefficient furthest from zero (0.609). Finally, the testing of the third hypothesis reveals a positive coefficient of 0.391, where t count (2.176) > t table (1.686) and the significance value is 0.036 < 0.05, indicating that the work environment exerts a positive and significant effect on employee performance. Therefore, the third hypothesis is accepted.

3.2.3 F-test

The simultaneous significance test, or F-test, is used to assess the joint influence of independent variables on the dependent variable. This test serves to verify the hypothesis in order to draw research conclusions. Specifically, this study employs the test to examine the combined effect of work professionalism (X₁), compensation (X₂), and work environment (X₃) on employee performance (Y). The critical F-value (F-table) was determined based on degrees of freedom df 1 = k = 3 and df 2 = n - k - 1 = 38 (42 - 3 - 1), yielding a value of 2.85. The results of the F-test are presented in **Table 9**.

Table 9. F-test

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	1050.620	3	350.207	92.554	.000b
	Residual	143.785	38	3.784		
	Total	1194.405	41			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Environment (X3), Compensation (X2), Work Professionalism (X1)

Source: Output SPSS (2025).

The F-test results presented in **Table 9** show a calculated F-value of $92.554 > 2.85$ and a significance value of $0.000 < 0.05$, indicating that work professionalism, compensation, and work environment simultaneously have a significant effect on employee performance. Thus, the fourth hypothesis is accepted.

3.2.4 Coefficient of Determination (R²)

The coefficient of determination test was conducted to assess the strength of the independent variables' influence on the dependent variable. This is expressed as a percentage based on the Adjusted R² value, which ranges from 0 to 1. A value closer to 1 signifies a stronger influence. Conversely, a lower value indicates a limitation in the independent variables' ability to influence the dependent variable (Ghozali, 2018). The results of the coefficient of determination test are presented in **Table 10**.

Table 10. Coefficient of Determination

Model	R	Model Summary			Std. Error of the Estimate
		R Square	Adjusted R-Square		
1	.938a	.880	.870	1.945	

a. Predictors: (Constant), Work Professionalism (X1), Compensation (X2), Work Environment (X3)

Source: Output SPSS (2025).

Table 10 presents a coefficient of determination of 0.870, or 87%. This value indicates that work professionalism, compensation, and the work environment collectively account for 87% of the variance in employee performance. At the same time, the remaining proportion is attributed to other variables outside the scope of this study.

3.3 Discussion

3.3.1 The Effect of Work Professionalism on Employee Performance at Goa Mesari Beach Club Melasti, South Kuta

The research results at Goa Mesari Beach Club indicate that work professionalism has a positive and significant effect on employee performance, where compliance and role comprehension directly impact discipline and work quality. Nevertheless, the current levels of professionalism and performance remain in the "moderate" category, merely meeting minimum operational standards. This condition is heavily influenced by the demographics of the majority of the workforce, adult males (26-45 years old), who tend to be more pragmatic, prioritizing financial stability and job security. Consequently, they are inclined to work strictly within their basic obligations rather than undertake additional performance. As a solution, management needs to design emotional approaches and reward programs that foster employees' internal pride, driving their performance and professionalism to a higher level. Employee performance is explained through the Ability, Motivation, Opportunity (AMO) Theory. The AMO Theory is a framework for explaining the relationship between human resource (HR) management practices and performance outcomes. This theory posits that individual performance (P) is a function of the ability (A), motivation (M), and opportunity (O) to perform (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Ability (A) refers to the professionalism, skills, and competencies possessed by individuals. In an HR context, this can be enhanced through training and development programs (Benítez-Núñez et al., 2024). Professionalism, reflected in the possession of competent managerial knowledge, provides adaptive capabilities that enable effective and efficient performance and the smooth running of innovative processes (Telagawathi et al., 2022).

According to Fauzan (2020), professionalism affects an employee's performance. Professionalism is a necessary attribute for every employee within a company. High professionalism in employees is demonstrated by their competence, ethics, and resulting work output. This finding is supported by other studies indicating that professionalism influences employee performance. According to Mokosolang et al. (2021), being professional means demonstrating reliability and expertise in executing tasks so that they are completed with high quality, on time, accurately, and in accordance with easily understood procedures. Employees are strongly encouraged to adopt a professional attitude to optimize their skills, time, knowledge, energy, and resources in accordance with their respective fields, which, in turn, influences their performance (Putra et al., 2021). The results of this study, which indicate that work professionalism positively affects employee performance, are supported by Fauzan (2020) and Akbar et al. (2025). Furthermore, research by Mekoth et al. (2023) demonstrates that professionalism positively affects employee continuity through professional satisfaction, a condition that ultimately enhances employee performance.

3.3.2 The Effect of Compensation on Employee Performance at Goa Mesari Beach Club, Melasti, South Kuta

The findings of this study at Goa Mesari Beach Club Melasti demonstrate that compensation has a positive and significant impact on employee performance. Currently, both variables fall into the "moderate" category, fostering a transactional relationship in which employees perform only to meet daily operational standards without showing extra dedication, due to modest remuneration. This phenomenon is highly rational given that the majority of the workforce consists of adult males

(aged 26-45) who serve as primary breadwinners. Consequently, they align their work quality, quantity, and discipline with the level of salary, allowances, and facilities provided. Therefore, to stimulate substantial performance improvement, management must revitalize the compensation structure, making it more competitive and better able to address the economic burdens these employees face. One prominent framework explaining performance is the Ability, Motivation, Opportunity (AMO) Theory. The AMO Theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. This theory posits that individual performance (P) is a function of the ability (A), motivation (M), and opportunity (O) to perform (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Motivation (M) encompasses intrinsic and extrinsic factors that drive individuals to perform. Intrinsic motivation pertains to personal satisfaction and inherent interest in the task, whereas extrinsic motivation involves external rewards such as financial incentives (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021).

According to Handoko (2019), compensation comprises all remuneration employees receive for their work. It encompasses all forms of rewards, both tangible and intangible, which must be quantified and distributed to the individual. Hasibuan (2020) suggests that compensation is a standard practice within a company aimed at recognizing and appreciating employees. Functioning as a reward system, compensation is the remuneration provided by an organization to its employees, which can be either financial or non-financial. An effective compensation system generates employee satisfaction and enables the company to attract and retain talent. The finding that compensation has a positive and significant effect on employee performance is corroborated by previous studies by Saban et al. (2020), Suastini & Damayanthi (2022), Rustandi & Nankus (2023), and Lugatiman et al. (2024). Furthermore, Saputra & Suwandana (2020) demonstrated that compensation positively affects work motivation, which in turn enhances employee performance.

3.3.3 The Effect of Work Environment on Employee Performance at Goa Mesari Beach Club, Melasti, South Kuta

The research results at Goa Mesari Beach Club Melasti indicate that the work environment has a positive and significant effect on employee performance. Currently, both aspects fall into the "moderate" category, meaning that physical facilities and psychosocial support are adequate for standard operations but not yet sufficient to achieve an excellent level of performance. The majority of employees are adult males (26-45 years old) who rely heavily on the adequacy of operational tools in the outdoor area, as well as safety guarantees and work-life balance, as they are the primary breadwinners for their families. Because the current quality of the work environment is still moderate, employees respond with a correspondingly moderate level of productivity; they work with discipline only to the extent of fulfilling their functional operational obligations, but are not yet internally motivated to take on extra responsibilities beyond their primary tasks.

One theory explaining performance is the Ability, Motivation, Opportunity (AMO) Theory. The AMO Theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. This theory posits that individual performance (P) is a function of the ability (A), motivation (M), and opportunity (O) to perform (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Opportunity (O) represents the external conditions that enable individuals to perform, such as organizational support, resources, and a conducive work environment (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). According to Latif et al. (2022), the work environment is the setting where employees carry out their daily work. A conducive work environment will provide a sense of security and encourage employees to work optimally. According to Sedarmayanti (2017), the work environment can affect an employee's performance because individuals will be able to carry out their activities well if they are in a safe and comfortable work environment to perform their duties. Thus, from such conditions, optimal results can be achieved as an appropriate environmental setting supports them. Conversely, if the atmosphere or conditions of the work environment do not provide comfort or tranquility, they will disrupt the work environment, ultimately affecting employees' ability to perform their jobs. Therefore, the work environment can influence a person's performance. The results of this study, which indicate that the work environment has a positive and significant effect on employee performance, are supported by the research of Budi & Dewi (2021), Rustandi & Nankus (2023), Ginting et al. (2024), Sihombing & Elsavitri (2023), Jumali & Sugiarto (2024), Boediherwanto et al. (2024), and Akbar et al. (2025).

3.3.4 The Effect of Work Professionalism, Compensation, and Work Environment on Employee Performance at Goa Mesari Beach Club, Melasti, South Kuta

The research findings indicate that work professionalism, compensation, and the work environment simultaneously have a significant effect on employee performance at Goa Mesari Beach Club Melasti, South Kuta. One theory explaining performance is the Ability, Motivation, Opportunity (AMO) Theory. The Ability, Motivation, Opportunity (AMO) Theory is a framework for explaining the relationship between human resource management (HRM) practices and performance outcomes. This theory posits that individual performance (P) is a function of the ability (A), motivation (M), and opportunity (O) to perform (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Ability (A) refers to the professionalism, skills, and competencies possessed by individuals. In the HRM context, this can be enhanced through training and development programs (Benítez-Núñez et al., 2024). Motivation (M) encompasses intrinsic and extrinsic factors that drive individuals to perform. Intrinsic motivation relates to personal satisfaction and interest in the task, whereas extrinsic motivation involves external rewards such as financial incentives (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021). Opportunity (O)

represents the external conditions that enable individuals to perform, such as organizational support, resources, and a conducive work environment (Benítez-Núñez et al., 2024; Tuuli & Van Rhee, 2021).

Human resource management plays a highly crucial role in enhancing performance (Irwansyah et al., 2024). Work professionalism, compensation, and the work environment collectively influence employee performance. Inadequate professionalism, compensation, and work environments will lead to adverse effects and hinder the employing company's progress. Conversely, improved employee professionalism will lead to higher performance within the company, thereby enhancing its reputation. Providing compensation commensurate with employee performance is vital, as compensation is considered a measure of employee achievement. Therefore, if the company's compensation system is sufficiently fair, it will encourage employees to perform better and assume greater responsibility for their assigned tasks. Additionally, a positive work environment enables a company to operate more productively. Studies by Fauzan (2020) and Akbar et al. (2025) demonstrate that work professionalism positively affects employee performance. Research by Saban et al. (2020), Suastini & Damayanthi (2022), Rustandi & Nankus (2023), and Lugatiman et al. (2024) indicates that compensation positively affects employee performance. Furthermore, studies by Budi & Dewi (2021), Rustandi & Nankus (2023), Ginting et al. (2024), Sihombing & Elsavitri (2023), Jumali & Sugiarto (2024), Boediherwanto et al. (2024), and Akbar et al. (2025) show that the work environment positively influences employee performance.

4. CONCLUSION

Based on the analysis and discussion conducted, several conclusions can be drawn. To some extent, work professionalism, compensation, and the work environment positively and significantly influence employee performance. Simultaneously, work professionalism, compensation, and the work environment significantly influence employee performance at Goa Mesari Beach Club, Melasti, South Kuta. Based on the finding that compensation primarily drives employee performance at Goa Mesari Beach Club, several key recommendations emerge. First, the club should conduct periodic salary reviews benchmarked against premium hospitality standards in South Kuta. To maximize motivation, management should implement a clear Pay-for-Performance system that directly links bonuses and salary increases to tangible individual and team targets, such as revenue or customer satisfaction. Additionally, the club should optimize value-added benefits by ensuring transparent service-charge distribution, especially for front-liners, and introducing skill-based allowances for specialized competencies such as mixology or language proficiency to foster loyalty and reduce turnover. Finally, upgrading basic work facilities, such as lockers and canteens, alongside introducing non-monetary Employee Wellness programs, will create a supportive environment that allows employees to focus entirely on their roles, ultimately sustaining long-term productivity and performance. This study has limitations, specifically its focus on only one dependent variable and three independent variables, a research subject limited to Goa Mesari Beach Club, Melasti, South Kuta, and the use of a relatively simple research model. Therefore, future research is recommended to examine other variables that may have a greater influence on employee performance, such as ability, motivation, commitment, and work discipline. Future researchers are also advised to conduct studies with a broader scope that cover multiple companies facing similar issues. Finally, it is suggested that future researchers develop more complex research models that incorporate mediating or moderating variables, thereby ensuring that the variables included in the model are more comprehensive and yield more comprehensive results.

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