

Employee Engagement as a Strategic Asset in Four-Star Hotels: Empirical Evidence from Batam City

¹Siti Rohani, ²Viona Agustin, ³Muhammad Donal Mon

^{1,2,3} Universitas Internasional Batam

Korespondensi: siti.rohani@uib.edu

ARTICLE INFO

Keywords:

Motivation

Commitment

Training

Compensation

Employee Development

Employee Engagement

ABSTRACT

PURPOSE - This study examines the factors influencing employee engagement in four-star hotels in Batam City. The main focus is on motivation, commitment, training, and compensation received by employees.

METHODOLOGY - Using a quantitative approach, data were collected through questionnaires distributed across various hotel departments. The results indicate that motivation, commitment, training, and compensation have a positive and significant effect on employee engagement. In addition, motivation is proven to mediate the relationship between these variables and employee engagement.

FINDING - These findings are expected to provide input for hotel management to pay greater attention to employee development, reward systems, and the creation of a supportive work environment to enhance employee retention and productivity. This study also demonstrates that employee engagement is not only important for individual performance but also for overall organizational progress.

Received 30 October 2025; Received in revised from 21 December 2025; Accepted 15 January 2026

ECOBISMA (Jurnal Ekonomi, Bisnis dan Manajemen) Volume 13 No. 1 (2026)

©2026 The Author (s). Published by LPPM Universitas Labuhanbatu

Available online 31 January 2026

INTRODUCTION

In human resource management (HRM), employee engagement refers to the level of involvement, enthusiasm, and dedication of employees toward their work and workplace (Kerja et al., 2023). Employee engagement reflects how deeply employees care about their work and their organization, not merely to obtain financial rewards such as salaries or promotions, but because they are genuinely concerned about their roles and the sustainability of the organization. Human resources play a crucial role in determining organizational efficiency and effectiveness; therefore, hotel business owners increasingly recognize that investing in employees as strategic human capital is essential (Kania & Mudayat, 2022).

According to Rohani and Muchsinati (2022), the increasingly intense global competitive environment has driven organizations to improve performance by developing innovative ideas and implementing strategies that strengthen business operations and enhance competitiveness in the market. Human Resource Management is a discipline that regulates the relationship between organizations and their workforce to ensure effectiveness and efficiency. To achieve organizational, employee, and societal objectives, companies must ensure that employees are available at the right time and place and possess the necessary competencies to carry out tasks that support organizational growth (Lourensius et al., 2025). Employee engagement refers to the extent of an employee's commitment and connection to the organization.

Engaged employees understand their responsibilities toward business objectives and are able to motivate their colleagues to contribute to organizational success (Onky et al., 2019). When employees are emotionally engaged, they are more likely to strive for higher performance and actively contribute to achieving organizational targets. Employee participation within the organization is essential to enhance work involvement and foster collective success, which in turn encourages employees to motivate one another to achieve shared goals.

This study focuses on employee engagement in the hospitality industry, particularly four-star hotels, due to the researcher's interest in examining millennial employees who work and remain in hotel organizations. The hospitality industry is highly dependent on human resources, making employee engagement a critical factor in service quality and organizational sustainability. Global competition demands that each country possess highly competitive human resources. Based on the Global Competitiveness Index 2016–2017, Indonesia ranked 37th out of 140 countries, lagging behind several ASEAN countries such as Singapore, Malaysia, and Thailand. Furthermore, the Global Talent Competitiveness Index placed Indonesia at 90th out of 118 countries. Nevertheless, according to Bank Indonesia (2017), the Indonesian economy began to recover gradually after reaching its lowest point in 2015, driven by increased exports and investment (Setyawan, 2021).

In response to these challenges, companies are required to develop effective business strategies to survive. One such strategy in the current era of globalization is mergers or acquisitions aimed at strengthening organizational position and competitiveness in the market (Edi et al., 2024). Therefore, the purpose of this study is to examine a research framework that identifies the relationships among employee engagement practices, motivation, commitment, training and development, and return and compensation among employees working in four-star hotel companies in Batam City.

LITERATURE REVIEW

Employee Engagement

Employee Engagement Employee engagement refers to the emotional commitment of employees toward the organization and its objectives. In the contemporary business environment, employee engagement is considered a critical factor for achieving success and maintaining competitiveness. Engagement drives employees' attitudes, behaviors, and performance (Niar et al., 2023). It encompasses emotional, cognitive, and behavioral involvement in work, contributing not only to individual productivity but also to organizational success. Highly engaged employees tend to demonstrate stronger motivation, dedication, and positive relationships with their organization. Engaged employees exhibit high energy levels, strong commitment to work goals, and deep job satisfaction. This engagement is supported by a positive work environment, opportunities for self-development, and clarity of organizational goals (Simanjuntak et al., 2023). Interpersonal relationships in the workplace also play an essential role. Support from supervisors and colleagues enhances employees' confidence and motivation, making them feel valued (Priambodo et al., 2019). Organizational culture further influences employee engagement. A supportive culture characterized by open communication, recognition of employee contributions, and effective conflict management fosters a conducive work environment and strengthens engagement (Chairiza et al., 2018). In modern organizations, employee engagement is not only an HR strategy but also an indicator of organizational sustainability, as engaged employees serve as strategic assets driving innovation and adaptability (Sentoso & Muchsinati, 2024).

Motivation

Motivation is a driving force that encourages employees or organizational members to follow organizational directives and perform their tasks effectively (Yanti et al., 2022). Work motivation represents emotional energy that is essential for performing tasks and plays a critical role in determining individual success or failure (Sutrisno et al., 2022). Motivation is one of the key aspects of human resource management that directly influences individual productivity and performance. Within organizations, motivation encompasses both internal drives and external factors that encourage employees to achieve organizational and personal goals. According to Yanti et al. (2022), work motivation serves as a significant emotional force that drives employees to perform their duties optimally. In the hospitality industry, motivation is particularly important in maintaining workforce stability and improving service quality (Putri et al., 2024). This highlights that motivation is essential not only for achieving productivity but also for fostering harmonious relationships between employees and management. Factors influencing employee motivation can be categorized into intrinsic and extrinsic factors. Intrinsic factors include a sense of responsibility, the desire for achievement, and satisfaction derived from the work itself. Extrinsic factors include compensation, recognition, and a supportive work environment (Yusieni & Nugroho, 2017). Research conducted by Chairiza et al. (2018) suggests that intrinsic motivation often has a stronger impact on individual success than extrinsic motivation. However, an optimal combination of both remains the most effective strategy for enhancing employee motivation. Furthermore, Priambodo et al. (2019) emphasize the importance of fair incentive systems as a form of extrinsic motivation. Their findings indicate that rewards aligned with employee contributions can increase loyalty and reduce turnover. Employee motivation is also closely related to a supportive work environment, where positive workplace conditions strengthen enthusiasm and encourage employees to perform better (Eledora et al., 2024). In practice, organizations should design motivational strategies that include employee skill development, fair reward systems, and the creation of a supportive work environment. These strategies not only enhance motivation but also encourage employee engagement in achieving overall organizational objectives (Simanjuntak et al., 2023). Thus, motivation serves not only as a tool to improve productivity but also as a foundation for long-term organizational sustainability.

Commitment

Commitment refers to the internal drive that encourages individuals to work diligently, make sacrifices, and take responsibility for achieving personal and organizational goals. Commitment plays a crucial role in workplace performance, as it provides motivation and fosters accountability for assigned tasks (Nur Amanah, 2018). Organizational commitment reflects employees' loyalty, dedication, and responsibility toward achieving collective organizational objectives. In human resource management, commitment is defined as a psychological force that binds individuals to the organization and motivates them to contribute maximally to organizational success. Meyer and Allen (1991) classify organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' emotional attachment to the organization, continuance commitment arises from the perceived costs associated with leaving the organization, and normative commitment is driven by a sense of moral obligation to remain with the organization. Empirical evidence suggests that affective commitment has the strongest influence on employee performance, as employees with high affective commitment are more motivated and demonstrate stronger loyalty to the organization (Wang et al., 2020). Normative commitment, on the other hand, is often shaped by organizational culture that emphasizes

collective responsibility and shared values (De-la-Calle-Durán & Rodríguez-Sánchez, 2021). Various factors influence employee commitment, including organizational justice, managerial support, and workplace culture. Employees who feel recognized and treated fairly by the organization tend to exhibit higher levels of commitment (Kim & Kim, 2020). Supervisor behavior also plays a significant role in shaping employee perceptions; supportive supervision enhances trust, while abusive supervision can undermine motivation and commitment (Wang et al., 2020). To strengthen employee commitment, organizations should create supportive work environments, recognize employee contributions, and provide career development opportunities. Such initiatives foster a sense of belonging and encourage employees to become more actively involved in achieving organizational goals (Adisa et al., 2021). Continuous training and development programs can further enhance employee skills while reinforcing affective commitment to the organization (Raza et al., 2021).

Training Developments

Training and development are forms of employee development aimed at enhancing employees' competencies in performing their job responsibilities. Well-designed and systematically implemented training programs are more likely to succeed (Andrizal, 2014). Training and development represent vital elements of human resource management that seek to improve employees' skills, knowledge, and capabilities. Effective training programs are designed not only to enhance individual performance but also to support the achievement of organizational goals. Research indicates that continuous training has a direct impact on employee motivation and engagement (Chairiza et al., 2018). Relevant training programs help employees feel valued and recognized by the organization, thereby increasing loyalty. This is particularly important in the hospitality industry, where competition and the need to maintain high service quality are critical priorities (Priambodo et al., 2019). Training also provides employees with opportunities to acquire new skills that enhance productivity and enable organizations to respond effectively to evolving challenges (Eledora et al., 2024). Beyond technical skills, training programs also contribute to the development of soft skills such as communication, leadership, and time management (Hasanati, 2017). These competencies are essential for enabling employees to adapt to workplace changes and collaborate effectively within teams. Structured training programs also allow employees to identify and explore career opportunities, which ultimately improves employee retention (Ariasih et al., 2023). Furthermore, training and development initiatives help establish a learning culture within organizations. Organizations that promote continuous learning are more likely to innovate and enhance competitiveness (Yusieni & Nugroho, 2017). Therefore, training serves not only as a tool for individual development but also as a cornerstone for building a strong and adaptive organizational culture. Successful training implementation requires careful planning, including training needs assessment, module design, and program evaluation. Management involvement is crucial to ensure that training initiatives align with organizational operational and strategic needs, thereby maximizing their impact on both employees and the organization as a whole (Simanjuntak et al., 2023).

Return and Compensation

Return and compensation are critical components of human resource management designed to reward employees for their contributions to the organization. Compensation includes financial rewards such as salaries and bonuses, as well as non-financial benefits such as health benefits, work recognition, and career development opportunities. These reward systems function as mechanisms to enhance employee motivation, loyalty, and engagement. According to Chairiza et al. (2018), fair compensation plays a significant role in creating job satisfaction and reducing employee turnover. When employees perceive compensation as fair and appropriate,

they are more likely to demonstrate higher performance and stronger organizational commitment. Additionally, performance-based compensation systems strengthen employee engagement by linking effort directly to rewards (Eledora et al., 2024). Transparency in compensation systems is also essential. Employees are more motivated when they understand the basis of the rewards provided by the organization, which fosters trust between management and employees and creates a healthier work environment (Simanjuntak et al., 2023). Competitive compensation systems not only attract new talent but also help retain existing employees, who are valuable assets for organizational sustainability. In service-oriented industries such as hospitality, compensation has a direct impact on service quality delivered to customers (Priambodo et al., 2019). By recognizing and rewarding good performance, organizations encourage positive workplace behaviors, including friendliness, responsiveness, and customer-oriented service. Putri et al. (2024) emphasize the importance of combining financial and non-financial compensation to create an effective reward system. For example, formal or informal recognition of employee achievements can enhance motivation without incurring additional costs. Additionally, some organizations implement return-based reward systems linked to organizational performance or profits. Such approaches motivate employees to achieve organizational targets while fostering a sense of ownership and involvement in value creation (Adisa et al., 2021).

METHODOLOGY

This study employed a quantitative research design to examine the relationships among variables influencing employee engagement in four-star hotel companies in Batam City. The quantitative approach was selected because it enables systematic measurement of data using research instruments, such as structured questionnaires, which were distributed to respondents. The collected data were analyzed using statistical methods to identify relationships, effects, and patterns among independent variables namely motivation, commitment, training and development, and return and compensation and the dependent variable, employee engagement. According to Sugiyono, population refers to a generalization area consisting of objects or subjects that possess specific characteristics determined by the researcher for analysis and conclusion drawing. In this study, the population comprised all employees working in four-star hotels in Batam City. These employees represented various departments, including front office, housekeeping, food and beverage, and administration, all of which are directly or indirectly involved in hotel operational activities. This population was selected because it is considered relevant for identifying factors that influence employee engagement (Tan David et al., 2023). The sample was determined using proportional random sampling, as recommended by Sugiyono for heterogeneous populations. Samples were taken proportionally from each department to ensure adequate representation of the overall population. The sample size was calculated using the formula proposed by Hair et al., which suggests a minimum sample size of five times the number of indicators used in the study. With a total of 40 indicators, the minimum sample size required was 200 respondents. This sampling method was expected to accurately reflect population characteristics and allow the findings to be generalized to all employees working in four-star hotels in Batam City (Wacana S et al., 2021).

To determine the sample size, the formula proposed by Hair et al. was applied.

Where:

N = sample size

Given that the population size consisted of (number of subjects) individuals, the required sample

size was calculated using the following formula:

$N = 5 \times \text{number of indicators used}$

In this study, a total of 40 indicators were employed; therefore, the minimum sample size was calculated as follows:

$N = 5 \times 40 = 200$

Based on this calculation, the final sample size used in this study consisted of 200 respondents.

RESEARCH RESULTS

Descriptive Statistics

Descriptive statistics were used to present the demographic characteristics of respondents participating in this study. The demographic data included gender, age, educational background, length of employment, and income level. These descriptive statistics provide an initial overview of the sample profile, which is essential for further analysis of factors influencing employee engagement in four-star hotel companies in Batam City. Table 1 presents the detailed demographic characteristics of the respondents.

Table 1. Demographic Characteristics of Respondents

<i>Characteristic</i>	<i>Types</i>	<i>n</i>	<i>Percentages</i>
Gender	Male	118	47%
	Female	133	53%
Age	<20 Years	61	24.30%
	21-30 Years	101	40.20%
	31-40 Years	55	21.90%
	>40 Years	34	13.50%
Educational Background	Senior High School or equivalent	49	19.50%
	Diploma	80	31.90%
	Bachelor's Degree	112	44.60%
	Others	10	4.40%
Length of Employment	<1 Tahun	54	21.50%
	1-5 Tahun	101	40.20%
	6-10 Tahun	61	24.30%
	>10 Tahun	35	13.90%
Income Level	<Rp.3.000.000	58	23.10%
	Rp.3.000.000 – Rp.5.000.000	80	31.90%
	Rp.5.000.000 – Rp.10.000.000	65	25.90%
	>Rp.10.000.000	48	19.10%

Source : Primary data is processed, 2025

Table 1 shows that the majority of respondents in this study were female, totaling 133 individuals (53%). The largest age group was 21–30 years, comprising 101 respondents (40.2%). Most respondents held a bachelor's degree, with 112 individuals (44.6%). Regarding length of employment, 54 respondents (21.5%) had worked for less than one year, 101 respondents (40.2%) had worked for 1–5 years, 61 respondents (24.3%) had worked for 6–10 years, and 35 respondents (13.9%) had worked for more than 10 years. In terms of income level, 58 respondents earned less

than IDR 3,000,000, 80 respondents earned between IDR 3,000,000 and IDR 5,000,000, 65 respondents earned between IDR 5,000,000 and IDR 10,000,000, and 48 respondents earned more than IDR 10,000,000.

Validity Test

The validity test is conducted to measure the extent to which the research instrument is able to accurately measure the intended constructs. This validity assessment is carried out using two main indicators, namely outer loading and Average Variance Extracted (AVE). Outer loading measures the degree to which each indicator (item) is associated with the construct being measured and is considered acceptable when the outer loading value exceeds 0.60. AVE is used to evaluate the proportion of variance in the indicators that can be explained by the construct, where an AVE value greater than 0.50 indicates adequate convergent validity. When both criteria are satisfied, the data or measurement items can be considered valid and suitable for further analysis. Table 2 presents the results of the outer loading analysis in this study.

Table 2. Outer loading

Variable	Commmitment	Employee Engagement	Motivation	Return and compensation	Training Development
Commitment					
C1	0.821				
C2	0.807				
C3	0.826				
C4	0.798				
C5	0.839				
C6	0.818				
C7	0.815				
C8	0.789				
C9	0.839				
C10	0.810				
C11	0.830				
C12	0.836				
C13	0.825				
C14	0.852				
C15	0.824				
Employee Engagement					
EE1		0.832			
EE2		0.810			
EE3		0.813			
EE4		0.810			
EE5		0.787			
EE6		0.774			
Motivation					
M1			0.851		
M2			0.789		
M3			0.837		
M4			0.814		

M5	0.810
Return and Compensation	
RC1	0.865
RC2	0.868
RC3	0.846
RC4	0.854
Training Development	
TD1	0.856
TD2	0.848
TD4	0.862
TD5	0.851
TD6	0.838
TD7	0.767
TD8	0.787
TD9	0.839
TD10	0.843

Source : Primary data is processed, 2025

Based on the results presented in the outer loading table, all factor loading values for each indicator across all constructs are greater than 0.60. In other words, the indicators used in this study can be considered valid for measuring the intended constructs. Furthermore, Table 3 presents a graphical illustration of the Average Variance Extracted (AVE) values, which are used to assess the convergent validity of the constructs examined in this study.

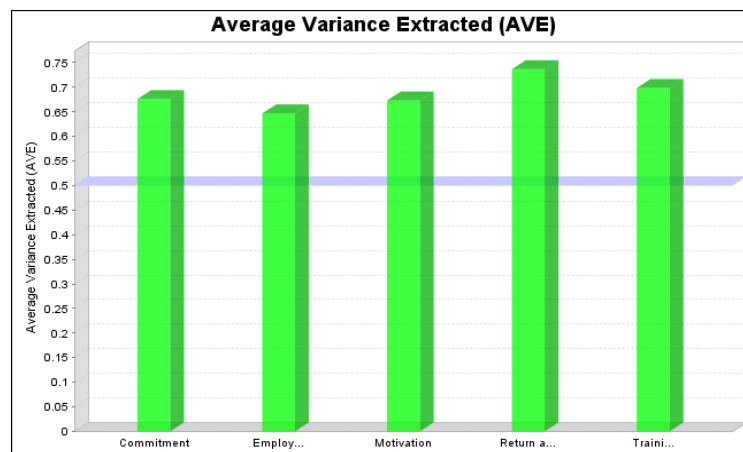


Figure 1. Average Variance Extracted

Based on Figure 1, all variables tested – Commitment, Employee Engagement, Motivation, Return and Compensation, and Training and Development – have Average Variance Extracted (AVE) values greater than 0.50. The AVE values for each variable range from 0.55 to 0.75, indicating that the constructs examined meet the criteria for convergent validity. An AVE value exceeding 0.50 implies that more than 50% of the variance of the indicators within each variable is explained by the respective construct. Overall, both the outer loading values and the

AVE results demonstrate that all indicators have successfully passed the validity test.

Reliability Test

The reliability test measures the internal consistency of the research instrument used in this study. This reliability assessment was conducted using **Cronbach's Alpha coefficient**, which indicates the extent to which items within each construct are correlated with one another and measure the same underlying dimension. A research instrument is considered reliable if its Cronbach's Alpha value exceeds 0.60. Figure 2 presents a graphical illustration of the reliability test results in this study.

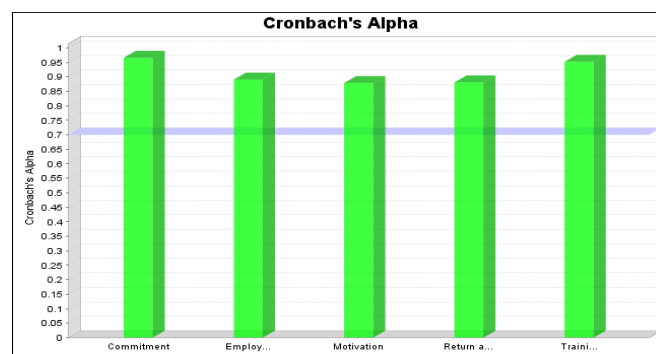


Figure 2. Reliability Test Result

Based on the graph presented, all variables tested – Commitment, Employee Engagement, Motivation, Return and Compensation, and Training and Development – have Cronbach's Alpha values greater than 0.60. The Cronbach's Alpha values for each variable range from 0.70 to 0.95, indicating a very high level of internal consistency. These values confirm that all variables in this study have successfully passed the reliability test.

R-Squared

The R-squared (R^2) value is used to measure the extent to which the independent variables in the research model explain the dependent variable. A higher R^2 value indicates that the model has a stronger explanatory power in describing the relationships among the variables tested. Table 3 presents the results of the R-squared analysis.

Table 3. R Square Test Result

	R Square	R Square Adjusted
Employee Engagement	0.606	
Motivation	0.533	0.528

Source : Primary data is processed, 2025

Based on the results presented in Table 3, the independent variables in this research model are able to explain the variation in the dependent variables, namely Employee Engagement and Motivation. The R^2 value for Employee Engagement is 0.606, indicating that 60.6% of the variance in Employee Engagement can be explained by the independent variables included in the model.

Direct Effect

The direct effect test examines the relationships between the independent and dependent variables in the research model. This test is conducted to determine the magnitude of the direct influence exerted by the independent variables on the measured dependent variables. Significant path coefficient values indicate a strong direct effect, whereas lower values reflect weaker effects. The results of the direct effect test, based on the calculated path coefficients in the model, are presented below.

Table 4. Direct Effect

Variable	Sample Mean (M)	T statistics (O/STDEV)	P values	Hasil
H1 : Commitment -> Motivation	0.301	4.908	0.000	Significant Positive
H7 : Motivation -> Employee Engagement	0.778	25.615	0.000	Significant Positive
H3 : Return and Compensation -> Motivation	0.330	5.378	0.000	Significant Positive
H2 : Training Development -> Motivation	0.255	4.815	0.000	Significant Positive

Source : Primary data is processed, 2025

Based on Table 4 (Direct Effect), the results of the path coefficient analysis for the direct relationships among variables indicate that all tested relationships have positive and significant effects. The following is a detailed explanation of the direct effect test results:

1. Commitment → Motivation (H1) shows a T-statistics value of 4.908 and a P-value of 0.000, indicating a significant positive effect. This result suggests that Commitment has a significant positive influence on Motivation.
2. Motivation → Employee Engagement (H7) has a T-statistics value of 25.615 and a P-value of 0.000, which is also statistically significant. This finding indicates that Motivation has a significant positive effect on Employee Engagement.
3. Return and Compensation → Motivation (H3) shows a T-statistics value of 5.378 and a P-value of 0.000, indicating a significant positive effect. This result demonstrates that Return and Compensation significantly influence Motivation.
4. Training and Development → Motivation (H2) has a T-statistics value of 4.815 and a P-value of 0.000, indicating a significant positive effect. This finding suggests that Training and Development have a significant positive influence on Motivation.

Indirect Effect

The indirect effect test is conducted to determine whether a mediating variable influences the relationship between the independent and dependent variables. This test is important for providing a deeper understanding of the underlying mechanisms involved in the relationships among the variables examined. The results of the indirect effect test, based on the path analysis performed, are presented below.

Table 5. Indirect Effect

Variable	Sample Mean	T statistics	P values	Result
H4 : Commitment-> Motivation -> Employee Engagement	0.234	4.748	0.000	Significant Positive
H6 : Return and Compensation -> Motivation -> Employee Engagement	0.256	5.235	0.000	Significant Positive
H5 : Training Development -> Motivation -> Employee Engagement	0.198	4.607	0.000	Significant Positive

Source : Primary data is processed, 2025

Based on Table 5 (Indirect Effect), the results of the indirect effect analysis indicate that all tested relationships have positive and significant effects. The following explains the results in detail:

1. Commitment → Motivation → Employee Engagement (H4) shows a T-statistics value of 4.748 and a P-value of 0.000. This indicates that Commitment has a significant indirect effect on Employee Engagement through Motivation.
2. Return and Compensation → Motivation → Employee Engagement (H6) has a T-statistics value of 5.235 and a P-value of 0.000. This result demonstrates that Return and Compensation have a significant indirect effect on Employee Engagement through Motivation.
3. Training and Development → Motivation → Employee Engagement (H5) shows a T-statistics value of 4.607 and a P-value of 0.000. This indicates that Training and Development have a significant indirect effect on Employee Engagement through Motivation.

Discussion

The findings of this study provide comprehensive insights into the relationships among commitment, motivation, training and development, return and compensation, and employee engagement within four-star hotel companies in Batam City. Overall, the results demonstrate that

all hypothesized relationships are positive and statistically significant, both directly and indirectly, confirming the robustness of the proposed research model.

The results indicate that commitment has a positive and significant effect on motivation. This finding suggests that employees who demonstrate a strong sense of attachment, loyalty, and responsibility toward their organization tend to exhibit higher levels of motivation. Employees with high commitment are more willing to exert extra effort, align their personal goals with organizational objectives, and remain dedicated to their work. This result is consistent with previous studies, which found that organizational commitment plays a crucial role in enhancing employee motivation by fostering a sense of belonging and emotional attachment to the organization.

Furthermore, the analysis reveals that motivation has a strong and significant influence on employee engagement. This finding highlights motivation as a key driver of employee engagement in the hospitality industry. Motivated employees are more enthusiastic, energetic, and dedicated to their work, which encourages them to actively participate in organizational activities and contribute beyond their formal job requirements. This result supports prior research emphasizing that both intrinsic and extrinsic motivation significantly enhance employee engagement, particularly in service-oriented industries where employee performance directly affects service quality and customer satisfaction.

The results also demonstrate that return and compensation have a positive and significant effect on motivation. This finding indicates that fair and competitive compensation systems play an essential role in encouraging employees to perform better and remain motivated. When employees perceive that their efforts are rewarded appropriately through salaries, incentives, and other benefits, they are more likely to feel valued by the organization. This perception strengthens their motivation and willingness to contribute to organizational goals. This result aligns with previous studies that emphasize the importance of compensation systems in shaping employee motivation and job satisfaction.

In addition, training and development are found to have a positive and significant effect on motivation. This suggests that providing employees with opportunities to improve their skills and competencies enhances their confidence and enthusiasm at work. Training programs not only equip employees with technical and soft skills but also signal organizational support and investment in employee growth. Such support increases employees' motivation and commitment to the organization. This finding is consistent with earlier research highlighting that effective training and development programs contribute significantly to employee motivation and long-term organizational performance.

The indirect effect analysis further confirms the mediating role of motivation in the relationship between commitment, return and compensation, training and development, and employee engagement. The results show that commitment indirectly influences employee engagement through motivation, indicating that motivated employees serve as a critical mechanism linking commitment to engagement. Similarly, return and compensation indirectly affect employee engagement through motivation, suggesting that compensation enhances engagement by first increasing employee motivation. Training and development also indirectly influence employee engagement through motivation, emphasizing that training initiatives strengthen engagement by fostering motivated and capable employees.

These findings reinforce the importance of motivation as a central factor in enhancing employee engagement. Motivation functions as a bridge that connects organizational practices –

such as commitment-building initiatives, compensation systems, and training programs—to positive employee outcomes. High levels of employee engagement contribute not only to improved individual performance but also to organizational effectiveness, service quality, and competitive advantage in the hospitality industry.

Overall, the results of this study suggest that hotel management should prioritize strategies aimed at strengthening employee commitment, providing fair and attractive compensation, and implementing effective training and development programs. By fostering employee motivation through these initiatives, organizations can enhance employee engagement and ensure long-term organizational sustainability.

CONCLUSIONS

This study set out to explore how Emotion Artificial Intelligence (Emotion AI) influences Based on the results of this study conducted in several four-star hotels in Batam City, it can be concluded that employee engagement is influenced by work motivation, commitment, training, and the compensation received by employees. Motivation acts as a key factor that links commitment, training, and compensation to the level of employee engagement. When employees feel motivated, receive relevant training, demonstrate strong commitment, and obtain fair compensation, they tend to be more enthusiastic in performing their duties and contribute optimally to the organization. Therefore, managerial attention to these aspects is crucial in order to enhance employee retention and productivity in the workplace.

To optimize organizational performance, several recommendations can be considered by hotel management. These include prioritizing employee development through regular training programs and appropriate recognition, fostering a supportive and comfortable work culture in which employees feel heard and valued, and providing transparent and fair compensation and incentive systems to motivate employees and maintain their loyalty to the organization.

For future research, it is recommended to examine comparisons across different hotel classifications, such as three-star hotels, five-star hotels, or Sharia-based hotels. Future studies may also incorporate additional variables, such as leadership style and work–life balance, to further explain employee engagement. Moreover, adopting a qualitative research approach could provide deeper insights into employees' experiences and perceptions.

REFERENCES

- Achuora, J. O., & Robert, A. (2020). Lean Inventory Management Systems And Performance Of Supermarkets In Nairobi County, Kenya. *European Journal Of Business And Management Research*, 5(2). <https://doi.org/10.24018/Ejbm.2020.5.2.280>
- Adisa, T. ., Ogbonnaya, C., & Adekoya, O. . (2021). How Remote Working Inhibits Employee Engagement: A Qualitative Study Of British Workers During The Pandemic. *Kent Academic Repository*, 1–32.
- Aktifah, N., Winarni, E., & Ulfa, M. (2022). Evaluation Of Posbindu Cadres Motivation In Training Participation At Buaran Health Center, Pekalongan Regency. *Community Empowerment*, 7(3), 453–459. <https://doi.org/10.31603/Ce.6395>
- Albrecht, S. L., & Marty, A. (2020). Personality, Self-Efficacy And Job Resources And Their Associations With Employee Engagement, Affective Commitment And Turnover Intentions. *International Journal Of Human Resource Management*, 31(5), 657–681. <https://doi.org/10.1080/09585192.2017.1362660>
- Alfaqiri, A. S., Noor, S. F. M., & Sahari, N. (2022). Framework For Gamification Of Online Training

- Platforms For Employee Engagement Enhancement. *International Journal Of Interactive Mobile Technologies*, 16(6), 159–175. <https://doi.org/10.3991/Ijim.V16i06.28485>
- Ananto, M. R., Nururrohman, T., & Natalia, D. U. (2023). Pengaruh Pelatihan Kerja Dan Pengembangan Karir Terhadap Kinerja Karyawan Muh Rifqi.
- Ariasih, P., Pangaribuan, C. H., Prayitno, S. B., Wismiarsi, T., Putra, O. P. B., & Hidayat, D. (2023). Employee Engagement As A Mediator To Role Benefit And Innovative Behavior (Evidence From Balinese Five-Star Hotel Employees). *E3s Web Of Conferences Icobar 2023*, 426, 02155. <https://doi.org/10.1051/E3sconf/202342602155>
- Aziz, H. M., Othman, B. J., Gardi, B., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Hamza, P. A., Sorguli, S., Ali, B. J., & Anwar, G. (2021). Employee Commitment: The Relationship Between Employee Commitment And Job Satisfaction. *Journal Of Humanities And Education Development*, 3(3), 54–66. <https://doi.org/10.22161/Jhed.3.3.6>
- Braida, N., Matta, E., & Paccagnella, L. (2023). Loving In Consensual Non-Monogamies: Challenging The Validity Of Sternberg's Triangular Love Scale. *Sexuality And Culture*, 27, 1828–1847. <https://doi.org/10.1007/S12119-023-10092-0>
- Chairiza, D., Zulkarnain, Z., & Zahreni, S. (2018). Pengaruh Burnout Dan Employee Engagement Terhadap Intensi Turnover Karyawan Hotel. *Analitika*, 10(2), 69–79. <https://doi.org/10.31289/Analitika.V10i2.1791>
- D. (N.D.). Nusantara: Jurnal Ilmu Pengetahuan Sosial. <https://doi.org/10.31604/Jips.V8i8.2021.2463-2478>
- De-La-Calle-Durán, M.-C., & Rodríguez-Sánchez, J.-L. (2021). Employee Engagement And Wellbeing In Times Of Covid-19 : A Proposal Of The 5cs Model. *International Journal Of Environmental Research And Public Health*, 18(5470), 2–15.
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors Affecting Employee Performance: An Empirical Approach. *International Journal Of Productivity And Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/Ijppm-01-2018-0012>
- Edi, E., Tilani, A., & Karjantoro, H. (2024). THE MOTIVE BEHIND INTERNATIONAL DIVERSIFICATION ACQUISITION BY BUSINESS GROUP. *Business: Theory and Practice*, 25(1), 286–294. <https://doi.org/10.3846/btp.2024.19568>
- Eledora, A. O., Utomo, K. W., Sultan, Z., & Yusriani, S. (2024). The Influence Of Organizational Justice, Grit And Leader-Member Exchange On Employee Engagement. *Ilomata International Journal Of Management*, 5(3), 1011–1025.
- Equivalent : *Journal Of Economic, Accounting And Management* (Vol. 1, Issue 2). <http://jurnal.dokicti.org/index.php/Equivalent/index>
- Faeni, D. P., Wahyudi, W., & Imelda, I. (2019). Compensation, Company Culture And Relational Returns Toward Employee Engagement. *International Journal Of Recent Technology And Engineering*, 8(2 Special Issue 4), 897–902. <https://doi.org/10.35940/Ijrte.B1179.0782s419>
- Ferdian, F., Abrian, Y., Suyuthie, H., Kasmita, K., & Sinensis, R. A. (2022). The Effect Of Work Compensation On Intention To Stay In The Hotel Industry During The Covid 19 Pandemic With Job Embeddedness As Mediation. *Jurnal Organisasi Dan Manajemen*, 18(1), 60–73. <https://doi.org/10.33830/Jom.V18i1.2134.2022>
- Guan, X., & Frenkel, S. (2019). How Perceptions Of Training Impact Employee Performance: Evidence From Two Chinese Manufacturing Firms. *Personnel Review*, 48(1), 163–183. <https://doi.org/10.1108/Pr-05-2017-0141>
- Harsono, B. (N.D.). Faktor-Faktor Yang Mempengaruhi Komitmen Organisasi Karyawan Restoran Cepat Saji Di Batam. In *Jurnal Insitusi Politeknik Ganesha Medan Juripol* (Vol. 2).
- Hasanati, N. (2017). Effect Of Demography Factor And Employee Engagement To Organizational Commitment. *Analitika*, 9(2), 54–59. <https://doi.org/10.31289/Analitika.V10i1.1608>
- Hendriks, M., Burger, M., & Commandeur, H. (2023). The Influence Of Ceo Compensation On Employee Engagement. *Review Of Managerial Science*, 17(2), 607–633. <https://doi.org/10.1007/S11846-022-00538-4>
- Hoidn, S., & Klemenčič, M. (2020). *The Routledge International Handbook Of Student-Centered*

Learning And Teaching In Higher Education.

- Huang, W., Yuan, C., Shen, J., & Li, M. (2020). Effects Of Union Commitment On Job Performance In China. *Personnel Review*, 50(4), 1185–1199. <https://doi.org/10.1108/Pr-06-2019-0323>
- Iacono, S., Vallarino, M., & Vercelli, G. (2020). Gamification In Corporate Training To Enhance Engagement: An Approach. *International Journal Of Emerging Technologies In Learning*, 15(17), 69–84. <https://doi.org/10.3991/Ijet.V15i17.14207>
- Ilham, I., Ardana Putra, I. N. N., & Ramly, A. T. (2020). Pengaruh Disiplin Kerja Dan Kompensasi Terhadap Kinerja Pegawai Dengan Dimediasi Variabel Motivasi. *Jmm Unram - Master Of Management Journal*,
- Indah Sary, N., Violinda, Q., Hesti Utami, R. P., Ekonomi Dan Bisnis, F., Pgri Semarang, U., & Tengah, J. (2023). Pengaruh Kompensasi, Pelatihan Kerja, Jenjang Karir Terhadap Semangat Kerja Pada Karyawan Produksi (Front Dan Back) Pt. Delta Dunia Sandang Tekstil Sayung Demak. In
- Jungert, T., Gradito Dubord, M. A., Högborg, M., & Forest, J. (2022). Can Managers Be Trained To Further Support Their Employees' Basic Needs And Work Engagement: A Manager Training Program Study. *International Journal Of Training And Development*, 26(3), 472–494. <https://doi.org/10.1111/Ijtd.12267>
- K. M. (2022). The Power Of Compensation System (Cs) On Employee Satisfaction (Es): The Mediating Role Of Employee Motivation (Em). *Economies*, 10(11), 1–16. <https://doi.org/10.3390/Economies10110290>
- Kania, D., & Mudayat, M. (2022). Kinerja Karyawan Hotel Bintang 4 Dan Bintang 5 Di Bandung Raya. *Jurnal Integrasi Sumber Daya Manusia*, 1(1), 1–20. <https://doi.org/10.56721/Jisdms.V1i1.33>
- Kerja, K., Kesejahteraan, D., Abdillah, K., Munthe, M., Harahap, N. J., & Raja Siregar, M. (2023). Sinergitek Dilisensikan Di Bawah Sebuah Atribusi-Nonkomersial- Berbagiserupa 4.0 Internasional (Cc By-Nc-Sa 4.0) (Vol. 1, Issue 1). <https://doi.org>
- Kiki, *, Ferine, F., Farida Ferine, K., Risdwiyanto, A., Nurfauzi, Y., & Kraugusteliana, K. (2023). Universitas Pembangunan Pancabudi 1 ,Universitas Proklamasi 45 2 Stkip
- Kim, M., & Kim, J. (2020). Corporate Social Responsibility, Employee Engagement, Well-Being And The Task Performance Of Frontline Employees. *Management Decision*, 59(8), 2040–2056. <https://doi.org/10.1108/Md-03-2020-0268>
- Lisa,), Putri, M., Wardhana, A., Si, M., & Bisnis, A. (2020). The Effect Of Compensation On Employee Engagement At Pt Pln (Persero) Main Distribution Unit West Java Employees Pengaruh Kompensasi Terhadap Employee Engagement Pada Karyawan Pt Pln (Persero) Unit Induk Distribusi Jawa Barat.
- Lourensius, N., Tarigan, L., Radito, T. A., & Purnamawati, A. (N.D.). Stie Isti Ekatana Upaweda Yogyakarta.
- Magister, M. W., Pendidikan, A., Kristen, U., & Wacana, S. (N.D.). Pendekatan Penelitian Pendidikan: Metode Penelitian Kualitatif, Metode Penelitian Kuantitatif Dan Metode Penelitian Kombinasi (Mixed Method).
- Majenang 3 Universitas Pembangunan Nasional Veteran Jakarta 4. 3(2).
- Nugraha, A., Sri, D., & Tjahjowati, S. (2017). Pengaruh Kompensasi Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(3), 24.
- Nurlina, & Harahap, A. (2023). Studi Spesies Gastropoda Di Perairan Sungai Berumun. *Bioedusains:Jurnal Pendidikan Biologi Dan Sains*, 6(1), 248–255.
- Onky, D., Setiawan, D., & Christine, W. (N.D.). Analisa Pengaruh Employee Engagement Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Shangri-La Hotel Surabaya. www.Gallup.Com
- Parabasari, R. D., & Baehaki, I. (2019). Ambarwati, R. D., & Baehaqi, I. 2019. Pengaruh Pelatihan Dan Pengembangan.
- Penelitian, M., Mengupas, H. :, Metodologi, D. M., Menyelenggarakan, D., Hukum, P., & Tan, Priambodo, E. P., Darokah, M., & Sari, R. E. Y. D. (2019). Peran Self Efficacy Dan Iklim Organisasi

- Dalam Membentuk Employee Engagement Melalui Komitmen Organisasi. *Psymphathic : Jurnal Ilmiah Psikologi*, 6(2), 213–228. <https://doi.org/10.15575/Psy.V6i2.4974>
- Purnama, E. D., Nugroho, A., Widayati, C. C., Widjaja, P. H., & Marsita, Y. (2022). The Influence Of Organizational Commitment, Compensation And Employee Engagement On Turnover Intention. *Quality - Access To Success*, 23(190), 362–370. <https://doi.org/10.47750/Qas/23.190.38>
- Putri, R. F., Soetjipto, B. E., & Churiyah, M. (2024). The Effect Of Work-Life Balance And Reward System On Turnover Intention With Employee Engagement As An Intervening Variable. *Jmksp (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 9(1), 795–807. <https://doi.org/10.21070/Acopen.7.2022.3335>
- Putu Khrisna Raka Aditya, I., Johnly Pio, R., & Rumawas, W. (2024). Effect Of Training And Career Development On Motivation And Employee Performance. In *International Journal Of Science And Society* (Vol. 6, Issue 1). [Http://ijsoc.Goacademica.Com](http://ijsoc.Goacademica.Com)
- Rameshkumar, M. (2020). Employee Engagement As An Antecedent Of Organizational Commitment – A Study On Indian Seafaring Officers. *Asian Journal Of Shipping And Logistics*, 36(3), 105–112. <https://doi.org/10.1016/J.Ajsl.2019.11.003>
- Raza, A., Farrukh, M., Iqbal, M. K., Farhan, M., & Wu, Y. (2021). Corporate Social Responsibility And Employees' Voluntary Pro-Environmental Behavior: The Role Of Organizational Pride And Employee Engagement. *Corporate Social Responsibility And Environmental Management*, 28(3), 1104–1116. <https://doi.org/10.1002/Csr.2109>
- Risnah, Fitria, H., & Setiawan, A. A. (2022). The Influence Of Work Culture And Organizational Commitment On Teacher Performance. *Jmksp (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 7(2), 544–556.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect Of Work Motivation And Job Satisfaction On Employee Performance: Mediating Role Of Employee Engagement. *Problems And Perspectives In Management*, 19(3), 162–174. [https://doi.org/10.21511/Ppm.19\(3\).2021.14](https://doi.org/10.21511/Ppm.19(3).2021.14)
- Rohani, S., & Muchsinati, E. S. (2022). Analisis Faktor-Faktor Yang Mempengaruhi Organizational Performance Pada Karyawan Hotel Bintang 4 Di Batam. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 9(2), 32–44. <https://doi.org/10.36987/ecobi.v9i2.2466>
- Ronaldi, A. (2023). Kompensasi Di Cv. Geo Karya Pratama (Issue 2).
- Setyawan, A. (2021). the Effect of Knowledge Management and Talent Management on Organizational Performance With Organizational Culture As a Mediating Variable. *Manajemen Bisnis*, 11(1), 1–11. <https://doi.org/10.22219/mb.v11i1.16300>
- Sentoso, A., & Muchsinati, E. S. (2024). Determining employee engagement and its influence on employee performance at holding state-owned enterprises insurance and guarantees Riau Islands region. *Jurnal Manajemen Dan Pemasaran Jasa*, 17(1), 39–58. <https://doi.org/10.25105/jmpj.v17i1.18516>
- Simanjuntak, K. H., Suhud, U., & Susita, D. (2023). Relationships Between Work Environment And Employee Engagement Mediate By Job Satisfaction. *Ijhcm (International Journal Of Human Capital Management)*, 7(1), 158–171. <https://doi.org/10.21009/Ijhcm.07.01.12>
- Tao, W., Lee, Y., Sun, R., Li, J. Y., & He, M. (2022). Enhancing Employee Engagement Via Leaders' Motivational Language In Times Of Crisis: Perspectives From The Covid-19 Outbreak. *Public Relations Review*, 48(1), 102133. <https://doi.org/10.1016/J.Pubrev.2021.102133>
- Utama, H. B., Luthfiani, L., & Kristiawan, M. (2023). The Influence Of Achievement Motivation On Work Commitment. *Jmksp (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(2), 1265–1277. <https://doi.org/10.31851/Jmksp.V8i2.13069>
- Van Tuin, L., Schaufeli, W. B., Van Den Broeck, A., & Van Rhenen, W. (2020). A Corporate Purpose As An Antecedent To Employee Motivation And Work Engagement. *Frontiers In Psychology*, 11(September), 572343. <https://doi.org/10.3389/Fpsyg.2020.572343>
- Wang, C. C., Hsieh, H. H., & Wang, Y. De. (2020). Abusive Supervision And Employee
- Yanti, L., Rizzal, A. F., Sari, N. L. P. D. Y., Hidayat, A. T., Paneo, S. A. R., & Pradana, A. A. (2022).

Sosialisasi Penanganan Kegawatdaruratan Psikososial Pada Lansia Di Masyarakat. Journal Of Community Engagement In Health, 5(1), 21-27.
<https://doi.org/10.30994/Jceh.V5i1.289>

Yusieni, & Nugroho, J. L. E. (2017). The Efforts To Improve Employee Performance Through Employee Engagement And Organizational Commitment Of Cv. Nipson Paint Surabaya Production Department. Journal Of Management And Business, 16(2), 46-52.
<https://doi.org/10.24123/Jmb.V16i2.299>