

PERFORMANCE OF HOTEL FRONTLINER EMPLOYEES IN VIEW FROM THE HRM AND HRD FRAMEWORK

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Abstract. *Tourism revenue dropped dramatically due to the COVID-19 pandemic. Despite a significant increase in three- to five-star hotels in Surakarta City, Indonesia, in the last five years. Hotels as business organizations supporting tourism activities are required to be dynamic and use various strategies to win the competition. Hospitality service providers continue to develop strategies to improve customer service and face increasingly fierce competition. The availability of human resources is an important component to compete in the hospitality industry, especially at the forefront, which is where the hotel service system begins. Variables part of the selected HRM Reward system and variables part of the selected HRD career development. This study aimed to examine and analyze the impact of reward systems, and career development, directly on the performance of frontline employees. A total of 289 respondents were selected from the entire population of frontline hotel services in 3 to 5-star hotels in Surakarta City. Sampling using a stratified random sampling technique. Data collection by questionnaire then modeling using Structural Equation Modeling (SEM). Data processing and analysis with a combination of SPSS version 26, and SMART PLS version 4.0. The results of this study have one accepted hypothesis. This study concludes that (i) Career development as an independent variable has a direct effect on employee performance with a p-value of 0.0012, (ii) Reward system as an independent variable does not have a direct effect on employee performance with a p-value of 0.6468. A hotel's frontline employees will perform well if hoteliers provide opportunities for better career development rather than just rewards.*

Keywords: *Reward System, Career Development, Frontline Hotel, Performance*

1. INTRODUCTION

Employee readiness in the face of change in today's industry environment plays a key role in implementing many organizational change initiatives. A study of how human resource management practices. The results also showed a positive relationship between affective commitment and readiness for change. Human resource development affects employee motivation and commitment to the realization of organizational goals. There is a relationship between human resource development and the quality of adequate employee service delivery on its human resource development policy (Sianipar et al., 2022).

The study of human resource management (HR) and environmental management is very important to study. There is a study of the main relationship between human resource management and environmental strategy, emphasizing mutual influence. Because the role of human resources in carrying out environmental management is a mature field of research. Several studies analyzed the relationship between general human resource management and environmental strategies and between green human resource management and environmental strategies (Sigala, 2020). The assessment uses documented strategies to observe, collect, and eliminate contemporary surveys on green human resource management (Korea et al., 2020).

Practical implications in the management of human resource management become a priority scale in performance improvement (Schleu & Hüffmeier, 2020). During the outbreak of the COVID-19 virus, various sectors were affected. Because it is very

necessary to know the specifics of the impact of coronavirus disease on employees from the point of view of existing Human Resource Management. The tourism and hospitality industry is growing and has significant potential to attract visitors and increase the sector's multiplier effect (Gössling et al., 2021).

Tourism is considered a huge industry that has grown at a faster rate than any other industry in recent years. Tourism is an important factor in Indonesia's economic growth. The tourism industry in Indonesia is still quite promising. This industry has the potential to become the core of business in Indonesia. Tourism contributes to Gross Domestic Product (GDP), exchanges between foreign tourists, and open, easy, and fast employment. The tourism industry in Indonesia is estimated to account for around 4% of the entire economy. The Indonesian government intends to raise this figure to 8% of gross domestic product (GDP) by 2019, implying that the number of tourists should be increased to around 20 million by the end of the year over the next four years.

One of the organizations related to tourism is the hospitality industry. The service industry that has a strategic role in the world of tourism is the hotel industry. The process of preparing human resources is an important component to compete in the hospitality industry. Hotels as business organizations supporting tourism activities are required to be dynamic and use various strategies to win the competition. The hotel business must dare to change, not only to deal with the market atmosphere but to create its market trends. The tourism sector will develop, one of which is supported by the provision of hospitality accommodation facilities. The reason is, the hotel business also experienced a decline during the Covid-19 outbreak between 2020 and early 2022.

Human resources that contribute to the efficient operation of hotel service activities. The increasing number of hotel rooms in Surakarta, Central Java, seems to be accompanied by circulation problems and high mobility (turnover) of the hospitality workforce. The reward system is related to ensuring job satisfaction. According to research conducted to determine the effect of job satisfaction and organizational culture on the performance of employees of The Royal Hotel in East Aceh Regency (Sitopu et al., 2021). Reward management in an organization helps motivate and retain human resources, employees say in the workplace. It is an important element of human resource management.

Performance experience, seniority, and job loyalty greatly influence work development. Career development and employee work environment have a significant effect on employee motivation and performance. Work motivation partially mediates the influence of career development, and work environment on performance by Em Yusuf (2021). According to research results from N Lilis Suryani, et al (2020) that employee career placement is an important issue in the company. Studies on the effect of career development and work environment on employee performance have been conducted by many researchers.

It was found that career development and employee work environment have a significant effect on employee motivation and performance Lis et al., n.d. (2021). Career development affects the performance of Aswin Hotel and Spa Makassar employees by 54.4%, while 45.6% of employee performance variables are influenced by other variables not observed by researchers. Studies on the effect of workload, competence, and career development on employee performance with organizational commitment intervention variables, were conducted with quantitative studies. Studies on the effect of workload, competence, and career development on employee performance with organizational commitment intervention variables, were conducted with quantitative studies. It is the process of making decisions for long-term learning, to align personal needs of physical or psychological fulfillment with career advancement opportunities. Several aspects of career development were identified as key, namely training programs, career guidance, and mentorship and mobility programs.

Companies should specifically improve training programs, career guidance & guidance, and mobility programs (Muthumbi & Kamau, 2021). A person works in business solely to earn money in the form of a salary. Once a job is well done, a career

becomes an achievement. A career is a better job opportunity, one that provides experience and learning in all aspects of life. The implementation of career development can benefit leaders, companies, and employees (Creed & Hood, 2019).

2. LITERATURE REVIEW

2.1. Employee Performance

There is a search that aims to determine the influence of role perception, human resource development, and compensation on employee performance by Eliza, Z.P., (2022). The result of this study is that there is a positive influence of role perception, human resource development, and partial and simultaneous compensation on employee performance.

While other findings concluded that the work is all substantially related. A corporate commitment was found to have a positive impact on job performance and satisfaction (Akhtar and Durrani 2015). Employees on the front lines are often the first point of contact between a company and its clients.

Organizational growth, personnel resources, performance improvement, learning, and service delivery to optimize employee welfare are all part of human resource management. Human resources cause other resources to function and run within the company's organization. So important is the role of human resources, this factor determines the ups and downs of the organization. In addition, the role of human resources can also create organizational effectiveness and productivity. Employee performance will not be optimal if you only rely on production machines without paying attention to human aspects (Febrianti, 2020).

A finding on how high-performance human resource management and affective commitment affect employee readiness for change. The results also showed a positive relationship between affective commitment and readiness for change (Tănăsescu & Ramona-Diana, 2019). That is, if human resources are managed and developed properly, employee performance and organizational performance will also improve. HRM management will help hotels achieve a competitive advantage while increasing employee productivity and effectiveness. To provide decent quality management in hospitality enterprises, effective human resource methods that provide maximum productivity.

There are important implications of the relationship of total quality management (TQM) to employee creative performance that have been supported by empirical data that support all hypotheses and research models that we propose are practical (Faraj et al., 2021). If there is an increase in employee performance, it will also improve the company's overall performance (Nguyen, 2018). For companies that provide services to their customers, employees are required to have a strong commitment. Research with this model examines the variables of communication, fairness, and commitment to green organizations by mediating performance that has not been carried out.

2.1. Reward System

There is a correlation between the reward system and employee performance, in a study it can be concluded that the reward system has a correlation and positive impact on the performance of employees of Nepalese service sector institutions (G. M. Pradhan, 2022). Rewards can affect the service process in a service-oriented business. System rewards increase employee motivation, especially for employees of five-star hotels. In addition, management needs to assess the reward practices of similar institutions and make necessary adjustments (Niguse & Getachew, 2019). The contributions of the employees play a key role in the success of any organization as they provide the highest employee satisfaction, lower employee turnover rate, greater employee loyalty, better customer service, higher sales, and higher profitability (Baqir et al., 2020).

In service companies, reward and punishment have a positive and significant effect on customer service motivation, reward, and punishment have a positive and significant effect on performance (Nugrahaningsih et al., 2021). In addition, reward systems can help retain employees, increase employees, achieve human resource goals, and gain

an advantage over the competition (Bratton & Gold, 2012). Employee performance is influenced by several factors, one of which is the compensation system, which can have an impact on the service process in the company that provides services. This includes, in the competitive hotel market, a significant proportion being significant. In the hospitality business, we will always look for high-quality employees to improve the quality of teaching and build an excellent reputation. These incentives can encourage hotel employees to work harder (Kassahun, 2019). According to this study, the reward system, as well as employee employment and employee motivation, have a significant and beneficial relationship. Simultaneously, compensation and motivation affect job satisfaction and motivation, compensation, and job satisfaction affect employee performance (Hartono & Nurwati, 2021).

The increasingly competitive conditions of hospitality business continuity make managers think about how to fight for qualified employees and an excellent reputation. Although reward systems affect employee motivation, rewards are not the only way to motivate due to many HRM practices. Reward systems are only a small component of what managers do to entice their employees to try harder. The results showed that employee motivation and compensation had a positive and significant effect on job satisfaction and employee performance (Hartono & Nurwati, 2021). The reward system is related to ensuring job satisfaction. According to research conducted to determine the effect of job satisfaction and organizational culture on employee performance.

Reward management in an organization is typically used to help motivate and retain human resources, employees say in the workplace. So it is necessary to emphasize the strategic objectives to attract, motivate and retain employees (Niguse & Getachew, 2019). Findings from other studies suggest that supervisor rewards and recognition and support can engage employees for better performance. So, Employee engagement can increase through rewards and recognition as well as supervisor support (Baqir et al., 2020). Based on the results of previous studies that aimed to investigate the effect of reward systems on the extrinsic and intrinsic motivation of employees working in various manufacturing companies, motivated employees who are considered valuable assets and motivation play an important role in productivity and increased work commitment and reduced intention to change jobs. In addition, a motivated workforce will be more committed and dedicated to achieving organizational goals and objectives (Saif & Nawaz, 2012).

2.2. Career Development

Career development will usually be oriented toward how employees behave and have competencies, and knowledge to strengthen organizational commitment and relevance to organizational goals and include all positions within an organization (Gyansah & Guantai, 2018b). Career development is important for one's professional success in addition to the long-term survival of businesses and sectors (Dawson and Phillips, 2014: 478). In addition, career development and work environment also have a direct effect on performance. Employee motivation partly mediates the influence of career development, and work environment on performance (Iis et al., n.d.).

Studies on the effect of workload, competence, and career development on employee performance with organizational commitment intervention variables, were conducted with quantitative studies. Career development does not affect organizational commitment but has a positive and significant effect on employee performance (Silaban et al., 2021). According to research results from N Lilis Suryani, et al (2020) that employee career placement is an important issue in the company.

Performance experience, seniority, and job loyalty greatly influence work development. The adoption of professional development can benefit leaders, companies, and people (Creed & Hood, 2019). A career is a series of work experiences that mark a move from one phase of life to the next. Career stages include human resource management, training & development, and performance evaluation. Recruitment and placement procedures, as well as remuneration and benefits, are all

discussed. Individually, the career becomes a component of a better process of self-development, the stage of peak actualization of employees. Career development is essential from an organizational point of view to retain underperforming people in today's companies. Careers encompass a wide range of activities and roles across training, education, paid and unpaid work, family, volunteer activities, recreational activities, and other aspects of life. Career growth happens all the time as a result of a series of decisions regarding studying and working. Career development contributes to individual professional achievement while also ensuring organizational and industry sustainability (Dawson and Phillips, 2013: 478) and distinguishes itself from traditional career approaches.

3. RESEARCH METHODS

3.1. Research Paradigm

According to Sinambela (2021), quantitative research is a type of research that uses numbers in processing data to produce structured information. Quantitative research uses sampling methods to obtain data from actual and potential respondents; It also offers online surveys, polls, and questionnaires, among others. The result can be expressed numerically. According to Uma Sekaran and Roger Bougie (2017: 109), the research design is a plan for data collection, measurement, and analysis, based on questions from studies to achieve solutions to research project problems. This research is one type of business research. Because it involves employees in business organizations as research respondents.

Quantitative research generates numerical data and analyzes it using statistics to measure and obtain research results using questionnaires. An empirical study was conducted in three to five-star hotels in Surakarta City to test the proposed concept. Hotel information comes from Surakarta number data, which can be obtained at the Central Statistics Agency (BPS) Surakarta. As a result, 30 hotels were considered for analysis. Structured questionnaires prepared for primary data collection are used in the design of cross-sectional studies. Some causality in the model is tested using SEM (structural equation modeling). After that, the results are described using the SEM application and the implementation of Smart PLS version 4.0.

3.2. Population and Sample

The Work Design Questionnaire (WDQ) is used to find out how employee performance and work design are implemented in a particular company because it has excellent validity. In addition, other studies that are more focused on mediation variables and moderation variables are integrated into the research framework. Sugiyono (2019: 126) explained that population is a general area consisting of objects or subjects that have a certain number and characteristics determined by researchers to be researched and then draw conclusions.

The respondents in this study were all frontline personnel in Surakarta's three- to five-star hotels. The population is based on data from all frontline employees of 3- to 5-star hotels, which are divided into 10 divisions. Among other divisions: Sales and Marketing, Front Office, Engineering, Housekeeping, FB services, FB product, Security, Laundry, Driver, and Public Relations. A total of 1,197 employees, were obtained from the total frontline employees of 3-star, 4-star, and 5-star hotels in Surakarta City.

The study population was at the forefront of three-, four- and five-star hotel services in the city of Surakarta, Central Java. The study population consisted of 1197 participants. According to Sugiyono (2019: 127), samples are part of the number and characteristics of the population. To determine the size of the research sample can be seen from the table of Krejcie and Morgan (1970), who obtained a sample of 289 hotel employees who were on the frontline.

3.3. Data Collection Techniques

Data can be collected in a variety of contexts, from a variety of sources, and in a variety of ways, data can be obtained in a variety of situations, including natural

settings, laboratories using experimental procedures, and exterior sites with varying respondents, among others. Furthermore, when it comes to data collection methods, interviews, literature reviews, questionnaires, and observations can be used (Sugiyono, 2012: 193-194). If the researcher aims to conduct a preliminary study to collect secondary data, interviews are used as a data collection strategy.

3.4. Data Analysis Procedure

The findings of the questionnaire and the data were gathered and examined with SEM (Structural Equation Modeling) analytical tools application of Analysis of Smart PLS version 4. The proposed study hypothesis was tested using this SEM analysis technique. The reliability and validity of the research data will be checked. Reliability reflects the suitability of the questionnaire applied in the study, according to the research problem. On the other hand, validity reflects the appropriateness of the methodology applied to collect specific data from the participants. Reliability will be tested by analyzing data collection using smart PLS version 4.0 for the calculation of Cronbach's alpha value.

3.5. Pre-Test

Self-Administered Questionnaire using the Survey method is applied, as it is the most effective validity approach for exploratory studies (Basfirinci & Cilingir, 2009). The target respondents are frontline hotel services, 3 to 5-star hotels in the Surakarta City of Indonesia, who are currently working or have work experience in the hospitality tourism industry. Most of them confirmed validity item items of questions on the questionnaire were appropriate although there were some adjustments to the conditions of hospitality in Surakarta. Based on the results of pre-testing activities, reliability, and validity have improved the quality of survey questions and questionnaires. Although adopted and adapted from previous research references and other scientific research questionnaires, in particular, the reliability of item measurements can be affected as different survey contexts are being tested.

3.6. Pilot Test

The trialed questionnaire was conducted to assess the order of survey questions and contextual relevance. The completed pilot questionnaire was assessed, using factor analysis and Cronbach's alpha to determine its validity and reliability (Pallant, 2005). Reliability will be high if scale items are highly correlated therefore, the closer the Cronbach alpha to 1, the higher the reliability of the internal consistency. Values above 0.60 are considered by many research professionals to represent acceptable reliability (Pallant, 2005). Cronbach values are entered and analyzed accordingly using data analysis tools with smart PLS. Then performed second try to retest the reliability value, because, in the first test, more than 60% was recorded below the threshold. The number of pilot test samples is $n = 50$ for Pilot Test 1 and 2, respectively. These two Pilot Tests use the Post Pretest Modified Employee performance questionnaire. The pilot questionnaire was tested to evaluate the survey question format, flow, reliability, and contextual relevance.

For the most part, trial respondents need to be representative of the target population. So the selection of pilot respondents was taken from frontline hotel services, 3 to 5-star hotels in Surakarta which will be the main part of the total respondents on a larger scale. The pilot study ensures a minimal risk of non-reliability measures, which can be discovered and modified post this pilot study. Convenience sampling is used in sample collection. The first trial conducted received answers from 50 respondents. It was found that there were four question items with the Cronbach alpha value being below the threshold of 0.60.

3.7. Reliability Test Results Data

Cronbach's alpha, α (or alpha coefficient), measures reliability and internal consistency. High reliability means having to measure job commitment. While low reliability means that it is ineffective in its measurement model. These items measure latent and direct variables that directly affect employee performance. Cronbach's alpha coefficient will indicate whether the test items used here accurately measure

independent and dependent variables of interest. Cronbach Alpha for experiment 1, showed that 2 question items had Cronbach alpha < 0.6, including 1 question item on each of the Reward System variables (Item RS1), and Career Development (Item CD3). For experiment 2, slightly different results were obtained, there was only 1 question item that had Cronbach alpha < 0.6 found in the Career Development variable (CD3 item).

4. RESULTS AND DISCUSSION

4.1. Reliability Measurement

This study aims to identify how much influence independent variables that are part of Human Resource Management and Human Resource Development. Human Resource Management uses the variables of the reward system, while Human Resource Development uses the variables of career development on employee performance. The focus is on frontline hotel service employees in Surakarta City Indonesia. Frontline employees of hotels pioneer service first for customers. Because they are the initial party related to services in the field of hospitality tourism. The performance of frontline hotel service employees is part of the quality of service for hotel guests. Thus, the management and development of human resources is an important part of improving the quality of service in general in hotels. The dependent, independent, and mediation variables selected in the study are expected to be able to have a positive and significant influence.

Based on the display of the second stage of outlier test data, with the Mahalanobis test, 274 samples of respondents had a Mahalanobis value smaller or less than the Chi-Square value. All data is secure, with no outliers, so, the next step is to process the second data with smart PLS version 4, with a sample of 274 respondents. The results of data processing with 274 samples of respondents of Independent variable are presented in the table below:

**Table 1.a. Cronbach Alpha Value of Each Items Questionnaire
of Independent Variable (IV)**

No	Cronbach Alpha	Item	Variable
1	0.853	RS1	Reward System
2	0.923	RS2	
3	0.893	RS3	
4	0.945	RS4	
5	0.532	RS5	
6	0.853	RS6	
7	0.568	RS7	
8	0.8881	CD1	Career Development
9	0.582	CD2	
10	0.890	CD3	
11	0.815	CD4	
12	0.589	CD5	
13	0.585	CD6	
14	0.498	CD7	
15	0.422	CD8	

The results of data processing with 274 samples of respondents of the dependent variable are presented in the table below:

**Table 1. b. Cronbach Alpha Value of Each Items Questionnaire
of Dependent Variable (DV)**

No	Cronbach Alpha	Item	Variable
1	0.739	EP1	Employee Performance
2	0.815	EP2	
3	0.742	EP3	

4	0.960	EP4	
5	0.900	EP5	
6	0.961	EP6	
7	0.859	EP7	

Data processing and analysis with SMART PLS version 4.0 with respondents answering a questionnaire of 22 questions above resulted in varying Alpha Cronbach values. A questionnaire of 22 question items and 7 question items resulted in a Cronbach Alpha value of less than 0.60. So it should be removed from the list of advanced questionnaires, and removed from data processing by using SMART PLS software version 4.0 and version 4.0. The following is a calculation of Cronbach's Alpha value with 36 items of question items involving 274 respondents of the independent variable. The results are as follows :

Table 2.a. Cronbach's Alpha of Reliability Test with 15 Items of Independent Variables

No	Cronbach Alpha	Item	Variable
1	0.8619	RS1	Reward System
2	0.9382	RS2	
3	0.9144	RS3	
4	0.9548	RS4	
5	0.8665	RS6	
6	0.9611	CD1	Career Development
7	0.9437	CD3	
8	0.9172	CD4	

The following is a calculation of Cronbach's Alpha value with 36 items of question items involving 274 respondents of the dependent variable. The results are as follows :

Table 2. b. Cronbach's Alpha of Reliability Test with 15 Items of Dependent Variables

No	Cronbach Alpha	Item	Variable
1	0.7480	EP1	Employee Performance
2	0.8187	EP2	
3	0.7439	EP3	
4	0.9582	EP4	
5	0.9037	EP5	
6	0.9594	EP6	
7	0.8517	EP7	

4.2. Validity of Discriminants

Characteristics of knowledge note a lower value of the Fornell-Larcker criterion compared to one other correlation. This then leads to the need to check against other measurement tests for discriminant validity such as using HTMT and other validity measures. The Reward System variable has the highest Composite Reliability value of 0.9591, while the highest rho A value in the career development variable is 0.9816, and the highest AVE value is 0.8851 in the career development variable, the three discriminant values are validity is above the threshold.

The table below presented the data from the analysis with SMART PLS version 4.0 to display the large value of cross-loading when 22-item questions of independent variables were addressed to 274 respondents. The results are as follows:

Table 3.a. Cross Loading 22 Item of Questions of Independent Variables

	CD	EP	EW	MV	RA	RS	TC
CD1	0.9614	0.1736	0.1488	0.0396	0.1155	0.0579	0.1376
CD3	0.9437	0.2454	0.1831	0.0796	0.1234	0.0208	0.1571
CD4	0.9172	0.1365	0.1518	0.0739	0.0851	0.0943	0.1332
RA1	0.1023	-0.0591	0.0146	0.4880	0.8073	0.3479	0.0759
RA2	0.0930	-0.0342	-0.0031	0.5694	0.9495	0.3958	0.1783
RA4	0.1328	0.0086	0.0120	0.3465	0.6962	0.2081	0.0852
RA5	0.0652	-0.0860	0.0396	0.3939	0.7922	0.3010	0.0635
RA6	0.0951	-0.0339	-0.0275	0.4554	0.8141	0.3393	0.1234
RS1	-0.0095	-0.0160	-0.0756	0.3418	0.3201	0.8619	0.2679
RS2	0.0623	-0.0383	-0.0737	0.3687	0.4037	0.9382	0.2596
RS3	0.0727	-0.0431	-0.0512	0.3612	0.3675	0.9144	0.2494
RS4	0.0515	-0.0608	-0.0381	0.3893	0.3982	0.9548	0.3114
RS6	0.0789	0.0162	-0.0362	0.3126	0.3087	0.8665	0.2578
TC2	0.1625	0.0874	0.1882	0.1868	0.1351	0.2700	0.9188
TC3	0.1361	0.0551	0.2049	0.1471	0.1098	0.2395	0.8791
TC5	0.1759	0.1059	0.2109	0.2009	0.1467	0.3376	0.9535
TC7	0.0286	-0.0194	0.2034	0.0561	0.0593	0.1609	0.7313

The table below presented the data from the analysis with SMART PLS version 3.0 to display the large value of cross-loading when 36-item questions of the dependent variable were addressed to 274 respondents. The results are as follows:

Table 3. b. Cross Loading 36 Item of Questions of Dependent Variables

	CD	EP	EW	MV	RA	RS	TC
EP1	0.1041	0.7480	-0.0128	-0.1007	-0.0424	-0.0095	-0.0444
EP2	0.1453	0.8187	-0.0018	-0.1011	-0.0412	0.0152	0.0571
EP3	0.1443	0.7439	0.0006	0.0428	-0.0206	-0.0318	0.0831
EP4	0.2139	0.9582	0.0690	-0.0227	-0.0629	-0.0671	0.0877
EP5	0.1527	0.9037	-0.0112	-0.0734	-0.0295	0.0055	0.0514
EP6	0.2142	0.9594	0.0713	-0.0243	-0.0595	-0.0648	0.0904
EP7	0.2073	0.8517	0.0980	-0.0566	-0.0406	-0.0171	0.0672

4.3. Hypotheses Tests

PLS-SEM shows the positive significance of the influence of independent variables and mediating variables on dependent variables. Examining the path coefficient, the statistics of the t-test value, and the p-value will test the significance of the individual path, which is the relationship of the hypothesis. Statistics for testing hypotheses are calculated using the bootstrapping method in smart PLS analysis version 4.0. Hypotheses 1, and 1 were empirically found to be significant and supported (Table 4). The two hypotheses produce a p-value of < 0.05, resulting in positive and significant effects. The H₂ hypothesis with an independent variable, namely career development, has a positive and significant effect of 0.0012 (p-values < 0.05) on Employee Performance.

Bootstrapping is the process of assessing the degree of significance or probability of direct effects, indirect effects, and total effects. In addition, bootstrapping can also assess the level of significance of other values including r square and adjusted r square, f square, outer loading, and outer weight. Below is presented a table of bootstrapping calculation results with SMART PLS Version 4.0 :

Table 4. Bootstrapping Calculation Results

	Relationship	coefficient	P Values	Supported or Rejected
H ₁	Reward System → Employee Performance	-0.030	0.6468	Rejected
H ₂	Career Development → Employee Performance	0.206	0.0012	Supported

4.4. Discussion

1. From the Research Objective to analyze the positive effects of reward systems, and career development on employee performance among frontline hotel services in Surakarta City Indonesia.
2. Analysis of the direct effect of reward system, and career development on employee performance. Career development variables produce a direct influence on employee performance because they produce p-values of $0.0012 < 0.05$.
3. This is in line with research that has been researched before. Career development and employee work environment have a significant effect on work motivation and employee performance. Work motivation can mediate indirectly career development variables, and work environment to performance (Iis et al., n.d.). However, in other studies, career development does not affect organizational commitment but has a positive and significant effect on employee performance (Silaban et al., 2021).
4. Based on these results, it is not in line with the research (Baqir et al., 2020) that shows that rewards and recognition, and supervisor support can engage employees for better performance. Employee engagement can improve through rewards. The awards given by the company, it is expected to encourage employee performance in the hospitality industry.

CONCLUSION

1. The industrial sector is a business field that employs many employees as the main factor in increasing company productivity. The scope of this research is in the tourism industry, particularly hospitality.
2. Quality services are used as a reference for successful industrial management; thus, a company's performance displayed for continued customer satisfaction, loyalty, and the influence of future behavioral intentions have a direct impact on employee commitment and experience (Crawford & Riscinto-Kozub, 2011).
3. The findings of this study are expected to have a big impact and benefit the business performance of tourism workers, especially those who are involved in the hotel service industry, in Surakarta City, Central Java, Indonesia.
4. The purpose of this study is to identify how much influence independent variables are part of Human Resource Management and Human Resource Development. Human Resource Management involves reward system variables while Human Resource Development involves career development variables.
5. The focus of the research is limited to frontline hotel service employees in Surakarta City Indonesia. Frontline employees of hotels pioneered the first service for customers. Because they are the initial party related to services in the field of hospitality tourism.
6. There have been many studies conducted over the past few decades aimed at looking for relationships and influencing factors that can have an impact on the performance of hospitality personnel. Why do you need efforts to increase employee productivity? The main goal is to provide satisfaction for customers and in the framework of the best service.

7. Population data is taken from all frontline employees of 3 to 5-star hotels, in the Indonesian city of Surakarta, which is divided into 10 divisions. Consists of: FB services, FB products, Security, Laundry, Driver, Sales and Marketing, Public Relations, Front Office, Engineering, and Housekeeping. There is a population of 1,197 employees, this population is limited to only the total frontline employees of 3-star, 4-star, and 5-star hotels in Surakarta City.
8. The sample of this study was 289 respondents taken using the stratified random sampling method. The questionnaire consists of 22 questions. After being tested with SPSS to find Mahalanobis, to eliminate data outliers, data analysis was carried out on 274 respondents.
9. One of the methods of data collection with questionnaires. After that, data analysis was carried out using the SEM (Structural Equation Modeling) analysis tool of the Smart PLS Analysis application version 4.0. The proposed research hypothesis was tested using this SEM analysis technique. Data analysis of this study is limited to SMART PLS, not yet using the AMOS software application.

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