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The Influence of Human Resource Competencies and Facilities on Hotel Occupancy: Consumer Satisfaction Mediation in Makassar City

Edi Jusriadi [1*], Ambo Uleng [2]
[1*] Management Study Program, Faculty of Economics and Business, Management, Universitas Muhammadiyah Makassar, Makassar City, South Sulawesi Province, Indonesia
[2] Management study program, Universitas Syekh Yusuf Al Makassari Gowa, Gowa Regency, South Sulawesi Province, Indonesia

Email: edi.jusriadi@unismuh.ac.id [1*], ambouleng@usy.ac.id [2]

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Abstract
The increasingly fierce competition in the hotel industry in Makassar City requires hotels to improve the quality of service through strengthening the competence of human resources (HR) and providing adequate facilities to increase consumer satisfaction and hotel occupancy rates. This study aims to analyze the influence of human resource competencies and hotel facilities on hotel occupancy rates with consumer satisfaction as a mediating variable. The study used a quantitative approach with a survey method of 62-star hotel guests in Makassar City who were selected using convenience sampling techniques. Data was collected through a structured questionnaire and analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method to test the direct and indirect relationships between variables. The results of the study show that human resource competence has a positive and significant effect on hotel occupancy rates, but does not have a significant effect on consumer satisfaction so that satisfaction does not mediate the relationship. On the other hand, hotel facilities have a significant effect on consumer satisfaction, but do not have a direct effect on hotel occupancy rates, but have a significant indirect influence on occupancy rates through consumer satisfaction as a mediating variable. These findings suggest that improving the quality of facilities that are able to meet consumer expectations will increase customer satisfaction which ultimately drives an increase in hotel occupancy rates.

Keywords:
Human Resources Competence; Hotel Facilities; Consumer Satisfaction; Hotel Occupancy Rate; PLS-SEM.

1. INTRODUCTION

Economic growth is one of the indicators of the success of a region's development. Nationally, Indonesia's economic growth in the first quarter of 2024 reached 5.11%, while South Sulawesi's economic growth in the same period reached 4.82%. At the regional level, Makassar City recorded economic growth of 5.31%. Data on the Gross Regional Domestic Product (GDP) by business sector shows that the accommodation and food and beverage supply sector experienced quite high growth, which was 12.44%, compared to other sectors (BPS Makassar City, 2024). This condition is inseparable from the role of Makassar City as the provincial capital as well as the center of trade and industrial activities in South Sulawesi. In addition, its strategic geographical position makes Makassar City develop as one of the main destinations for Meeting, Incentive, Conference, and Exhibition (MICE) activities in the Eastern Indonesia region. These developments are driving an increasing demand for a wide range of accommodation services, including hotels, restaurants, meeting rooms, as well as entertainment and tourism facilities.

However, the accommodation and food and beverage supply sector had experienced quite heavy pressure in 2020 due to the Covid-19 pandemic. Policies restricting people's mobility such as lockdowns and social distancing caused this sector to contract by -19.83%. Along with the easing of the pandemic, the accommodation sector, especially hotels, began to show a recovery marked by a resurgence of tourist visits, both domestic and foreign. Data from the Central Statistics Agency shows that the number of foreign tourist visits to South Sulawesi in May 2024 was recorded at 1,066 visits, down 23.97 percent compared to April 2024 of 1,402 visits. Meanwhile, the room occupancy rate (TPK) of star-rated hotels in South Sulawesi in May 2024 reached 49.33 percent, an increase compared to the same period in the previous year of 45.20 percent (BPS Makassar City, 2024). Despite showing an increasing trend, the hotel's occupancy rate has not fully recovered so hotel industry players need to carry out various strategies to increase competitiveness and attract consumer interest.

In the face of increasingly competitive competition, hotels need to optimize their internal resources. This perspective is in line with the resource-based view (RBV) which emphasizes that competitive advantage and organizational performance are determined by a company's ability to manage strategic resources—both tangible and intangible—effectively and sustainably (D'Oria et al., 2021). Caves (1980) and Wernerfelt (1984) in Jusriadi (2019) explained that organizational resources consist of two main categories, namely tangible resources such as physical and financial capital, and intangible resources such as human resource competence, structural capital, and relational capital. In the context of the hospitality industry, human resource competencies are an important factor because employees interact directly with customers and play a role in creating a quality service experience.

The competence of human resources in the hospitality industry can be reflected in the knowledge, skills, attitudes, and abilities in building effective communication, coordination, and collaboration between departments. Employees who have good competence are expected to be able to provide quality service so that they can increase consumer satisfaction and have an impact on increasing hotel occupancy rates. In addition to the human resource factor, hotel facilities are also an important factor that affects consumer perception and experience during their stay. Facilities such as laundry services, restaurants or cafes, swimming pools, fitness centers, meeting rooms, interior design, lighting, music, noise levels, room temperature, and cleanliness are elements that can affect customer satisfaction (Bonn et al., 2007; Ryan & Huimin, 2007). The growth in the number of hotels in South Sulawesi also shows an increase in competition. BPS South Sulawesi data (2024) noted that in 2022 there were 191-star hotels and 890 non-star hotels, while in 2023 the number of star hotels increased to 195 units and non-star hotels to 798 units.

Although various studies have discussed consumer satisfaction in the hospitality industry, until now there is no generally agreed standard in measuring customer satisfaction comprehensively (Amin et al., 2013; Han & Ryu, 2009; Ryu & Han, 2010; Slatten et al., 2011; Wu & Liang, 2009). In addition, the results of previous studies show that the influence of human resource and facility competencies on hotel performance, including occupancy rates, still shows mixed findings. Some studies emphasize the importance of service quality generated by human resource competencies in improving customer satisfaction, while other studies show that facilities and the quality of the physical environment are more dominant in influencing consumer satisfaction and decisions in choosing a hotel. The difference in findings shows that there is a research gap related to the role of consumer satisfaction as a variable that mediates the relationship between human resource competence, hotel facilities, and hotel occupancy rates.

Based on this description, this study aims to analyze the influence of human resource competence and hotel facilities on hotel occupancy rates with consumer satisfaction as a mediating variable. This research was conducted through a case study on three hotels with different star classifications in Makassar City, namely Hotel Aryaduta Makassar as a representation of a five-star hotel, Novotel Makassar Grand Shayla as a representation of a four-star hotel, and Hotel Ramedo as a representation of a three-star hotel. Through this study, it is hoped that a more comprehensive understanding can be obtained of the role of human resource competencies and hotel facilities in increasing consumer satisfaction and its impact on hotel occupancy rates in Makassar City.

2. RESEARCH METHOD

This research was conducted on three-star hotels in Makassar City, namely Hotel Aryaduta Makassar, Novotel Makassar Grand Shayla, and Hotel Ramedo. The selection of the three hotels was based on consideration of the representation of the classification of star hotels (five-, four-star, and three-star), the variety of facilities available, and the characteristics of human resources relevant to the purpose of the study. The three hotels are considered to be able to represent the condition of the hotel industry in Makassar City in analyzing the relationship between human resource competence, hotel facilities, consumer satisfaction, and hotel occupancy rates.

This study uses a quantitative approach that aims to test hypotheses and analyze causal relationships between variables through statistical analysis. The data used consists of primary data and secondary data. Primary data was obtained through a structured questionnaire that was distributed to hotel guests who had

used hotel services. The distribution of the questionnaire was carried out directly (offline) to hotel guests who are or have stayed at the research hotel. In addition, some questionnaires were also distributed online through a digital form to respondents who were willing to participate in the study. From the data collection process, 62 respondents were obtained who filled out the questionnaire completely and met the criteria as a research sample. The sampling technique used is convenience sampling, which is the selection of respondents based on the ease of access and willingness of respondents to participate in the research.

The research instrument used a five-point Likert scale, with a range of values from 1 = strongly disagree to 5 = strongly agree to measure respondents' perception of each statement. The human resource competency variable is measured through 6 question indicators that reflect aspects of knowledge, skills, attitudes, and communication and coordination skills of hotel employees. Hotel facility variables are measured using 6 question indicators that include the availability of key facilities such as restaurants, meeting rooms, recreational facilities, cleanliness, and comfort of the hotel environment. Consumer satisfaction variables are measured through 5 question indicators that describe the level of satisfaction guests with the services and amenities received during their stay. Meanwhile, the variables of hotel occupancy rate were measured through 4 question indicators related to interest in return visits, recommendations to others, and perceptions of hotel occupancy rates.

In the data processing process, questionnaires that are incomplete or do not meet the research criteria are not included in the analysis. All data analyzed are questionnaires that have been filled out completely by respondents so that they can be used in the research model testing process.

Data analysis was carried out using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. This method was chosen because it is suitable for studies with relatively small sample sizes and research models that involve simultaneous relationships between variables, including mediating effect testing. PLS analysis is used to evaluate measurement models (outer models) through testing the validity and reliability of indicators, as well as structural models (inner models) to test the direct and indirect relationship between human resource competencies, hotel facilities, consumer satisfaction, and hotel occupancy rates.

In addition to using questionnaire data, this study also utilizes secondary data in the form of consumer reviews from hotel booking platforms, hotel websites, and online travel agency sites to enrich the interpretation of consumer satisfaction levels. This approach provides a more comprehensive picture of customer perceptions of hotel services.

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Hotel occupancy

Room occupancy rate (TPK) is the percentage of rooms sold or filled compared to the total available rooms in each period. This indicator is generally calculated by dividing the number of filled rooms by the number of available rooms then multiplied by 100 percent (BPS, 2020; Busaina et al., 2023; SiteMinder, 2026). TPK is one of the important measures in the hotel industry because it reflects the level of room capacity utilization owned by a hotel. A high TPK value indicates a high demand for accommodation services and optimal use of room facilities, while a low TPK value can indicate low market demand, ineffective marketing strategies, or the influence of external factors such as economic conditions and tourist seasons. Therefore, room occupancy rates are often used as an indicator to assess hotel operational performance and describe the dynamics of demand for accommodation services in the tourism sector.

3.1.2. Human Resources

In the hospitality industry, HR competencies are an intangible asset that can drive organizational performance. Empirical evidence in the context of hotels shows that human capital capacity, knowledge, and skills are positively related to organizational performance (Aman-Ullah et al., 2022. According to Stewart and Mc Goldbrick, 1996 (Kaswan, 2015) that human resource development (HRD) includes activities that can have an impact on individual learning and organizational learning.

In the perspective of Resource Based Theory (RBT), an organization is seen as a collection of resources that are managed to achieve a competitive advantage. Organizational resources are generally divided into tangible resources and intangible resources (Hitt, Ireland, & Hoskisson, 2020). Tangible resources include physical assets such as facilities, technology, equipment, and financial resources that support the organization's operations. Meanwhile, intangible resources include human capital, structural capital, and relational capital which have strategic value because they are difficult for competitors to imitate (Grant, 2021). In this case, human capital is seen as an organization's long-term investment that reflects the knowledge, skills, experience, and ability of employees in improving organizational productivity and performance (Noe, Hollenbeck, Gerhart, & Wright, 2021). Therefore, human resource development through education, training, and work experience is an important strategy to improve performance and achieve organizational goals.

Human resource development is no longer just a concept but an obligation for companies engaged in the hospitality sector. The role of human resources is one of the factors that can improve the quality of services with their abilities which are reflected in the indicators of personality, experience, skills, commitment, and education (Divianto, 2010). Meanwhile, according to Mayo (2000), human resource indicators have five components, namely individual ability, individual motivation, leadership, organizational climate, and work group effectiveness.

Based on these arguments, the research hypothesis can be arranged as follows:

H1: Human resource competence has a significant effect on hotel occupancy

H2: Human resources affect hotel consumer satisfaction

3.1.3. Hotel Facilities

The availability of hotel facilities is one of the attractions for consumers to choose hotels, because consumers need environmental facilities that are comfortable, safe, and cool, William and Purba, (2020). Hotel facilities are part of the needs of the end of the hotel that can be utilized, so they must be managed properly, economically, efficiently, and effectively, Soemitro and Suprayitno, (2018) and Samsudin (2010). Hasanuddin et al., (2022) and Susanti & Wahyuni, (2017) explained that facilities both exterior and interior that are in accordance with needs and complete will affect decision-making, Tjiptono and Chandra (2016). Facility indicators according to Tjiptono and Chandra (2016) consist of: 1) Spatial planning related to elements of distance, location, shape, and size, 2) Spatial planning related to interior and architecture, 3) Equipment related to supporting infrastructure, 4) Light and Color Systems.

Based on these arguments, the research hypothesis can be arranged as follows:

H3: The availability of infrastructure has a significant effect on hotel occupancy

H4: The availability of infrastructure affects hotel consumer satisfaction

3.1.4. Consumer Satisfaction

Consumer satisfaction according to Daryanto & Setyobudi (2014) is an emotional assessment that involves the interaction between cognition and emotions (Faizan Ali et al., 2016) of consumers after consumers use a product, where the expectations and needs of consumers who use it are met, Sakhaei et al. (2014). Hotel guest satisfaction can be measured using the satisfaction index, Deng et al., 2013, which shows occupancy rates and financial performance (Sun & Kim, 2013) and higher efficiency (Assaf & Magnini). Consumer satisfaction can be used as an indicator of service performance generated from a consumer's perspective (Branch et al., 2018; Bueno et al., 2019). Satisfaction indicators according to Lupiyoadi (2001), consist of: 1) product quality, 2) service quality, 3) emotional, 4) price, and 5) cost. Meanwhile, Ren et al. (2016) stated that the indicators that are the source of consumer satisfaction consist of: real and sensory experience, staff performance, aesthetic perception, and location.

Based on these arguments, the research hypothesis can be arranged as follows:

H5: Consumer satisfaction has a significant effect on hotel occupancy

H6: Consumer satisfaction can mediate the influence of human resource competence on hotel occupancy

H7: Consumer satisfaction can mediate the influence of infrastructure on hotel occupancy

3.1.5. Conceptual framework

The big theory used as the basis in this study is sourced from Resources Based Theory (RBT) dividing organizational resources into two parts, namely: 1) Tangible resources, which can be measured from the performance of physical capital and financial capital. 2) Intangible resources, which can be measured from the performance of human capital, structural capital, and relational capital (Hitt, Ireland, & Hoskisson, 2020). Human capital is seen as an organization's long-term investment that reflects the knowledge, skills, experience, and ability of employees in improving organizational productivity and performance (Noe, Hollenbeck, Gerhart, & Wright, 2021). Furthermore, the theory of the intangible perspective (Andriessen, 2004) explains that investment in human resource development (HRD) aims to increase intellectual capital that can be done through the training and development process. This conceptual framework describes the influence of human resource variables with indicators of personality, skills, experience, commitment, and education (Divianto, 2010) and facilities with physical and non-physical infrastructure indicators , Bahri (2018) on consumer satisfaction with indicators consisting of: 1) product quality, 2) service quality, 3) emotional, 4) price, and 5) cost, Lupiyoadi (2001) as well as hotel occupancy rates with indicators: 1) room price, 2) competition, and 3) room demand, Yoeti (2003).

3.1.6. Overview of Research Objects

The object of this research is a 3 (three) star hotel, namely: 1) the Aryaduta hotel which was established in 1996 under the name Hotel Sedona, then in 2003 it was renamed the Aryaduta Imperial Hotel. In 2008 the ownership changed to Bosowa Corporation and in 2009 the hotel was renamed Hotel Aryaduta Makassar which is a 5-star hotel, with a total of 224 rooms with beautiful sea views and supported by human resources as many as 161 employees. The average hotel occupancy rate is 17.58 percent. 2) Novotel Makassar Grand Shayla is one of the international hotels, strategically located in the heart of Makassar, with four-star hotel

standards, has 320 rooms and is supported by 151 employees. The average hotel occupancy rate is 25%, 3) Ramedo Hotel carries the concept of "smart hotel" which is a 3-star equivalent hotel, has 66 rooms and is supported by human resources as many as 35 employees. The average occupancy rate of the hotel is 17.30%.

3.1.7. Respondent Characteristics

The characteristics of the respondents in this study were 34 people (54.8%) from the dominant gender aspect, 21 people aged between 30 – 35 years, 28 people (45.2%) from the dominant education aspect to the first strata (S1), and 45.2% of the positions/positions were in staff positions.

3.1.8. Stages of Data Analysis

The stages in PLS analysis include the external model testing stage and the inner model testing stage. The following are all the stages in PLS analysis:

a. External Model Testing

The testing stage of the measurement model includes testing convergent validity, discriminant validity, and composite reliability. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, differential validity, and composite reliability.

1) Convergent Validity

The convergent validity test was carried out by looking at the value of the loading factor of each indicator against its construction. This study is a confirmation study, so the limit of the loading factor used is 0.7. The following are the results of the PLS model estimation.

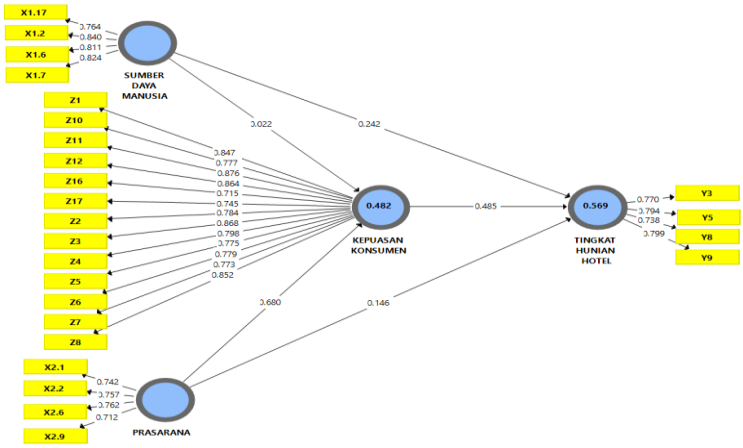

Figure 1. Convergent Validity

Based on the model's approximate results in the figure, showing that all indicators in the PLS model are valid, the loading factor value of each indicator is >0.7. Once all indicators are valid, a convergent validity test is followed by looking at the Average Variance Extracted (AVE) value for each construct. The construct is declared to meet the criteria of convergent validity if the AVE > 0.5.

Table 1. AVE Value

	Average Variance Extracted (AVE)
Human Resources	0.633
Facilities	0.667
Satisfaction	0.649
Residence	0.578

Source: Data Processing Results, 2024

It seems that AVE All constructs, both in dimensional and variable form, have exceeded 0.5, which means that all indicators in each construct have met the necessary criteria of convergent validity.

2) Discriminatory Validity

Discriminant validity is done to ensure that each concept of each latent variable is different from the others. This model has good discriminant validity if the square value of the AVE of each exogenous construct (the value on the diagonal) exceeds the correlation between the construct and the other construct (the value below the diagonal).

Table 2. Results of the Validity Test of the Fornell Larcker Decrimination Method

	KEP	FAS	HC	OK
Satisfaction	0.806			
Facilities	0.798	0.817		
Human Resources	0.451	0.519	0.795	
Residence	0.656	0.711	0.594	0.760

Source: Data Processing Results, 2024

Based on table 2, it shows that all indicators and constructions in the PLS model have met the required discrimination validity criteria, for the HR variable has a square root value of AVE HR of 0.795, this value is greater than the HR's correlation value with other constructions (0.451 for KEP; 0.519 for PRA and 0.594 for TH) so it can be concluded that the validity of the discrimination of the HR construct has been met.

3) Composite Reliability

The reliability of the construction can be judged from the composite reliability value of each construction. The recommended composite reliability value is more than 0.7, but in the development study, due to the low limit of the loading factor used (0.5), the composite reliability value is still acceptable if the requirements of convergent validity and discriminative validity have been met.

Table 3. Composite Reliability Test Results

	Alpha Cronbach	Composite Reliability
Human Resources	0.856	0.896
Facilities	0.900	0.923
Satisfaction	0.955	0.960
Residence	0.818	0.873

Source: Data Processing Results, 2024

Based on 3, it shows the composite reliability value of the entire construction >0.7. This indicates that the entire construction has met the required reliability, so it can be concluded that the entire construction is reliable.

b. Deep Model Testing

Internal model testing includes structural model suitability assessment, path coefficient assessment, significance testing of the partial influence of exogenous variables on endogenous variables and determination coefficient calculation. The test results at this stage can be used to test the research hypothesis.

1) Assessment of the Virtues of the Appropriate Structural Model

Before testing the structural model, the feasibility of the model is first tested by looking at the merits of the fit or R-squared value and Q-square value of the model. The R-squared value of the model indicates the predictive power of the model as seen from the strength of exogenous variables in predicting endogenous variables. The R-square value is categorized into 3 categories, namely good, medium, and weak. According to Chin (1998), an R-squared value of 0.67 indicates a strong PLS model, 0.33 indicates a PLS model in the medium category and 0.19 indicates that the PLS model is in the weak category.

Table 4. Model R-Square

	R-Square	R-Square Customized
Satisfaction	0.639	0.627
Residence	0.591	0.570

Source: Data Processing Results, 2024

Based on table 4, it shows that the R-squared value of the consumer satisfaction variable is 0.639 and the R-square of hotel occupancy construction is 0.591, because the R-squared value of the endogenous variable is in the interval of 0.33-0.67, it can be concluded that the model is quite strong (moderate) in predicting consumer satisfaction and hotel occupancy.

In addition to the R-square value, the quality of the PLS model is also rated from Q-Square. Q-square values are categorized into 3 categories, namely small, medium, and large. The Q-squared value of 0.02 is small, the Q-squared value of 0.15 is stated to be moderate and the Q-squared value of 0.35 is declared large.

Table 5. Q-squared value

	SSO	SSE	Q² (=1-SSE/SSO)
Human Resources	248.000	248.000	
Facilities	248.000	248.000	
Satisfaction	806.000	565.295	0.299
Residence	248.000	168.353	0.321

Source: Data Processing Results, 2024

The calculation of Q-squared in table 5, shows that the Q-squared value of the consumer satisfaction variable is 0.299 and hotel occupancy is 0.321. The Q-squared value is in the range of 0.15-0.33, indicating that the model has considerable predictive power (predictive relevance) in the medium category.

Based on the results of the evaluation of the measurement model, it shows that all indicators have met the criteria of validity and reliability (loading factor > 0.7; ETA>0.5; composite reliability > 0.7). The structural model also shows adequate explainability with R-square of consumer satisfaction = 0.639 and R-square of hotel occupancy = 0.591, as well as the predictive relevance of moderate categories (Q-square of satisfaction = 0.299; Q-square of dwelling = 0.321). Thus, the model is feasible to use to test hypotheses.

2) Path Coefficient Evaluation

The results of the estimation of the PLS model with the Bootstrapping Technique in this study can be seen in the following figure 2.

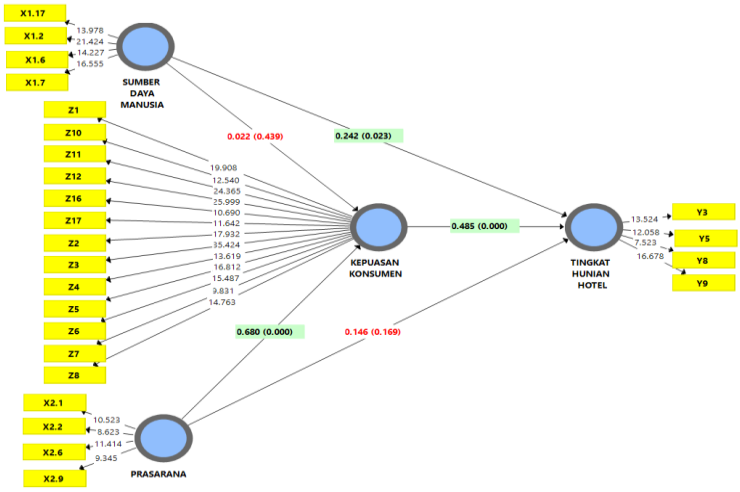

Figure 2. PLS Bootstrapping Model Yield Forecast

Based on the results of the PLS model estimation with the bootstrapping technique in Figure 2, it can be seen that all paths are significant with a p< value of 0.05. The results of the significance test of this direct influence can be seen in the following table 6.

Table 6. Hypothesis Testing Results

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	Statistics T (|O/STDEV|)	P value
Direct Effects					
Human Resources Competence > Residential	0.242	0.252	0.120	2.009	0.023
Residential > Facilities	0.146	0.143	0.151	0.961	0.169
Satisfaction - Occupancy >	0.485	0.485	0.115	4.237	0.000
Human Resources - Satisfaction >	0.022	0.031	0.141	0.154	0.439
Facilities -> Satisfaction	0.680	0.689	0.110	6.172	0.000
Indirect Effects					
Human Resources -> Satisfaction -	0.011	0.016	0.071	0.148	0.441

Occupancy >					
Facilities -> Satisfaction - Residence >	0.330	0.333	0.095	3.481	0.000

Source: Data Processing Results, 2024

Based on the testing of the research hypothesis, the results showed that: (1) HR competence had a significant positive effect on hotel occupancy (p = 0.023; t = 2.009), (2) HR competence did not have a significant effect on consumer satisfaction (p = 0.439; t = 0.154), so (3) satisfaction did not mediate the influence of HR on housing (p = 0.441; t = 0.148). Furthermore, (4) facilities did not have a direct effect on housing (p = 0.169; t = 0.961), but (5) facilities had a significant effect on satisfaction (p = 0.000; t = 6.172), and (6) had a significant indirect effect on housing through satisfaction (p = 0.000; t = 3.481). These findings confirm that consumer satisfaction is a key channel (mediator) that makes facilities able to increase housing, while the relationship between human resources and housing is more direct.

3) Coefficient of Determination

The determination coefficient shows the large influence of exogenous variables on endogenous variables. In PLS analysis, the determination coefficient is seen from the value of R Square adjusted to a value between 0-1. The higher the adjusted R-square, the greater the contribution of exogenous variables to endogenous variables.

The coefficient of determining the consumer satisfaction variable of 0.627 showed that 62.7% of the variance of consumer satisfaction was influenced by the competence of human resources and hotel facilities, while the remaining 37.3% of the customer satisfaction variable was influenced by other factors that were not studied. Furthermore, the hotel occupancy determination coefficient of 0.570 shows that 57% of occupancy rate variables are influenced by human resource competence, facilities and consumer satisfaction, the remaining 43% are influenced by other factors outside the model.

3.2. Discussion

3.2.1. Why Human Resource Competence Affects Housing but Not Consumer Satisfaction

The finding that HR competencies have a significant effect on occupancy, but not significantly on satisfaction, show a difference between competencies that "drive operations and sales" and competencies that are "directly felt by customers". Operationally, competent human resources can improve occupancy through the ability to perform basic marketing and service functions such as the speed of the reservation/check-in process, internal coordination, and responsiveness in handling guest needs. This kind of operational performance can increase the probability of rooms being sold, especially in a competitive market situation and not yet fully recovered, thus having a direct impact on occupancy.

However, the competencies of human resources measured in this study (e.g., elements of knowledge, skills, experience, commitment, education) may be more representative of internal capacity (backstage competence) and do not fully represent the quality-of-service interactions experienced by consumers (frontline experience). In hotels, guest satisfaction is often very sensitive to "moment of truth" aspects, such as friendliness, empathy, complaint handling, service personalization, and consistency of service behavior. If the competencies of human resources developed and evaluated by management are still oriented towards operational or sales targets, then the impact on consumer satisfaction becomes significantly invisible. This condition is consistent with Willer's (2016) argument that work orientation that only pursues short-term business output can increase productivity and revenue, but does not necessarily encourage customer satisfaction and loyalty in the long run.

In other words, human resources are able to increase occupancy because they help the process of "selling rooms", but it does not necessarily increase satisfaction if the dominant competency is internal/technical competence and not the service competency felt by guests. These findings also explain why satisfaction mediation on the HR → residential pathway does not occur: the HR effect is stronger through the direct (operational) pathway than through the customer experience pathway.

Theoretical implications (RBV): In the perspective of RBV, HR is an intangible resource that can create excellence. However, the results of this study indicate that the advantages of human resources are only effective at the level of residential performance if these competencies are translated into values that are perceived by customers. This means that the strategic value of human resources will be stronger if the organization is able to convert human capital into real service value.

3.2.2. Facilities: Not Direct to Housing, but Significant Through Satisfaction

The results showed that facilities did not have a direct effect on housing, but had a significant effect on satisfaction and then increased housing through satisfaction. This means that facilities work as experience drivers: new facilities drive occupancy when they generate satisfaction that drives re-stay intentions, recommendations (word of mouth), and positive ratings.

This finding makes sense because in practice, consumers don't always choose hotels just because they "exist" facilities, but because they are functional, comfortable, clean, on demand, and worth the price paid.

Star-rated hotels tend to have relatively adequate facilities so a variety of amenities "by presence" may not be enough to differentiate a stay decision. What distinguishes is the quality of the facility experience (e.g. cleanliness, comfort, ease of access, aesthetics, and consistency of facility support services). This is in line with the literature that states that hotel facilities contribute strongly to satisfaction, while their impact on occupancy often arises through satisfaction as an intermediary mechanism.

Theoretical implications (RBV): Facilities as tangible resources can be a competitive advantage not just because they are owned, but because of their ability to create value and customer satisfaction. Thus, these findings reinforce RBV's logic that resources must be "valuable" and able to be converted into customer value to have an impact on performance.

3.2.3. The Role of Consumer Satisfaction Mediation and Its Impact on Housing

The significant coefficient of the residential satisfaction pathway shows that consumer satisfaction is an important variable to explain the increase in occupancy. Satisfaction drives post-purchase behaviors such as return intent, recommendations to others, as well as positive reviews. In the context of the hospitality industry that is heavily influenced by reputation and consumer judgment, satisfaction also serves as a mechanism that strengthens the image of hotels. Conversely, dissatisfaction has the potential to result in negative reviews that lower the interest of potential consumers and impact housing. This is in line with the view that satisfaction is a valuable reputational and economic asset for hotel management.

3.2.4. Practical Implications for Hotel Management

Based on the findings of the study, the practical implications that can be applied by hotel management in Makassar are as follows:

a. Focus human resource development on customer-perceived competencies (frontline service).
   HR training not only emphasizes technical/administrative aspects, but also soft skills: empathy, communication, complaint handling, service personalization, and consistency of friendliness. Thus, HR competencies not only increase occupancy through operational channels, but also increase guest satisfaction.
b. Make satisfaction a key KPI that is directly connected to the occupancy strategy.
   Because facilities increase occupancy through satisfaction, satisfaction indicators (e.g. guest survey scores, complaints, online platform ratings) need to be monitored regularly and used as a basis for decision-making.
c. Optimize the quality of facilities, not just availability.
   Priority for improving facilities should be directed to the aspects that affect the guest experience the most: cleanliness, room comfort, Wi-Fi quality, sleep quality (bed, linen), bathroom quality, and maintenance of public facilities (swimming pool, gym, restaurant, meeting room). This improvement in quality is more likely to increase satisfaction and then increase occupancy.
d. Manage online reviews as an occupancy improvement strategy.
   Since satisfaction is closely tied to public perception, management needs to have review response procedures, quick fixes to recurring complaints, and a guest feedback system. This is important because the decision to stay is heavily influenced by reviews.
e. Combine a "guest acquisition" strategy with "guest retention."
   The findings of human resources that directly increase occupancy can be capital to attract guests, but a sustainable increase in occupancy requires retention through satisfaction. Therefore, the sales strategy needs to be aligned with the customer experience strategy.

4. CONCLUSION

Based on the results of the study, it can be concluded that the competence of human resources (HR) has a positive and significant influence on hotel occupancy rates, but does not have a significant effect on consumer satisfaction. This shows that good quality human resources can encourage an increase in hotel occupancy through operational effectiveness and service activities, but not necessarily directly increase guest satisfaction. Thus, consumer satisfaction cannot mediate the influence of HR competence on hotel occupancy rates. Meanwhile, hotel facilities do not have a direct effect on hotel occupancy rates, but have a significant effect on consumer satisfaction. Furthermore, consumer satisfaction has been proven to mediate the influence of hotel facilities on occupancy rates. These findings show that hotel facilities will have an impact on increasing occupancy if they are able to create satisfaction for guests who stay.

Practically, the results of this study imply that hotel managers need to improve the quality of facilities that are able to provide a comfortable experience for consumers and strengthen the competence of customer-oriented human resources. Human resource competency development not only focuses on technical skills, but also on communication, empathy, and service skills that can increase guest satisfaction. In addition, hotel managers need to integrate sales increase strategies with customer retention strategies so that hotel occupancy rates can increase sustainably.

This study has a limited number of respondents and only involves a few star hotels in Makassar City. Therefore, further research is recommended to use a larger sample count and involve more hotels with different categories so that the results can be generalized more widely. In addition, further research can add other variables that have the potential to affect hotel occupancy rates, such as service quality, price, hotel brand image, and digital marketing strategy.

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