

Top Leaders' Productivity by Profile in Hospitality Industry: Descriptive Analysis

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Abstract. The number of foreign and domestic tourists coming to Jakarta continues to increase, but the 4-star hotels in Jakarta have not optimally absorbed it. This study aims to identify the productivity of general managers working in 4-star hotels in Jakarta. The research design is quantitative descriptive. The sample is a saturated sample, which includes 62 general managers of 4-star hotels in Jakarta. Data were collected by distributing questionnaires, and then the collected data were analysed using frequency tests, crosstabs, and mean tests. The study results found that general managers by gender, age, experience, and education have the highest productivity in motivating employees to achieve the target occupancy rate but still need to increase productivity to implement employee welfare. Differences in self-assessment of general manager productivity based on gender, age, experience, and education are also discussed in this article. Further research is recommended to analyse the factors that influence the productivity of general managers in 4-star hotels in Jakarta.

Keywords: productivity, top leader, hotel, hospitality industry

Introduction

The number of foreign and domestic tourists visiting Jakarta in 2023 has increased compared to 2019 (Ercan et al., 2024). The comparison with April 2019 considers that in April 2019, the situation in Jakarta was in normal conditions, namely before the COVID-19 issue. The number of foreign and domestic tourist visits to Jakarta in April 2023 reached 1.9 million, an increase of around 81% compared to the number of foreign tourist visits in April 2019. The number of domestic visitors to Jakarta in April 2023 was around 56.1 million, an increase of around 87% compared to the number of domestic tourist visits in April 2019 (Ercan et al., 2024). The increase in foreign and domestic tourist visits to Jakarta in April 2024 compared to April 2019 indicates an increasing trend in the need for accommodations such as hotels.

However, the increase in hotel demand has yet to be followed by the productivity of starred hotels in Jakarta. Hotel productivity is indicated by the recovery of the average percentage of relative occupancy rates (occupancy recovery rate relative) and the average percentage of daily prices (average daily rate or ADR), namely by comparing occupancy and ADR between April 2024 and April 2019 (normal situation before the COVID-19 issue) (Chin et al., 2022; Ercan et al., 2024). The increase in the relative occupancy recovery of star-rated hotels in Jakarta in April 2024 compared to April 2019 (99%) is still lower than ar-rated hotels in Koh Samui Vietnam (106%). In addition, the relative ADR of star-rated hotels in Jakarta in April 2024 compared to the ADR in April 2019 has the lowest increase (112%) compared to the relative ADR of star-rated hotels in several major cities in Southeast Asia, such as Bangkok (120%), Koh-Samui (124%), Kuala Lumpur (119%), Phuket (135%), and Singapore (127%) (Ercan et al., 2024). It is concluded that the productivity of star-rated hotels in Jakarta is yet to be in the leading position in Southeast Asia.

More specifically, the composition of 4-star hotels in Jakarta compared to other star hotels in Jakarta, namely 1, 2, 3, and 5-star hotels, shows that 4-star hotels still must increase their productivity to be superior to 3 and 5-star hotels. Figure 1 explains the composition of the number of guests at 4-star hotels compared to those in Jakarta.

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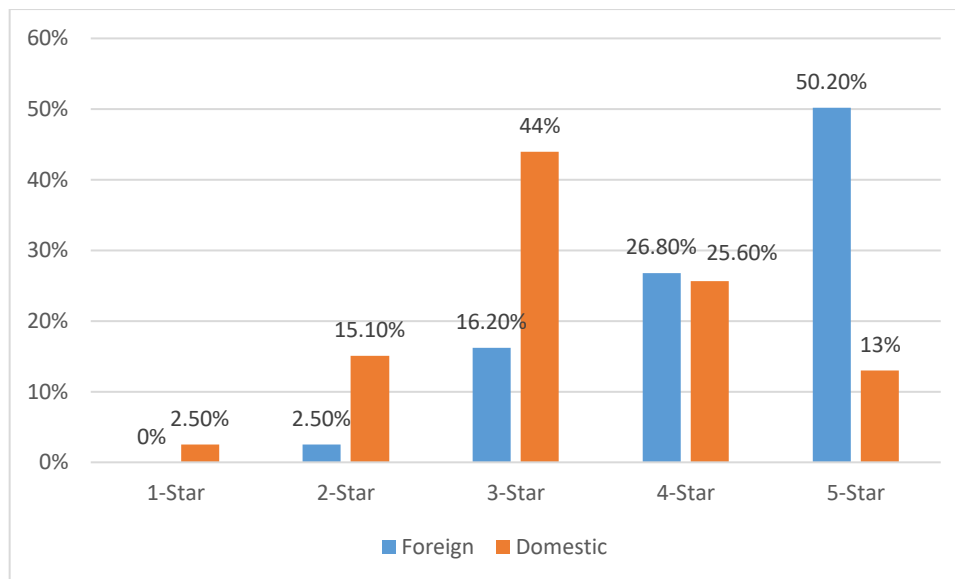


Figure 1: Composition of guests at 4-star hotels versus star hotels in Jakarta
(PT. Hotel Investasi Strategis, 2024)

The percentage of foreign guests staying at 4-star hotels is 26.80%, while the percentage of foreign guests staying at 3-star hotels is 16.20%. The data shows that the percentage of foreign guests staying at 4-star hotels and the percentage of foreign guests staying at 3-star hotels only has a difference of 10.6% or a minimal difference. While the percentage of domestic guests staying at 4-star hotels is 25.60%, and the percentage of domestic guests staying at 3-star hotels is 44%. It shows that the percentage of domestic guests staying at 4-star hotels to domestic guests staying at 3-star hotels is around 18.40% or a high difference. On the other hand, the difference in the percentage of foreign guests staying at 4-star hotels (percentage composition 26.80%) to the percentage of foreign guests staying at 5-star hotels (percentage composition 50.20%) is around 23.40% or higher. The comparison of the percentage of domestic guests staying at 4-star hotels (25.60%) to domestic guests staying at 5-star hotels (percentage composition 13%) only has a difference of around 12.6%. The position of guest acquisition in 4-star hotels is squeezed between 3-star- and 5-star hotels. This composition is expected to change if the productivity of 4-star hotels is increased.

The duties and responsibilities of leaders are to motivate and direct employees to realise work targets (Amstrong and Taylor, 2020). A hotel's highest form of leader productivity is known as a general manager, which is his ability to motivate and direct employees to realise work targets. The leaders at 4-star hotels still need to optimise their productivity to be the choice of foreign and domestic guests who currently tend to choose 3-star and 5-star hotels.

Productivity is a global community demand, as stated in the Sustainable Development Goals 2030. Sustainable Development Goals 2030 point 8 (United Nations, 2015). Leadership skills play a role in increasing productivity (Boella & Turner, 2020). The highest leader in a hotel is known as a general manager (Sandstrom & Reynolds, 2020). The general manager's job is to direct all employees to realise the company's goals (Sandstrom & Reynolds, 2020). Hotels generally operate twenty-four hours a day, seven days a week, and require consistent leadership attention (Sandstrom & Reynolds, 2020). The hotel general manager must be able to inspire and motivate employees (Bharwani & Talib, 2017). The characteristics of a capable general manager are having a multicultural perspective, having human skills, being able to adapt to technology, having strategic skills, and having an entrepreneurial spirit (Bharwani &

Talib, 2017). Therefore, the general manager plays a vital role in overcoming productivity problems (Ersoy & Ehtiyar, 2022; Tavitiyaman et al., 2014).

In the previous studies, productivity involved antecedent variables of technological facilities with units of analysis of employees of various types of industries in Malaysia, work flexibility mediated by employee engagement with units of analysis of private and public educational institutions in Islamabad, Pakistan, the use of secondary data on employee managerial abilities in various types of businesses in Korea, the human capital of MSME employees in Tanzania, self-professional identity mediated by emotions of hotel employees in China (Ahn et al., 2023; Ekowati et al., 2023; Sun, 2022; Timothy, 2022; Xie et al., 2023).

The phenomenon in the field found that characteristics regarding gender, age, experiences, and education relate to the productivity of general managers at 4-star hotels in Jakarta (Bah, 2023; Barisik & Budak, 2019; Borgonovi et al., 2023; Colquitt & LePine, 2022; Giudice, 2015; Hanushek, 2009; Hidayati et al., 2019; Kampelmann et al., 2018; Kekezi, 2021; Lau et al., 1991; Masriah, 2021; McGivney & Winthrop, 2016; Promnil et al., 2024; Robbins, 1998; Setiadi et al., 2020; Shehada & Dawood, 2017; Skirbekk, 2004; Supan et al., 2021; Syukriani et al., 2017).

Given the statistical data that indicates the productivity of 4-star hotels in Jakarta is at a concerning low and the belief that top leaders, particularly the general manager, are crucial to a hotel's success, this study is urgent. The position of guest acquisition in 4-star hotels is squeezed between 3-star and 5-star hotels, making it a critical area for improvement. Therefore, this study addresses the "Top Leaders' Productivity by Profile at Hospitality Industry".

Literature Review

Productivity

Productivity is the ratio between input and output (output) (Boella & Turner, 2020; Ivancevich et al., 2014; Krugman, 1994; Singh & Chaudhary, 2022; Sun, 2022; Timothy et al., 2005). Inputs include organisational resources, while outputs include products and services. (Armstrong and Taylor, 2020; Boella & Turner, 2020; Dessler, 2020). Productive behaviour is related to efficient work behaviour (Alqudah et al., 2022). Measuring productivity in the service industry, such as hotels, is challenging (Boella & Turner, 2020; Shehada & Dawood, 2017). The output of the hotel industry is intangible, such as guest satisfaction, guest perceptions that arise from a combination of products (food or drinks) and guest emotions (Boella & Turner, 2020). As the highest leader, the general manager motivates the managers below him to provide quality service (Zen, 2023).

The general manager's role in developing a coaching culture is paramount. The general manager shapes the organisational culture by motivating the managers below him to provide education and training for their subordinates (Boella & Turner, 2020; Ivancevich et al., 2014). Furthermore, managers gradually carry out development programs for the staff below them, namely the supervisor level, and the supervisor level develops the implementing staff (Kennedy, 2005).

Productivity is part of performance that is influenced by, among other things, capacity, opportunity, and intention to achieve work targets (Blumberg & Pringle, 1982; Colquitt & LePine, 2022; Ivancevich et al., 2014). In the context of a top leader in a hotel, namely a general manager, capacity includes the alignment between the tasks required of a general manager and the skills, abilities, knowledge, and experience he has. Meanwhile, opportunities include various aspects outside the individual general manager, such as technology, policies, or the attitude of the hotel owner. The intention to achieve work targets consists of the work motivation of the individual general manager, which is influenced by a person's values (Colquitt & LePine, 2022).

Previous research on productivity was conducted in non-hotel industries, such as educational institutions, various types of MSMEs, the health industry, banking, and transportation (Abdelwahed & Doghan, 2023; Ahn et al., 2023; Baker & Riley, 1994; Ekowati et al., 2023; Jaman et al., 2022; Kaur et al., 2020; Patil, 2018; Sun, 2022; Timothy, 2022; Wildan, 2020). Research on productivity in the hotel industry only covers operational employees up to department heads, has not involved general managers as units of analysis and uses antecedent variables, including social capital, technology implementation, employee engagement, happiness, training, sales performance, remote working (Abdulrahman et al., 2022; Andrew et al., 2015; Ball et al., 1986; Bellet et al., 2019; Brien et al., 2012; Karadag & Dumanoglu, 2009; Kim, 2011; Kurdy et al., 2023; Liu & Tsai, 2021; Tan & Olaore, 2022; Tzeremes & Tzeremes, 2021; Xie et al., 2023). This study analyses the productivity variables based on gender, age, experience, and education.

Gender

Female and male employees have different characteristics that impact productivity (Borgonovi et al., 2023; Colquitt & LePine, 2022; Giudice, 2015; Hidayati et al., 2019; Kampelmann et al., 2018; Robbins, 1998; Syukriani et al., 2017). Female and male employees have different problem-solving abilities, analytical skills, competitive drive, motivation, sociability, and learning ability (Robbins, 1998). Empirical studies have found that women have a better problem-solving approach (Hidayati et al., 2019; Syukriani et al., 2017). More specifically, the male group is superior to the female group in the collaborative aspect, but the female group is superior to the male group in the social aspect (Borgonovi et al., 2023). Therefore, women are thought to have better verbal communication skills and are more expressive in showing emotions, but still have affiliative communication styles (Giudice, 2015). Males prefer visual communication and are more dominant in using assertive sentences and interrupting the other person (Giudice, 2015). Regarding the effectiveness of male and female leaders, it turns out that men and women do not have differences. Even in the perception of others, female leaders are considered more effective than male leaders. However, when male and female leaders are asked to assess themselves, the male group gives a higher assessment of themselves than females (Underdahl et al., 2014). However, with the same productivity, female employees receive lower welfare than male employees and have more difficulty achieving their careers than male employees (Kampelmann et al., 2018).

Age

Individual productivity has been found to decline starting around the age of 50, when compensation increases (Skirbekk, 2004). This decline in productivity is mainly for jobs that require problem-solving, learning, and speed of task completion (Skirbekk, 2004). However, in terms of work that requires experience and verbal skills, employees with more senior age are superior (Skirbekk, 2004). Age and productivity are negatively related in volume, but there is no relationship with other factors, such as providing the best service to customers (Shehada & Dawood, 2017). The more senior employees are in age, the more attached they are to the company (Shehada & Dawood, 2017). Research on employees in the service sector reports no decline in productivity among employees aged 20-60 years, and productivity increases with age (Supan et al., 2021). The older the age, the more responsibility there is for the family, encouraging employees to show better productivity (Setiadi et al., 2020).

Experience

Experience affects productivity (Kekezi, 2021; Masriah, 2021; Setiadi et al., 2020). The results of a study on batik artisans in Klaten reported that productivity increased as the artisans's experience increased (Setiadi et al., 2020). The same results were shown in the

productivity of baristas at a coffee shop in South Tangerang; the more experienced, the more productive (Masriah, 2021). Research on the creative industry also found that a person's professional experience affects work productivity (Kekezi, 2021). However, experience in different industries does not affect productivity (Kekezi, 2021). Experience makes someone competent (Kekezi, 2021). Competencies in the field of accommodation include adaptability, self and social focus, service and communication, and ethical and moral competence (Promnil et al., 2024).

Education

Education affects productivity (Bah, 2023; Barisik & Budak, 2019; Kampelmann et al., 2018; Lau et al., 1991; McGivney & Winthrop, 2016). Young and female employees with the same level of education receive lower compensation than older and male employees (Kampelmann et al., 2018). In addition, the number of career barriers faced by female employees is higher than that faced by male employees (Kampelmann et al., 2018). One indicator of productivity is an increase in gross domestic product (GDP) or an increase in economic value (Bah, 2023; Hanushek, 2009).

Statement of the Problem

The study's main objective was to determine the productivity of top leaders in the hospitality industry based on the respondent profile, namely gender, age, experience, and education. It specifically answered the following questions:

1. What is the respondents' profile?
2. What is the respondents' productivity by gender?
3. What is the respondents' productivity by age?
4. What is the respondents' productivity by experience?
5. What is the respondents' productivity by education?
6. What is the respondents' level of productivity?

Theoretical Framework

This study focuses on measuring the frequency, crosstabs, and mean test of productivity variables based on the gender, age, experience, and educational background of respondents. The theory used is the productivity theory for the hospitality industry.

Scope and Limitations

This study aims to analyse the top leaders in hotels, namely general managers who work or have worked as general managers in 4-star hotels in Jakarta. Four-star hotels in Indonesia have experienced a decrease in guest length of stay compared to other star hotels (Badan Pusat Statistik Indonesia, 2023b). The city of Jakarta was selected because Jakarta has the highest GDP compared to other provinces in Indonesia (Badan Pusat Statistik Indonesia, 2023a; Badan Pusat Statistik Provinsi DKI Jakarta, 2024).

Methodology

Research Design

The study used a descriptive quantitative research design to determine the frequency, crosstabs, and mean tests (Alabi & Bukola, 2021).

Study Setting

There are seventy-one 4-star hotels in the Jakarta region (Badan Pusat Statistik Indonesia, 2023b; Badan Pusat Statistik Provinsi DKI Jakarta, 2022). However, of the 71 general

managers contacted, only 62 were willing to complete the research questionnaire.

Study Population and Sampling Technique

The study's population was the general managers of 4-star hotels in Jakarta, and the sample was selected using a saturated sample. Data collection was conducted from December 2023 to June 2024. Seventy-one questionnaires were distributed, and 62 respondents were willing to complete the questionnaire.

Research Instruments

Data were collected by distributing questionnaires. The questionnaire is divided into two parts. The first part asks for the respondent's profile, including gender, age, experiences, and educational background. The second part includes indicators to measure the respondents' productivity. The number of indicators is six statements. The measurement uses a five-point Likert scale, namely a value of 1 indicates strongly disagree, a value of 2 means disagree, a value of 3 indicates entirely agree, and a value of 4 means agree. A value of 5 means strongly agree (Liamputtong, 2019).

Statistical Treatment of Data

The collected data is processed to determine (1) the validity and reliability test of each indicator, (2) the frequency of the respondent profile in general, (3) the crosstabs of the productivity variable indicators by gender, age, experience, and education, and (4) the mean test. The mean test analyses the average mean test of the productivity variable, the highest mean and the lowest mean (Alabi & Bukola, 2021). The mean test calculates the average of respondents' answers to each indicator. This study used a 5-point Likert Scale so that the value interval to interpret the mean value as read in Table 1.

Table 1: Interpretation of Mean Test Results

Value interval	Productivity
1,00-1,80	Very unproductive
1,81-2,61	Unproductive
2,62-3,42	Quite productive
3,43-4,23	Productive
4,24-5,00	Very productive

Source: Author's processed results, 2024

Ethical Consideration

The application of ethics in this study includes, among other things, before sending the questionnaire to the respondents, the researcher will contact them via WhatsApp or email by attaching a formal letter of request to conduct research. After approval, the researcher will make an appointment to fill out the questionnaire to ensure the general manager fills it out. If the respondents do not have time to meet face to face, they fill out the questionnaire via Google Forms.

Results and Discussion

Problem 1. What is the respondents' profile?

Table 2 explains the composition of respondents in this study. The total number of respondents was 62 who held the general manager position or were in charge as general managers at 4-star hotels in Jakarta. Among the 62 respondents, 50 (80.6%) were male and 12 (19.4%) were female. The dominance of general managers over the male gender is due to

several things. First, the nature of hotel work that requires 24/7 work operations (Ognjanović & Mitrović, 2022). Second, career development for the female group faces a glass ceiling (Kampelmann et al., 2018; Underdahl et al., 2014)

Table 2: Respondents Profile (n=62)

Profile	Frequency	Per cent
Gender:		
Male	50	80.6
Female	12	19.4
Age:		
29-44 years	15	24.2
45-56 years	41	66.1
Above 56 years	6	9.7
Experiences:		
< 1 year	2	3.2
1-2 years	2	3.2
Above two years	58	93.5
Education:		
Senior High School (6 persons) & Diploma 3 (14 persons)	20	32.3
Diploma 4 or Bachelor	27	43.5
Postgraduate	14	22.6
Doctoral	1	1.6

Note: n=The number of respondents, SD=Strongly disagree, D=Disagree, QA=Quite agree, A=Agree, SA=Strongly disagree.

Source: Author's processed results, 2024

Based on the age aspect, the responses aged 29-44 years were 15 people (24.2%), 45-56 years were 41 people (66.1%), and above 56 years were six people (9.7%). The age range of 45-56 years is the most respondents because achieving the general manager position in a 4-star hotel requires an extended work period for Bachelor graduates of at least nine years (Eko et al., 2024). The age data of these respondents is in line with the data on work experience as a general manager in a 4-star hotel, which is dominated by experience above two years, namely 58 people (93.5%). At the same time, those with less than one year and 1-2 years of experience are only two people (3.2%).

Regarding education, it is dominated by respondents with an educational background of Diploma 4 or Bachelor graduates, namely 27 people (43.5%). Meanwhile, respondents who graduated from Senior High School and Diploma 3 numbered 20 people (32.3%), postgraduate graduates numbered 14 people (22.6%), and doctoral programs numbered one person (1.6%).

Validity and Reliability Test

Table 3 explains the validity of each indicator in the productivity variable. The loading factor of all indicators for the productivity variable is between 0.814 and 0.951 or > 0.70, so all indicators are valid (Hair et al., 2017).

Table 3: Validity Test of Productivity (n=62)

Indicators	Loading Factors	Interpretation
Productivity:		
I can motivate employees to achieve the target of:		
1. Occupancy rate.	0.927	Valid
2. Food & Beverage revenue.	0.931	Valid
3. Other revenue	0.921	Valid
4. Gross operating profit	0.951	Valid
I can motivate employees to provide the best service to guests and to get positive reviews from guests on online travel agents (OTA).	0.933	Valid
I can implement welfare programs for hotel employees.	0.814	Valid

Note: n=the number of respondents.

Source: Author's processed results, 2024

The results of the reliability test of each indicator on the productivity variable revealed Cronbach's alpha value = $0.965 > 0.70$, $\rho_A = 0.965 > 0.70$, composite reliability (CR) > 0.70 , and average variance (AVE) = $0.966 > 0.50$. It means that each indicator of the productivity variable is reliable (Hair et al., 2017).

Table 4: Reliability Test of Productivity (n=62)

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Productivity	0.965	0.965	0.983	0.966

Note: n=The number of respondents.

Source: Author's processed results, 2024

Problem 2: What is the frequency of productivity?

Frequency analysis of each indicator in the productivity variable shows that most respondents stated "strongly agree" with each indicator in the productivity variable. **Firstly**, the results of the frequency test of each indicator on the productivity variable found that for the indicator "I can motivate employees to achieve occupancy rate target", no respondents stated "strongly disagree" or "disagree". 1.6% of respondents agreed, 22.6% stated "agree", and 75.8% stated "strongly agree". This condition can be interpreted because most respondents stated they could motivate employees to achieve the target occupancy rate. **Secondly**, the indicator "I can motivate employees to achieve food and beverage revenue target" found that no respondents stated "strongly disagree" or "disagree." 1.6% of respondents stated "quite agree," 27.4% stated "agree," and 71.0% stated "strongly agree." The statements given by respondents indicate that most respondents can motivate employees to realise food and beverage revenue targets. **Thirdly**, the indicator "I can motivate employees to achieve the other revenue target" found that no respondents stated "strongly disagree" or "disagree." 1.6% of respondents stated "quite agree," 29.4% stated "agree," and 69.4% stated "strongly agree." It was concluded that most respondents' answers stated they were very capable of motivating employees to achieve the other revenue target. **Fourthly**, the indicator "I can motivate employees to achieve gross operating profit" found that no respondents answered "strongly disagree," "disagree," or "quite agree." 2.9% of respondents stated "agree," and 71% stated "strongly agree." The respondents' answers showed that most respondents agreed that they could motivate employees to achieve gross operating profit targets. **Fifthly**, regarding the indicator "I can motivate employees to provide the best service to guests, to get positive reviews

from guests on online travel agents (OTA)”, no respondents answered “strongly disagree” and “disagree”. 1.6% of respondents stated, “quite agree”, 25.8% of respondents stated “agree”, and 72.6% of respondents stated “strongly agree”. The respondents’ answers showed that they considered that they had been able to motivate employees to serve guests very well, so guests made positive reviews about their experience staying at the hotel. **Sixthly**, for the indicator “I can implement welfare programs for hotel employees”, no respondents stated “strongly disagree” or “disagree”. 8.1% of respondents answered “quite agree”, 27.4% of respondents answered “agree”, and 64.5% answered “strongly agree”. Table 4 explains the frequency data for each indicator in the productivity variable.

Table 5: Frequency of Productivity Variable Indicators (n=62)

Indicators	Frequency				
	SD	D	QA	A	SA
Productivity:	Per cent				
I can motivate employees to achieve the target of:					
1. Occupancy rate.	0.0	0.0	1.6	22.6	75.8
2. Food & Beverage revenue.	0.0	0.0	1.6	27.4	71.0
3. Other revenue	0.0	0.0	1.6	29.4	69.4
4. Gross operating profit	0.0	0.0	0.0	29.0	71.0
I can motivate employees to provide the best service and get positive reviews from guests on online travel agents (OTA).	0.0	0.0	1.6	25.8	72.6
an implement welfare programs for hotel employees.	0.0	0.0	8.1	27.4	64.5

Note: n=The number of respondents, SD=strongly disagree, D=disagree, QA=quite agree, A=agree, and SA=strongly agree.

Source: Author’s processed results, 2024

Respondents’ answers indicate that respondents consider themselves capable of implementing welfare programs for their employees. It was concluded that most respondents stated that “strongly agree” has motivated employees to achieve work targets. Most respondents are men who tend to give good values to themselves compared to the female group (Underdahl et al., 2014).

Problem 3. What is productivity by gender?

General manager productivity based on gender shows that male general managers rate their efforts in motivating employees higher than female general managers. Male general managers, on average, answered “strongly agree” for all productivity indicators, but female general managers answered “agree” for all indicators on the productivity variable. As many as 42 (68%) male general managers answered “strongly agree” for the indicator “I can motivate employees to achieve the target of occupancy rate”, but only 38 (61%) answered “strongly agree” for the indicator “I can implement welfare program for hotel employees”. Respondents’ answers show that general managers think they are more successful in motivating employees to achieve target occupancy rates than implementing welfare programs for employees. This study’s results align with previous findings stating that the male gender will rate their performance higher than the female gender (Underdahl et al., 2014). Table 6 describes productivity by gender.

Table 6: Productivity by gender (n=62)

Indicators	Gender					
	Male (person/%)			Female (person/%)		
	QA	A	SA	QA	A	SA
Productivity:						
I can motivate employees to achieve the target of:						
1. Occupancy rate.	1	7	42(68%)	0	7(11%)	5
2. Food & Beverage revenue.	1	8	41(66%)	0	9(15%)	3
3. Other revenue	1	10	39(63%)	0	8(13%)	4
4. Gross operating profit	0	9	41(66%)	0	9(15%)	3
I can motivate employees to provide the best service and get positive reviews from guests on online travel agents (OTA).	1	8	41(66%)	0	8(13%)	4
I can implement welfare programs for hotel employees.	2	10	38(61%)	3	7(11%)	2

Note: n=the number of respondents, QA= quite agree; A= agree, and SA= strongly agree.

Source: Author's processed results, 2024

Problem 3. What is productivity by age?

The results of the productivity analysis based on age show that general managers in the 45-56 age range mostly answered “strongly agree” for all productivity variables.

Table 7: Productivity by age

Indicators	Age								
	22-44 years			45-56 years			> 56 years		
	(Person/Percent)								
	QA	A	SA	QA	A	SA	QA	A	SA
Productivity:									
I can motivate employees to achieve the target of:									
1. Occupancy rate.	0	3	12(19%)	1	10	30(48%)	0	1	5(8%)
2. Food & Beverage revenue.	0	5	10(16%)	1	11	29(47%)	0	1	5(8%)
3. Other revenue	0	5	10(16%)	1	12	28(45%)	0	1	5(8%)
4. Gross operating profit	0	5	10(16%)	0	12	29(47%)	0	1	5(8%)
I can motivate employees to provide the best service to guests and to get positive reviews from guests on online travel agents (OTA).	0	4	11(18%)	1	11	29(47%)	0	1	5(8%)
I can implement welfare programs for hotel employees.	3	4	8(13%)	1	13	27(44%)	1	0	5(8%)

Note: QA= quite agree, A= agree, and SA= strongly agree.

Source: Author's processed results, 2024

Thirty people (44%) of general managers stated “strongly agree” with the indicator “I can motivate employees to achieve the target of occupancy rate”. However, the fewest answered “strongly agree” for the indicator “I can implement welfare programs for hotel employees”. The results of the frequency test for the productivity variable based on age are in

line with previous studies which reported that experience makes a person more productive (Kekezi, 2021; Masriah, 2021; Promnil et al., 2024; Setiadi et al., 2020). Table 7 explains the productivity of respondents based on age.

Problem 4. What is productivity by experience?

Productivity based on experience shows that general managers with more than two years of experience mostly answered, “strongly agree”. Table 8 explains productivity based on experience.

Table 8: Productivity by Experience

Statements	Experience					
	< 1 year		1-2 years	> 2 years		
	(Person/ Percent)					
Productivity:	A	SA	SA	QA	A	SA
I can motivate employees to achieve the target of:						
1. Occupancy rate.	1	1(2%)	2(3%)	1	13	44(71%)
2. Food & Beverage revenue.	2	0(0%)	2(3%)	1	15	42(68%)
3. Other revenue	1	1(2%)	2(3%)	1	17	40(65%)
4. Gross operating profit	1	1(2%)	2(3%)	0	17	41(66%)
I can motivate employees to provide the best service and get positive reviews from guests on online travel agents (OTA).	1	1(2%)	2(3%)	1	15	42(68%)
I can implement welfare programs for hotel employees.	1	1(2%)	2(3%)	5	16	37(60%)

Note: QA= entirely agree, A= agree, and SA= strongly agree.

Source: Author’s processed results, 2024

In the group of respondents with more than two years of experience, most stated ‘strongly agree’ with the indicator “I can motivate employees to achieve the target occupancy rate,” which is 44 people (71%). However, only 37 people (60%) stated “strongly agree” with the indicator “I can implement welfare programs for hotel employees”. This answer shows that general managers in the group with more than two years of experience stated that they have optimally motivated employees to achieve the target occupancy rate but still need to improve the implementation of employee welfare. This condition is in line with the results of previous studies, which reported that the higher the experience, the more productive a person will be (Kekezi, 2021; Masriah, 2021; Setiadi et al., 2020). The general managers who were respondents had experience as general managers in various hotels, so the experience they had contributed to productivity (Kekezi, 2021).

Problem 4. What is productivity by education?

Productivity based on education shows that the educational background of the general managers is mostly Diploma 4 and Bachelor. Table 9 explains productivity based on educational background.

Table 9: Productivity by Education (n=62)

Statements	Education									
	Senior High School + Diploma 3			Diploma 4 + Bachelor			Postgraduate			Doctoral
	QA	A	SA	QA	A	SA	QA	A	SA	SA
Productivity:										
I can motivate employees to achieve the target of:										
1. Occupancy rate.	1	5	14	0	5	22(35%)	0	4	10	1
2. Food & Beverage revenue.	0	7	13	1	6	20(32%)	0	4	10	1
3. Other revenue	0	7	13	1	6	20(32%)	0	5	9	1
4. Gross operating profit	0	7	13	0	7	20(32%)	0	4	10	1
I can motivate employees to provide the best service to guests, to get positive reviews from guests on online travel agents (OTA).	1	7	12	0	5	22(35%)	0	4	10	1
I can implement welfare programs for hotel employees.	1	8	11	3	5	19(31%)	1	4	9	1

Note: n=The number of respondents, QA= quite agree; A= agree, and SA= strongly agree.

Source: Author's processed results, 2024

In the group of general managers with Diploma 4 and Bachelor education, most answered “strongly agree” (22 people or 35%) for the indicators “I can motivate employees to achieve the target of occupancy rate” and “I can motivate employees to provide the best service to guests, to get positive reviews from guests on online travel agents (OTA)”. However, the fewest (19 people or 31%) answered “strongly agree” for the indicator “I can implement welfare programs for hotel employees”. The respondents in the Diploma 4 and Bachelor groups indicated that they considered motivating employees to achieve occupancy rates and providing the best service to guests more effective than implementing hotel employee welfare. This situation aligns with the findings of various previous studies that state that education affects productivity (Bah, 2023; Barisik & Budak, 2019; Hanushek, 2009; Kampelmann et al., 2018; Lau et al., 1991; McGivney & Winthrop, 2016).

Problem 5. What is the level of productivity?

The mean test results (Table 10) show that the mean value of the productivity variable is 4,683 or falls into the very productive category. Based on the respondents' answers, it is concluded that the general manager has succeeded in motivating employees to realise the set work targets. These targets include financial and non-financial targets. Financial targets include encouraging employees to achieve occupancy rate targets, food and beverage revenue, other revenue, and gross operating profit. At the same time, non-financial targets involve providing the best service to guests and implementing hotel employee welfare. It is concluded that the general manager has carried out one of the roles of a leader, namely motivating and directing employees (Zen, 2023). These financial and non-financial targets are the work output of the general manager (Amstrong and Taylor, 2020; Boella & Turner, 2020; Dessler, 2020; Ivancevich et al., 2014; Krugman, 1994; Singh & Chaudhary, 2022; Sun, 2022; Timothy et al., 2005).

Table 10: Distribution of Respondents' Level of Productivity (N=62)

Indicators	Mean	Interpretation
Productivity:	4.683	Very productive
I can motivate employees to achieve the target of:		
1. Occupancy rate.	4.742	Very productive
2. Food & Beverage revenue.	4.694	Very productive
3. Other revenue	4.677	Very productive
4. Gross operating profit	4.710	Very productive
I can motivate employees to provide the best service and get positive reviews from guests on online travel agents (OTA).	4.710	Very productive
I can implement welfare programs for hotel employees.	4.565	Very productive

Source: Author's processed results, 2024

The highest mean value is for the indicator "I can motivate employees to achieve the target of occupancy rate" (mean = 4,742). These results show that general managers are highly motivated to achieve the target occupancy rate. This value falls into the "very productive" category. The lowest mean value is for the indicator "I can implement welfare program for hotel employees" (mean = 4,565). This result indicates that the general manager strongly motivates employees to implement welfare. However, even though it is the lowest, it is still in the "very productive" category. Employee welfare is one of the efforts to encourage employees to help the general manager achieve work targets (Blumberg & Pringle, 1982; Colquitt & LePine, 2022; Ivancevich et al., 2014). The general manager must have the ability of a hotel owner to make policies that positively impact employee welfare.

Conclusions

The general managers of 4-star hotels in Jakarta are primarily male, with the majority between 45 and 56 years old, with more than two years of experience and a bachelor's degree. The general managers measure their productivity in motivating employees to achieve the target occupancy rate as the most optimal. In contrast, their productivity in implementing employee welfare is still considered less than optimal. One of the contributing factors is related to the hotel's inadequate revenue.

General managers in the hospitality industry have a strong sense of their productivity. They believe they are particularly effective in motivating employees to achieve the target occupancy rate. This self-perception provides valuable insight into their mindset and work ethic. Analysis of general manager productivity based on gender, age, experience and education shows that they had optimally motivated employees to achieve the target occupancy rate but admitted that they had not been optimal in implementing employee welfare. The general managers also considered themselves very productive, especially in motivating employees to achieve the target occupancy rate. More specifically, based on gender, male general managers rate their productivity higher than female general managers. Based on age, it was found that general managers aged between 45-56 years rated themselves as more productive than younger and more senior age groups. Based on experience, general managers with more than two years of experience rated themselves more productive than general managers with less than two years of experience. General managers with a Diploma 4 and bachelor's degree rated themselves more productive than general managers with lower and higher educational backgrounds.

Recommendations

Efforts to motivate employees that still need to be improved are implementing hotel employee welfare. This study recommends examining the factors that influence general manager productivity in 4-star hotels in Jakarta, considering that general managers play an essential role in the success of the hotel business.

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