

GLOSSARY

Term	Definition
1. Accor Live Limitless (ALL)	A loyalty program created by the French hotel group, Accor.
2. Bed and Breakfast (B&B)	A type of accommodation characterized by is offer in overnight accommodation and breakfast.
3. Emotional Intelligence (EI)	A type of intelligence surrounding the management of one's feelings and capability of comprehending others' feelings.
4. Extraversion	A personality trait characterized by sociableness, assertion, and high energy.
5. Five Factor Model (FFM)	A personality model (also referred to as The Big Five or OCEAN) surrounding the traits of openness, conscientiousness, extraversion, agreeableness, and neuroticism.
6. Food and Beverage (F&B)	A hospitality sector encompassing all businesses and establishments related to food and beverage (restaurants, catering, product manufacturers, etc.).
7. Human Development Index (HDI)	A statistical summary displaying the average levels of a region or country's economic development, normally created by the United Nation Development Programme (UNDP).

8. Optimism

A personality trait characterized by confidence and positive expectations in one's success or future endeavours.

9. TripAdvisor (TA)

An American company focused on travel service, allowing the public to share reviews of their travel experiences.



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APPENDIX 1 Google Form Questionnaires

Dampak Kepribadian, Motivasi, dan Lingkungan Tempat Kerja Terhadap Kinerja Pelayan di Hotel / The Impact of Personality, Motivation, and Workplace Environment Towards Servers' Working Performance in Hotel

Salam semuanya.

Izinkan saya untuk memperkenalkan diri. Nama saya Abigail Nadia Rava Zainal, seorang mahasiswi Manajemen Perhotelan dan Pariwisata dari Swiss German University.

Dalam dunia pekerjaan, banyak faktor-faktor yang dapat mempengaruhi kinerja seorang karyawan. Faktor-faktor ini dapat berasal dari dalam (internal) ataupun luar (eksternal). Berdasarkan beberapa penelitian dan opini karyawan hotel, saya ber-teori bahwa kepribadian, motivasi, dan lingkungan tempat kerja karyawan sangat berpengaruh terhadap kinerja atau performa karyawan tersebut. Untuk menyelesaikan studi penelitian saya, saya mengundang Anda untuk berpartisipasi dalam kuesioner ini. 

Berikut informasi dan petunjuk mengisi kuesioner:

1. Waktu mengisi sekitar 15 menit.
2. Responden adalah pelayan/server yang bekerja di hotel.
3. Kuesioner terdiri dari 36 pertanyaan berbentuk skala likert.
4. Setiap respons bersifat anonim, dan semua data yang terkumpul akan digunakan untuk penelitian.
5. Partisipasi bersifat sukarela dan saya yakinkan bahwa tidak ada risiko yang akan timbul karena

Atas waktu dan jawaban Anda, saya ucapkan terima kasih yang sebesar-besarnya. Respon Anda sangat berharga bagi penelitian ini. Semoga Anda selalu diberkati dengan kesehatan yang baik dan kebahagiaan yang berlimpah.

Salam hormat,
Abigail Nadia Rava Zainal

Profil Responden / Respondent Profile

Berikut adalah pertanyaan mengenai profil responden.
Mohon menjawab pertanyaan berikut dengan jujur.

The following questions are related to the respondent's profile.
Please answer the following questions honestly.

Apa jenis kelamin Anda? / What is your gender? *

- Laki-laki / Male
- Perempuan / Female

Berapa usia Anda? / How old are you? *

- < 20 tahun / < 20 years old
- 20-29 tahun / 20-29 years old
- 30-39 tahun / 30-39 years old
- 40-49 tahun / 40-49 years old
- 50-59 tahun / 50-59 years old
- > 59 tahun / > 59 years old

Apa jenjang pendidikan terakhir Anda? / What was your last education level? *

- SMA atau sederajat / High School
- D3 (Diploma)
- S1 (Sarjana) / Bachelor
- S2 (Magister) / Master
- S3 (Doktor) / Doctoral
- Other: _____

Berapa lama Anda telah bekerja di hotel Anda sekarang? / How long have you been working in your current hotel? *

- < 1 tahun / < 1 year
- 1-2 tahun / 1-2 years
- 3-5 tahun / 3-5 years
- 6-8 tahun / 6-8 years
- 9-10 tahun / 9-10 years
- > 10 tahun / > 10 years

Di bagian mana Anda bekerja? / Which section do you work in? *

- Restaurant
- Bar
- Banquet

Format Pertanyaan / Question Format

Untuk setiap variabel, pertanyaan akan disajikan dalam bentuk skala likert. Dalam setiap pertanyaan, terdapat lima (5) jawaban yang dapat dipilih untuk menjawab pertanyaan tersebut. Berikut penjelasannya:

- 1 = Sangat Tidak Setuju
- 2 = Tidak Setuju
- 3 = Netral
- 4 = Setuju
- 5 = Sangat Setuju

Dalam menjawab pertanyaan, tidak ada jawaban yang benar. Anda diminta untuk memilih jawaban yang paling sesuai dengan opini atau keadaan Anda. Dengan demikian, mohon menjawab pertanyaan dengan jujur.

Terima kasih atas pengertian Anda.

1. KEPERIBADIAN / PERSONALITY

Kepribadian dipahami sebagai kombinasi dari perilaku, karakteristik, sifat, emosi, dan pendapat yang membedakan seseorang dari orang lain (Merhad, 2020). Kepribadian tertentu dapat membantu performa karyawan, terutama karyawan hotel. Berikut merupakan pertanyaan yang terkait dengan kepribadian.

Personality is understood as a combination of behaviors, characteristics, traits, emotions, and opinions that distinguish a person from others (Merhad, 2020). Certain personalities can help employee performance, especially hotel employees. The following are questions related to personality.

Q1: Saya dapat mengenali tamu yang tertarik untuk berbicara dengan saya dari bahasa tubuh, sikap, dan kata-kata mereka. / I can recognize guests who are interested in talking to me from their body language, attitude, and words. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree Sangat Setuju / Strongly Agree

Q2: Mengontrol emosi saya di depan tamu sangat membantu dalam menjalani pekerjaan saya. / Controlling my emotions in front of guests is helpful in doing my job. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree Sangat Setuju / Strongly Agree

Q3: Ketika rekan kerja saya mengalami kesulitan dalam melayani tamu, saya selalu memberi bantuan. / When my coworkers have difficulties in serving guests, I always lend a helping hand. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree Sangat Setuju / Strongly Agree

Q4: Saya selalu bersemangat ketika menawarkan menu unggulan atau promo kepada tamu. / I am always excited when offering featured menus or promos to guests. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q5: Membantu tamu dengan sepenuh hati merupakan esensi dari pekerjaan saya. / Helping guests wholeheartedly is the essence of my job. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q6: Saya selalu berusaha untuk menampilkan senyuman dan sifat-sifat positif kepada tamu. / I always try to display a smile and positive traits to guests. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q7: Saya merasa nyaman berada di dekat tamu. / I feel comfortable around guests. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q8: Melayani tamu yang banyak dalam satu meja (tamu berkeluarga, tamu business meeting, dll.) merupakan hal yang mudah bagi saya. / Serving a large number of guests at one table (family guests, business meeting guests, etc.) is easy for me. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q9: Saya mahir dalam melakukan ice breaking kepada tamu. / I am good at doing icebreaking with guests. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

2. MOTIVASI / MOTIVATION

Motivasi didefinisikan sebagai alasan mengapa seseorang memutuskan untuk melakukan aktivitas tertentu, serta berapa lama dan seberapa keras mereka bersedia untuk melakukan aktivitas tersebut (Han, 2016). Mau internal atau eksternal, motivasi dapat mempengaruhi kinerja seorang karyawan hotel. Berikut merupakan pertanyaan yang terkait dengan motivasi.

Motivation is defined as the reason why someone decides to do a certain activity, as well as how long and how hard they are willing to do the activity (Han, 2016). Whether internal or external, motivation can affect the performance of a hotel employee. The following are questions related to motivation.

Q10: Saya jarang merasa lelah selama jam kerja. / I rarely feel tired during working hours. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q11: Dalam musim high occupancy, saya tetap bisa bekerja dengan efisien dan maksimal. *
/ In high occupancy season, I can still work efficiently and optimally.

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q12: Saya mampu melayani puluhan tamu dalam sehari. / I am able to serve dozens of guests a day. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q13: Saya merasa termotivasi untuk bekerja lebih keras jika saya diberi bonus setelah mencapai goal atau target. / I feel motivated to work harder if I am given a bonus after achieving a goal or target. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q14: Mendapatkan pengakuan dari manajer saya membuat saya semakin bersemangat dalam bekerja. / Getting recognition from my boss or manager makes me more enthusiastic at work. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q15: Menurut saya, server yang bekerja overtime atau dipanggil kerja saat mereka seharusnya libur, perlu diberikan kompensasi. / In my opinion, servers who work overtime or are called in when they should be off, need to be compensated. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q16: Saya merasa senang ketika tamu terlihat senang. / I feel happy when guests look happy. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q17: Menikmati pekerjaan saya itu dibutuhkan agar saya dapat bekerja dengan maksimal. / Enjoying my job is necessary so that I can work to my full potential. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q18: Goal atau target yang diberikan kepada saya itu menyenangkan. / The goals or targets given to me are fun. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

3. LINGKUNGAN TEMPAT KERJA / WORKPLACE ENVIRONMENT

Lingkungan tempat kerja dimengerti sebagai segala sesuatu yang mengelilingi karyawan selama bekerja yang mempengaruhi mereka dalam melaksanakan tugas (Havaei, 2020). Lingkungan tempat kerja dapat mempengaruhi kinerja karyawan hotel. Berikut merupakan pertanyaan yang terkait dengan lingkungan tempat kerja.

The workplace environment is understood as everything that surrounds employees during work that affects them in carrying out their duties (Havaei, 2020). The workplace environment can affect the performance of hotel employees. The following are questions related to the workplace environment.

Q19: Saya diberikan manfaat pegawai (asuransi, cuti sakit, dll.) yang cukup memadai. / I am provided with adequate employee benefits (insurance, sick leave, etc.). *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q20: Beristirahat di kantin, ruang locker, atau musholla membantu memulihkan energi saya untuk melanjutkan pekerjaan dengan baik. / Taking a break at the canteen, locker room, or prayer room helps restore my energy to continue my work properly. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q21: Saya diberikan fasilitas (wi-fi, QR code menu, dll.) yang cukup membantu dalam pekerjaan saya. / I am provided with facilities (wi-fi, QR code menu, etc.) that are helpful in my work. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q22: Rekan kerja saya saling mendukung satu sama lain untuk mencapai target bulanan. / My coworkers support each other to achieve monthly targets. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q23: Saya menikmati suasana tempat kerja saya (musik yang bagus, tempat ber-AC, luas untuk berjalan, dll.). / I enjoy the atmosphere of my workplace (good music, air-conditioned place, space to walk, etc.). *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q24: Tempat kerja saya nyaman, sehingga saya dapat bekerja dengan baik. / My workplace is comfortable, so I can work well. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q25: Manajer saya melakukan banyak training dengan para karyawan untuk melatih keterampilan service. / My manager does a lot of training with employees to practice service skills. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q26: Saya merasa selalu didukung oleh manajer saya. / I always feel supported by my manager. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q27: Manajer saya sangat baik dalam menangani tamu yang mengalami kesulitan dengan sesuatu yang tidak dapat saya bantu. / My manager is very good at dealing with guests who are having difficulties with something that I cannot help. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

4. KINERJA / WORK PERFORMANCE

Kinerja didefinisikan sebagai hasil kerja dalam melaksanakan suatu tugas (Sugisty, 2023). Berikut merupakan pertanyaan yang terkait dengan kinerja.

Work performance is defined as the result of work in carrying out a task (Sugisty, 2023). The following are questions related to performance.

Q28: Nama saya sering disebut dalam TripAdvisor Review yang ditulis oleh para tamu. / *
My name is often mentioned in TripAdvisor reviews written by guests.

1 2 3 4 5

Sangat Tidak Setuju / Strongly
Disagree

Sangat Setuju / Strongly Agree

Q29: Saya sering diminta untuk melayani tamu tertentu karena tamu tersebut senang dengan pelayanan saya. / I am often asked to serve certain guests because they are happy with my service.

1 2 3 4 5

Sangat Tidak Setuju / Strongly
Disagree

Sangat Setuju / Strongly Agree

Q30: Tamu cenderung mengingat nama saya. / Guests tend to remember my name. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly
Disagree

Sangat Setuju / Strongly Agree

Q31: Saya selalu berhasil menjual menu baru atau promosi kepada tamu. / I always manage to sell guests on new menus or promotions. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly
Disagree

Sangat Setuju / Strongly Agree

Q32: Jika tamu memiliki preference atau diet tertentu, saya cukup berpengetahuan untuk memberi saran menu yang cocok. / If a guest has a particular preference or diet, I am knowledgeable enough to suggest a suitable menu. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q33: Saya dapat memberikan penjelasan yang baik terhadap semua makanan dan minuman menu kepada tamu. / I can provide guests with a good explanation of all food and beverage menu items. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q34: Saya selalu memastikan untuk mendapatkan tidur yang cukup agar bisa bangun tepat waktu untuk bekerja. / I always make sure to get enough sleep so I can wake up on time for work. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q35: Sekitar 10 menit sebelum shift saya dimulai, saya sudah hadir di tempat kerja. / Around 10 minutes before my shift starts, I am already present at work. *

1 2 3 4 5

Sangat Tidak Setuju / Strongly Disagree

Sangat Setuju / Strongly Agree

Q36: Saya selalu bergerak cepat saat bekerja, apalagi saat melayani tamu. / I always move *
quickly when working, especially when serving guests.

1 2 3 4 5

Sangat Tidak Setuju / Strongly
Disagree

Sangat Setuju / Strongly Agree

Penutup / Closing

Sekali lagi, saya ingin mengucapkan terima kasih atas sudah menjawab semua pertanyaan kuesioner penelitian ini. Waktu dan partisipasi Anda sangat berharga bagi saya. Sebagai pengingat, data responden dirahasiakan. Semua jawaban dari kuesioner ini hanya akan diolah untuk kepentingan penelitian dan edukasi.

Untuk akhir kata, saya ucapkan terima kasih. Semoga Anda sehat selalu.

Salam Hormat,
Abigail Nadia Rava Zainal

Once again, I would like to thank you for answering all the questions of this research questionnaire. Your time and participation are very valuable to me. As a reminder, respondent data is kept confidential. All answers from this questionnaire will only be processed for research and education purposes.

To conclude, I would like to thank you. I wish you good health.

Sincerely,
Abigail Nadia Rava Zainal

APPENDIX 2
In-Depth Interview

Server 1		
<p>Name: - Gender: Female Age: 19 Education Background: High School Length of Work: 9 months</p>		
No.	Questions	Answers
1.	What have you learned working as a server in ABC Hotel Tangerang for the past < 1 year?	So far, I have learned a lot in terms of F&B service. Starting from the basic knowledge in table set-up, cutlery sets, and so on.
2.	What do you think of the tasks and goals that you are given monthly?	I find them difficult to complete. A lot of the time, guests are too busy or just want to be left alone when I want to ask for TripAdvisor reviews or ALL memberships. As for promotions, I struggle with speaking to guests in general, so I usually never sell any promotions.
3.	Could you describe how you feel about your work performance as a server?	Not to my fullest potential yet. I don't collect reviews and memberships, nor do I sell promotions as much as I should. I've arrived to work late a few times before, too. That's why I believe that I'm not performing the best that I could right now.
4.	How would you describe your personality?	I believe that I'm a shy person. I find it hard to approach someone who I don't know, and I dislike drawing attention to myself. I'm still capable of speaking to

		guests, although I may appear stiff or awkward when I do so sometimes.
5.	Could you describe how your personality affects your work as a server?	My personality doesn't really benefit my work. In terms of collecting reviews and memberships, it's difficult. Again, I'm a shy person, I'm not very good with small talk or performing icebreaking with the guests. I almost never sell promotions because of the same reasons as well.
6.	Are you able to tell which guests are good to approach to ask for Trip Advisor Reviews, ALL membership, or offer new promotions to?	Not quite. Sometimes my judgement is incorrect. I try to look for guests who are smiling and seem friendly, but that doesn't seem to guarantee anything. I've met guests who likes to smile who are rude to me.
7.	What do you do after you fail to obtain TripAdvisor reviews, ALL memberships, or offering new promotions to guests?	I usually feel terrible. I keep failing multiple times, so I've lost a lot of confidence over the past few months. I still get TripAdvisor reviews and ALL memberships from time to time, but it's way too little to the goals.
8.	Do you feel comfortable being around guests?	Honestly, I'm not. I feel like I'll do or say something wrong whenever I'm in the presence of a guest. Whenever I have the chance to do anything else instead of being around guests, I would choose to do that.
9.	How would you describe your energy level throughout the day?	It's a steady decline throughout the day. Sometimes my energy can spike down during busy hours or high occupation seasons. I always fall asleep not long after I arrive home.

10.	Are you rewarded or compensated for completing monthly goals such as collecting TripAdvisor reviews or ALL memberships and selling new menu items or promotions?	Only servers who achieve the highest numbers are rewarded with monetary prizes, so it's only one server being rewarded each month.
11.	As a server, what is it that motivates you to work hard and how much does that motivation affect your work?	What motivates me to work hard is definitely the pay and rewards. I try not to be picky with how much I get – as long as I can support my family a little bit, I will always work as hard. As for how much it affects my work, I would say it very much does affect my work. If I am not paid the amount I should be paid, I would definitely work less hard.
12.	Are you able to rest comfortably in the employee areas during your breaktime so you could return to work feeling refreshed?	The only employee areas you could rest in is the locker room and cafeteria. Both have their own problems. In all honesty, I've never been able to rest comfortably during my breaktime. The locker room is too hot and doesn't have enough places to sit on, meanwhile the cafeteria is usually crowded.
13.	How would you describe your social environment (coworkers and higherups) and are they supportive of you?	I like many of my coworkers. A lot of them are very supportive and tries their best to motivate me because I'm still fairly new. Some of them are too competitive and are not interested in being friends with me. For the coworkers I do like, they are very kind and supportive, usually always having something motivating to say whenever I make mistakes. If it weren't for them, I

		think I might perform worse than I already am.
14.	How would you describe the environment of your workplace, and how does it affect your work as a server?	I believe that the workplace environment of ABC Hotel Tangerang is pretty good. In terms of colleagues, I have a good number of them that I have befriended closely. They support me all the time, which really helps with my work. Perhaps it's because I'm fairly new, so they want to be as supportive and as welcoming as possible. Regardless, if it weren't for their support, I might have struggled harder in my work.
15.	From the perspective and experiences of a server, is there any aspects of the job that you wish to change?	If I could change anything, it would be the TripAdvisor review and ALL membership goals. I think achieving 30 each month is too much. Besides, even if everyone tries their hardest, only 1 person will be rewarded in the end. It feels unfair to me.

Server 2

Name: -

Gender: Male

Age: 34

Education Background: S1

Length of Work: 3 years

No.	Questions	Answers
1.	What have you learned working as a server in ABC Hotel Tangerang for the past 4 years?	I've learned a lot in the past 4 years, both hard and soft skills. The best skill I gained was speaking English. Being in an international environment helps me learn

		and practice English much more consistently, which I believe will be very useful for my future endeavours.
2.	What do you think of the tasks and goals that you are given monthly?	The tasks and goals I must fulfil are alright. I feel neutral, so I have no complaints.
3.	Could you describe how you feel about your work performance as a server?	I feel that I am sometimes lacking. Although I am effective and fast in my service, I still fall short from the monthly goals that I need to achieve. I could perform better.
4.	How would you describe your personality?	I am an open and easy-going person. I also consider myself logical, I'm also fond of keeping everything about myself tidy, from appearance to schedules alike. I come across as serious, but once people actually talk to me, they tend to like me more.
5.	Could you describe how your personality affects your work as a server?	I consider myself as a very friendly person. A lot of people have told me that I'm easy to talk to, which I agree with as well. Relating my personality to my work, I personally believe that it helps in a lot in getting along with the guests. Guests seem to appreciate my enthusiasm in how fast I work or how happy I am to help them.
6.	Are you able to tell which guests are good to approach to ask for Trip Advisor Reviews, ALL membership, or offer new promotions to?	For the most parts, yes. Some guests are easier to approach than others. I'm usually able to tell them apart from their behaviours, from their body language to manner of speech.

7.	What do you do after you fail to obtain TripAdvisor reviews, ALL memberships, or offering new promotions to guests?	I would try my best to obtain some the next day. There's always tomorrow. I feel disappointed, but I try to think positively.
8.	Do you feel comfortable being around guests?	Yes, I do. I enjoy being around the guests. Once I start talking to them, we can delve into lengthy conversations, which is great. Mingling with guests is always a good thing to do.
9.	How would you describe your energy level throughout the day?	Throughout the day, it fluctuates. The higher the occupancy, the more likely my energy depletes.
10.	Are you rewarded or compensated for completing monthly goals such as collecting TripAdvisor reviews or ALL memberships and selling new menu items or promotions?	Not always. The server with the highest number of goals completed or promotions sold is the one to be rewarded. Everyone else who tried do not get anything.
11.	As a server, what is it that motivates you to work hard and how much does that motivation affect your work?	I am motivated to work hard when I achieve the recognition of my higherups. I am currently looking for higher positions to climb the career ladder, so the positive responses from my manager and server captains means a lot to me. Their words can motivate me a lot, as well. I find that I become so much more motivated to work harder after hearing their support.
12.	Are you able to rest comfortably in the employee areas during your breaktime so you could return to work feeling refreshed?	That depends. The best place to rest for me is in the <i>musholla</i> (Muslim prayer room). It's a nice place to pray and take a quick nap. However, it's actually not allowed to rest there. I usually have to nap at a very specific time, so that I

		won't be caught by upper management. As for the locker room or cafeteria, it's hard to feel rested there, considering that those rooms are quite hot.
13.	How would you describe your social environment (coworkers and higherups) and are they supportive of you?	My coworkers are good people. They are supportive of me, though some of them are very competitive. I don't mind, I enjoy the competition between us. As for my higherups, they support me quite well, too. I get along well with them.
14.	How would you describe the environment of your workplace, and how does it affect your work as a server?	The workplace environment, from a physical workplace perspective – is fine. The area that I work in is clean and complete with AC systems, so there are no problems there. I will say, however, that the locker room that employees use to change clothes and rest in is very lacking. The locker room is damp and hot. I still come to the restaurant looking sweaty and dishevelled sometimes. I do believe that it affects my work from time to time, which is frustrating to say the least.
15.	From the perspective and experiences of a server, is there any aspects of the job that you wish to change?	Although not related to the work itself, the only thing I wish I could change is the employee rest area. I don't mind the work I have to do as a server in ABC Hotel Tangerang, but I do wish that the locker room is not as lacklustre as it is now.

Server 3

<p>Name: - Gender: Female Age: 44 Education Background: S1 Length of Work: 6 years</p>		
No.	Questions	Answers
1.	What have you learned working as a server in ABC Hotel Tangerang in the past 6 years?	During my time in ABC Hotel Tangerang, I've learned so many priceless lessons. Apart from the basics of F&B service accompanied by many trainings, I also learned in depth of the company's culture and ethics.
2.	What do you think of the tasks and goals that you are given monthly?	I find them very fun. Although my coworkers are not always capable of fulfilling the monthly goals, I still find them very enjoyable to do.
3.	Could you describe how you feel about your work performance as a server?	I try my best in my work. I give my all in everything that I do. Personally, I believe that I am a well-performing server.
4.	How would you describe your personality?	Extraverted and open-minded. I love meeting new people, especially guests who are mothers. Being a mother myself, I love serving guests who are parents and interacting with their children because they remind me of my own. Overall, I'm quite open.
5.	Could you describe how your personality affects your work as a server?	In general, I enjoy being around other people. I think that helps me in my work, considering I have to meet or serve plenty of guests each day. I find it really easy to promote the latest menu item or ask guests for reviews and

		memberships because of how much I love being around others.
6.	Are you able to tell which guests are good to approach to ask for Trip Advisor Reviews, ALL membership, or offer new promotions to?	Yes, I am. I will admit that I have accidentally bothered a couple guests that I misjudged. But for the most parts, I know which guest to choose very well.
7.	What do you do after you fail to obtain TripAdvisor reviews, ALL memberships, or offering new promotions to guests?	It's a common occurrence, but I don't let it get to me. I try my best to obtain a few the next day, even if I get only 1 or 2, I will always try my best.
8.	Do you feel comfortable being around guests?	Absolutely. I enjoy interacting with the guests very much.
9.	How would you describe your energy level throughout the day?	I can definitely become incredibly tired within a few hours at the start of the day. It really depends on the occupancy rate. Regardless of how tired I am, I can still perform well.
10.	Are you rewarded or compensated for completing monthly goals such as collecting TripAdvisor reviews or ALL memberships and selling new menu items or promotions?	Yes, but only if the overall monthly goal was achieved. Only the server with the highest rate of reviews, memberships, or promotions sold is rewarded.
11.	As a server, what is it that motivates you to work hard and how much does that motivation affect your work?	Definitely the pay and the work itself. Any job that pays well will be enough to motivate me, but the work that I do is fun for, as I get to be around other people. If I didn't enjoy my work, I would probably perform poorly.
12.	Are you able to rest comfortably in the employee areas during your breaktime so you could return to work feeling refreshed?	Yes, I can rest on the cafeteria sofa. It is a little hot, but I am still capable of resting there.

13.	How would you describe your social environment (coworkers and higherups) and are they supportive of you?	I would describe them as wonderful. My coworkers are very sweet and humorous, we uplift and entertain each other all the time. However, my higherups are not as supportive. I've gotten plenty of motivating words from them before, of course, but that is not enough. They can be quite demanding.
14.	How would you describe the environment of your workplace, and how does it affect your work as a server?	I like how my workplace looks. It's a great place to work in. When it comes to colleagues and higherups, they are pretty supportive and kind. My higherups sometimes stress me out, though. Because I've worked here for years, I'm considered to be a senior who should give good examples. As a result, I'm often given a lot of pressure to work harder or achieve more than others. I've become so stressed out in the past that I actually work less hard. I do wish they motivated me instead of putting so many expectations on me.
15.	From the perspective and experiences of a server, is there any aspects of the job that you wish to change?	If I could change any aspect of my work, it would be my higherups. I wish for them to change their approach towards me. I only wish for my workload to be lessened.

CURRICULUM VITAE

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Education: 2020 – 2024 Swiss German University, Hotel and
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2017 – 2020 SMAN 33, Jakarta
2014 – 2017 SMP 176, Jakarta
2008 – 2014 SDN 010, Jakarta

Courses: 2024, Wadhvani Foundation: 21st Century Employability
Skills Program – Advanced
2024, ASEAN MRA: F&B Service (Waiter) Certified
Competence – Reg. No 031 00434 2023

Seminars & Activities: 2024, AI: A Threat to Organizational Creativity, Jakarta
2023, Table Manner Participation, Jakarta
2023, PATA World Tourism Day (WTD) Indonesia,
Hybrid International Seminar and Youth Forum “Tourism
and Green Investments”, Jakarta
2023, Study Buddy Volunteer, SGU Student Exchange
Program, Jakarta
2022, LLDIKTI KKN Karang Tengah Participant,
Tangerang

Achievements: 2023, 27th ALSA National English Competition, 3rd
Winner of Short Story Writing Competition, Jakarta
2023, Novotel Tangerang Trainee Project, 2nd Winner,
Tangerang
2022, FunBahasa Poem Festival, Best 100 Finalist,
Surabaya
2022, 26th ALSA National English Competition, 3rd
Winner of Shoer Story Writing Competition, Jakarta
2021, Sheraton Bali Kuta Resort, Best Trainee Nominee,
Kuta

Work Experience: August 2021 – February 2022, Internship Program,
Sheraton Bali Kuta Resort, Kuta, Bali
January 2023 – July 2024, Internship Program, Novotel
Tangerang, Tangerang, Banten
January 2024 – Present, SGU Marketing Freelancer,
Tangerang, Banten