

THE EFFECT OF WORK MOTIVATION AND WORK SKILL ON CAREER DECISION MODERATED BY INTERNSHIP PROGRAM IN THE HOTEL INDUSTRY OF LAMPUNG PROVINCE

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Informasi	Abstract
<p>Volume : 2 Nomor : 1 Bulan : Januari Tahun : 2025 E-ISSN : 3062-9624</p>	<p><i>The global tourism and hospitality industry continues to show rapid growth, making significant contributions to economic development, job creation, and education. Lampung Province is experiencing similar developments, marked by an increase in the number of tourists visits and significant growth in accommodation businesses. This competitive hospitality sector demands human resources (HR) with superior skills (work skills) and work motivation, which can be obtained through internship programs. Internship programs are designed to provide practical experience to students, so that they are better prepared to face the world of work. This study aims to analyze the influence of work motivation and work skills on career decisions, with internship programs as a moderating variable in the Lampung Province hospitality industry. The study focuses on hotel employees from formal and non-formal educational institutions, who have participated in internship programs in accordance with vocational education policies in Indonesia. With this approach, the study is expected to fill the gap from previous studies, as well as provide recommendations for educational institution managers and industry players to improve the work readiness of graduates in supporting the competitiveness of the hospitality sector. This research methodology uses a quantitative approach to test the relationship between variables. The object of this study was starred hotel workers in Lampung who participated in an internship program, with a population of 1,499 people. A sample of 266 respondents was selected using purposive sampling based on internship experience criteria, according to Roscoe's theory for multivariate research. The test results showed that Work Motivation and Work Skill had a positive and significant effect on Career Decision. Internship Program moderation also strengthened the relationship, where Work Motivation and Work Skill moderated by the Internship Program significantly influenced Career Decision. This confirms the importance of motivation, skills, and internship experience in supporting career decisions.</i></p> <p>Keywords : Work Motivation, Work Skills, Career Decision, Internship Program, Hospitality Industry.</p>

Abstrak

Industri pariwisata dan perhotelan global terus menunjukkan pertumbuhan pesat, memberikan kontribusi signifikan terhadap pembangunan ekonomi, penciptaan lapangan kerja, dan pendidikan. Provinsi Lampung mengalami perkembangan serupa, ditandai dengan peningkatan jumlah kunjungan wisatawan serta pertumbuhan bisnis akomodasi yang signifikan. Sektor perhotelan yang kompetitif ini membutuhkan sumber daya manusia (SDM) dengan keterampilan kerja yang unggul dan motivasi kerja yang tinggi, yang dapat diperoleh melalui program magang. Program magang dirancang untuk memberikan pengalaman praktis kepada siswa sehingga mereka lebih siap menghadapi dunia kerja. Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan keterampilan kerja terhadap keputusan karier, dengan program magang sebagai variabel moderasi di industri perhotelan Provinsi Lampung. Penelitian ini berfokus pada karyawan hotel dari lembaga pendidikan formal dan non-formal yang telah mengikuti program magang sesuai dengan kebijakan pendidikan vokasi di Indonesia. Dengan pendekatan ini, penelitian diharapkan dapat mengisi kesenjangan dari studi sebelumnya serta memberikan rekomendasi bagi pengelola lembaga pendidikan dan pelaku industri untuk meningkatkan kesiapan kerja lulusan dalam mendukung daya saing sektor perhotelan. Metodologi penelitian ini menggunakan pendekatan kuantitatif untuk menguji hubungan antarvariabel. Objek penelitian adalah pekerja hotel berbintang di Lampung yang berpartisipasi dalam program magang, dengan populasi sebanyak 1.499 orang. Sampel sebanyak 266 responden dipilih menggunakan purposive sampling berdasarkan kriteria pengalaman magang, sesuai teori Roscoe untuk penelitian multivariat. Hasil pengujian menunjukkan bahwa Motivasi Kerja dan Keterampilan Kerja memiliki pengaruh positif dan signifikan terhadap Keputusan Karier. Moderasi Program Magang juga memperkuat hubungan tersebut, di mana Motivasi Kerja dan Keterampilan Kerja yang dimoderasi oleh Program Magang secara signifikan memengaruhi Keputusan Karier. Hal ini menegaskan pentingnya motivasi, keterampilan, dan pengalaman magang dalam mendukung pengambilan keputusan karier.

Kata Kunci : Motivasi Kerja, Keterampilan Kerja, Keputusan Karier, Program Magang, Industri Perhotelan.

A. INTRODUCTION

The rapid growth of the global tourism and hospitality industries significantly contributes to economic development, regional progress, business sectors, public services, employment, and educational institutions (Jauhari, 2013). In Lampung Province, Indonesia, the tourism sector has seen remarkable progress. According to disparekraf.lampungprov.go.id, Lampung achieved 10.26 million tourist visits by September 2023, a 123% increase compared to 2022. Data from the Ministry of Tourism in December 2017 even ranked Lampung 10th nationally as a favorite domestic tourist destination, surpassing Bali.

The growth of tourism has bolstered Lampung's hospitality sector, as evidenced by a significant rise in hotels and accommodations. According to the Provincial Statistics Agency

(BPS), Lampung had 397 accommodation businesses in early 2023, including 28 starred hotels and 369 non-starred accommodations like budget hotels and homestays. This marks a recovery from the pandemic's impact in 2021, when the number of hotels dropped to 363, but rebounded to 379 in 2022. Such growth increases the demand for skilled labor capable of delivering competitive services, prompting companies to focus on human resource management to maintain performance and adapt to market needs.

The surge in the hospitality industry has led educational institutions to offer specialized programs in Hospitality and Tourism Management (HTM). These programs align with labor market demands, equipping graduates with practical skills and knowledge for the hospitality sector. Vocational education institutions, such as training centers, emphasize hands-on learning through internships, real-world projects, and collaboration with industries to prepare students for global competition. These efforts are guided by policies like the Link and Match 8+i framework, which integrates industry involvement into curriculum development, internships, and competency certifications.

Internships play a crucial role in bridging the skill gap in the hospitality industry. According to Rusidi (2006), internships prepare students for professional roles by combining theoretical knowledge with practical experience. They also allow students to develop problem-solving skills in real-world settings. However, researchers such as Chang and Tse (2015) highlight the need for well-structured tourism and hospitality curricula to ensure graduates are satisfied with their industry roles. Addressing gaps in training, career development, and compensation could help retain talented professionals in the hospitality sector.

The effectiveness of internship programs depends on the collaboration between educational institutions, industries, and students. Studies suggest that internships not only enhance students' skills and work readiness but also motivate them to pursue careers in the hospitality sector (Bao & Fang, 2014; Bharwani & Butt, 2012). By integrating practical experience with theoretical knowledge, internships align academic training with industry expectations, ultimately fostering a skilled workforce crucial for the hospitality industry's success.

In conclusion, the growth of Lampung's tourism and hospitality sectors underscores the importance of skilled human resources. As competition intensifies, the ability to innovate and optimize workforce capabilities becomes critical. Vocational education and internship

programs are essential in shaping a workforce that meets industry demands, contributing to the sustained development of the hospitality sector in Lampung and beyond.

Work Motivation

Work motivation is an inner drive to complete job tasks; it has been noted by employers as a critical characteristic for job participation (Myers & Cox, 2020). Work motivation is a set of energetic forces originating from within an individual and their environment to initiate work-related behavior and to determine its form, direction, intensity, and duration (Shkoler & Kimura, 2020). It also refers to the psychological processes that influence individual behavior in relation to achieving goals and tasks in the workplace. This is a dynamic process that impacts working conditions, communication, productivity, consistency, commitment, and the emotional state of employees (Gholizade, Masoudi, Maleki, Aeenparast, & Barzegar, 2014; William, 2011). It is greatly influenced by the level of an employee's motivation, which is essential for improving their attitude toward work (Rajak & Pandey, 2017). Work motivation is a general term that is typically divided into two main constructs: intrinsic and extrinsic motivation. These constructs are independent and unique antecedents and outcomes within organizations (Shkoler & Kimura, 2020).

Motivating employees through job design can be effectively achieved using the Job Characteristics Model developed by J. Richard Hackman and Greg Oldham, as explained by Robbins and Judge in *Organizational Behavior* (p. 240). This model identifies key dimensions that influence how employees perceive their roles and derive motivation. The first dimension, skill variety, refers to the extent a job requires a range of diverse activities, enabling employees to utilize multiple skills and talents. For instance, nurses rely on various abilities, such as communication, nursing competence, interpersonal relationship building, and empathy, to fulfill their roles effectively. Another dimension is task identity, which describes how much a job involves completing an entire, identifiable piece of work. Employees find their roles more meaningful when they can take a task from start to finish, rather than being confined to small, disconnected parts of the process.

Work Skill

Skills originate from the word "skilled," which means capable, proficient, and agile. Iverson (2001) states that skills require training, and the basic abilities inherent in every individual can help produce more valuable outcomes more quickly.

According to Spencer, as cited in Wibowo (2007:325), skills are the ability to perform specific physical or mental tasks. Mental competence or cognitive skills include analytical and

conceptual thinking. Robbins (2006) defines work skills as an individual's capacity to perform various tasks in the workplace, encompassing all individual abilities fundamentally shaped by expertise, including intellectual and physical aspects.

Muhibbin (2013:56) explains that skills involve the ability to execute complex patterns of behavior seamlessly and appropriately to achieve specific results. Similarly, Tovey, M. (as cited in Irianto, 2001:76), interprets skills as not only relating to an individual's expertise in performing tangible tasks. Beyond physical aspects, skills also encompass mental, manual, motoric, perceptual, and even social abilities. Lian (2013) defines skills as a person's ability to perform an activity or task. Expanding on this, Dunnett (cited by Lian Arcynthia, 2013) describes skills as the capacity required to carry out a series of tasks, developed through training and experience. A person's expertise is reflected in how well they perform specific activities, such as operating equipment, communicating effectively, or implementing business strategies. Wahyudi (2002:33) defines work skills as the proficiency or expertise to perform a job, which can only be acquired through practice. Irianto (2001:76) emphasizes that skills are not solely tied to tangible tasks but also include mental, manual, motoric, perceptual, and social abilities.

The operational definition of the work skills variable is an individual's ability to perform tasks with ease, gained through training or personal experience. The indicators of work skills include mental skills, physical skills, and social skills (Wahyudi, 2002:33). Skills are essential for every employee, as they represent the proficiency, capability, and agility required to complete their work and fulfill tasks assigned by the company. The measurement of work skills is not absolute; instead, it is influenced by two key factors: ability and experience. These factors serve as benchmarks for determining an individual's level of skill, highlighting that proficiency and experience are fundamental in shaping a person's overall skillset.

Internship Program

An internship is a practical training program conducted in a professional setting as an integral part of the learning process, positively correlated with job readiness (Prabowo, 2019). The internship experience enables individuals to understand how they can excel in the workplace, identify key factors for full engagement in work activities, and build confidence in effectively utilizing their skills in a professional environment (Sukmawati, 2022). As such, internships serve as a form of experiential learning for students, allowing them to apply their skills and knowledge in a professional setting (Sukmawati, 2022).

Internships can also be defined as field-based training programs aimed at providing specific skills required by industry demands (Prabowo, 2019). They offer students the opportunity to adapt to real-world environments, enhancing their job readiness (Prabowo, 2019). Through internships, students gain specialized competencies, including knowledge, skills, and work ethics aligned with industry requirements, while recognizing and valuing the learning process as a form of education (Gohae, 2020).

Zopiatis and Constanti (2012) describe internships as structured and systematic learning experiences within the industry, involving supervised professional work relevant to the student's career. In tourism and hospitality institutions, internships can be mandatory or optional. Kim and Park (2013) agree that internships are essential experiential learning practices within these programs, whether paid or unpaid, conducted in approved hotels, companies, or agencies under the direct supervision of industry professionals and indirect supervision of faculty members.

Over time, the role of internships has evolved significantly (Pizam et al., 2003). Today, internships are considered a critical component of tourism and hospitality curricula (Maertz et al., 2014), providing students with valuable opportunities to apply theoretical knowledge in practice. Internship programs create real-world environments, offering students a broader context to test their knowledge and abilities, refine their social communication skills, and enhance their operational techniques (Han et al., 2009).

The alignment between the needs of students, educational institutions, and the hospitality business as three distinct stakeholders is crucial in shaping students' career decisions to work in the hospitality industry. Extensive literature highlights that a successful internship program must involve collaboration among students, companies, and educators to ensure successful goal planning, effective industry engagement, and student satisfaction (Brown et al., 2014; Chang et al., 2014; Donfna, 2015; Felicen et al., 2014). The mission of Tourism and Hospitality Institutions is to equip students not only with theory-based management skills but also with industry learning experiences (Zhao, 1991). Chang and Tse (2015) suggest that most Tourism and Hospitality Institutions follow a similar pattern to those in the United States: core subjects are largely business-focused degrees, while mandatory courses concentrate on specific issues related to hotel and tourism management.

Career Decision

Based on the definitions of career and previous studies, there is limited research on career decisions and career choices. In one study, Stringer and Kerpelman (2010) combined

the concepts of career development and career decision-making, asserting that difficulties in making career decisions are a major barrier to an individual's career development. Some studies introduce the concept of career indecision rather than career decision-making, categorizing individuals into those experiencing career indecision, those with minimal anxiety in making decisions, and those who have no anxiety about career decisions at all (Julien, 1999; Chuang and Dellmann-Jenkins, 2010). Researchers also identify individuals who make suitable career decisions, referred to as being decision-ready and confident in their choices (Julien, 1999). Typically, confident decision-makers are those with comprehensive career information, well-developed career identities, assurance in their career decisions, and no need for career counseling.

This research focuses on the concept of career decision-making, which reflects the interrelationship of all relevant factors. Students are in the early stages of their careers, making their first career choices rather than evaluating career success or long-term career commitment, which are extensions of the initial decision-making process when selecting the hospitality and tourism industry. Making career decisions can be stressful for many students, with anxiety and nervousness levels increasing significantly (Willis et al., 2009). Indeed, career decision-making is a complex process for students and may require career counseling (Mau, 2000). Some studies (Lips, 2002) recommend implementing career planning strategies and providing counseling services for early career decision-makers, such as graduates of hospitality and tourism institutions, as they often lack maturity, sufficient knowledge, and confidence in their job decisions.

According to Schermerhorn, Hunt, Osborn, and Osborn (2012: pp. 298-304), the career decision-making process is typically described through four steps: self-awareness, exploration, preparation and experience, and reflection and action, forming a rational career decision-making model. Yang et al. (2020) state that customer trust in e-commerce refers to customers' belief and reliance on online sellers or platforms to fulfill their promises, protect customers' interests, and provide a satisfying shopping experience. Meanwhile, according to Nguyen et al. (2020), customer trust is crucial for the success of e-commerce businesses, as it influences customers' intentions to transact and make repeat purchases on online platforms. Furthermore, Chen et al. (2020) define customer trust in e-commerce as involving customers' belief and confidence in the reliability, integrity, and security of online sellers, platforms, and transactions.

B. RESEARCH METHOD

This research adopts a quantitative approach, aiming to test the formulated hypotheses based on theoretical constructs. It applies causal research methods to investigate the relationships among the studied variables (Cresswell, 2014). The design employs a cross-sectional survey using primary data collected via questionnaires distributed through Google Forms. The target population includes hospitality employees in Lampung Province who have participated in an Internship Program offered by formal and non-formal educational institutions.

The sample was determined using non-probability purposive sampling, where specific criteria were applied. A total of 266 respondents, identified as hotel employees who have completed internships, were surveyed. This approach ensures that the selected sample aligns with the research objectives and reflects the characteristics of the population (Sekaran & Bougie, 2016). The data collection process integrates both primary data, sourced directly through respondents' perceptions, and secondary data, obtained from literature reviews. The analysis employs Moderated Regression Analysis (MRA) using SPSS software to examine the moderating effects of the Internship Program on the relationships between work motivation, work skills, and career decisions. The Likert scale (1-5) is used to measure respondents' perceptions, ranging from "Strongly Disagree" to "Strongly Agree" (Hair & Tatham, 2007).

This methodology is structured to ensure a robust examination of the variables, allowing the identification of key factors influencing career decisions in the hospitality industry.

C. RESULTS AND DISCUSSION

1. Convergent Validity Test and Reliability Test

In this study, the instrument validation process is essential for ensuring the accuracy of the research tools used. To achieve a valid interpretation of the data, the instruments must meet specific requirements, including validity, reliability, and normal distribution. The validity test assesses the individual items in the questionnaire to ensure they are accurate. Factor analysis, which evaluates the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA), is used for this process. According to Sarwono (2006), a KMO value greater than 0.5 and a significance level (Sig.) of less than 0.05 indicates that the variables can be further analyzed. The communalities value, which should ideally be above 0.5, indicates how much variance in each variable is explained by the factor solution. The results in Table 4.9 show that all indicators in the study are valid, with communalities values above the threshold, indicating strong factor validity.

For reliability testing, the study employed Cronbach's Alpha, a coefficient that measures how consistently the items correlate within a set. A Cronbach's Alpha value above 0.6 indicates that the instrument is reliable (Sekaran & Bougie, 2016). As shown in Table 4.10, the reliability values for the variables—Internship Program, Work Skill, Work Motivation, and Career Decision—are all well above 0.6. These results confirm that the instruments used in this research are reliable and suitable for further analysis.

Table 1. Results of Convergent Validity Test and Reliability Test

Variabel	Indikator	Estimate	Cut Off	Keterangan
<i>WORK MOTIVATION (X1)</i>	X1.1	0,791	0,5	Valid
	X1.2	0,700	0,5	Valid
	X1.3	0,780	0,5	Valid
	X1.4	0,702	0,5	Valid
	X1.5	0,761	0,5	Valid
	X1.6	0,730	0,5	Valid
	X1.7	0,769	0,5	Valid
	X1.8	0,701	0,5	Valid
	X1.9	0,754	0,5	Valid
	X1.10	0,780	0,5	Valid
<i>WORK SKILL (X2)</i>	X2.1	0,763735	0,5	Valid
	X2.2	0,725133	0,5	Valid
	X2.3	0,754373	0,5	Valid
	X2.4	0,746364	0,5	Valid
	X2.5	0,720619	0,5	Valid
	X2.6	0,751237	0,5	Valid
	X2.7	0,747084	0,5	Valid
	X2.8	0,721868	0,5	Valid
	X2.9	0,748872	0,5	Valid
	X2.10	0,750149	0,5	Valid
	X2.11	0,751758	0,5	Valid
	X2.12	0,747388	0,5	Valid

Variabel	Indikator	Estimate	Cut Off	Keterangan
<i>CAREER DECISION (Y)</i>	Y.1	0,793989	0,5	Valid
	Y.2	0,731429	0,5	Valid
	Y.3	0,722138	0,5	Valid
	Y.4	0,75488	0,5	Valid
	Y.5	0,769783	0,5	Valid
	Y.6	0,725051	0,5	Valid
	Y.7	0,744907	0,5	Valid
	Y.8	0,768514	0,5	Valid
<i>INTERNSHIP PROGRAM (M)</i>	M.1	0,803176	0,5	Valid
	M.2	0,70964	0,5	Valid
	M.3	0,743836	0,5	Valid
	M.4	0,788641	0,5	Valid
	M.5	0,710249	0,5	Valid
	M.6	0,739478	0,5	Valid
	M.7	0,780765	0,5	Valid
	M.8	0,736833	0,5	Valid

Variabel	Nilai <i>Cronbach's Alpha</i>	Syarat	Keterangan
<i>Internship Program</i>	0,975	> 0,6	Reliabel
<i>Work Skill</i>	0,980	> 0,6	Reliabel
<i>Work Motivation</i>	0,969	> 0,6	Reliabel
<i>Career Decision</i>	0,997	> 0,6	Reliabel

Source: Primary Data (2024)

2. Structural Model Test Results

Model suitability test results (goodness of fit) in the structural equation modeling (SEM) will be described in the table 2 below:

Table 2. Normality Test using the Kolmogorov-Smirnov Method

UJI NORMALITAS DENGAN METODE KOLMOGORV-SMIRNOV		
One-Sample Kolmogorov-Smirnov Test		
		<u>Unstandardized</u> Residual
N		266
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	1,05159605
Most Extreme Differences	Absolute	0,101
	Positive	0,093
	Negative	-0,101
Test Statistic		0,101
Asymp. Sig. (2-tailed)		.000 ^c
Exact Sig. (2-tailed)		0,008
Point Probability		0,000
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Primary Data (2024)

3. Hypothesis Testing

The results of the analysis can be seen through the summary in Table 3 below:

Table 3. Multiple Linear Regression Analysis Coefficients Test

Coefficients ^a							
Model		<u>Unstandardized</u>		Standardized		t	Sig.
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	0,798		0,504		1,582	0,115
	WORK	0,233		0,052	0,292	4,515	0,000
	MOTIVATION						
	WORK SKILL	0,253		0,048	0,376	5,286	0,000
	INTERNSHIP	0,307		0,059	0,314	5,172	0,000
	PROGRAM						
<u>Lanjutan Tabel 4.12 Hasil Uji Analisis Regresi Linear Berganda Coefficients</u>							
1	(Constant)	15.144		0,340		44,518	0,000
	X2.m	0,006		0,001	0,566	4,501	0,000
	X1.m	0,005		0,002	0,396	3,146	0,002
a. Dependent Variable: CAREER DECISION							

Source: Primary Data (2024)

The results of hypothesis testing in this research used SPSS Model processed with hypothesis test results as follows:

Based on Tabel 3, it shows two results on direct and indirect hypothesis testing of a positive relationship and significant relationship between variables are described in the table 4 below:

Table 4. Results of Direct Hypothesis Testing

No.	Hypothesis	Estimate	sig-Value	Result
1	Work Motivation has a positive and significant effect on Career Decision.	0,958	0.000	H1 supported
2	Work Skill has a positive and significant effect on Career Decision.	0,966	0.000	H2 supported
3	Work Motivation, moderated by the Internship Program, has a positive and significant effect on Career Decision.	0,963	0.000	H3 supported
4	Work Skill, moderated by the Internship Program, has a positive and significant effect on Career Decision.	0,969	0.000	H4 supported

Source: Primary Data (2024)

Based on Table 4 above, the results of hypothesis analysis are as follows:

- A. The influence of work motivation on career decisions resulted in a p-value of 0.000, which is less than the significance level ($\alpha = 5\%$). This test result indicates that the hypothesis is accepted, meaning work motivation has a significant effect on career decisions. The work motivation coefficient of 0.958 indicates that work motivation positively influences career decisions. This means that higher levels of work motivation enable employees to make more confident and purposeful career choices.
- B. The influence of work skills on career decisions resulted in a p-value of 0.000, which is less than the significance level ($\alpha = 5\%$). This test result indicates that the hypothesis is accepted, meaning work skills have a significant effect on career decisions. The work skills coefficient of 0.966 indicates that work skills positively influence career decisions. This implies that employees with stronger technical and interpersonal skills are better equipped to navigate their career paths effectively.
- C. The influence of work motivation moderated by the internship program on career decisions resulted in a p-value of 0.000, which is less than the significance level ($\alpha = 5\%$). This test result indicates that the hypothesis is accepted, meaning the internship program significantly strengthens the effect of work motivation on career decisions. The moderated coefficient value of 0.963 shows that internship programs amplify the impact

of work motivation, enabling employees to align their career decisions more effectively with their goals.

- D. The influence of work skills moderated by the internship program on career decisions resulted in a p-value of 0.000, which is less than the significance level ($\alpha = 5\%$). This test result indicates that the hypothesis is accepted, meaning the internship program significantly strengthens the effect of work skills on career decisions. The moderated coefficient value of 0.969 indicates that internship programs enhance the relationship between work skills and career decisions, allowing employees to apply their skills in practical, real-world contexts to make informed career choices.

DISCUSSION

Work motivation has a positive and significant effect on career decisions

Work motivation serves as a driving force that compels individuals to achieve their professional goals with dedication. In the context of the hospitality industry in Lampung, work motivation has been proven to significantly influence career decision-making. This finding indicates that individuals with high levels of work motivation are more likely to make confident and purposeful career decisions. According to the study, supportive work environments and clear career development opportunities enhance employees' motivation, enabling them to navigate their career paths effectively (Shkoler & Kimura, 2020; Rajak & Pandey, 2017).

Work skills have a positive and significant effect on career decisions

Work skills represent the ability of individuals to perform tasks efficiently and effectively. In this study, the work skills of hotel employees in Lampung were found to positively influence career decision-making. Employees with strong technical and interpersonal skills are better equipped to navigate career choices and achieve professional goals. The findings highlight the importance of skill-building initiatives, such as training programs and practical experiences, in improving employees' competencies and supporting informed career decisions (Wahyudi, 2002; Iverson, 2001).

Work motivation moderated by the internship program has a positive and significant effect on career decisions

The internship program enhances the influence of work motivation on career decisions by providing practical exposure and insights into industry operations. This study confirms that internships amplify the role of work motivation, allowing employees to align their career decisions more effectively with personal and professional goals. The structured nature of

internship programs in the hospitality sector provides a real-world context, strengthening motivational factors and promoting better career alignment (Prabowo, 2019; Sukmawati, 2022).

Work skills moderated by the internship program have a positive and significant effect on career decisions

The internship program also significantly strengthens the relationship between work skills and career decisions. By integrating skill application with real-world experiences, internships enable employees to refine their abilities and make informed career choices. This underscores the importance of designing internship programs that balance practical skill development with professional growth opportunities, ensuring that employees are well-prepared for the demands of the hospitality industry (Tovey, 2001; Zopiatis & Constanti, 2012).

D. CONCLUSION AND MANAGERIAL IMPLICATIONS

1. Conclusion

The findings of the investigation, drawn from linear regression analysis, support the following statements:

- a) Work motivation has a positive and significant effect on career decisions. The findings indicate that employees with higher levels of motivation are more likely to make confident and purposeful career decisions. This suggests that fostering work motivation through supportive workplace environments and clear career development opportunities can significantly influence employees' career paths.
- b) Work skills have a positive and significant effect on career decisions. The results reveal that employees who possess strong technical and interpersonal skills are better equipped to navigate their career choices effectively. Organizations must prioritize skill-building initiatives, such as training programs and hands-on experience, to enhance employees' competencies and support informed career decision-making.
- c) Work motivation moderated by the internship program has a positive and significant effect on career decisions. The study confirms that internship programs amplify the impact of work motivation on career decisions by providing practical experiences and insights into industry operations. This underscores the importance of well-designed internship programs that align with motivational factors to foster better career alignment.

- d) Work skills moderated by the internship program have a positive and significant effect on career decisions. The findings suggest that internship programs enhance the relationship between work skills and career decisions, allowing employees to apply their abilities in real-world contexts. This highlights the need for structured internships that integrate skill application with professional growth opportunities, ensuring employees make confident and strategic career choices.

2. Managerial Implications

The findings highlight the critical role of internship programs in enhancing the connection between work motivation, work skills, and career decision-making among hospitality industry employees. Organizations and educational institutions should collaborate closely to design and implement internship programs that align with industry needs and employee aspirations. By offering structured and well-supervised internships, companies can foster a supportive learning environment that enhances participants' practical skills and decision-making capabilities, ultimately preparing them for long-term careers in the hospitality sector.

Moreover, the results demonstrate that work motivation and work skills significantly impact career decisions, and these effects are strengthened when moderated by internship programs. Hospitality organizations should focus on strategies to boost employee motivation, such as providing clear career paths, performance incentives, and professional development opportunities. Similarly, educational institutions need to prioritize skill development through hands-on training and real-world projects, ensuring graduates are equipped with the competencies required to excel in the competitive hospitality industry.

Lastly, the positive correlation between internships and career decisions suggests that companies investing in internship programs benefit from a talent pool of highly motivated and skilled candidates. To capitalize on this, companies should establish partnerships with educational institutions to create internship opportunities that reflect real-world job demands. These efforts not only enhance students' readiness to join the workforce but also help organizations identify and retain top talent, strengthening their human resources and maintaining competitiveness in the hospitality industry.

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