

PERFORMANCE VALUE OF HOTEL EMPLOYEE
(Impact of Work Motivation on Hotel X Employee Performance in Bandung)

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ABSTRAK

Kinerja karyawan merupakan aspek penting dalam suatu organisasi, karena selain menjadi gambaran kinerja organisasi juga merupakan faktor penentu bagi keberlanjutan suatu organisasi. Hal ini ditafsirkan sama oleh Hotel X di Bandung, yang sangat memperhatikan kinerja karyawannya. Namun, karyawannya masih belum sepenuhnya menunjukkan kinerja maksimal, yang disebabkan oleh rendahnya motivasi kerja mereka. Metode deskriptif dan verifikasi digunakan untuk menjelaskan motivasi kerja dan kinerja karyawan dan menjelaskan hubungan kausalitas antara motivasi kerja dan kinerja karyawan. Dengan sampel 44 orang, menggunakan analisis regresi linier sederhana diikuti dengan memberi makna pada nilai motivasi dan kinerja yang dianggap sangat berharga dalam suatu organisasi. Hasil penelitian menunjukkan bahwa baik motivasi kerja maupun kinerja karyawan termasuk dalam kategori tinggi dalam melaksanakan tugas. Besarnya pengaruh motivasi kerja terhadap kinerja karyawan menjelaskan keberhasilan organisasi dalam menciptakan kinerja karyawan ditentukan oleh tingginya pekerjaan. motivasi, semakin tinggi motivasi kerja, semakin tinggi tingkat kinerja yang dihasilkannya atau sebaliknya. Ini berarti bahwa motivasi kerja menjadi aspek penting, bernilai tinggi yang dapat menentukan kinerja karyawannya, sehingga memberikan jaminan bagi keberlanjutan organisasi hotel. Selanjutnya, dapat dikatakan bahwa pentingnya sebuah hotel ditentukan melalui nilai motivasi dan kinerja karyawan hotel. Dari hasil penelitian ini dapat disarankan bahwa manajemen Hotel X di Bandung, dapat meningkatkan motivasi kerja karena merupakan faktor penentu keberhasilan kinerja karyawan.

Kata kunci: Motivasi Kerja, Performa Karyawan, Nilai Kinerja

ABSTRACT

Employee performance is an important aspect in an organization, because in addition to being a picture of the organization's performance it is also a determining factor for the sustainability of an organization. This is interpreted the same by Hotel X in Bandung, which is very concerned about the performance of its employees. However, its employees still do not fully show the maximum performance, which is caused by the low motivation of their work. This study uses descriptive and verification methods, to explain work motivation and employee performance and explain the causality relationship between work motivation and employee performance, with a sample size of 44 people, using simple linear regression analysis followed by giving meaning to the value of motivation and performance that are considered very valuable in an organization. The results showed that both work motivation and employee performance were included in the high category in carrying out their work duties. The magnitude of the effect of work motivation on employee performance explains the success of the organization in creating employee performance is determined by the high work motivation, the higher the work motivation, the higher the level of performance it produces or vice versa. This means that work motivation becomes an important, high-value aspect that

can determine the performance of its employees, thus providing a guarantee for the sustainability of the hotel organization. Furthermore, it can be said that the importance of a hotel is determined through the value of motivation and performance of hotel employees. From the results of this study it can be suggested that the management of Hotel X in Bandung, can increase work motivation because it is a critical success factor for employee performance.

Keywords: *Work Motivation. Employee Performance, Performance Value*

INTRODUCTION

The era of globalization is characterized by high levels of public consumption of service products that have an impact on the high level of business opportunities in the service sector (Syarifuddin, 2017). One of the service sectors that has had a positive impact is the hotel services business which continues to grow to date following the demands of hotel guests. The Central Bureau of Statistics noted that the number of guests of five-star hotels in Indonesia as a whole continued to increase from 2003 to 2014, marking the hospitality industry in Indonesia as an attractive industry. The other side that at this time customer behavior continues to change, such as customer demand for goods and services that are increasingly unique (Syarifuddin, 2019:427) which requires companies to be able to provide quality products and services.

The above phenomenon is used as a reference by every hotel to be able to provide maximum service to its guests, which is illustrated by the demands of high professionalism for its employees. The development and professionalism development of human resources is one of the right efforts to respond to all challenges in the changing strategic environment that demands maximum service as a form of high levels of employee performance (Meyers & Van Woerkom, 2014, p. 192).

This professional development and development brings the consequence that every hotel organization must have Human Resources that meet the demands of quality, so that they can carry out their duties and

functions professionally as a good illustration of employee performance.

An employee decides to choose the best way to work in order to get the best results they expect (Gagné & Deci, 2005, p. 334). The best choice in this way of working illustrates the high level of work motivation, with the hope of providing maximum results. In other words, work motivation is high if the business exceeds expectations and work motivation is low if the business is less than expected. So, motivation leads to improved employee performance.

The success of an organization is largely determined by the performance of its employees. Every organization will always try to be able to improve the performance of its employees through increased employee motivation. The description, suggests that work motivation is a strategic force that has an important role in organizational life and becomes a main pillar, because it has an impact on improving employee performance. This gives meaning that work motivation is an important aspect that must be fostered and developed simultaneously and comprehensively to be able to improve the performance of its employees.

The phenomenon that occurs at this time that the level of performance of employees of Hotel X in Bandung has not been maximized, which is marked by the not yet optimal level of achievement of hotel guest visit targets and the remaining few programs that have not been completed. Another thing is still not achieved the level of attendance of employees in the highest point during carrying out their duties. The low performance is possible because there is still

not a maximum work motivation of employees in carrying out their work duties. Examining the phenomenon of work motivation and employee X Hotel performance problems in Bandung, the researcher considers it important to determine the research theme with the title "hotel employee performance values", the study of work motivation whose impact on the performance of X hotel employees in Bandung is interpreted as a valuable value in a hotel, so that its existence is considered important for the sustainability of the organization.

LITERATURE REVIEW

Work Motivation

Motivation is a need that drives someone to do something. Motivation is a reaction that arises from within a person due to external stimuli that affect it. Motivation is an important aspect for a leader because motivation together abilities and environmental factors greatly affect individual performance. It is very clear that motivation is a necessity as a reaction because external stimulation in encouraging employees to do something as much as possible as a picture of increasing the success of their employees' work.

Companies need employees who have high work motivation, are willing to work, and are full of responsibility and good performance (Williams et al., 2006, p. 91). They see work not merely as a source of income, but is an opportunity to develop themselves, develop something that is meaningful to the company. Benchmarks in improving the quality of human resources in organizations is a work spirit that encourages individuals to work beyond their expectations (Achtenhagen, Melin, & Naldi, 2013, p. 427).

Work motivation is influenced by the strength of assessments of employees and their environment (Momin & Parker, 2013, p. 215). Providing motivation to improve employee performance involves various forms, including by providing direct

motivation aimed at each individual (Bosworth, Singer, & Snower, 2016, p. 78). This is a form of performance improvement through work environment factors through leadership policies, in addition to encouragement from within employees (Chen & Chang, 2013, p. 146). Motivation must be directed according to priorities and can be accepted by employees, because motivation cannot be given to each employee in different forms (Leshabari, Muhondwa, Mwangu, & Mbembati, 2008, p. 35). One important element in the company's management system besides work motivation for employees is leadership (Fujita et al., 2011, p. 421). Motivation is the readiness in issuing a high level of effort for the organizational goals of a person in meeting individual needs (Pearce & Robinson, 2009, p. 55).

From some of the explanations above, it can be said that work motivation is an encouragement to work because of factors outside of employees and factors from within employees in the form of work desires, work enthusiasm and work morale. While external factors are the organizational environment where employees work that encourages employees to do the work as much as possible so as to provide optimal work results in accordance with established performance standards.

Dimensions of Work Motivation. Motivation is something that gives rise to an impetus for someone to carry out their work properly according to the responsibilities given (Murty & Hudiwinarsih, 2012, p. 215). Indicators used to measure motivation in general are usually related to payment of salaries, job security, peer relations, supervision, praise and work itself (Rivai & Sagala, 2009, p. 25). The growth of work motivation due to the factors of need, goal, attitude and ability, as individual factors. Whereas classified as organizational factors include pay payments, job security, co-workers, supervisors, praise, and the work itself.

Employee Performance

Performance as a person's success in carrying out a job (Raharjo, Nugroho, & Winarno, 2016, p. 1147). Performance is an assessment of employee work results through comparison of work results with expected work standards including quality, quantity, time and level of community service satisfaction (Mudayana, 2010, p. 84). So performance is related to what a person produces from what he does by comparing work results with work standards which include quality, quantity, time and level of satisfaction.

Employee performance is an important aspect in an organization's efforts to achieve its goals (Awa, 2010, p. 49). Optimal employee performance is needed to maintain the survival of the company. Performance is a function of the interaction between ability, motivation and opportunity (Pearce & Robinson, 2009). Performance is the recording of outputs produced in specific work activities over a certain period of time (Craig & Brennan, 2012, p. 379). Employee performance is defined as the results of work achieved by a person in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals following applicable ethics (Ardana, Mujiati, & Wayan, 2012). Performance is the result of the work of an employee in an organization in accordance with the authority and responsibilities in achieving goals. (Hanif, 2016, p. 97).

From some of the explanations above, it can be said that employee performance is an important aspect that describes the results of work through the ability, motivation, opportunity as the authority and responsibility produced in a certain period of time by comparing what is produced with the specified work standards. In this study the focus is on hotel employees in serving guests with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and in accordance with ethics.

Employee Performance Dimensions. Performance can be measured through several measures as follows (Ardana et al., 2012), namely:

1. Quality of Work, including accuracy, expertise and perfection in work
2. Quantity of Work, includes the number of forms processed, the length of time used and the number of mistakes made
3. Job Knowledge, employee understanding of factors related to work
4. Cooperation, ability and willingness to work with colleagues, supervisors and subordinates to achieve shared organizational goals.
5. Initiative, is the seriousness in asking for responsibility, starting yourself and not generic to start.
6. Creativeness, the authenticity of ideas raised and actions to solve problems that arise
7. Dependability, is an aspect of performance appraisal where workers follow company instructions and policies without supervision from supervisors
8. Personal Qualities, including personality, appearance, sociability, leadership and integrity.

To improve optimal performance, employees are required to do work professionally, that is work done by someone and become a source of income that requires expertise, skills, skills that meet certain quality standards or norms, and requires professional education (Hermawan, 2013, p. 98). Thus every employee in carrying out their work, earning income in accordance with his work performance.

RESEARCH METHOD

This study uses descriptive and verification methods to explain the causal relationship between work motivation and the performance of X Hotel employees in Bandung through hypothesis testing (Singarimbun, 2004). The study population was employees of Hotel X in Bandung, amounting to 44 people, all of which were used as sample sizes, using simple linear

regression analysis. Qualitative descriptive analysis is carried out referring to quantitative data by making two research variables interpreted as valuable values in an organization, so that they are considered important for the sustainability of the organization.

The results of the study and discussion are presented in the form of statistical analysis results and the discussion of the results of the analysis is in descriptive form.

a) Correlation Analysis Results

The results of the correlational analysis of the research variables are presented in Table 1, as follows

RESULTS AND DISCUSSION

Table 1. Result of Correlation Analysis

		Work Performace	Work Motivation
Pearson Correlation	Performace	1.000	.757
	Work Motivation	.757	1.000
Sig. (1-tailed)	Performace	.	.000
	Work Motivation	.000	.
N	Performace	44	44
	Work Motivation	44	44

The results of the correlational analysis as shown in Table 1, explain that the relationship of work motivation with performance as a correlational relationship is shown through the correlation coefficient of 0.757. The level of this relationship falls into the strong and positive category, as indicated by the p-value of 0,000 which is smaller than that of alpha 0.05. The strong level of this relationship illustrates that the high level of work motivation of Hotel X employees in Bandung shows the high level of employee performance. The success of improving the performance of X hotel employees in

Bandung, depends on the success of their employees in showing a high level of work motivation. So it can be said that the higher the level of work motivation of employees in carrying out their work duties, the higher the opportunities for their employees to show success in improving their performance or vice versa.

b) Effect of Analysis Results

The results of the analysis of the effect of work motivation on hotel employee performance, are presented in table 2, below.

**Table 2.Effect X on Y
Model Summary^b**

Model	R RSquare	Adju sted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	
1	.757 ^a	.574	.569	6.78420	.574	131.8 42

- a. Predictors: (Constan), Work Motivation
 b. Dependent Variable: Performace

The magnitude of the effect of work motivation on the performance of employees of Hotel X in Bandung, is explained through the R square regression coefficient of 0.574. This value when conveyed in the form of the coefficient of determination, becomes 57.4 percent, so it can be explained that the magnitude of the influence of work

motivation on the performance of employees of Hotel X in Bandung, amounting to 57.4 percent, while the remaining 42.6 percent is influenced by other variables not examined, such as compensation, style leadership, organizational communication, promotion, and others.

Table 3. Significance of the effect work motivation on performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.838	5.100		3.890	.000
Work Motivation	1.477	.129	.757	11.482	.000

a. Dependent Variable: Performace

Source: Result of Statistics Data Analysis Year 2019

In Table 3 it is explained that the level of significance of the influence of work motivation on the performance of employees of Hotel X in Bandung, illustrated through the results of the t test of 11,482 which is much greater than the t table of 1,990, strengthened through the P-Value Sig of 0,000 which is smaller than the value of alpha 0.05. On the basis of these test results it can be concluded that the effect of work motivation on the performance of X Hotel employees in Bandung is very significant. In the regression equation $Y = 19,838 + 1,477X$ is conveyed, meaning that the increase in the performance of X hotel employees in Bandung is 19,838, when there is no work motivation. While there was an increase in performance of 1,477 when there was an increase in work motivation by one unit.

Effect of Work Motivation on Employee Performance. The increase in the performance of employees of Hotel X in Bandung, is largely determined by increasing the motivation of their employees to work. The higher the level of growth of work motivation of employees, the higher the

chance of achieving improved employee performance or vice versa. The lower the growth of employee work motivation, the lower the opportunities for increasing employee performance. Work motivation which illustrates the level of influence which is very significant and becomes the main determining factor. The high level of significance that greatly determines the success of performance in line with the opinions expressed by Mudayana A.A (2010) work motivation becomes a determining factor that impacts on employee performance. The same thing is revealed by Murty & Hudiwinarsih (2012) that in assessing the level of employee performance, it can be seen from how much motivation is given by the company to employees. The high level of significance of the influence of work motivation as a determinant of employee performance strengthens the results of Murty & Hudiwinarsih (2012) and Mudayana (2010) research. Strengthening the results of this study of the three previous research results that work motivation is a

determining factor in improving employee performance.

PERFORMANCE VALUE OF EMPLOYEE'S HOTEL

Hotel employees are an important element that determines the success of a hotel, because the high level of hotel visits will be associated with high levels of employee service as a form of success in employee performance directed through work motivation. Employee work motivation becomes a determining factor for the success of employee performance.

The high level of work motivation in carrying out work duties, shown by a strong understanding of the importance of motivation as a necessity that must be owned by every hotel employee. When motivation becomes a necessity, every hotel employee will show maximum enthusiasm for the success of every job they carry. The work objectives which become the direction and work guidelines are interpreted as something that must be well understood so that they can become a reference in the work completion process. A positive attitude that grows into a basic capital to encourage maximum behavior and responsibility of each employee. Finally the awareness of the importance of ability, grows and develops following the demands of the organization.

Other factors that determine the high level of employee motivation are the high level of conformity of the salary received with expectations, job security while carrying out work duties and the growth of good working relationships of each employee. Supervision is illustrated through the presence of leaders when employees carry out their duties with high attention in providing guidance and direction, a separate motivation for employees. Moreover the delivery of praise, especially from the leadership as well as friends of other employees and the clarity of work tasks that are the responsibility of each employee, a high motivation at work.

The growth of awareness in employees which is manifested through the importance of needs, clarity of work goals, positive attitude and the importance of the ability that must be possessed by every employee becomes an important value for employees who can determine the success of employees in their performance. Other factors that strengthen the increase in work motivation are external factors in the form of a high level of appropriateness of the salary received, the presence of a sense of security, the growth of good working relationships, optimal supervision, giving praise and clarity in the task also be a value that can determine the increase in employee performance. The importance of aspects of work motivation so that it becomes an element that provides important value in an organization as conveyed by Fujita et al., (2011, p. 421) that "One of the important elements in the company's management system in addition to work motivation to employees is leadership". From this explanation it can be said that the significance of a hotel lies in the value of the performance of hotel employees.

CONCLUSION

The effect of work motivation on the performance of employees of Hotel X in Bandung, is included in the high and significant category. The high level of motivation and the high level of significance of the effect illustrates that the high level of work motivation is illustrated through understanding motivation as a need, high morale, the importance of work goals, the growth of positive attitudes, as well as the high ability of employees to have internal factors as well as encouragement of external factors in forms of salary conformity with expectations, job security, the growth of work relationships, the existence of supervision, praise and clarity of employee duties illustrate the high level of performance as indicated by the high level of employee productivity. The higher the level of work motivation indicated by employees, the higher the opportunities for achieving

maximum employee performance or vice versa. The lower the level of motivation shown by employees as work productivity, the lower the opportunity for maximum performance.

1. The importance of work motivation factors because it can build employee performance improvement, an important factor that must be considered by the Management with a maximum, so that it becomes an important value in an organization. The thing that can be done is to maintain and even try to increase the supporting aspects of the growth of work motivation in internal and external aspects of employees. The management can conduct internal drive motivation training regularly, in addition to a review of policies on improving employee welfare.
2. In an effort to develop the science of Human Resource Management, performance aspects, further research can be done by adding other variables that can be used as determinants of changes in performance variables, such as compensation, leadership style, promotion, and training, so that it is expected to see the level of change occurs when work motivation factors together with other factors, in seeing changes in employee performance.

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