

The Effect of Work Motivation and Work Environment on Employee Performance (Study at a two-star hotel in Bandung City)

Tita Fitria¹, Aan Hardiyana², Windi Matsuko Danasasmita³, Lungguh Jatmika⁴
Sekolah Tinggi Ilmu Ekonomi Pasundan, Bandung, Indonesia ^{1,2,3,4}
Email: titafitria1@gmail.com¹, aan@stiepas.ac.id², windi@stiepas.ac.id³, lungguh@stiepas.ac.id⁴

ABSTRACT

The purpose of this study is to determine the influence of work motivation and work environment on employee performance in a two-star hotel in Bandung City by obtaining accurate data and collecting the necessary data for analysis. The objectives of this study are to determine the magnitude of the influence of work motivation, the magnitude of the influence of the work environment on employee performance, and the magnitude of the influence of work motivation and the work environment on employee performance. The method used is quantitative method and data collection method by distributing questionnaires to a population of 40 respondents. This study used correlation analysis, path analysis, and coefficient of determination analysis. Based on the results of the study, it was found that work motivation and work environment obtained fairly good results, while performance did not obtain good results. The correlation between work motivation and work environment showed a positive relationship with a magnitude of 0.896. The coefficient of determination was 78.7%. The direct and indirect influence of work motivation on employee performance was 0.426, and the influence of the work environment on employee performance was 0.361. Therefore, the total influence is 0.787 or 78.7%, while the remaining 21.3% represents other variables that were not examined in this study but also affect employee performance.

Keywords: Work Motivation, Work Environment, Employee Performance.

INTRODUCTION

On December 31, 2019, the World Health Organisation (WHO) announced the cases in Wuhan, China. The pneumonia cases cause by COVID-19, which stands for coronavirus disease 2019 (Hartati & Susanto, 2020). In March 2020, the presence of the coronavirus significantly altered human life, including in Indonesian society. This situation prompted the national and regional administrations to implement preventative measures to break the virus's transmission chain. Since the first positive case of COVID-19 discover in Indonesia and the World Health Organisation (WHO) declared it a pandemic, the Indonesian government has taken numerous steps to reduce the likelihood of virus transmission. These measures include urging the people of Indonesia to adhere to health protocols such as donning masks, washing hands, maintaining physical distance, and avoiding gatherings.

Human resources are a crucial asset for any business or organization because they drive all operations. Human resources are necessary for operations to operate efficiently. The character of a company's or organization's human resources significantly impacts its advancement and growth rate. Therefore, the workforce or employees must be of high quality, meaning that their performance

should be dependable, in line with their respective disciplines, and capable of accomplishing the company's or organization's goals.

Along with production factors such as apparatus and equipment, employees play a crucial role in determining the continuity of operational activities within a company. Performance refers to the output of an individual's or group's work in a company or organization over a specified period. It measures how efficiently an individual or team completes designated tasks within the allotted time frame. The purpose of this work execution is to implement the responsibilities and authority of an individual or group within a company or organization.

The efficacy of a company's employees reflects the achievement of its objectives. Therefore, individual performance influences the company's performance and vice versa. This condition means that excellent individual and group employee behavior improves employee performance. (Octaviana et al., 2021; Prasetyo et al., 2021)

Due to suboptimal motivation, employee performance on the research object could be more optimal. (Caissar et al., 2022; Sidharta & Affandi, 2016) The performance objective of 100 received an average of 67.81 points. This results from a lack of employee loyalty and work ethic, as

well as a lack of motivation. Regarding job knowledge, the achievement is 70, categorized as acceptable but not optimal because some employees still need more knowledge or mastery of their work. The communication achievement is 79, categorized as satisfactory, as there is continuous communication between employees and superiors. Integrity scored 62, classified as fair, indicating that employees' honesty and character are not ideal. Some employees do not adhere to uniform regulations, resulting in a discipline rating of 67, categorized as moderately excellent. The attendance score of 64 considers moderately decent, as some employees remain tardy. Teamwork was rated as acceptable with a score of 70, signifying that employee cooperation and collaboration are not optimal. Responsibility received a score of 66, indicating that employees' sense of responsibility in their work is yet to be optimal. The initiative score of 64 indicates that employees' initiative in completing their assigned tasks has yet to be optimal. The service procedure received a score of 71, deemed satisfactory, as some employees already complied with them. The capability of service personnel received a score of 65, which is classified as moderately excellent, indicating that the service capabilities of employees are inadequate. The service speed score of 68 is classified as moderately decent, indicating that the speed employees serve consumers could be more optimal.

Given the significance of personnel within an organization, they must pay close attention to their tasks to ensure the organization's objectives. Consequently, employee motivation is essential. Companies must prioritize motivation if they want each employee to contribute positively to attaining the company's objectives. (Hadian, 2018)

According to the research's preliminary survey results, the overall attainment of work motivation dimensions could be more optimal. The average pre-survey score for all three dimensions was 3.0, indicating a category with average quality. As many duties were not completed on time in practice, the need for achievement received a score of 2.9%, which is categorized as moderately acceptable. Without motivation and recognition from superiors, employees lack the desire to achieve. The need for affiliation received a score of 3.4, which is moderately decent and indicates a lack of employee collaboration. Finally, the need for power received a score of 2.8, which is classified as moderately decent, indicating that the inability of employees to complete allotted tasks makes it difficult for them to attain higher positions. (Syahidah et al., 2021)

In addition to work motivation, a company's excellent performance depends on a conducive work environment, which must be considered. Therefore, the work environment has a direct impact on employees. (Syaifuddin & Sidharta, 2017) The term "work environment" refers to a

location with multiple organizations and various facilities for achieving the company's vision and mission. Based on the preliminary survey results, both the physical and non-physical work environments received an average rating of 3.0. (Puspitasari & Darwin, 2021)

Considering the circumstances, as mentioned earlier, underlying issues require further investigation, such as determining the extent of the influence of work motivation and the work environment on employee performance and comprehending the magnitude of the influence of work motivation and the work environment on employee performance.

METHOD

Research methodology is a scientific approach to obtaining data for specific purposes and benefits. Through research, individuals can utilize its findings to understand, solve, and anticipate problems. In this study, both descriptive and verificative methods are employed. The descriptive method aims to depict and explain the existing conditions within the company based on collected data about the characteristics of the population. These data are then systematically organized and analyzed to conclusions. On the other hand, the verificative method determines the interval level of assessment criteria for the two variables examined. Finally, the average of each respondent's answers is calculated.

The independent variable, work motivation, is a set of attitudes and values that influence individuals to achieve specific goals according to their objectives. The work environment is where several groups exist, providing various supporting facilities to achieve the company's goals per its vision and mission. The dependent variable, Employee Performance, refers to the results of an individual's work, a management process, or an organization. These work outcomes must be demonstrable in a concrete and measurable manner.

In summary, research methodology is a scientific means of obtaining data with specific objectives and purposes. It employs descriptive and verificative methods to describe and explain the existing conditions and assess the relationship between the independent variables of work motivation and work environment and the dependent variable of employee performance.

The study includes a sample of 40 hotel employees. Data quality is assessed through validity and reliability tests. Validity testing examines the accuracy of the data collected by comparing it with the actual occurrences. On the other hand, reliability testing determines the consistency and stability of measurements. It is important to note that a reliable instrument does not necessarily guarantee validity. Even though a reliable instrument produces consistent results when measuring the same object multiple times,

it may need to accurately measure what it intends to do.

The data analysis technique employed in this study is path analysis, extending the multiple linear regression concepts. Path analysis aims to estimate the causal relationships among variables in a predefined causal model based on theoretical grounds. It utilizes regression analysis to examine and understand the causal connections between variables.

RESULTS dan DISCUSSION

The data quality assessment was conducted for work motivation, work environment, and employee performance. The validity test results indicate that the statements in the instruments for all three variables meet the required criteria (>0.300), confirming their validity as indicators. The reliability test also demonstrates that the variables are reliable, as their scores exceed 0.700.

Regarding the relationship between the variables, a positive correlation is found between work motivation and the work environment, with a correlation coefficient of 0.896. Furthermore, the path analysis reveals that work motivation has a path coefficient of 0.491, while the work environment has a coefficient of 0.420. The path equation can be expressed as follows:

$$Y = 0,491 X_1 + 0,420 X_2 + p\epsilon$$

These coefficients indicate their respective influences on employee performance. Furthermore, the combined effect of work motivation and the work environment, represented by the coefficient of determination (R^2), is calculated as 0.787 or 78.7%, indicating their significant impact on employee performance.

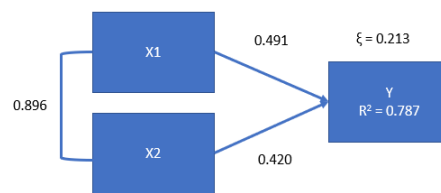


Figure 1. the result of path analysis

Regarding the importance of each variable, work motivation holds a more significant influence, with a total impact value of 0.426 as shown on figure 1. The dimensions of work motivation prove to be dominant factors affecting employee performance. On the other hand, although the work environment has a minor direct and indirect influence (0.361), it still plays a role in employee performance. Therefore, to enhance performance, improving employee motivation is crucial. Similarly, the work environment depends on other variables, meaning that the focus should be on improving employee motivation to enhance the work environment.

Finally, the determination calculation shows that work motivation and the work environment account for 78.7% of the variance in employee performance, while the remaining 21.3% is attributed to unexamined factors.

The calculations indicate that improving employee performance requires enhancing work motivation. (Perkins, 2018) Conversely, insufficient work motivation can adversely affect employee performance. This result highlights the crucial role of work motivation in driving employee performance. (Diamantidis & Chatzoglou, 2019) One aspect of work motivation is consistently completing tasks to a high standard. This result reflects employees' commitment to delivering quality work and positively impacts their performance. Thus, maintaining and increasing work motivation is vital to stimulate optimal work outcomes. Consequently, enhancing employee motivation has a significant influence on improving their performance. (Basalamah & As'ad, 2021)

Motivation encompasses a set of attitudes and values that influence individuals to achieve specific goals aligned with their objectives. This study aligns with previous research conducted by Niko Helambang in 2021, which confirms the substantial impact of motivation on employee performance. Furthermore, the findings reveal that work motivation is the dominant variable, exerting a more substantial direct influence than its indirect influence through the work environment. Hence, work motivation independently affects employee performance. (Machmud, 2018)

Furthermore, the calculations indicate that improving the work environment is essential for

enhancing employee performance. A suboptimal work environment can impact employee performance. (Perkins, 2018) Therefore, the work environment plays a crucial role in boosting employee performance. For example, uniform workplace lighting signifies that specific workspaces are well-lit and conducive to optimal performance. (Were & Maranga, 2022)

Consequently, improving the work environment indirectly enhances employees' ability to complete tasks, ultimately leading to improved performance. (Pradhan & Jena, 2017) Furthermore, a favorable work environment provides employees comfort, positively affecting their performance. Conversely, an unfavorable work environment can lead to reduced employee productivity. (Sari et al., 2020) This study is consistent with prior research by Nuridha Citraningtyas in 2017, which found a significant positive correlation between the work environment and employee performance. (Machmud & Sidharta, 2021)

However, the findings suggest that the work environment is not the dominant variable. Moreover, its direct influence is relatively minor compared to its indirect influence through work motivation. Therefore, the work environment alone cannot independently drive employee performance but requires support from other variables. (Hadian, 2022)

CONCLUSION

The findings suggest that both work motivation and the work environment significantly impact employee performance. However, work motivation emerges as the dominant factor, directly influencing employee performance to a greater extent. Improving work motivation is crucial for enhancing employee performance and fostering commitment, responsibility, and job satisfaction. Additionally, although the work environment may not substantially affect performance, it indirectly contributes by creating a comfortable and supportive atmosphere that facilitates optimal work outcomes. Therefore, organizations seeking to improve employee performance should prioritize enhancing work motivation while cultivating a favorable work environment that promotes employee well-being and productivity. Finally, it is essential to note that while work motivation and the work environment significantly influence employee performance, other unexplored factors may contribute to performance variations. Future research could delve deeper into these additional factors to provide a more comprehensive understanding of employee performance dynamics.

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