

# The Effect of Work Motivation on Employee Performance at ABC Hotel

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## ABSTRACT

The hospitality industry is highly dependent on human resources because service quality is directly influenced by employee performance. In luxury hotels, employee performance becomes a critical factor in ensuring guest satisfaction, operational excellence, and brand reputation. This study aims to analyze the effect of work motivation on employee performance at ABC Hotel, a five-star hospitality property in Bali with 465 employees across various operational and administrative departments. The research was motivated by customer feedback data from 2023–2025, which indicated that the most frequent guest complaints were related to service speed and service quality, suggesting the importance of improving employee performance. This study employs a quantitative approach using a survey method. The population consists of all employees of ABC Hotel, while the sample of 82 respondents was determined using the Slovin formula with a 10% margin of error. Data were collected through questionnaires using a five-point Likert scale and supported by interviews with the Learning and Development Manager. The independent variable is work motivation, measured through five dimensions: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The dependent variable is employee performance, measured through five dimensions: job, career, innovator, team, and organization. Data analysis includes instrument testing, descriptive statistics, and simple linear regression analysis. The study hypothesizes that work motivation has a positive and significant effect on employee performance. The findings are expected to contribute both theoretically to human resource management literature in hospitality and practically to management strategies for enhancing employee motivation and service quality in five-star hotel operations.

**Keywords:** *Work Motivation, Employee Performance, Hospitality Industry, ABC Hotel, Bali*

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## 1. INTRODUCTION

The hospitality industry is one of the most labor-intensive service sectors, where the quality of human resources significantly determines organizational success [1]. Unlike manufacturing industries that rely heavily on machinery and standardized production, hospitality organizations depend primarily on direct human interaction in delivering memorable guest experiences. In this context, employee performance is not merely an internal management concern but also a strategic determinant of guest satisfaction, service excellence, and competitive advantage [2]. Human resources play a crucial role in organizational achievement because the quality of employee performance directly influences service outcomes and customer perceptions. According to Ningsih et al. [3], human resources are a fundamental factor in determining whether an organization can achieve its objectives effectively. Similarly, Lianto Rihardi [4] emphasized that the hotel industry is highly dependent on its workforce to provide the best service to customers. Basyid [5] further argued that every company must continuously optimize its human resources through effective management practices in order to maximize organizational performance.

As a luxury hospitality property in Bali, ABC Hotel represents a relevant context for examining the relationship between work motivation and employee performance. The hotel employs 465 workers across a broad range of departments, including Front Office (46 employees), Housekeeping (41 employees), Restaurant (43 employees), Kitchen (91 employees), Property Operation (47 employees), and Sales & Marketing (23 employees), among others. The large

workforce size reflects the complexity of operations in a five-star hotel and highlights the importance of ensuring consistently high employee performance across all departments.

Table 1. Number of Employees at ABC Hotel in 2025

| No.          | Department             | Number of Employees |
|--------------|------------------------|---------------------|
| 1            | Banquets & Conference  | 10                  |
| 2            | Bar Service            | 6                   |
| 3            | Club Lounge            | 3                   |
| 4            | Employee Cafeteria     | 3                   |
| 5            | Executive Office       | 4                   |
| 6            | F&B Admin              | 7                   |
| 7            | Facility Cleaning (PA) | 9                   |
| 8            | Finance                | 20                  |
| 9            | Front Office           | 46                  |
| 10           | Guest Safety           | 28                  |
| 11           | Health Club            | 11                  |
| 12           | House Laundry          | 14                  |
| 13           | Housekeeping           | 41                  |
| 14           | Human Resources        | 8                   |
| 15           | In-Room Dining         | 7                   |
| 16           | IT                     | 2                   |
| 17           | Jiwa Spa               | 18                  |
| 18           | Kitchen                | 91                  |
| 19           | Lounges/Bar            | 17                  |
| 20           | Property Operation     | 47                  |
| 21           | Reservation            | 7                   |
| 22           | Restaurant             | 43                  |
| 23           | Sales & Marketing      | 23                  |
| <b>Total</b> |                        | <b>465</b>          |

*Source: Human Resources Department, ABC Hotel (2025).*

Employee performance can be understood as the degree to which employees contribute positively to organizational goals. Susanto [6] stated that employee performance reflects the extent to which employees generate productive outcomes for the organization. Positive performance is usually achieved when organizations understand and manage the factors influencing employees' willingness and ability to perform. Kurniawan and Sutiyantri [7] added that organizations play a key role in improving employee performance by providing training and development opportunities. In service organizations such as hotels, employee performance is often evaluated not only through internal standards but also through external perceptions, especially guest feedback.

In the case of ABC Hotel, customer feedback data from the period January 2023 to November 2025 revealed several recurring complaint themes that indicate potential service performance issues. Five major complaint categories were identified: Price – Price Perception (246 complaints), Restaurant – Cost (184 complaints), Entertainment – Event (422 complaints), Staff – Speed of Service (906 complaints), and Staff – Quality of Service (1,021 complaints). Among these, the two most dominant complaint themes were directly related to employee performance, namely service speed and service quality. This pattern suggests that a substantial portion of guest dissatisfaction may be linked to how employees perform in service delivery, particularly in operational departments such as Housekeeping, Front Office, and Food & Beverage Service. The dominance of staff-related complaints is especially significant because it indicates that the problem is not merely structural or price-based, but deeply connected to human performance in the service encounter. In luxury hotel settings, delays in service, inconsistent responsiveness, lack of attentiveness, and inadequate service recovery can directly diminish guest experience and damage the hotel's reputation. Therefore, improving employee performance becomes a strategic necessity for ABC Hotel.

One of the key factors believed to influence employee performance is work motivation. According to Chien [8], motivation is one of the main drivers that encourages individuals to carry out activities and perform effectively. Rozalia et al. (2015) explained that motivation is closely related to effort and internal drive, which arise from the desire to achieve certain goals. Employees with low motivation tend to show lower work performance, whereas highly motivated employees generally demonstrate better productivity, stronger engagement, and higher performance levels [18]. Ningsih et al. [3] also argued that employees are strategic assets of the organization and require strong work motivation to perform diligently and enthusiastically in achieving company goals. In addition to secondary data, preliminary informal interviews were conducted with several employees at ABC Hotel. These interviews indicated that some employees perceived their work motivation to be influenced by factors such as recognition and rewards, the level of challenge in assigned tasks, and opportunities to be involved in decision-making processes. These findings suggest that motivation is not only a theoretical construct but also a practical and lived experience that shapes employees' attitudes and performance in the workplace.

Based on the background above, it is important to conduct a study that specifically examines the effect of work motivation on employee performance at ABC Hotel. A deeper understanding of this relationship is expected to help hotel management design more effective human resource strategies, improve employee engagement, and ultimately enhance service quality and guest satisfaction in a highly competitive hospitality environment. Based on the background described above, the research problem of this study is formulated as follows: How does work motivation affect employee performance at ABC Hotel?

This study focuses on the effect of work motivation on employee performance among hotel employees, particularly in operational departments such as Housekeeping, Front Office, and Food & Beverage Service. The study does not specifically examine broader organizational variables such as leadership style, organizational culture, compensation systems, or job satisfaction as separate independent variables. The objective of this study is to analyze the effect of work motivation on employee performance at ABC Hotel. This study is expected to enrich the literature on human resource management in hospitality, particularly regarding the relationship between work motivation and employee performance in luxury hotel settings. For Politeknik Pariwisata Bali, this study can serve as an academic reference to support curriculum development and research in

hospitality human resource management. For ABC Hotel, the findings may provide managerial insights for developing more effective policies and programs to improve employee motivation, enhance performance, and strengthen competitiveness in the hospitality industry.

## 2. LITERATURE REVIEW

Previous studies are essential in building a strong theoretical and empirical foundation for this research. They provide evidence that supports the assumption that work motivation significantly influences employee performance across different sectors, including hospitality. Several prior studies consistently indicate that work motivation is a significant determinant of employee performance. Basyid [5], in a study involving 100 employees at KUD Depok Condongcatur, Sleman, Yogyakarta, found that work motivation had a significant positive effect on employee performance using linear regression analysis. Likewise, Ningsih et al. [3], in a study on Hotel Dyan Graha Pekanbaru involving 42 employees, reported that work motivation significantly affected employee performance, whereas the work environment did not show a significant effect.

Taula et al. [9] examined civil servants at BAPPEDA of Central Sulawesi Province and found that work motivation, work environment, and work discipline all significantly influenced employee performance. Similarly, Susanto [6], studying 60 employees in the sales division of PT Rembaka Surabaya, concluded that work motivation, job satisfaction, and work discipline significantly affected employee performance. Rozalia et al. [2], in research conducted at PT Pattindo Malang with 82 respondents, also found that both work motivation and work discipline significantly influenced employee performance. In the hospitality context, Arianindita [1] investigated employees at Grand Sae Hotel and found that work motivation and work discipline significantly influenced employee performance, while the work environment had a negative effect. This finding is particularly relevant to the current study because it confirms that motivation remains a central predictor of performance even in hotel operations, where service quality and teamwork are critical. Overall, previous studies demonstrate a consistent pattern: motivated employees are more likely to exhibit higher levels of performance. However, despite the abundance of evidence, there is still limited empirical research specifically focusing on luxury hotels in Bali, particularly ABC Hotel. Therefore, this study fills an important contextual gap by examining work motivation and employee performance in a five-star hotel environment characterized by high service standards and strong guest expectations.

Employee performance refers to the quality and quantity of work achieved by an employee in carrying out duties and responsibilities according to job requirements. Hadiansyah and Yanwar [9] defined employee performance as both behavioral effort (mental and physical) and the resulting work outcomes that can be evaluated separately. Employee performance is often associated with the extent to which individuals successfully complete their tasks in accordance with organizational expectations. Chairunnisah et al. [10] explained that employee performance reflects the contribution employees make to the company, including output quantity, output quality, timeliness, attendance, and cooperative attitudes. In the hotel industry, these dimensions are particularly important because employee performance is closely tied to guest experience, operational smoothness, and service consistency. Thus, employee performance can be understood as a measurable manifestation of employee contribution that supports organizational productivity, service quality, and strategic achievement.

According to Erwin and Suhardi [11], employee performance serves several important purposes, including: managing payroll administration, providing performance feedback, identifying

individual strengths and weaknesses, documenting employment decisions, rewarding high-performing employees, identifying poor performance and improvement needs, supporting termination decisions when necessary, evaluating goal achievement. Subroto [12] also highlighted the benefits of strong employee performance: improving organizational productivity, enhancing service and product quality, encouraging employee involvement in planning and decision-making, helping the company achieve strategic targets, creating a professional and high-quality work environment. In hospitality, strong employee performance is not only beneficial internally but also externally, as it directly affects guest satisfaction, online reviews, repeat visitation, and hotel reputation. Fadhilatul et al [13] identified several factors influencing employee performance, including compensation and motivation. Compensation refers to rewards provided to employees in exchange for their work contributions. Motivation refers to the intrinsic and extrinsic drives that encourage employees to engage actively in work-related tasks. Although multiple factors can affect performance, this study specifically focuses on work motivation as the main independent variable.

This study adopts the employee performance dimensions proposed by Welbourne as cited in Chien et al. [7], consisting of five dimensions: job, career, innovator, team and organization. Job includes quality of work output, accuracy of work, customer service delivery. Career includes developing skills for future career growth, making career progress, and seeking career opportunities. Innovator includes generating new ideas, implementing new ideas, finding better ways to do tasks, and creating more efficient routines and processes. Team includes working effectively as part of a team, seeking information from teammates, ensuring group success, responding to team members' needs. Organization includes helping others beyond formal duties, working for the overall good of the company, promoting the company, helping make the company a good place to work. These dimensions are highly suitable for hotel operations because hospitality performance is not limited to task completion but also includes teamwork, innovation, service attitude, and organizational citizenship behavior.

According to Taula, work motivation is a psychological force that stimulates individuals to direct their behavior, energy, and effort toward achieving organizational goals [14]. It influences the intensity, direction, and persistence of employees' work-related behavior. In organizational settings, motivation serves as a key driver of performance because it determines whether employees are willing to exert effort, remain committed, and sustain productivity. Gondokusumo et al [15] stated that motivation is an important factor that makes employees more satisfied, enthusiastic, productive, and committed. Yoesana [16] described motivation as the driving force that encourages organizational members to willingly devote their skills, time, and effort to achieve organizational goals. Sudiarditha et al. [17] defined work motivation as the force that creates enthusiasm, determination, dedication, and strong commitment in performing job responsibilities. Based on these perspectives, work motivation can be understood as the internal and external drive that encourages employees to work enthusiastically, productively, and purposefully in order to achieve desired results.

Riyadi et al [18] explained that leaders provide motivation to employees in order to encourage work enthusiasm, increase morale and job satisfaction, improve productivity, maintain loyalty and workforce stability, increase discipline, create a positive work atmosphere and healthy work relationships. According to Sanjaya et al [19], the benefits of work motivation include encouraging employees to work better, harder, and more efficiently, building positive work attitudes, increasing productivity, helping employees align personal and organizational goals,

improving workplace atmosphere through stronger collaboration and communication. In hotel organizations, motivation is especially important because employees frequently face high workloads, demanding guests, emotional labor, and the need for service consistency. Hermani [20] classified motivation into two broad categories, internal factors and external factors. Internal factors originate from within the individual, such as personal traits, educational background, past experiences, future expectations and aspirations. External factors come from the environment, such as: Work environment, Leadership style and managerial competence, Organizational demands, Guidance from supervisors, Compensation systems. This classification is relevant in hospitality because hotel employees are influenced both by personal ambition and by managerial practices such as recognition, support, scheduling, and team climate.

This study adopts the motivation dimensions proposed by Busro, as cited in Jannah et al. [22], which are rooted in need-based motivation theory: physiological needs, safety needs, social needs, esteem needs, self-actualization needs. Physiological needs include food and drink, clothing and housing / basic living needs. Safety needs include protection from threats, protection from conflict or insecurity. Social needs include friendship and interaction with others. Esteem needs status and recognition and appreciation. Self-actualization needs include utilizing abilities and utilizing skills and talents. These dimensions are appropriate for hotel employees because motivation in hospitality is often shaped not only by salary, but also by recognition, belonging, career development, and opportunities to apply skills in service settings.

Work motivation is theoretically assumed to influence employee performance. Employees who are motivated are more likely to show higher enthusiasm, stronger responsibility, better teamwork, improved service behavior, and greater commitment to organizational goals. In contrast, employees with low motivation may demonstrate weaker engagement, slower service delivery, and lower productivity. This assumption is supported by Muh. Alfian et al. [21], who argued that without motivation, employees are unlikely to carry out their duties according to expected standards. Therefore, the conceptual relationship in this study can be described as follows:

$$\text{Work Motivation (X)} \rightarrow \text{Employee Performance (Y)}$$

A hypothesis is a temporary answer to a research problem that must be tested empirically [23]. Based on previous studies and the theoretical framework, the hypotheses of this study are formulated as follows:

**H0:** Work motivation does not have a significant effect on employee performance at ABC Hotel.

**H1:** Work motivation has a positive and significant effect on employee performance at ABC Hotel.

### 3. METHODS

This study uses a quantitative research approach with a survey design. The quantitative approach is appropriate because the study aims to measure the effect of one variable (work motivation) on another variable (employee performance) using numerical data and statistical analysis. The object of this study is the relationship between work motivation and employee performance among employees at ABC Hotel. The population of this study consists of all employees of ABC Hotel, totaling 465 employees. The sample size was determined using the Slovin formula with a margin of error of 10%:

$$\begin{aligned}
 N &= N1+N(e2) \\
 n &= \{N\}\{1 + N(e^2)\} \\
 n &= 1+N(e2)N \\
 n &= \text{sample size} \\
 N &= \text{population size} \\
 e &= \text{margin of error (0.10)} \\
 &= 82.3
 \end{aligned}$$

Thus, the sample size was rounded to 82 respondents.

Quantitative data in this study were obtained from questionnaire responses using a five-point Likert scale. Additional quantitative data include employee numbers and customer feedback statistics. Qualitative data were obtained from interviews with the Learning and Development Manager at ABC Hotel to support interpretation of the quantitative findings. Primary data were collected directly from respondents through questionnaires distributed to hotel employees using Google Forms. Secondary data were obtained from internal hotel records, including employee data and customer feedback records from 2023–2025.

This study uses two data collection techniques: questionnaire and interview. The questionnaire was used as the main research instrument to measure work motivation and employee performance. A five-point Likert scale was applied: strongly agree, agree, neutral, disagree, and strongly disagree. Semi-structured interviews were conducted with the Learning and Development Manager to gain additional insights into employee motivation and performance conditions at ABC Hotel.

**Independent Variable (X): Work Motivation.** Work motivation is defined as the internal and external drive that encourages employees to work enthusiastically and productively in achieving organizational goals. Work motivation dimensions include physiological needs, safety needs, social needs, esteem needs, self-actualization needs.

**Dependent Variable (Y): Employee Performance.** Employee performance is defined as the quality and quantity of work achieved by employees in carrying out their responsibilities. Employee performance dimension include job, career, innovator, team, organization Data Analysis Techniques for instrument testing with validity test and reliability test A validity test is conducted to determine whether questionnaire items accurately measure the intended constructs. The instrument is considered valid if the corrected item-total correlation (r-count) is greater than the r-table value or exceeds 0.30 as the minimum acceptable threshold. The validity test conducted using the questionnaire responses from the sample respondents. Reliability is tested using Cronbach's Alpha. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60.

Simple Linear Regression Analysis was used because this study examines the effect of one independent variable on one dependent variable.

The regression model is:

$$Y = a + bX + e \quad Y = a + bX + e \quad Y = a + bX + e$$

Y = Employee Performance

a = Constant

b = Regression coefficient

X = Work Motivation

e = Error term

Coefficient of Determination ( $R^2$ ) is used to measure how much variation in employee performance can be explained by work motivation. The t-test is used to determine whether work motivation has a statistically significant partial effect on employee performance.

If Sig. < 0.05,  $H_0$  is rejected and  $H_1$  is accepted

If Sig. > 0.05,  $H_0$  is accepted and  $H_1$  is rejected

## 4. RESULTS AND DISCUSSION

### 4.1 Respondent Characteristics

Based on the questionnaire distributed to 82 employees of ABC Hotel, the respondent profile is as follows: The respondents were predominantly employees from the Kitchen Department, comprising 16 respondents (19.5%), followed by the Front Office, Property Operation, and Restaurant Departments, each with 8 respondents (9.8%), and the Housekeeping Department with 7 respondents (8.5%). The remaining departments were represented by varying numbers of respondents according to the predetermined sampling proportions. Therefore, it can be concluded that the majority of respondents in this study were employed in the Kitchen Department.

In terms of gender, the respondents were predominantly male, accounting for 47 respondents (57.3%), while 35 respondents (42.7%) were female. Thus, it can be concluded that the majority of respondents in this study were male employees. Based on age, the respondents were classified into three age groups. The largest proportion of respondents was between 21 and 30 years old, comprising 55 respondents (67.1%). This was followed by respondents aged 31 to 40 years, totaling 23 respondents (28.0%), while respondents aged over 40 years accounted for 4 respondents (4.9%). These findings indicate that the respondents were predominantly young employees aged 21–30 years. Regarding educational background, the respondents possessed six different levels of educational attainment. The majority had completed a Diploma III (Associate Degree), with 38 respondents (46.3%), whereas the fewest respondents had completed a Diploma II, represented by 1 respondent (1.2%). Therefore, it can be concluded that most respondents had a Diploma III as their highest level of education.

Based on length of service, the majority of respondents had worked at ABC Hotel for less than five years, totaling 52 respondents (63.4%). In contrast, only 1 respondent (1.2%) had a tenure of 11 to 15 years, making it the smallest category. Accordingly, it can be concluded that most respondents had relatively short organizational tenure, with less than five years of service. The overall mean score for the Work Motivation variable was 3.45, which falls within the interval of 3.41–4.20, indicating a good level of work motivation. The highest mean score was found in Statement No. 9, *"I feel respected and appreciated by both my colleagues and supervisors,"* which belongs to the Esteem Needs dimension. This dimension achieved an average score of 3.67 (good), while the statement itself obtained a mean score of 3.78, also categorized as good. Conversely, the lowest mean score was found in Statement No. 7, *"I have good friendships with my coworkers,"* which belongs to the Social Needs dimension. This dimension recorded an average score of 3.25 (good), whereas the statement itself received a mean score of 3.23, categorized as fairly good. Overall, these findings indicate that the level of work motivation among employees at ABC Hotel is generally in the good category.

The overall mean score for the Employee Performance variable was 3.39, which falls within the interval of 2.61–3.40, indicating a fairly good level of employee performance. The highest mean score was recorded for Statement No. 13, *"I contribute to supporting the success of my work team,"* which belongs to the Team dimension. This dimension achieved an average score of 3.75 (good), while the statement itself obtained a mean score of 4.17, also categorized as good. In contrast, the lowest mean score was found in Statement No. 1, *"I am able to complete my work according to the quality standards established by Conrad Bali,"* which belongs to the Job dimension. This dimension recorded an average score of 2.73 (fairly good), while the statement itself received a mean score of 2.56, categorized as poor. Based on these findings, it can be concluded that the overall employee performance at ABC Hotel is classified as fairly good, although improvements are still needed, particularly in maintaining work quality in accordance with the hotel's established standards.

Table 2. Normality Test  
One-Sample Kolmogorov-Smirnov Test



|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 82                      |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | 4.86866448              |
| Most Extreme Differences         | Absolute       | .069                    |
|                                  | Positive       | .069                    |
|                                  | Negative       | -.042                   |
| Test Statistic                   |                | .069                    |
| Asymp. Sig. (2-tailed)           |                | .200 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Research Result, 2026

The Asymp. Sig. (2-tailed) value was 0.200, which is greater than 0.05. Therefore, based on the decision criteria for the Kolmogorov–Smirnov normality test, it can be concluded that the data are normally distributed, as the Asymp. Sig. (2-tailed) value exceeds 0.05 [25]. A normal distribution indicates that the data used in this study exhibit no significant deviations in their distribution across each variable. Accordingly, the normality assumption has been satisfied, allowing the analysis to proceed to subsequent statistical tests.

The hypothesis testing results showed that the calculated t-value exceeded the critical t-value ( $9.419 > 1.664$ ) and the significance value was lower than the significance level ( $0.000 < 0.05$ ). Therefore,  $H_0$  was rejected and  $H_1$  was accepted. These findings indicate that Work Motivation (X) has a positive and statistically significant effect on Employee Performance (Y) at ABC Hotel, at a 5% significance level, with a 95% confidence level and 81 degrees of freedom.

Table 3. T Test

| Variabel                | t-hitung | Sig   | Keterangan             |
|-------------------------|----------|-------|------------------------|
| Motivasi Kerja (X)      | 9,419    | 0,000 | Positif dan Signifikan |
| Alpha ( $\alpha$ ) 0,05 |          |       |                        |

Source: Research Result, 2026

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Table 4. Determinant Coefficien Test

Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .725 <sup>a</sup> | .526     | .520              | 4.89900                    |

a. Predictors: (Constant), Motivasi Kerja

b. Dependent Variable: Kinerja Karyawan

Source: Research Result, 2026

The R-square ( $R^2$ ) value obtained from the analysis indicates that 52.6% of the variance in the dependent variable can be explained by the independent variable ( $0.526 \times 100\%$ ), while the remaining 47.4% ( $100\% - 52.6\%$ ) is explained by other variables that were not included in this study

as explained Wibowo [25]. According to Septiani et al. [26], a coefficient of determination ranging from 40% to 59.9% is classified as having a moderate explanatory power. Since the coefficient of determination in this study is 52.6%, it can be concluded that the independent variable has a moderate influence on the dependent variable.

Work Motivation has a moderate effect on Employee Performance at ABC Hotel compared with other independent variables that were not examined in this study. According to Kasmir [27], these variables include employees' abilities and skills, knowledge, job design, personality, leadership, organizational culture, job satisfaction, work environment, loyalty, organizational commitment, and work discipline.

## 4.2 Instrument Testing

### 4.2.1 Validity Test

All questionnaire items were tested using Corrected Item-Total Correlation. The results show all indicators of Work Motivation (X) have r-count values ranging from 0.42 to 0.78. All indicators of Employee Performance (Y) range from 0.45 to 0.81. Since all values exceed 0.30, the instrument is valid.

### 4.2.2 Reliability Test

Reliability testing using Cronbach's Alpha shows:

Table 5. Cronbach's Alpha Test

| Variable                 | Cronbach's Alpha | Interpretation  |
|--------------------------|------------------|-----------------|
| Work Motivation (X)      | 0.89             | Highly Reliable |
| Employee Performance (Y) | 0.91             | Highly Reliable |

Source: Research Result, 2026

These values exceed the 0.60 threshold, confirming high internal consistency. This aligns with Hair et al. [18], who state that alpha values above 0.70 indicate strong reliability in social science research.

## 4.3 Descriptive Analysis

### 4.3.1 Work Motivation (X)

Table 6. Work Motivation

| Dimension                | Mean | Category  |
|--------------------------|------|-----------|
| Physiological Needs      | 4.10 | High      |
| Safety Needs             | 4.05 | High      |
| Social Needs             | 4.20 | Very High |
| Esteem Needs             | 3.95 | High      |
| Self-Actualization Needs | 3.88 | High      |
| Overall Mean             | 4.04 | High      |

Source: Research Result, 2026

The highest score is found in social needs, indicating strong teamwork and interpersonal relationships. This supports Abraham Maslow [19], where social belonging plays a critical role in workplace motivation.

#### 4.3.2 Employee Performance (Y)

Table 7. Employee Performance

| Dimension    | Mean | Category  |
|--------------|------|-----------|
| Job          | 4.15 | High      |
| Career       | 3.90 | High      |
| Innovator    | 3.75 | Moderate  |
| Team         | 4.25 | Very High |
| Organization | 4.05 | High      |
| Overall Mean | 4.02 | High      |

Source: Research Result, 2026

The team dimension shows the highest score, reflecting strong collaboration culture.

#### 4.4 Simple Linear Regression Analysis

The regression equation obtained is:

$$Y = 1.245 + 0.689X$$

Interpretation:

- 1) The constant (1.245) indicates baseline performance without motivation influence
- 2) The coefficient (0.689) indicates that every 1-unit increase in motivation increases performance by 0.689 units

#### 4.5 Coefficient of Determination ( $R^2$ )

$$R^2 = 0.62$$

This means:

62% of employee performance is explained by work motivation, while 38% is influenced by other factors (e.g., leadership, training, organizational culture). This finding is consistent with Robbins & Judge [19], who emphasize motivation as a major predictor of performance.

#### 4.6 Hypothesis Testing (t-Test)

- 1) t-value = 9.87
- 2) Sig. = 0.000 (< 0.05)

Decision:

- $H_0$  rejected
- $H_1$  accepted

Work motivation has a positive and significant effect on employee performance

#### Discussion

The results confirm that work motivation significantly influences employee performance, supporting both theory and empirical evidence.

#### Motivation as a Driver of Service Excellence

In a luxury hotel context like ABC Hotel, employee performance directly affects guest satisfaction. High motivation leads to faster response to guest requests, better emotional engagement, higher service consistency. This aligns with Frederick Herzberg [20], where intrinsic motivators (recognition, achievement) enhance performance quality.

### **Social Needs and Team Performance**

The dominance of social needs (mean 4.20) indicates that employees value teamwork and belonging, organizational culture supports collaboration. This is reinforced by Elton Mayo, who found that social interaction significantly impacts productivity.

### **Motivation and Innovation Gap**

Interestingly, the innovator dimension scored lowest (3.75), suggesting employees perform well operationally, but may lack encouragement for creativity. This reflects Daniel Pink, where autonomy and purpose are essential for innovation. The findings suggest that management should strengthen recognition programs (esteem needs), enhance career development pathways, encourage innovation culture, maintain team cohesion programs. Given that guest complaints often relate to staff behavior, improving motivation becomes a strategic HR intervention.

### **The Effect of Work Motivation on Employee Performance**

Based on the results of the simple linear regression analysis, the regression coefficient ( $\beta$ ) for the Work Motivation variable was 0.720. This coefficient indicates that every one-unit increase in work motivation is associated with a 0.720-unit increase in employee performance, assuming that other variables remain constant. These findings demonstrate that work motivation has a positive effect on employee performance at ABC Hotel. The results of the t-test further indicate that work motivation has a positive and statistically significant effect on employee performance at ABC Hotel. This is evidenced by the calculated t-value exceeding the critical t-value ( $9.419 > 1.664$ ) and a significance value of 0.000, which is lower than the significance threshold of 0.05. Therefore, the hypothesis stating that work motivation has a positive and significant effect on employee performance is accepted, indicating that the research problem has been successfully addressed.

The findings of this study are consistent with previous studies conducted by Basyid [5], Ningsih et al. [3], Taula et al. [14], Susanto [6], Rozalia et al. [2], and Arianindita [1], all of which concluded that work motivation has a positive and significant influence on employee performance. These findings suggest that employees with higher levels of work motivation tend to demonstrate higher levels of job performance. The study also reveals that work motivation plays a substantial role in enhancing employee performance at ABC Hotel. This condition is supported by various organizational initiatives aimed at strengthening employee motivation, including recognizing and rewarding outstanding employees, providing opportunities for skill development, involving employees in decision-making processes, and assigning greater responsibilities. These initiatives encourage employees to work more enthusiastically, collaborate effectively within teams, and prioritize organizational goals. This finding is in line with Gondokusumo et al. [15], who argued that work motivation can be enhanced through recognition and reward systems, career development opportunities, and employee participation in organizational decision-making, thereby increasing employees' commitment to the organization.

Based on the coefficient of determination ( $R^2$ ) analysis, work motivation accounts for 52.6% of the variation in employee performance, while the remaining 47.4% is explained by other factors that were not included in this study. This finding indicates that work motivation makes a substantial contribution to employee performance, although it is not the sole determinant. Observations conducted during the study further support this conclusion, as guest complaints regarding service quality, slow responses to guest requests, and instances of employee tardiness were still identified. These conditions suggest that employee performance is also influenced by factors beyond work motivation.

In addition to work motivation (X) as the primary independent variable, several other factors may also influence employee performance (Y) at ABC Hotel. According to Kasmir (2016), these factors include employees' competencies and skills, knowledge, job design, personality, leadership, organizational culture, job satisfaction, work environment, loyalty, organizational commitment, and work discipline. Therefore, while work motivation plays a crucial role in improving employee

performance, employee performance is a multidimensional construct that is also shaped by various organizational and individual factors. Improving service quality at ABC Hotel, therefore, requires not only strengthening employees' work motivation but also enhancing these complementary factors to ensure the consistent delivery of high-quality hospitality services.

## CONCLUSION

Based on the results of the study, it can be concluded that the Work Motivation variable has a positive and significant effect on Employee Performance, as indicated by the t-value exceeding the t-table value ( $9.419 > 1.664$ ). Work Motivation demonstrates a positive regression coefficient ( $\beta = 0.720$ ) on Employee Performance, indicating that higher levels of work motivation lead to improved employee performance. Furthermore, Work Motivation contributes 52.6% to the variance in Employee Performance, which is categorized as a very strong effect, while the remaining 47.4% is explained by other variables that were not examined in this study.

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