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THE IMPACT OF HOTEL EMPLOYEE MOTIVATION ON HOSPITALITY PERFORMANCE (CASE IN ALILA HOTEL JAKARTA, INDONESIA)

*Tri Wiyana**, *Trias Septyoari Putranto*, *Arif Zulkarnain*

Hotel Management Department, Faculty of Economics and Communication

Bina Nusantara University, Jakarta, Indonesia 11480

Phone number (021) 5345830, Fax number (021) 5300244

triwiyana@binus.edu, tputranto@binus.edu, arief.zulkarnain@binus.edu

*Corresponding author

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ABSTRACT

The purpose of this research is to find out how motivation affects employee performance at Hotel Alila, Jakarta. The research method used in this research is quantitative method. The analytical tool used is descriptive analysis and simple linear regression analysis. The results obtained through this research showed that motivation has effect on employee performance. From the results of simple linear regression analysis, it is obtained value of correlation coefficient of 0.714 and significant value of 0.05, which means that there is a very strong relationship level and significant influence. The value of the determination coefficient is 0.509 and this means the percentage of influence on employee performance is 50.9%, while other 49.1% are influenced by other variables which are not examined in this research.

INTRODUCTION

Human resources are very important asset and have to be compelled to accomplish the objectives of the association or organization. Compared to other assets, such as capital and innovation, human resources are the fundamental components of the association, because people themselves control different variables. Human resources are essential for an association or organization to accomplish their objectives. Albeit numerous utilitarian zones of an association are regularly engaged with creating and performing managerial activities, human resources specialties are extraordinarily set to make a noteworthy commitment because the prominent individuals related to this kind of activity and the scope of craftsmanship and science aptitudes normally connected with the human resources itself (Schroeder, 2012).

Hospitality business in its activity depends a lot on human resources who have administrative skill, and at the same time, who are resolute and sociable. It is essential for any association to plan a standard for human resources management. Hospitality business fundamentally works about it seriously and this makes human resource administration manages to create viable human asset practices and arrangements to make progress. This paper concentrated on examining the human asset rehearses in the lodging business and the issues regarded by the human asset administrators in executing the human resource practices (Kumar, Mohan, and Arumugam, 2016). Based on data from Statistic Indonesia, the average number of worker in the hospitality sector, especially of DKI Jakarta, has decreased as follows:

Table 1.
*Average Hotel Workers per Year
DKI Jakarta (2012-2015)*

Year	Average Worker Per Business
2012	186.9
2013	183.3
2014	180.1
2015	164.7

Source: Central Bureau of Statistics (2016)

The data indicates that the test of the human resources department in keeping up its representatives to get by in industry by understanding and comprehending the eagerness of its representatives, and additionally giving inspiration to enhance the execution of its laborers. In addition, a great connection between fellow representatives should be viewed as shared associations with partners. Accordingly, organization and budgetary should be computerized, so the workers have more time to set up good relations with the visitors, but at the same time provide satisfying administration. The suggestions are for comprehension of these factors in cordiality and tourism financial gainfulness, and in addition in HR administration approaches and singular prosperity (Borralha, Jesus, Pinto, and Viseu, 2016). It is in line with (Zahari, Hanafiah, Othman, Jamaluddin, and Zulkifly, 2010), numerous scientists throughout the globe stated that one of the reasons for poor progress of hospitality studies to get into vocation in the business is that new study has an implausible projection of working life in the business (Barron and Maxwell, 1993; 1997; Kusluvan and Kulsluvan, 2000; Zahari and Fraser, 2004). However, it is believed that this phenomenon may be originated from different elements.

The employment system of a hotel also has no significant distinction compared to organizations in other sectors, aside from the instructive details, competency measurements, and the nature of identity of its representatives. Laws which are utilized as a part of the administration and administration of work at the hotel are under similar law, as connected by the legislature and still in actuality (Kemetrian Tenaga Kerja Republik Indonesia, 2003). It is crucial for any organization, particularly in the hospitality industry, to comprehend and handle consumers' need. It is also

important to observe the expansive scope of components influencing customers' assessment of service, their satisfaction, loyalty, and friendliness, because they are part of administration realm where the substance of these components develops exponentially. The requests of hotel visitors and their needs tend to change progressively in the cutting-edge lodging industry, at the point when most lodging visitors were requested to characterize benefit (Mola, Jusoh, 2011; (Maric, Marinkovic, Maric, and Dimitrovski, 2016).

Motivation has been the most difficult and important managerial problem to solve for a long time. Management has used various methods to improve employee's motivation. A traditional approach is applied by many companies, for example, by increasing wages and improving benefits. Motivation is needed by someone in carrying out their activities. The relationships between work motivation and its impacts on mental health in hospitality employees worldwide have not been thoroughly observed (Kotera et al., 2017). However, in Northern Cyprus, autonomous motivation was positively related to job satisfaction and organizational attachment, and negatively related to emotional exhaustion among hotel workers (Karatepe & Uludag, 2007; (Nadia Ayub & Shagufta Rafif, 2011)).

The decline of performance that occurs in the human resources is usually caused by boredom and laziness. Things like this should not be left out because it will adversely affect the company and the achievements of human resources itself. Motivation of hotel staffs to work more adequately to accomplish the goals of the association is likely the hardest assignment of the administration department. Motivation fluctuation draw researchers' particular attention to discover a response to the inquiry: "What kind of motivational incentives should be used to increase employee performance" (Larisa & Tampu, 2015).

Hotel Alila, as one of four-star hotels in Jakarta, participates and increases human power to spur the competitive advantage of the hotel. Hotel Alila Jakarta employs competent human resources. In observing Alila Jakarta Hotel and speaking directly to some employees, it is found that the staffing system used by Hotel Alila Jakarta is to give new employees 3-month probationary period. After an employee finishes 1-year employment contract,, the contract will be extended in accordance with their work performance. The problems that were found is that employees who are able to get promoted are those who have been working for the hotel for more than five years and the employees feel the duration is too long.

Based on the description of the background, the researcher can identify the problem about the effect of motivation on performance at Hotel Alila Jakarta. The purpose of this study is to understand what the greatest motivation of employees so that they can perform better. The research method used is a quantitative approach using simple regression analysis.

LITERATURE REVIEW

Any modern lodging procedure relies upon immaterial resources that can be viewed as representative information and competence. Consumer loyalty, worker inspiration, and representative fulfillment have been altogether inspected by experienced specialists. The significance of picking the suitable type of inspiration apparatus at hotel business can expand

efficiency. The examination proposes an "association, inspiration show" derived from clarification at the literature (Çetin, 2013). The motivating forces that ought to be utilized to build representative execution include consolidating them agreeably that contemplates the requirements of every worker (Larisa & Tampu, 2015). It has been studied that the adequacy of inspiration is critical and crucial to rouse representatives to their execution. This demonstrates the vast majority of the factors that are ideal for worker execution, but a few territories should be enhanced to rise representative inspiration levels in the food service that will help enhancing the execution level (Hazra, Ghosh, & Sengupta, 2015). A chief in charge of giving a remarkable administration encounter and particularly preparing the staff to convey such administration is fundamental Inspiring your workers is a basis for great administration (Hazra et al., 2015).

Employee Hospitality

World Tourism Organization predicts that the number of people traveling will triple by 2020. Therefore, hospitality industry will develop into the world's largest industry. To make a long term, feasible competitive advantage, accommodation organizations should also address the standard of numerous levels of staff employments that are the hardest to fill. Thus, organizations should cut off cost innovation and computerize routine assignments. Escalated nature of the inn administration infers that the nature of an inn's items depends vigorously on its representatives. The production of employee structure relies on these followings: extension of the inn limit, task, and introduction to particular visitor section. With a specific end goal to accomplish benefit, the representatives must be prepared and fit the covenant to comprehend and fulfill the customers' needs (Wojciech, 2017).

The hospitality personnel used as research object were those who work in the hotel room, food & beverage department and areas related to friendliness (Report, 2015). Personnel hospitability is defined as "customer perceptions of employee characteristics of hospitality during the service encounter and the guest-host interaction". They also bring up that undertaking execution and hospitality output are distinctive in their results. For instance, workers' errand empower visitors to profit practically, while their cordiality execution influences them to respond sincerely (Teng and Chang, 2013; (Ažić, 2017)). The instructions from expert, for example gourmet expert, positively affect performance in restaurant business / organizations. Representatives with more elevated amounts of training hospitality organizations additionally affect performance. The area factor demonstrated that hotel business and food sector businesses located in downtown areas perform better than those in other areas (Borralha et al., 2016).

Importance of Personnel Motivation at Hotel Business

Nowadays, organizations from all around the world strive to motivate their employees. Most of the organizations realized that the action of motivating employees can drive to achieve organizational goals. The motivated employee relates to the manner of self-commitment and self-satisfaction which can increase their job performance. Motivation theory examines the

process of motivation and improves crowdsourcing platforms with the inclusion of important motivational features (Ahmad, Virgiyanti, Mahmud, Habbal & Chit, 2017). It can also serve as reference for organizations to formulate policies. It tries to understand and explain the reasons why people behave the way they do and chose the effort and direction they are taking. In this century, the concept of motivation has received substantial attention. The hospitality business in Kenya had conceived various procedures to motivate representatives, but such techniques did not satisfactorily react to the desires of the focused on workers (Wasike, 2015).

Motivation as a mental procedure is taken seriously because of the equal association between the individual and the condition that influences a man's decision, exertion and constancy (Latham & Ernst, 2006; (Jurgena, Rimovica, Economics, & Development, 2017)). The expectancy theory of motivation proposed by Victor Vroom is a hypothesis of motivation and it finds an essential place in the writing of motivational speculations. The expectancy theory takes a gander at motivation in a deeper reach and practice than other hypotheses do. Despite the fact that it is a more unpredictable hypothesis of motivation, it depends on of mind brain science of workers and says that they will be roused to act when there is an anticipation that their conduct can bring about the accomplishment of wanted results (Parijat & Bagga, 2014).

Maslow's hypothesis has upheld the qualification between the insufficiencies and development needs, yet it demonstrated that not all individuals can fulfill their higher needs at work. Agreeing the consequences of the exploration supervisors from higher echelons of association's can fulfill both their development and inadequacy needs. It will bring down level directors, thus can fulfill just their insufficiency needs of the activity (Kaur, 2013).

Performance Tools and Methods

A performance called “job performance”, “actual performance”, or “level of performance”, is the level of success of employees in completing the work. Performance is not an individual characteristic, such as talent, or ability, but a manifestation of the talent or ability itself.

Far-reaching concentration to assess the connections between human asset administration train and firm execution of Taiwanese cutting edge firms in the modern Hsinchu science-based stopped. They found that HR Management practices, for example, preparing and improvement, collaboration, benefits, human asset arranging, and execution evaluation have significant impact on worker profitability. More importantly, benefit and human asset arrangement are adversely identified by worker turnover (Chang and Chen 2002; (Lee, Lee, & Wu, 2010)).

Performance management has come to imply in excess of a rundown of solitary practices which means to gauge and adjust worker execution. Furthermore, it is viewed as an incorporated procedure in which director work with their representatives to set urge, measure and audit results, and reward execution. It has to keep in mind that the goal is to enhance worker execution, with a definitive plan to influence hierarchical achievement (Mondy, Noe & Premeaux, 2002; (den Hartog, Boselie, & Paauwe, 2004).

Hotel’s personnel regularly assemble their vocations in light of the prevailing profession stay which at that point turns into the focal point of their vocations, though this struggle may develop after some time as an individual further comprehends individual qualities. There are eight vocation stays: specialized or useful skill, general administration fitness, self-sufficiency as well as autonomy, safety and health, entrepreneurial imagination, unadulterated test, way of life and feeling of administration or devotion to a reason (Dessler, 1997, p. 389-390; (Antoneta Odhuno & Kambona, 2013).

MATERIALS AND METHODS

An observational study design was employed in order to draw inferences from this sample of Hotel Alila Jakarta workers to the general population of this workforce. This research model is described as follows:

Table 2. *Variables and Measurement*

Variable	Indicator
Motivation (X)	1. Financial needs
	2. Quality of work life
	3. Self employee
	4. Supervision
	5. Reward and benefit
Performance (Y)	1. High-performance
	2. Optimization Staff
	3. Responsibility
	4. Attendance
	5. Team work

Resources: Researcher



Figure 1. Research Model

Resources: Researcher

The population in this study was all permanent employees at Hotel Alila, Jakarta; 70 respondents out 215 permanent. Research was conducted at the beginning of 2017.

Table 3. *Employee of Hotel Alila Jakarta*

Department	Number of Employees
Engineering	23
F&B Service	26
Finance & Accounting	17
Front Office	26
Housekeeping	25

Kitchen & Stewarding	50
Security	16
Sales & Marketing	19
Gym & Spa	13
Total	215

Resources: Hotel Alila Jakarta

The procedure of ethical approval was obtained from the human resources management department at the Alila Hotel. The next step is to ask the employee to fill the questionnaire as well as the work motivation steps outlined below. Descriptive statistics are generated, and the level of each type of work motivation is identified. Correlation analysis was then undertaken to investigate the relationship between job motivation and worker profile. All analysis was performed using IBM SPSS version 24. The questionnaire is related to worker's profile and basic informations; (i) gender, (ii) age, (iii) years of experience working in the hospitality industry, (iv) education. There are also 20-item instruments, including work scale, motivation and employee performance. Each item is presented on a five-point Likert scale (from 1= Strongly Disagree 'to 5=' Strongly Agree ').

RESULTS AND DISCUSSIONS

The discussion of this research's findings follows the analysis of motivation and performance.

Table 4. *Descriptive Analysis of Motivation*

Item	Statement of Motivation	Mean	Min	Max
1	Work can meet family needs	3.83	2	5
2	Provides facilities for employees (Employee Cafeteria, Locker Room, Split Room)	3.94	3	5
3	Employees feel safe working	3.97	3	5
4	Employees feel safe and comfortable working	3.76	3	5
5	Considers employees as their co-workers	3.73	2	5
6	Employees love working	3.64	2	5
7	Leaders are very concerned about employee performance	3.83	2	5
8	Leaders appreciate for employees who excellent	3.89	2	5
9	Employees proudly work	3.94	2	5
10	Employees strive to earn work award "Alila Star"	3.69	2	5

Resources: Data Processing

Table 5. *Descriptive Analysis of Performance*

Item	Statement of Performance	Mean	Min	Max
1	Employees can do all the work with good results	4.06	3	5

2	Employees always work according to SOP (Standard Operating Procedure)	4.16	3	5
3	Employees can complete all the work quickly	4.19	3	5
4	The company sets the target of work with full calculation	4.10	3	5
5	Employees can manage work time well	4.19	3	5
6	Employees can complete job responsibilities given the leadership is completed on time	4.30	3	5
7	Employee attendance is highly regarded by the leadership	4.13	3	5
8	Employees are never absent while working	4.19	3	5
9	Employees can work well with all co-workers	4.21	3	5
10	Work is done with teamwork	4.16	3	5

Resources: Data Processing

Table 6. *Model Summary*

R	R Square
.714	.509

Resources: SPSS Data Processing

From the summary of model table above, the number of column R shows that there is the relationship between motivation and employee performance (correlation coefficient). R test is 0.714, which means there is a positive relationship between work motivation and employee performance. R square states the magnitude of the influence of motivation on employee performance (coefficient of determination) is 0.509. This means the magnitude of the effect of motivation on employee performance is 50.9%, while the remaining 49.1% (100% - 50.9%) is influenced by other variables, which is not examined in this study.

Table 7. *Result of Coefficient Regress*

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	22.042	2.356		9.356	.000
Motivation	.514	.061	.714	8.400	.000

Resources: SPSS Data Processing

Based on the table of regression and coefficient test results, the obtained data is analyzed using the regression equation to estimate employee performance which is influenced by the motivation: $Y = 22.042 + 0.514 X$ where Y is the employee's performance and X is the motivation.

Hypothesis test is formulated as follows:

Ho: There is no significant influence between employee's performance and motivation

Ha: There is a significant influence between employee's performance and motivation:

If, $t_{\text{count}} \leq t_{\text{table}}$ then H_0 is accepted and H_a is rejected

If, $t_{\text{count}} > t_{\text{table}}$ then H_0 is rejected and H_a is accepted

SPSS processed results obtained $t_{\text{count}} = 8,400$. And to calculate the value of t is as follows: $\alpha = 0.05$; $df = n-k$; $= 70-1 = 69 = 1.995$ (based on the results of the attachment). Because $t_{\text{count}} > t_{\text{table}}$, that is $8,400 > 1,995$, then H_0 is rejected and H_a is accepted. It is because motivation has significant influence on employee performance at Hotel Alila Jakarta.

CONCLUSIONS

According to the results of the respondent's answer on variable X (Motivation) on average, the highest mean value is in item number 3, which is 3.97, whereas statement number 3 is "Employees feel secure about their work at Hotel Alila Jakarta". Statement number 3 is an indicator of the protection of occupational security, indicating that the safety assurance and employee's sense of security at work provided by Hotel Alila Jakarta can increase employee motivation.

According to the respondent's results on the variable X (Motivation), on average with the lowest mean value 3.64 is in question number 6, which stated "Employees feel happy working at Hotel Alila Jakarta", dimension of this statement is social needs. Employees feel safe at work, but the social interaction that occurs in the work environment at Hotel Alila Jakarta still needs to be improved.

According to the respondent's answer on variable Y (employee performance), it can be seen that the highest mean value is item number 16, "Employee can finish their job descriptions on time", with mean value 4.30. This is indication of independence dimension. It can be said that Hotel Alila Jakarta employees have independence in certain way that they can complete their work in accordance with the deadline.

According to the respondent's answer on variable Y (employee performance), item number 11 is the one with the lowest mean value of 4.06. Item number 11 is "Employee can show good result of their works" which is an indicator of job quality dimension. Hotel Alila Jakarta employees can complete the work according to the given deadline, and the result of work is in accordance with the standard set by Hotel Alila Jakarta.

Based on the results of research in the previous chapter, it is known that motivation affects employee performance, then the performance of employees will continue to increase if they get the appropriate motivation that meets employee's need. For example, employees who work well is rewarded so that other employees can be motivated to get rewarded like those employees who work well. The respondents in this research mentioned top five factors that motivate them in the future as follows: job satisfaction, promotions/expectations, recognition, good salary, and organizational/management styles. This study only used one independent variable, so it cannot explain any further other factors that affect employee's performance. Therefore, for further research, it is suggested to add another independent variable.

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