

# The Influence of Work Motivation, Work Discipline and Work Environment on Employee Performance in Tourism Businesses for Lodging Services

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## Abstract

This study is to determine the effect of motivation, work discipline and work environment on employee performance at Grand Metro Hotel Tasikmalaya. This study uses descriptive and verification methods, the sample size is 48 employees. The data collection techniques used were observation, interviews and questionnaires. The data analysis methods used are validity and reliability tests, multiple linear regression analysis, multiple correlation analysis, and the coefficient of determination. Based on the results of the analysis, simultaneously the effect of motivation, work discipline and work environment on employee performance is positive and significant. While the results of the analysis partially, the motivation variable has the most dominant influence value compared to the discipline and work environment variables.

## Article Info

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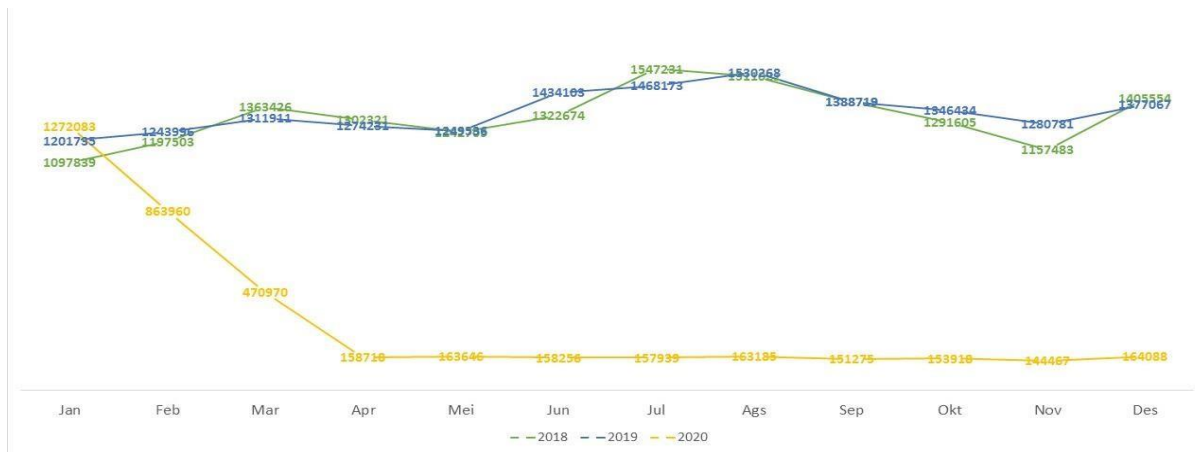
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## 1. Introduction

Economic development in a country greatly affects the progress and development of the country, especially in the economic sector (Hussain et al., 2021). There are several factors that influence economic growth, one of which is foreign exchange. According to Dianita and Zuhroh (2018) Foreign exchange reserves are very influential on a country's economy because the amount of foreign exchange reserves can be used as a monetary indicator of the strength and weakness of a country's economic fundamentals to assess the level of resilience in the face of an economic crisis, if the higher the value of foreign exchange reserves owned by a country, it will be resistant to economic crisis. From the economic side, in recent years, tourism has contributed to Gross Domestic Product (GDP) through foreign exchange reserves. From various countries, it shows that the tourism industry always ranks 4th or 5th foreign exchange earner for the country (<https://www.dpr.go.id>). Figure 1 shows the development of the number of foreign tourist visits from 2018-2020.

The green line shows the increase in the number of tourists from January 2018 of 1.097 million visits to December 2018 of 1.581 million visits. The blue line shows an increase in the number of tourists from January 2019 of 1.201 million visits to December 2019 of 1.377 million visits. The yellow line shows a decrease in foreign tourist visits during the Covid-19 pandemic starting from the number of tourists in January 2020 of 1.272 million then began to decline in February 2020 to 864 thousand visits and tended to decline until December 2020 of 164.1 thousand visits.



**Figure 1.** Development of the Number of Foreign Tourist Visits 2018-2020  
Source: BPS (2021)

The average expenditure of foreign tourists per visit while in Indonesia shows an increasing trend. The tourist expenditures are grouped into 13 main types of expenditures, namely accommodation, food and beverages, souvenirs, shopping, local transportation, local tour packages, etc.

The tight competition in the hotel business in the new normal era spurs every hotel management to always try to find solutions so that the business continues to grow (Oskam & Boswijk, 2016). For this reason, every hotel company is required to carry out several management improvement programs, cost savings without reducing service to customers in order to have the competitiveness to compete (Molina-Azorín et al., 2015). Service quality in this case is closely related to productivity which has a reference to organizational performance (Fernandes, 2020).

So to ensure the survival of the organization, various productivity improvement techniques must be developed. Grand Metro Tasikmalaya Hotel is expected to have quality human resources, because the hotel is engaged in services that prioritize service quality. Almost all hotels have almost the same facilities, the difference is the culture and quality of service owned by each hotel. To be able to win hotel competition, it is very necessary to make continuous innovations in order to meet the wants and needs of customers who are always changing.

**Table 1** Performance Conditions of Grand Metro Tasikmalaya Hotel Employee In 2018-2019

No	Rating Factors	Assessment Results 2018			Assessment Results 2019		
		Weight	Value	Total Value	Weight	Value	Total Value
1	<b>Performance (60%)</b>						
	A. Quality	15%	80	12,00	15%	75	11,25
	B. Quantity	15%	85	12,75	15%	71	10,65
	C. Time Completion	15%	86	12,90	15%	80	12,00
	D. Cost Conscious	15%	79	11,85	15%	74	11,1
2	<b>Attitudes and Behavior (40%)</b>						
	A. Initiative	10%	87	8,70	10%	77	7,7
	B. Cooperation	10%	90	9,00	10%	75	7,5
	C. Discipline	10%	83	8,30	10%	65	6,5
	D. Work Ethics	10%	80	8,00	10%	70	7,0
	Final Score			83,5			73,7
	Predicate			Good			Deficient

Source: Grand Metro Tasikmalaya Hotel Personnel

Description/Predicate:

- Very Good : 90 - 100
- Good : 80 - 89.9
- Deficient : 60 - 79.9
- Poor : 40 - 59.9
- Very Poor : ≤ 39.9

Based on Table 1, it can be seen that the condition of employee performance at Grand Metro Tasikmalaya Hotel has decreased by 9.8%, in 2018 employee performance reached 83.5 with a good predicate, but in 2019 employee performance decreased by 73.7 with a less good predicate. This shows that there are problems that occur with employee performance. Companies are required to always improve the performance of their employees, so that the company can continue to survive and develop in the new normal era. The results achieved (achievement) of an employee in doing a job in an organization is called performance. Performance shows a combination of ability and effort to produce what is done in order to produce good performance a person must have the ability, willingness, effort and support from the environment. According to Mangkunegara and Agustine (2016) performance is the result of performance in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Robbins and Coulter (2016) there are several indicators of employee performance including quality, quantity, timeliness, effectiveness, and independence.

## 2. Methods

This research was conducted at the Class IV Office of the Syahbandar and Port Authority (KSOP) in Panarukan, located at Jl. Pelabuhan No. 1 Panarukan, Situbondo, East Java, during the 2022-2023 period. The population studied consisted of all civil servants (PNS) at KSOP Panarukan, totaling 41 individuals. Given the limitations of time, funding, and resources, the researcher employed a saturated sampling method, where the entire population was used as the sample. This study employed an explanatory approach with the aim of explaining the relationships and effects between the independent and dependent variables. The research method used was descriptive quantitative, which seeks to describe the values of the variables independently without making comparisons.

The research methods used are descriptive and verification methods. Descriptive method is research conducted to determine the value of independent variables, either one or more variables without making comparisons or connecting with other variables studied and analyzed to produce conclusions. Meanwhile, the verification method is research conducted on certain populations or samples with the aim of testing predetermined hypotheses (Sugiyono, 2017). Based on this understanding, it can be explained that descriptive and verification methods are methods that aim to describe whether or not the facts are true, and explain the relationship between the variables studied. The verification method used in this study is to determine and examine how much influence between the variables of Work Motivation (X1), Work Discipline (X2), Work Environment (X3) on Employee Performance (Y) at Grand Metro Tasikmalaya Hotel.

## 3. Results and Discussion

The results of the study used two analyses, namely through descriptive results analysis and verification results analysis. The results of the research in descriptive analysis based on the assessment or responses of respondents, namely employees of the Grand Metro Hotel, for the motivation variable in this study are measured by 3 dimensions, namely the Need for Achievement dimension has 5 indicators, Need for Affiliation has 6 indicators and Need for Power has 3 indicators. So that of these 3 dimensions there are 14 statement items. Then the discipline variable is measured by 3 dimensions, namely the dimension of obeying time has 3 indicators, the dimension of obeying company rules has 2 indicators and the dimension of obeying the rules of behavior in work has 2 indicators. So that of these 3 dimensions there are 7 statement items. The total average score of the discipline variable is 3.37 and the total score is in the unfavorable category. Furthermore, the work environment variable in this study is measured by 2 dimensions, namely the physical environment has 7 indicators, the non-physical environment dimension has 2 indicators. So that of these 2 dimensions there are 9 statement items. The total average score of the work environment variable is 3.49 and the total score is in

the good category. And the performance variable in this study is measured by 5 dimensions, namely quality has 3 indicators, the quantity dimension has 3 indicators, the timeliness dimension has 2 indicators, the effectiveness dimension has 2 indicators, the independence dimension has 2 indicators. So that of these 5 dimensions there are 12 statement items. The total average score is 3.43 and the total score is in the good category.

The results of verification analysis of the influence of motivation, discipline, and work environment on employee performance both simultaneously and partially, using multiple linear regression analysis, multiple correlation analysis, and coefficient of determination analysis. The results of multiple linear regression analysis as in Table 2 are as follows:

**Table 2.** Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1,384	4,342		,319	,751
Motivation	,556	,125	,462	4,464	,000
Discipline	,171	,076	,232	2,264	,028
Work Environment	,572	,172	,317	3,323	,002

Source: Data Processed (2024)

Based on the data from Table 2, it can be seen that the regression equation of motivation, discipline, work environment simultaneously on employee performance is :

$$Y = 1,384 + 0,556X_1 + 0,171X_2 + 0,572X_3$$

From the above equation it can be interpreted that, constant = 1.384 means that the employee performance process is worth 1.384. If variables X1 (motivation), X2 (discipline) and X3 (work environment) do not affect variable Y (employee performance) or all independent variables are 0, then employee performance will increase by 1.384. The value of variable X1, namely motivation, has a regression coefficient of 0.556, meaning that if motivation increases, performance will increase by 0.556.

The value of variable X2, namely discipline, has a regression coefficient of 0.171, meaning that if discipline increases, performance will increase by 0.171. The value of variable X3, namely the work environment, has a regression coefficient of 0.572, meaning that if the work environment increases, performance will increase by 0.572. Furthermore, multiple correlation analysis to see the strength of the relationship that occurs between the independent variable and the dependent variable. In this case to see how the strength of the relationship that occurs between motivation (X1), discipline (X2), work environment (X3) with performance (Y) as the dependent variable, as in Table 3.

**Table 3.** Results of Multiple Correlation Analysis

Model	R	R Square	Adjusted R Square	R Square Change	Change Statistics			
					F Change	df1	df2	Sig. F Change
1	,717 <sup>a</sup>	,514	,487	,514	19,383	3	48	,000

Source: Data Processed (2024)

Based on Table 3, that the simultaneous correlation coefficient (R) obtained between motivation (X1), discipline (X2) and work environment (X3) with performance (Y) is 0.717. The correlation value is positive, which indicates that the relationship has a strong level of relationship.

The calculation of the simultaneous coefficient of determination can be found as follows:

$$KD = r^2 \times 100\%$$

Where:

KD = How far the change in variable Y is influenced by variable X

$r^2$  = Square of correlation coefficient

$$KD = 0,514^2 \times 100\% = 51,4\%$$

Based on Table 4, the simultaneous coefficient of determination is 0.514. that simultaneously motivation, discipline and work environment have an influence on performance of 51.4%, while the remaining 48.6% is influenced by other variables not examined. Furthermore, the coefficient of determination partially, as in Table 3. The results of the coefficient of determination partially, obtained by multiplying the standardized coefficient beta with zero-order correlations as follows:

- a. The magnitude of the influence of motivation (X1) on performance (Y) =  $0,462 \times 0,607 = 0,280$  atau 28%
- b. The magnitude of the influence of Discipline (X2) on performance (Y) =  $0,232 \times 0,442 = 0,102$  atau 10,2%
- c. The magnitude of the influence of the work environment (X3) on performance (Y) =  $0,317 \times 0,414 = 0,132$  atau 13,2%

Then the magnitude of the influence or contribution of each variable, it can be seen that the magnitude of the influence of motivation (X1) on employee performance (Y) is 28%. The effect of discipline (X2) on performance (Y) is 10.2% and the effect of the work environment (X3) on performance (Y) is 13.2 the remaining 48.6% is influenced by other independent variables not examined. The motivation variable has the most dominant influence value compared to the discipline and work environment variables.

Furthermore, the results of this study are in line with previous research, with an explanation of the results of each variable put forward, namely, among others, motivation is an impetus that can affect employee performance, if low employee morale can be detrimental to achieving business goals and company profitability, as well as vice versa high employee morale can certainly benefit or assist the company in achieving previously set goals.

According to Mangkunegara (2017) states that there is a positive relationship between motivation and employee performance achievement. The dimensions of motivation consist of 3 dimensions, where the higher the employee's motivation towards these 3 dimensions, the better the performance that will be produced by the employee. The results of multiple linear regression analysis testing of motivation at Grand Metro Hotel have positive results, this is indicated by the motivation regression coefficient with a value of 0.556. The results of the calculation of the coefficient of determination partially show the contribution of motivation to employee performance by 28%, this shows that motivation (X1) affects employee performance (Y). The statement about the effect of motivation on employee performance refers to previous research proposed by Grace C. L. Chien, Iris Mao, Enkhzaya Nergui & Wanching Chang (2020) identified motivation has a significant influence on hotel employee performance. Dzatul Nadiah Dzia-Uddin (2016) found that employee motivation affects employee performance..

Hartono et al. (2021) in their research results show that motivation has a positive and significant effect on employee performance. Shahzadi et al. (2014), the results of this study indicate that there is a significant and positive relationship between work motivation and employee performance. Employee motivation has a positive and significant effect on employee performance in Pakistan. Then work discipline is the most important thing because the better the employee's discipline, the higher the work achievement or performance he can achieve. Without good work discipline, it is difficult for organizations to achieve optimal results. The discipline dimension consists of 3 dimensions, where the higher the employee's discipline towards these 3 dimensions, the better the performance that will be produced by the employee.

The test results of multiple linear regression analysis of discipline at Grand Metro Hotel have positive results, this is indicated by the discipline regression coefficient with a value of 0.171. The results of the calculation of the coefficient of determination partially show that the contribution of discipline to employee performance is 10.2%, this shows that discipline (X1) affects employee performance (Y). The statement about the effect of discipline on employee performance refers to previous research proposed by Wasiman (2017), the results showed that discipline affects performance, namely 73.40%. Furthermore, Soelton (2018), the results showed that the discipline variable had an effect on the performance of front office division employees at Aston Priority Simatupang Hotel, South Jakarta. Then Simatupang and Saroyeni (2018) shows that discipline has a positive and significant effect on employee performance, also research by Siregar and Evanita (2019) shows that work discipline variables have a significant

effect on the performance of Royal Denai Bukittinggi Hotel employees. And the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned, this has a big influence on improving employee performance, so that it will encourage work enthusiasm. The dimensions of the work environment consist of 2 dimensions. where the higher the work environment on these 2 dimensions, the better the performance that will be produced by employees..

The results of multiple linear regression analysis testing the work environment at Grand Metro Hotel have positive results, this is indicated by the work environment regression coefficient with a value of 0.572. The results of the calculation of the coefficient of determination partially show that the contribution of the work environment to employee performance is 13.2%, this shows that the work environment (X1) affects employee performance (Y). Environmental conditions can affect employee performance, this is stated by Schultz and Schultz (2016: 405) that the environment or working conditions are all physical aspects of work, work physiology, and work regulations that can affect job satisfaction and productivity. The statement about the effect of discipline on employee performance refers to previous research proposed by Nugraha and Utha (2020) The results showed that the variable employee work environment can affect the performance of the employees themselves. Hafeezi et al. (2019), the results showed that: work environment factors affect employee performance. Research by Riyanto et al. (2017) shows that there is an influence of the work environment on employee performance. Furthermore, research by Yu et al. (2020) shows that the environment has a significant effect on work performance. Harini and Kartiwi (2018), based on the results of the study, it shows that the work environment has a positive and significant effect on performance. Pratama (2020) the result of this study is that the work environment has a positive and significant effect on employee performance by 40.7%. As well as the results of the coefficient of determination simultaneously on the variables of discipline motivation and work environment have a positive and significant effect on employee performance with an influence value of 0.514 or 51.4% while the remaining  $100\% - 51.4\% = 48.6\%$ , others which are the influence of variables not examined.

The influence of the motivation variable is 0.28 or 28% while the influence of discipline is 0.102 or 10.2% and the work environment is 0.132 or 13.2%. It can be seen that the value of the greatest influence of motivation on employee performance compared to discipline, and the work environment. Work motivation is an encouragement to move someone to want to cooperate, work effectively and efficiently, work successfully, with sincerity, pleasure and sincerity so that the wishes of employees and organizational goals can be achieved. A high level of discipline and supported by a conducive work environment, allows employees to complete their work properly, so that the work produced by employees will be maximized.

The work environment and work discipline both have a positive influence on employee performance. A work environment that is less comfortable and not conducive and a low level of employee discipline causes the targets set by the agency to not be achieved as expected. A good and conducive work environment tends to provide a sense of comfort to employees so that they will be encouraged to work well, which has an impact on improving the resulting performance.

This can be strengthened by previous research by Riyanto et al. (2017) The results of the analysis can be seen that the influence of motivation, discipline and work environment affects employee performance both partially and simultaneously. Furthermore, research by Zainul Hidayat and Taufiq (2012) The results showed a significant influence of work environment variables, work discipline and work motivation simultaneously on employee performance, then Choirizal and Rivera P. Sukma (2019) Motivation variables, work environment and work discipline have a significant influence on employee performance both partially and simultaneously.

## **4. Conclusion**

The conclusion of the results of this study is based on the results of descriptive analysis and verification analysis. The results of descriptive analysis of motivation variables, discipline variables are in the unfavorable category, and work environment variables and performance

variables are in the good category. Furthermore, the results and verification analysis of the effect of discipline motivation and work environment on employee performance at Grand Metro Hotel simultaneously provide a significant and significant influence on employee performance of 51.4% while the remaining 48.6% is influenced by other variables not examined. Then partially motivation has a greater effect on employee performance, namely 28.0%, compared to the effect of work discipline on employee performance by 10.2%, and the effect of the work environment on employee performance by 13.2%.

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