



# The effect of motivation and work environment on the performance of Hotel Muria Semarang employees

Arta Adi Kusuma

Management Study Program/Faculty of Economics, Semarang State University, Indonesia

## Article Info

### Article history:

Received Oct 27, 2021

Revised Nov 28, 2023

Accepted Dec 30, 2023

### Keywords:

Performance;  
Work environment;  
Work motivation.

## ABSTRACT

The problems studied are how motivation, work environment and employee performance are, is there any influence of motivation and work environment on employee performance partially or simultaneously. This study aims to determine how the motivation, work environment and performance of Hotel Muria Semarang employees, to determine the effect of motivation and work environment on the performance of employees of Hotel Muria Semarang either partially or simultaneously. The population in this study were all 115 employees of Hotel Muria Semarang. The sample was determined by proportional random sampling technique, with 53 respondents. The data collection method used is a questionnaire method (questionnaire) and documentation. The data analysis method used in this study is the percentage description analysis method and multiple linear regression. Based on the research results obtained multiple linear regression equation  $\hat{Y} = 23.857 + 0.180 X_1 + 0.94 X_2$ . Using SPSS 16 the results of the F test hypothesis show F count = 16,646 with a significance value = 0.000 < 0.05 which means  $H_3$  which reads "There is a significant influence of motivation and work environment on the performance of Hotel Muria Semarang employees" is accepted. Meanwhile, from the partial hypothesis test (t test) obtained t count of the motivational variable of 2,619, t count of the work environment variable of 2,207 where the probability is less than 0.05, the hypothesis is accepted. The coefficient of determination (Adjusted  $R^2$ ) is 0.376, this means that 37.6% of the performance of Hotel Muria Semarang employees is influenced by motivation and work environment.

*This is an open access article under the CC BY-NC license.*



## Corresponding Author:

Arta Adi Kusuma,  
Management Study Program / Faculty of Economics,  
Semarang State University,  
Now, Kec. mt. Pati, Semarang City, Central Java 50229, Indonesia  
E-mail: [kusuma77@gmail.com](mailto:kusuma77@gmail.com)

## 1. INTRODUCTION

Today the level of competition in the business world is getting higher. To be able to survive and thrive in these conditions, a company must be able to develop and process various company resources such as capital, materials and machinery to achieve company goals. Companies also need human resources, namely employees. Employees are an important resource for the company because they have the talent, energy and creativity that is needed by the company to achieve its goals, the performance sought by the company is someone who depends on the ability, motivation and individual support received.

In the current conditions, changes in the business environment, be it technology, politics, or the economy, greatly affect large companies, especially in the face of competition. In general, companies that are unable to face competition have low performance and product quality. To be able to bring corporate organizations into entering the business environment, managers must be responsible for planning and have the competence to make changes as expected. The success of an organization in managing its human resources determines the success of achieving organizational goals.

In this study, researchers examined motivation and work environment. If the motivation is good and the work environment is good then the resulting performance will also be good. Motivation is a factor that really determines performance. Motivation is encouragement, desire, desire and driving force that comes from human beings to do or to do something. So basically if the company wants to achieve optimal performance in accordance with predetermined targets, the company must provide motivation to employees so that employees are willing and willing to devote their energy and thoughts to work. The problem of motivating employees is not easy because employees have different desires, needs and expectations from one employee to another.

The work environment can create a binding working relationship between people in their environment. Therefore, it should be endeavored that the work environment must be good and conducive because a good and conducive work environment makes employees feel at home in the room and feel happy and excited to carry out their duties so that job satisfaction will be formed and from the job satisfaction of these employees, the performance employees will also increase.

Basically there is motivation and a good work environment at Hotel Muria Semarang, but there are still fluctuating presentations. In this case there are still many employees who arrive late to work and do not come to work without or with a certificate. Hotel Muria Semarang which is located on Jalan Dr. Cipto No. 73. The performance of Hotel Muria Semarang employees is considered not good, this can be seen from the employee attendance data. The following is employee absentee data for Hotel Muria Semarang from September 2011 to September 2012.

Table .1: Absenteeism and Tardiness Rate of Hotel Muria Semarang Employees September 2011 – September 2012

MONTH	ABSENCE	PERCENTAGE ABSENCE
SEPTEMBER 2011	16 Employees	14%
OCTOBER 2011	12 Employees	10%
NOVEMBER 2011	17 Employees	15%
DECEMBER 2011	7 Employees	6%
JANUARY 2012	20 Employees	17%
FEBRUARY 2012	10 Employees	9%
MARCH 2012	9 Employees	8%
APRIL 2012	15 Employees	13%
MAY 2012	17 Employees	15%
JUNE 2012	24 Employees	21%
JULY 2012	22 Employees	19%
AUGUST 2012	10 Employees	9%
SEPTEMBER 2012	9 Employees	8%
AVERAGE	16 Employees	14%

From the attendance data above, it can be seen that the number of employee absences at the Muria Semarang Hotel is still considered too large, there are several employees who do not come to work without explanation and there are also those who take time off from work. There are fluctuations in the increase and decrease in the percentage of absenteeism, in certain months (September, October, November, January, March, April, May, June and July) the percentage of absenteeism is above 10 percent indicating that the absentee level is quite high and not to mention that there are still

employees who late for work. From the data above, it can be seen that the average employee absenteeism is 16 employees or 14 percent each month.

If this is allowed to continue, it will cause serious problems for the organization as a whole. In terms of employee performance indicators, according to Desler, attendance is a point that reflects employee performance. Even though employees have been motivated by various things such as: the provision of salaries and benefits that are adjusted to work, the existence of health insurance, tourism and outbound activities to further familiarize interpersonal relations and cooperation, birthday celebrations that foster feelings of being acknowledged and appreciated, and training to increase and improve the HR skills of employees and others. 16 employees or 14 percent each month. If this is allowed to continue, it will cause serious problems for the organization as a whole. In terms of employee performance indicators, according to Desler, attendance is a point that reflects employee performance. Even though employees have been motivated by various things such as: the provision of salaries and benefits that are adjusted to work, the existence of health insurance, tourism and outbound activities to further familiarize interpersonal relations and cooperation, birthday celebrations that foster feelings of being acknowledged and appreciated, and training to increase and improve the HR skills of employees and others.

As for the work environment of Hotel Muria Semarang, researchers know from initial observations, in terms of security, the company pays special attention to checking every guest who comes, requiring employees who use motorbikes to wear helmets when entering the parking area for order and awareness of the importance of wearing helmet when driving. Vehicle parking is available so that employees can relax while working. There is ventilation so that the air circulation in the room is always fresh.

## 2. RESEARCH METHOD

The population is the area of generalization which consists of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population used in this study were all employees of Hotel Muria Semarang, totaling 115 people. Primary data is data obtained from the first source, both from individuals and individuals. This data is the result of filling out a questionnaire regarding motivation, work environment, and performance filled out by Hotel Muria Semarang employees. Secondary data is used to complete the required data. The secondary data used in this study is in the form of the employee organizational structure of Hotel Muria Semarang.

The data sources used in this research are only internal data sources. Internal data sources are data sources obtained from within the company or organization where the research was conducted. In this study, the internal data source was the employees of Hotel Muria Semarang. Internal data is in the form of employee performance evaluation point data, profiles and organizational structure of Hotel Muria Semarang and answers to the results of filling out the questionnaire. Data collection method is a method or method used by researchers to obtain data in a study. The population used in this study were all employees of Hotel Muria Semarang, totaling 115 people. Primary data is data obtained from the first source, both from individuals and individuals. This data is the result of filling out a questionnaire regarding motivation, work environment, and performance filled by Hotel Muria Semarang employees. Secondary data is used to complete the required data. The secondary data used in this study is in the form of the employee organizational structure of Hotel Muria Semarang.

## 3. RESULTS AND DISCUSSIONS

### Research result

#### a. Performance Variables

The results of the descriptive analysis on the performance variable data can be seen in the following table:

Table 1: Descriptive Calculation Results of the Percentage of Performance Variables

No.	Frequency	Percentage	Answer
1	1	1.89%	Strongly agree
2	42	79.25%	Agree
3	10	18.87%	Disagree
4	0	0.00%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

From the table above, 79.36% agreed, based on the total performance variable score of 1936 or 73.06%, performance was included in the good category. This is because most employees have good motivation and a good work environment so that the resulting performance is also good.

**b. Working Quantity**

This is the amount generated expressed in terms such as the number of units, the number of activity cycles completed. The results of the descriptive analysis of the percentage of work quantity at Hotel Muria Semarang can be seen in the following table:

Table 2. Results of the Descriptive Calculation of the Work Quantity Indicator

No.	Frequency	Percentage	Answer
1	6	11.32%	Strongly agree
2	43	81.13%	Agree
3	4	7.55%	Disagree
4	0	0.00%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

From the table above the results of the research on the quantity of work as much as 81.13% agreed, based on the total score of the quantity of work indicators of 409 or 77.17% the quantity of work is included in the good category. It can be seen that most employees have completed work that is better than standard and in accordance with the targets set by the company.

**c. Work quality**

Quality of work is measured from employee perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees. The results of the descriptive analysis of the percentage of work quality at the Muria Hotel Semarang can be seen in the following table:

Table 3. Descriptive Calculation Results for Quality of Work Indicators

No.	Frequency	Percentage	Answer
1	7	13.21%	Strongly agree
2	44	83.02%	Agree
3	2	3.77%	Disagree
4	0	0.00%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

From the table above the results of the research on the quality of work as much as 83.02% agreed, based on the total score of the quality of work indicators of 415 or 78.30%, so the quality of work is

included in the good category. It can be seen that most employees have good quality work such as being able to complete work on time.

#### d. Reliability

Reliability is the ability to perform the required work with minimum supervision. According to Zeithaml & Berry in the Journal of Marketing, reliability, which includes performance consistency and reliability in service; accurate, true and precise. The results of the descriptive analysis of the reliability percentage at Hotel Muria Semarang can be seen in the following table:

Table 4. Descriptive Calculation Results of Reliability Indicators

No.	Frequency	Percentage	Answer
1	2	3.77%	Strongly agree
2	33	62.66%	Agree
3	15	28.30%	Disagree
4	3	5.66%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

From the table above the results of the reliability study as much as 62.66% agreed, based on a total reliability indicator score of 361 or 68.11% so reliability is included in the good category. It can be seen that some employees have good work reliability such as accuracy in doing their work, but some employees also have good enough reliability so that superiors can try to improve it, such as holding work training and development.

#### e. Availability of Work Facilities

This means that the equipment used to support smooth work. The availability of complete work facilities, although not new, is one of the supporting processes in work. The results of the descriptive analysis of the percentage of availability of work facilities at Hotel Muria Semarang can be seen in the following table:

Table 5. Descriptive Calculation Results of Indicators of Availability of Work Facilities

No.	Frequency	Percentage	Answer
1	10	18.87%	Strongly agree
2	34	64.15%	Agree
3	3	5.66%	Disagree
4	6	11.32%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

Based on the table above, the results of the study showed that 64.15% agreed to the availability of work facilities. Based on the total indicator score, the availability of work facilities was 404 or 76.23%, so the availability of work facilities was included in the good category. Like the existence of a canteen for rest, the existence of a prayer room for worship.

#### f. Collaboration Ability

The ability to work together is the ability of an employee to work together with other people in completing a task and work that has been determined so as to achieve maximum efficiency and effectiveness. The results of the descriptive analysis of the percentage of the ability to work together at Hotel Muria Semarang can be seen in the following table:

Table 6. Results of descriptive calculations of the ability to cooperate

No.	Frequency	Percentage	Answer
1	5	9.43%	Strongly agree
2	38	71.70%	Agree
3	8	15.09%	Disagree
4	2	3.77%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

Based on the table above the results of the research on the ability to cooperate as much as 71.70% agreed, based on the total score of the ability to cooperate indicator of 386 or 72.83%, the ability to cooperate is included in the good category. Most employees can work well with others such as often coordinating with other employees in completing joint tasks so that work is also completed quickly.

**g. Motivation (X1)**

Motivation is encouragement, desire, desire and driving force that comes from human beings to do or to do something. So basically if the company wants to achieve optimal performance in accordance with predetermined targets, the company must provide motivation to employees so that employees are willing and willing to devote their energy and thoughts to work.

Table 7. Descriptive Calculation Results of Motivation indicators

No.	Frequency	Percentage	Answer
1	4	7.55%	Strongly agree
2	29	54.72%	Agree
3	18	33.96%	Disagree
4	2	3.77%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

Based on the table above, 54.72% agreed, based on the total score of the motivation variable of 2050 or 70.33%, motivation is included in the good category. This is because most employees have good work motivation so that the resulting performance is also good.

**h. Self-Esteem Needs**

These needs include the need for the desire to be respected, appreciated for one's achievements, recognition of one's abilities and expertise and the effectiveness of one's work. The results of the descriptive analysis of the percentage of self-esteem needs at the Muria Hotel Semarang can be seen in the following table:

Table 8. Descriptive Calculation Results of Self-Esteem indicators

No.	Frequency	Percentage	Answer
1	2	3.77%	Strongly agree
2	23	43.40%	Agree
3	22	41.51%	Disagree
4	5	9.43%	Don't agree
5	1	1.89%	Strongly Disagree
Amount	53	100%	

Based on the table above the results of the research on the need for self-esteem as much as 43.40% agreed, based on the total score the indicator for the need for self-esteem was 541 or 68.05%,

so the need for self-esteem was included in the good category. Like some, self-esteem needs have been fulfilled, such as praise from superiors for satisfactory work results.

#### i. Work Environment (X<sub>2</sub>)

work environment is divided into 2 namely (a) physical work environment, and (b) non-physical work environment. The physical work environment includes: lighting/light, air temperature/temperature, humidity, air circulation, noise, mechanical equivalents, unpleasant odors, color schemes, decorations, music and safety in the workplace. The results of the descriptive analysis of the percentage of work environment variables at the Muria Hotel Semarang can be seen in the following table:

Table 9. Results of Descriptive Calculation of Work Environment Variables

No.	Frequency	Percentage	Answer
1	7	13.21%	Strongly agree
2	29	54.72%	Agree
3	16	30.19%	Disagree
4	1	1.89%	Don't agree
5	0	0.00%	Strongly Disagree
Amount	53	100%	

Based on the table above, the results of work environment research as much as 54.72% agreed, based on a total work environment variable score of 2050 or 70.33% work environment is included in the good category. Such as a comfortable working atmosphere, harmonious relations with co-workers, availability of adequate work facilities, sufficient lighting, absence of unpleasant odors in the room, noise and maintained company security.

#### Classic assumption test

##### a. Normality test

The normality test tests the independent variable data (X) and dependent variable data (Y) in the resulting regression equation, whether it is normally distributed or not normally distributed. The normality test is carried out by using the normal probability plot test. Regression fulfills the assumption of normality if the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram shows a normal distribution pattern.

##### b. Multicollinearity Test

One of the assumptions of the linear regression model is that there is no perfect correlation or imperfect correlation but it is very high in the independent variables. The multicollinearity test measures the degree of closeness of the association level (closeness) of the relationship or influence between the independent variables through the magnitude of the correlation coefficient. Multicollinearity can be determined by looking at the tolerance value (a) and the Variance Inflation Factor (VIF). The independent variable experiences multicollinearity if a count < a and VIF count > VIF. The independent variable does not experience multicollinearity if a count > a and VIF count more <VIF. The cutoff value that is commonly used to indicate the presence of multicollinearity is a tolerance value <0.10 or the same as a VIF value >10.

##### c. Heteroscedasticity Test

The heteroscedasticity test tests the variance of the residuals from one observation to another. If the residuals have the same variance, then it is called homoscedasticity, and if the variances are not the same or different it is called heteroscedasticity.

Heteroscedasticity does not occur if in the scatterplot the points resulting from data processing via the SPSS program between ZPERD (predicted X=Y axis) and SRESID (predicted YY axis – Y real) spread below or above the origin point (number 0) on the Y axis and do not have a regular pattern.

## Discussion

Based on data analysis in this study it can be seen that motivation has a significant influence on employee performance. This is shown from the partial test results obtained from the partial correlation coefficient of 0.347 so that  $r^2$  is  $(0.347)^2 = 0.1204$  or 12.04%, which means that the effective contribution to motivation on employee performance is 12.04%. Partially motivation influences the performance of Hotel Muria Semarang employees, because it obtains a significant less than 0.05 so that  $H_a$  which reads "there is an effect of motivation on the performance of Hotel Muria Semarang employees" is accepted. This shows that with good motivation at work will get maximum employee performance while with less motivation will result in low employee performance.

Based on the results of the research, there is a low indication of the motivational variable on the indicators of a sense of security and social needs. This condition can be seen from the respondents' answers from the need for security, namely there is no guarantee of a better future from the company and guarantees of work safety by some employees and from social needs, namely the lack of interaction between employees at work and indifference between employees. It is hoped that the need for a sense of security can be addressed, such as by providing old-age benefits after the work period is over or guarantees are included in the social security program.

Besides motivation, the work environment also influences employee performance. Based on data analysis in this study it can be seen that the work environment has a significant influence on employee performance. This is shown from the partial test results obtained from the partial correlation coefficient of 0.298 so that  $r^2$  is  $(0.298)^2 = 0.0888$  or 8.88%, which means that the effective contribution to the work environment on employee performance is 8.88%. Partially, the work environment has an effect on the performance of the employees of the Muria Semarang Hotel, because it is significantly less than 0.05 so that  $H_a$  which reads "there is an influence of the work environment on the performance of the employees of the Muria Semarang Hotel" is accepted.

The results showed that motivation and work environment had a significant effect on the performance of Hotel Muria Semarang employees simultaneously or partially. The results of the analysis of simultaneous test data show that motivation and work environment together have a significant influence on the performance of Hotel Muria Semarang employees by 37.6%. Thus it can be explained that apart from motivation and work environment, employee performance is also determined by other factors not examined in this study of 62.4%.

The magnitude of the influence is small, because besides work motivation there are many other factors that also affect employee performance. For example, even though the work environment is good but the level of concern for the environment is lacking, the employee's performance can be less than optimal. Even though the work environment is good, it is not supported by other adequate facilities, so employee performance can also be less than optimal. In order for us to achieve maximum employee performance, we must understand the factors that influence the employee's performance. Employee performance will increase when the influencing factors are aligned and positive.

## 4. CONCLUSION

The conclusions that can be drawn from the results of the research and discussion are as follows: There is an influence of work motivation on the performance of Hotel Muria Semarang employees, with a contribution of 12.04%. There is an influence of the work environment on the performance of Hotel Muria Semarang employees, with a contribution of 8.88%. There is an influence of work motivation and work environment together on the performance of Hotel Muria Semarang employees, with a contribution of 37.6%, while the remaining 62.4% is influenced by other factors.

## REFERENCES

- Arikunto, Suharsimi. 2006 *Research Procedurej : a Practice Approach*. Thirteenth Printing. Jakarta: PT. Rineka Cipta.
- Asad, Mohammad. 2001. *Industrial Psychology*. liberty. Yogyakarta.
- Frindia, Linda. 2008. *The Effect of Motivation on the Performance of Jepara Regency Education and Culture Office Employees*. Semarang. Semarang State University.
- Ghozali, Imam. 2009. *Application of Multivariate Analysis with the SPSS Program*. Semarang: BP UNDIP.
- Gomes, F.Cardosa. 2003. *Human Resource Management*. Yogyakarta. Andi Offset.
- Grifin, RW 2003. *Management*. Jakarta. Erlangga.
- Handoko, TH 2001. *Personnel Management and Human Resources*. Yogyakarta: BPFE Press.
- Hasibuan, M. 2003. *Organization and Motivation. The Basics of Increasing Productivity*. Jakarta: Earth Script.
- Umar, Hussein. 2005. *Research Methods for Business Thesis and Thesis*. New Edition. PT. King of Grafindo Persada. Jakarta.
- Mangkunegara, Anwar P. 2006. *Performance Evaluation of Human Resources*.m Bandung: PT. Aditama Refika.
- Mathis, Robert L. and Jackson. John H. 2006. *Human Resource Management (Human Resource Management)*. Issue 10. Jakarta: Salemba Empat.
- Nitisemito, Alex S. 1992. *Personnel Management*. Jakarta: Ghalia Indonesia. 2000. *Personnel Management*. Jakarta: Ghalia Indonesia.
- Prawirosentono, Suyadi. 1999. *Employee Performance Policy*. Yogyakarta: BPFE.
- Rivai, veithzal. 2004. *Human Resource Management For Companies From Theory to Practice*. Jakarta: PT. King of Grafindo Persada
- Robbins, Stephen, P. 2003. *Principles of Organizational Behavior*. Jakarta: ErlangganSari, Emilia Noviani Asta. 2009. *The Influence of the Work Environment on the Performance of Employees in the Production Section of PT. Glory Industrial Semarang II*. Semarang. Semarang State University.
- Sedarmayanti. 2009. *Work Procedures and Work Productivity*. Bandung: Mandar Maju.
- Siagian, Sondang P. 2003. *Human Resource Management*. Jakarta: Earth Script. 2004. *Theory of Motivation and Its Applications*. Third Printing. Jakarta: Rineka Cipta.
- Simamora, Henry. 1997. *Human Resource Management*. Yogyakarta: STIE YKPN.
- Sofyandi and Garniwa. 2007. *Organizational Behavior*. First Edition. Graha Ilmu. Yogyakarta.
- Sudarmanto. 2009. *Performance and HR Competency Development*. First Print. Student Library. Yogyakarta.
- Sugiyono. 2008. *Qualitative Quantitative Research Methods and R&D*. Bandung: Alfabet.
- Wursanto, Ig. 2005. *Fundamentals of organizational science*. Yogyakarta. Andi Offset.