

DETERMINANTS OF HOUSEKEEPING EMPLOYEE PERFORMANCE AT TANDJUNG SARI HOTEL SANUR: WORK MOTIVATION AS A MEDIATOR

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Abstract

This study aims to analyze the effect of management support on employee performance with work motivation as a mediating variable at Tandjung Sari Hotel Sanur. The population in this study were all housekeeping employees of Tandjung Sari Hotel Sanur. The respondents of this study were 45 housekeeping employees who were determined using the non-probability sampling method with saturated sampling techniques. Data were collected through questionnaires and interviews that were distributed directly to each housekeeping employee of Tandjung Sari Hotel Sanur. Data were analyzed using the PLS-SEM (Partial Least Square Structural Equation Modeling) technique with the help of the Smart PLS 4.1 application. The results showed that management support had a positive and significant effect on employee performance, where the work motivation variable was able to mediate the effect of management support on housekeeping employee performance in a complementary partial mediation. The implication of this study is the need for management to provide strong support to employees to increase work motivation, which in turn will improve employee performance. This study contributes to understanding the internal dynamics of organizations in the context of the hospitality industry, especially in increasing productivity and service quality through effective work motivation management.

Keywords: *management support, work motivation, employee performance*

INTRODUCTION

Tourism is one of the sectors that has a significant contribution to the movement of the economy. Bali is one of the regions in Indonesia that depends on the tourism sector, because the tourism sector has provided jobs for the community and quite massive economic activity opportunities. The success of the tourism sector is certainly inseparable from the role of human resources in it, workers in this sector play a very vital role in contributing to the smooth service of services for tourists(Charli et al., 2023). Hotels have a central role in the tourism business, because tourists who come to a tourist area definitely need hotel facilities to stay and do activities.(Min & Yoon, 2021). The importance of the role of human resources in the hospitality industry, especially in terms of service, has a direct impact on the level of tourist satisfaction. One aspect that has a major influence on tourist satisfaction is the cleanliness and comfort created throughout the hotel area, which is the main responsibility of housekeeping employees (Kusumaningrum, D & Anggraini, L, 2020). To achieve an optimal level of tourist satisfaction, hotel management must pay attention to the performance of housekeeping employees so that they are able to meet tourist expectations.

Employee performance assessment in the hospitality sector can be reflected from several things, one of which is Key Performance Indicators (KPI) data. KPI is an assessment of employee performance that is adjusted to the position and responsibilities of each employee, for example attendance rate, productivity, work quality, and others. Based on the search for KPI data for housekeeping employees at Tandjung Sari Hotel Sanur, which is one of the hotels located in Bali, it shows that the performance of housekeeping employees is still not optimal.

Table 1.1
Employee KPI Summary Housekeeping Tandjung Sari Hotel Sanur Period January–March 2025

| KPI Indicators | Target | Average Achievement | Employees Under Target | Problem Phenomenon |
|--------------------------------|--------|---------------------|------------------------|---|
| Room Cleanliness (Score 100) | ≥85 | 72 | 68% (31/45) | Cleaning quality is inconsistent, many rooms need to be re-inspected. |
| Cleaning Speed (min/room) | ≤25 | 38 | 82% (37/45) | Processing times were slow, resulting in late check-ins. |
| Guest Satisfaction (Score 10) | ≥8.0 | 6.5 | 75% (34/45) | Guests complained that the rooms were dusty or lacked amenities. |
| Procedure Compliance (Score 5) | ≥4 | 2.9 | 89% (40/45) | SOPs are often violated (example: not wearing gloves). |
| Absence (days/month) | ≤1 | 3.2 | 44% (20/45) | Absenteeism rates are high, especially on weekends. |

Source: Management of Tanjung Sari Hotel Sanur (2025)

Based on the KPI data in table 1.1, there are several significant performance issues in the housekeeping department. First, the problem of work efficiency is indicated by the average room cleaning time reaching 38 minutes per room, far exceeding the standard target of 25 minutes. As many as 37 out of 45 employees were unable to meet this speed standard, indicating low productivity. This has the potential to cause delays in preparing rooms for guests who are about to check in, thus impacting the overall quality of service.

Second, the issue of instability in cleanliness quality. The average room cleanliness score only reached 72 out of a target of 85, with 31 employees consistently below standard.

This low score is reinforced by the guest satisfaction level of only 7.5 on a scale of 10, indicating complaints such as unclean rooms, incomplete equipment, or the presence of dust and stains that were missed. This condition risks lowering the hotel's reputation in the eyes of guests.

Third, weak discipline issues. Only 5 employees fully comply with the housekeeping SOP, while most others often ignore standard procedures, such as not using personal protective equipment or not following systematic cleaning steps. On the other hand, the high absenteeism rate of an average of 3.2 days per month exacerbates this condition because it often disrupts task distribution and adds to the workload of other employees. The combination of low discipline and absenteeism creates a suboptimal work environment, which ultimately impacts the overall team performance. The data above shows that in general the performance of the 4 housekeeping employees still needs to be improved so that the hotel can provide optimal service to guests.

The pre-survey was conducted to strengthen the research phenomenon, where the survey was conducted on 10 guests staying at Tandjung Sari Hotel Sanur. The following is an analysis of the pre-survey answers conducted.

Table 1.2
Pre-Survey Results for Guests of Tandjung Sari Hotel Sanur

| No. | Statement | Answer Analysis |
|-----|---|---|
| 1. | The room I booked was ready at the promised check-in time. | 6 out of 10 respondents stated that they did not agree that their room was ready at the promised check-in time. |
| 2. | The room I stayed in had cleanliness that met the expected standards. | 5 out of 10 respondents disagreed that room cleanliness was up to the expected standards. |
| 3. | My requests to housekeeping (example: additional towels or pillows) were handled quickly. | 7 out of 10 respondents stated that they disagreed that their requests were handled quickly. |
| 4. | Housekeeping employees provide friendly and polite service. | 3 out of 10 respondents disagreed that the service was provided in a friendly and polite manner. |
| 5. | Any complaints or issues I have raised have been handled satisfactorily. | 8 out of 10 respondents stated that they disagreed that their complaints were handled satisfactorily. |

Source:data processed

From the survey results of 10 guests, the majority showed that the performance of housekeeping employees was not optimal, especially in terms of room readiness, responsiveness to guest needs, and handling complaints. This study attempts to examine the factors that influence the performance of Tandjung Sari Hotel employees in the field of housekeeping, this is because housekeeping employees can determine tourist satisfaction. Good performance from housekeeping employees is not only related to room cleanliness, but also includes the quality of service provided to guests, speed in completing tasks, and the ability to meet cleanliness and comfort standards set by the hotel, so that

later the results of this study can be a reference for management to evaluate policies related to improving the performance of housekeeping employees (Handayani & Iman, 2021). Tandjung Sari Hotel Sanur has 102 employees with 45 people in the housekeeping sector. This condition is one of the considerations why housekeeping employees are used as the subjects of this study because as the spearhead of guest service, they must show maximum performance.

In addition to the pre-survey to guests, an initial interview was also conducted with 10 employees regarding employee performance. Based on the results of the pre-survey or initial interview with 10 housekeeping employees, it was found that their performance was still not optimal when associated with the predetermined performance indicators. The majority of employees admitted that they had tried to work according to the SOP, but there were still several aspects that had not been fully implemented, such as inconsistent cleanliness standards between shifts. In addition, although they were able to produce work that was in accordance with the quality of service, some employees still had difficulty completing tasks on time, especially when the workload increased. Only a small number of them had ever completed work faster than the specified time, while others still needed the maximum time or even a little longer to complete their tasks.

In terms of multitasking and teamwork, some employees admitted to having difficulty working on more than one task at a time, especially when dealing with guests in busy conditions. Although most can work together in a team, coordination between members still needs to be improved so that work can run more efficiently. In addition, most employees tend to focus on completing their own tasks and rarely help their colleagues after completing their respective jobs. This shows that despite efforts to improve performance, there are still several obstacles that need to be overcome so that productivity and work efficiency can be more optimal.

Housekeeping employee performance can be defined as the level of efficiency and effectiveness of an individual in carrying out their duties and responsibilities in the workplace, especially as a housekeeper (Bayyinah & Iss, 2022). This definition includes a number of factors that reflect the extent to which an employee can achieve or exceed the standards set by the company or organization. Employee performance appraisals are usually conducted regularly, such as in annual evaluations, and can be used to provide feedback, provide rewards, or plan further development (Hendratmoko & Hermawan, 2022). It is important to have clear and objective criteria in assessing employee performance to ensure that the assessment is fair and beneficial to the development of the individual and the organization as a whole.

Job Demands-Resources (JD-R) Theory explains that every job has two main elements: job demands and job resources. In this context, management support is an important job resource because it can increase work motivation, which then has a positive impact on employee performance. The main assumption of this theory is that job resources not only help reduce the negative effects of job demands but also act as a motivational driver. When employees feel supported by management, they tend to be

more motivated, emotionally involved, and show higher work performance. JD-R Theory emphasizes that employee motivation is the main pathway (motivational process) in explaining the relationship between work resources such as management support and employee performance (Bakker & Demerouti, 2007). Management support is any form of support provided by company management to employees with the aim of giving employees the encouragement to work better (Bhatti, 2023). Management support can encourage employees to experience a more comfortable work experience so that it can increase employee performance.

Several studies have shown that management support has a strong and significant influence on employee performance, research by Fitriani et al., (2022); Umihastanti & Frianto (2022) which shows that management support has a positive effect on employee performance. This is in line with Dennis's research (2018), which explains that employees will work more optimally when they feel that management cares about their welfare and provides adequate work facilities. Sutisna & Agustina (2022) emphasize that forms of support such as job training, open communication, and a fair reward system greatly determine the quality of work results. In the service sector such as hospitality, this support includes the availability of work tools, clear SOPs, and supervisors who are responsive to field obstacles. Research by Jesi & Sentoso (2023) also confirms that employee perceptions of managerial attention and involvement can increase loyalty, work engagement, and efficiency. Thus, support management can be understood as a direct driving factor that creates conducive working conditions, strengthens the sense of belonging, and clarifies the role of employees in achieving organizational targets, which will ultimately improve their overall performance.

Research by Farida & Hakim (2022); Arianto & Kurniawan (2020); Hendratmoko & Hermawan (2022); and Sugiono et al. (2022) found that high work motivation encourages employees to complete work on time and as well as possible. In this context, work motivation is the key to forming a positive attitude and high work enthusiasm that leads to optimal performance. The relationship between management support and work motivation is an important bridge in understanding how performance is formed indirectly. Research by Saputra et al. (2021) shows that employees who feel heard and involved in decision-making feel more motivated because they see a correlation between their contributions and the results of teamwork. Fikri et al. (2023) even found that in high-stress situations, social and emotional support from superiors has a significant impact on increasing motivation. Irianti & Bernarto (2021) also emphasized that companies that consistently pay attention to the welfare of their employees will create a pleasant work climate. In a work environment like a hotel, which is full of pressure from guests and time, work motivation can be formed substantially through clear instructions, training, and fair rewards.

The inconsistency of previous research results has caused the influence of management support on employee performance to not be explained properly, so in this study a mediating variable was added to bridge the relationship. The mediating variable

used is work motivation, the definition of work motivation is a person's drive or desire to do something (Putra et al., 2022); (Nazli et al., 2022); (Paramitha & Liana, 2022); (Novita, 2022). Hotels need employees who have high work motivation so that employees are able to show their contribution to the hotel, the work motivation variable is expected to bridge the influence of management support on employee performance (Nelson, 2021). This is supported by research conducted by Chen & Cuervo (2022); Prihantoko & Ferijani (2021) showing that work motivation can be a mediator of employee performance.

Research by Permana & Pracoyo (2022) at the Trenggalek Regency Health Office found that work motivation had a positive but insignificant effect on employee performance, while office facilities had a significant effect. This finding suggests that external factors such as work facilities can be more crucial than intrinsic motivation alone. Furthermore, a study by Erliawan (2022) at the Jombang Regency Government proved that work motivation had no significant effect on employee performance ($p\text{-value } 0.577 > 0.05$), while work discipline had a significant effect. This means that without discipline, motivation alone is not enough to improve work results.

Similar findings in the small business sector, namely research at "Warung Sate Klathak Pak Pong" showed that work motivation was partially insignificant, although simultaneously with the work environment it had a positive effect on performance. This emphasizes that motivation needs to be combined with environmental support to be effective. In the energy sector, a study at PT Indonesia Power Suralaya PGU by Islam et al. (2024) also found that partially work motivation was not significant, while work stress had a significant impact on performance. However, when calculated together with other variables, the simultaneous effect became significant.

The results of this study provide a more comprehensive picture of employee performance in the hospitality and tourism sector which has not been widely studied in empirical studies. Likewise with the mediating role of employee work motivation so that it is hoped that this study will contribute to the policies of companies in the tourism sector, especially hotels, regarding efforts that can be made to improve employee performance.

LITERATURE REVIEW

Theoretical basis

Job Demands-Resources (JD-R) Theory is one of the most widely used approaches to understand the dynamics of employee motivation and performance in various organizational contexts. JD-R Theory was developed by Bakker and Demerouti (2007) to explain how job characteristics affect an individual's psychological well-being and performance at work. The core of this theory is that every job has two main categories of characteristics: job demands and job resources. In this context, managerial support is classified as one of the crucial job resources. According to JD-R Theory, job demands include aspects of a job that require sustained physical or psychological effort, such as high workload, time pressure, and role conflict. Although not always negative, excessive job demands can lead to stress, exhaustion, and burnout. In contrast, job resources are

positive aspects of a job that can help employees achieve work goals, reduce the negative impact of job demands, and stimulate personal growth and development. One of the main examples of job resources is support from management.

Management support includes all forms of assistance, encouragement, and facilitation from direct superiors or managers in the organization. It can take the form of open communication, providing constructive feedback, providing adequate work facilities, and caring for the psychological well-being of employees. This support not only helps to overcome work pressure, but also strengthens employees' self-confidence and belief that they are able to complete their tasks well (Bakker & Demerouti, 2007). JD-R Theory emphasizes that job resources such as management support not only act as a dampener against work demands, but also trigger work motivation (motivational process). Work motivation refers to the internal drive of employees to achieve work goals, actively engage in tasks, and provide optimal contributions to the organization. When employees feel supported by their managers, they will be more motivated to show their best performance.

A study by Schaufeli and Taris (2014) showed that job resources play a significant role in encouraging work engagement, which is a form of positive motivation characterized by enthusiasm, dedication, and absorption in work. In this framework, work motivation becomes an important mediator that bridges the relationship between management support and performance. This means that management support increases motivation, and this motivation directly influences the improvement of employee performance. Employee performance is influenced by various factors, but in the JD-R Theory framework, increasing job resources is one of the most effective strategies for improving work performance. When employees feel motivated by managerial support, they tend to show extra effort, creativity, perseverance, and higher responsibility for their tasks. They are also better able to face challenges and pressures because they feel that they are not working alone, but are supported by a responsive organizational system (Tims et al., 2011). Optimal performance is also related to the perception of the value and meaning of work. Managerial support can provide validation of employee contributions, which in turn increases feelings of ownership and responsibility for work results. In the long run, this contributes to increased employee productivity and retention.

Employee performance

Employee performance summarizes the extent to which an individual successfully carries out his/her duties and responsibilities in the work environment. In an organization, employee performance assessment is a reflection of their efficiency and effectiveness in achieving company goals (Nazli et al., 2022). Aspects of performance include the quality of work produced, productivity, adaptability to change, communication skills, and initiative in facing challenges (Adzansyah et al., 2023). Employees who have high performance are usually able to not only meet but also exceed set standards. They can produce high-quality work, contribute to team productivity, and have the ability to adapt quickly to the dynamics of the work environment (Sugiono et al., 2022). Good communication skills

enable employees to interact effectively with coworkers and leaders, while initiative and willingness to develop themselves reflect a positive attitude towards growth and improvement.

It is important to note that performance appraisal is not only limited to work results but also includes behavioral aspects, such as discipline, cooperation, and work ethics (Sukrispiyanto, 2019: 33). Employee performance evaluation is not only a tool for providing constructive feedback, but also as a basis for decision making regarding promotions, rewards, or further career development. Thus, employee performance becomes a key element in forming a dynamic and successful work culture within an organization.

Several aspects that can influence employee performance assessments include (Sutrisno, 2016:88):

1. Quality of Work: The extent to which employees can produce quality work, meeting established standards or targets.
2. Productivity: The extent to which employees can produce the expected output within a given time period.
3. Adaptability: The extent to which employees can adapt to changes in the work environment or assigned tasks.
4. Communication Skills: The extent to which employees can communicate effectively with coworkers, superiors, and other relevant parties.
5. Problem Solving Ability: The extent to which an employee can solve problems or deal with challenges in an effective manner.
6. Initiative: The extent to which employees can take initiative and take responsibility for their work.
7. Attendance and Discipline: The extent to which employees are punctual and maintain a high level of discipline.
8. Self-Development: The extent to which employees strive to improve their skills and knowledge through training or self-development.

Employee performance plays a crucial role in the success and sustainability of a company. Here are some reasons why employee performance is very important for a company (Sutrisno et al., 2022):

1. Organizational Productivity: Employee performance directly impacts the overall productivity of the organization. Employees who work efficiently and effectively can increase output and contribute positively to the company's goals.
2. Product or Service Quality: Employee performance impacts the quality of products or services produced by the company. Employees who perform well tend to produce better products or services, increase customer satisfaction, and strengthen the company's reputation.
3. Innovation and Creativity: High-performing employees tend to be more open to innovation and have the ability to contribute creative thinking. This innovation can give a company a competitive advantage in the marketplace.

4. **Operational Efficiency:** High-performing employees can help improve a company's operational efficiency. They may find ways to improve work processes, reduce waste, and make a positive contribution to operating costs.
5. **Positive Work Culture:** Good employee performance can shape a positive work culture within the organization. Employees who feel appreciated and recognized for their contributions tend to be more motivated and have a high level of job satisfaction.
6. **Retain and Attract Talent:** Companies with high-performing employees are better able to attract and retain top talent. Employees who feel valued and recognized are more likely to stay with the company, reducing employee turnover.
7. **Strategic Decisions and Planning:** Employee performance evaluations can provide valuable data for strategic decision making and planning. This can help a company identify training needs, career development, or necessary process improvements.
8. **Trust and Reputation:** Good employee performance can help build internal and external trust. High-performing employees can become brand ambassadors for the company and contribute to a positive reputation among customers, business partners, and the general public.

Indicators of employee performance according to Malik & Tiagita (2022) are as follows.

1. **Quality,** this can be measured from employee perceptions of the quality of work produced and the perfection of tasks in relation to employee skills and abilities.
2. **Quantity of work,** the amount of work that can be completed so that effectiveness and efficiency can be carried out properly in accordance with company goals.
3. **Punctuality,** the degree to which activities are completed at the stated start time, as seen from the perspective of coordinating with results and maximizing the time available for other activities.
4. **Effectiveness,** the degree to which an organization's resource use (money, manpower, technology, and raw materials) is maximized with the aim of increasing the output of each unit of resource use.

Work motivation

Work motivation consists of two syllables, namely "motivation" and "work". Motivation comes from the basic word motive, motive, which means encouragement, driving force, or strength within a person that causes a person to act or do (Diedericks et al., 2019). Motivation is a condition that moves a person to be able to achieve their goals and motives. Siswanto argues that motivation is a human obligation and mental attitude that provides energy, encourages activities (moves), and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance (Siswanto, 2006: 119).

These needs arise due to various relationships. Needs can be physical, biological and socio-economic. However, what is more important is the existence of needs that are social and psychological, such as appreciation, recognition, safety, protection, security,

social security, and so on. Another opinion conveyed by Schermerhorn (2011: 110) motivation refers to a person's efforts that are calculated according to the goals, levels, and persistence of a person's efforts that are issued in working. In addition, Robbins & Judge (2013: 202) define motivation as a process that takes into account the intensity, direction, and persistence of individuals to achieve goals.

This is important in achieving a future endeavor that can create a spirit and effort to do something with better results. The definition above explains that work motivation is the result of a collection of internal and external drives that cause an employee to choose the right action and engage in certain behaviors. Ideally, this behavior will be directed towards achieving organizational goals. Work motivation is a complex combination of psychological forces that exist within a person.

Motivation as a psychological process within a person will be influenced by several factors. These factors can be distinguished into internal and external factors originating from a person (Sutrisno, 2016: 118-120).

1. Internal factors that can influence motivation in someone include:
 - a. The will to live.
 - b. The desire to be able to have.
 - c. The desire to gain recognition.
 - d. The desire to gain recognition, and
 - e. The desire for power.
2. External factors that influence motivation are:
 - a. Working environment conditions.
 - b. Adequate compensation.
 - c. Good supervision.
 - d. There is a guarantee of employment.
 - e. Status and responsibilities, and
 - f. Flexible regulations.

Work motivation indicators according to Banerjee (2015) are:

1. *Physical*, employees are physically motivated.
2. *Social*, employees are motivated to build social relationships.
3. *Mentally*, employees are encouraged to have a healthy mentality.

Management Support

Company commitment is very important for employees. If the organization in general values employee dedication and loyalty as a form of employee commitment to the organization, then employees in general also pay attention to the organization's commitment to them. According to Angioha et al., (2020) explained that management support plays a very important role in determining member performance, in their research it is also explained that organizational support is related to work performance, where awards by the organization are considered to provide benefits for members, such as work comfort because they are accepted and recognized, getting salaries and promotions, getting information easily, and several other things that members need to be able to carry

out their work effectively. According to Abdelwahed & Doghan (2023) the concept of management support explains the interaction of individuals with organizations that specifically study how organizations treat their employees. According to Robbins (2013) the perception of management support is defined as the extent to which employees believe that the organization values their contributions and cares about their well-being.

Based on the theory expressed by the experts above, it can be concluded that management support is a sense of employees to support the organization in achieving its goals, because the employees feel that the organization pays attention to their contribution by, among other things, paying attention to their welfare. Therefore, management support provides positive results for employee performance.

According to Nelson (2021) there are two general forms of management support, namely:

1. Organizational Support

The organization is responsible for controlling and evaluating the performance of subordinates, thus employees view the actions of superiors that are pleasant or unpleasant for employees as a manifestation of organizational support.

2. Safety at work

The existence of security in carrying out every job means that there is certainty that the organization will continue to maintain employee membership in the future and this is desired or expected to result in high levels of organizational support felt by employees.

Management support indicators according to Bhatti (2023) are:

1. Top management realizes the benefits that can be achieved with employees.
2. Top management recognizes policies to increase productivity.
3. There is sufficient support from top management for material needs (hardware and software).
4. The necessary financial support is available.
5. Top management aims to keep pace with changes in the surrounding environment.

RESEARCH FRAMEWORK, CONCEPTS, AND HYPOTHESES

Framework of thinking

The framework of thought in this study was built through a synthesis process between theoretical studies and relevant empirical findings, and was directly linked to the phenomena and problems faced in the field, especially in the housekeeping department of Tandjung Sari Hotel Sanur. The process of compiling the framework of thought was carried out deductively and inductively.

Deductively, this research departs from the universal theory of Job Demands-Resources (JD-R) Theory, developed by Bakker and Demerouti (2007). This theory explains that in the work environment there are two main aspects, namely job demands and job resources. In the context of this research, management support is categorized as job resources, namely resources available in the work environment and play an important role

in reducing work pressure while increasing employee motivation and engagement. Based on this theory, good management support is expected to encourage employee work motivation, which will then have an impact on improving employee performance.

Inductively, this framework of thought is also compiled based on previous empirical studies that show the relationship between the variables studied. Research by Fitriani et al. (2022), Sutisna & Agustina (2022), and Jesi & Sentoso (2023) consistently proves that management support has a positive effect on employee performance. Meanwhile, research by Farida & Hakim (2022), Hendratmoko & Hermawan (2022), and Sugiono et al. (2022) shows that work motivation significantly contributes to improving employee performance. Other studies by Nelson (2021) and Saputra et al. (2021) also support that management support can increase work motivation.

However, there are also research results that show inconsistencies. Research by Aqdami & Kurnia (2021) shows that support management does not have a significant effect on employee performance, as well as findings by Zulkarnain et al. (2022) and Haris & Tika (2020) who found that work motivation does not always have a direct impact on improving performance, nor is it always influenced by support management. This inconsistency is what drives the importance of further research, especially by considering the role of work motivation as a mediating variable in bridging the influence between management support and employee performance.

Based on the theoretical study and empirical findings, this study develops a conceptual model to test how management support can directly and indirectly affect employee performance through work motivation as a mediating variable. With this approach, it is expected to obtain a more comprehensive understanding of the dynamics of housekeeping employee work in the hotel sector, which can ultimately be used to develop a more targeted human resource management strategy.

Research Concept

This study was conducted to obtain empirical evidence regarding the influence of management support on employee performance with work motivation as a mediator. Based on theoretical studies and supported by previous research on Job Demands-Resources (JD-R), the conceptual framework of the study is described as follows:

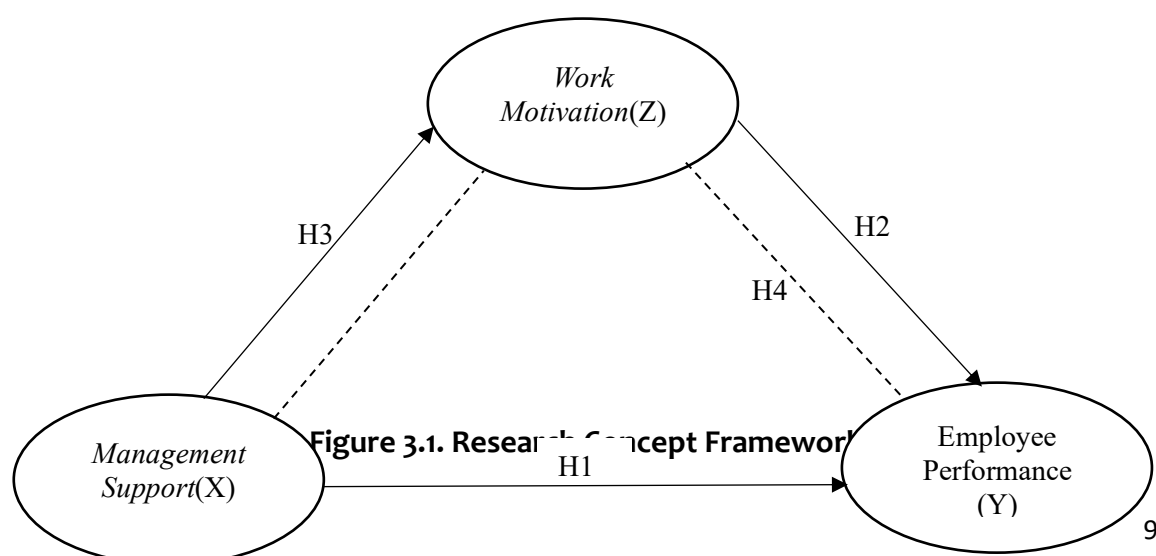


Figure 3.1. Research Concept Framework

Source:

H1:Sutisna & Agustina (2022);Fitriani et al., (2022);Umihasanti & Frianto (2022);Jesi & Sentoso (2023);Dennis (2018);The Last of Us (2020);Lamere et al., (2021)

H2:Farida & Hakim (2022);The Last Supper (2020);Hendratmoko & Hermawan (2022);Sugiono et al., (2022);Sutrisno et al., (2022);The Secret (2021);Lamere et al., (2021)

H3:Saputra et al., (2021);Irianti & Bernardo (2021);Nelson (2021);Luthia (2022);Molan et al., (2022); Fikri et al., (2023);Putri et al., (2021)

H4:Sugiono et al., (2022);Paradise (2022);Paramarta & Astika (2020);Hafidzi et al., (2023);Jufrizen & Hadi (2021);Wahyuni et al., (2022);Sitorus & Siagian (2023);Balbed & Sintaasih (2019)

Research Hypothesis

According to Sugiyono (2019:99), a hypothesis is a temporary answer to the formulation of a research problem and is based on empirical facts obtained through data collection.

The Influence of Management Support on Employee Performance

According to the Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti (2007), the work environment consists of two main components, namely job demands and job resources. Job resources are aspects of work that can reduce workload, increase employee engagement, and support the achievement of work goals. In this context, management support is included in the category of very important job resources. In other words, management support can strengthen the motivational process which ultimately has an impact on improving employee performance. This is supported by research conducted by Sutisna & Agustina (2022); Fitriani et al., (2022); Umihastanti & Frianto (2022); Dennis (2018); Febriyanti & Fitriah (2020); Lamere et al., (2021) which shows that management support has a positive effect on employee performance. In line with research conducted by Jesi & Sentoso (2023) showing that support from the organization can improve employee performance. Based on previous theories and research results, the first hypothesis formulated in this study is as follows:

H1: There is a positive and significant influence between management support and employee performance.

The Influence of Work Motivation on Employee Performance

Work motivation is an internal drive that influences how employees work and contribute to the organization. Employees who are highly motivated will show enthusiasm, responsibility, and commitment in completing tasks. This has a direct impact on improving performance, both in terms of productivity, quality, and punctuality in working. According to Job Demands-Resources (JD-R) Theory, work motivation is part of the motivational process that emerges in response to the availability of job resources, such as management support, feedback, and development opportunities. When these resources are available and perceived positively by employees, intrinsic motivation will increase, thus driving optimal performance. This theory emphasizes that job resources not

only help employees cope with job demands but also strengthen work engagement through motivation. This is in accordance with research conducted by Farida & Hakim (2022); Arianto & Kurniawan (2020); Hendratmoko & Hermawan (2022); Sugiono et al., (2022); Sutrisno et al., (2022); Hidayat (2021); Lamere et al., (2021) showed that work motivation has a positive effect on employee performance. Based on the theory and results of previous studies, the third hypothesis formulated in this study is as follows:

H2: Work motivation has a positive and significant effect on employee performance.

The Influence of Management Support on Work Motivation

Management support is a form of job resources that plays an important role in creating a healthy and supportive work environment. Within the framework of Job Demands-Resources (JD-R) Theory, job resources not only function to reduce work pressure (job demands), but also become a major factor in driving motivational processes that increase work engagement and enthusiasm. When employees feel that management provides attention, emotional support, access to information, training, and recognition, there will be an intrinsic drive in employees to work harder and optimally. This is in line with the results of research conducted by Saputra et al., (2021); Irianti & Bernarto (2021); Nelson (2021); Luthia (2022); Molan et al., (2022); Fikri et al., (2023); Putri et al., (2021) showing that management support has a positive effect on work motivation. Based on the theory and results of previous research, the second hypothesis formulated in this study is as follows:

H3: Management support has a positive and significant effect on work motivation.

The Influence of Management Support on Employee Performance with Work Motivation as a Mediator

The influence of management support on employee performance certainly needs to be clarified due to the inconsistency of previous research results. Therefore, a mediator is used to bridge the relationship between management support and employee performance, namely work motivation. This is supported by research conducted by Sugiono et al., (2022); Firdaus (2022); Paramarta & Astika (2020); Hafidzi et al., (2023); Jufrizen & Hadi (2021); Wahyuni et al. (2022); Sitorus & Siagian (2023); Balbed & Sintaasih (2019) shows that work motivation is able to mediate the influence of management support on employee performance. Based on the theory and results of previous research, the fourth hypothesis formulated in this study is as follows:

H4: Work motivation is able to mediate the influence of management support on employee performance.

RESULTS AND DISCUSSION

Overview of Tandang Sari Hotel Sanur

Tandang Sari Hotel is a hotel that was established in 1962, located in Sanur which is a tourist destination on the island of Bali. Here is a little explanation about the history of the Tandang Sari Hotel. The Tandang Sari Hotel, which was officially established in 1962 as a hotel, started from a family home of Mr. Wija Wawo Runtu (the late). The location of

the house on the east coast of the island of Bali offers its own beautiful panorama, especially at sunrise every morning and moonrise during the full moon. Not to mention the location of Sanur at that time was still very full of trees and typical Balinese vegetation, making the place more like a house in the middle of the forest.

In the house, Mr. Wija Wawo Runtu and his wife received their close friends who came from abroad. They stayed and were entertained in such a way with local specialties, especially Indonesian foods. Not to mention when they stayed, sometimes local Balinese performances were performed in the form of dances, etc. which were certainly very interesting for guests from abroad. The house staff also served them in a friendly, warm, sincere and humble manner. The experience of living in the house was an unforgettable experience and then became a story for them to share with their other friends. These friends then became regular guests who came to visit, which then gave rise to the idea of building a bungalow for them and when they were not using it, it could also be rented to other guests. Starting from this idea, Mr. Wija then started building 4 bungalows and continued to grow over time to a total of 28 bungalows.

Mr. Wija Wawo Runtu was born as an art lover and has the ability to appreciate honest (as is) and high-value works of art. Armed with this ability, the young Mr. Wija began to collect antiques and then expressed his creative abilities through Tandjung Sari, which in its architectural design contains elements of traditional art and antique collections. Tandjung Sari was built organically and as a meeting point where they could chat and meet friends and then expand their friendship with their friends and so on. Tandjung Sari then continued to develop with the same concept as a commercial business, namely harmony between nature, exclusivity and privacy.

Over time, Tandjung Sari has become not only a place to rest, but also a cultural destination that reflects Mr. Wija's dedication to preserving local arts and culture. Guests who come not only enjoy the natural beauty and comfort of the facilities, but also gain an in-depth experience of the richness of Indonesian culture. Mr. Wija and his wife continue to cultivate a friendly and warm atmosphere, making every guest feel like part of the big Tandjung Sari family. This legacy makes Tandjung Sari not just a place to stay, but a symbol of dedication and love for art, culture, and hospitality.

Respondent Characteristics

The respondents in this study were housekeeping employees at the Tandjung Sari Hotel Sanur, where the number of respondents in this study was 45 people. Based on the results of the study and the collection of questionnaires, the characteristics of the respondents can be described based on position, age, gender and level of education and length of service in table 5.1.

Table 2.2 Respondent Characteristics

| Characteristics | Classification | Number of Respondents (People) | Percentage (%) |
|--------------------|-------------------------------|--------------------------------|----------------|
| Position | <i>Housekeeping</i> | 45 | 100.0 |
| | Amount | 45 | 100.00 |
| Age | 17 - 25 Years | 13 | 28.9 |
| | 26 - 30 Years | 23 | 51.1 |
| | 31 - 40 Years | 6 | 13.3 |
| | 41 - 45 Years | 3 | 6.7 |
| | Amount | 45 | 100.00 |
| | | | |
| Gender | Man | 33 | 73.3 |
| | Woman | 12 | 26.7 |
| | Amount | 45 | 100.00 |
| Level of education | High School/Vocational School | 15 | 33.3 |
| | Diploma | 23 | 51.1 |
| | Bachelor | 7 | 15.6 |
| | Amount | 45 | 100.00 |
| | | | |

Source: Primary Data Processed, 2024

Based on Table 3.2, it is known that all respondents in this study were all housekeeping employees at the Tandjung Sari Hotel Sanur.

Based on Table 3.2, it is known that respondents aged between 17-25 years were 13 people or 28.9%, those aged between 26-30 years were 23 people or 51.1%, those aged between 31-40 years were 6 people or 13.3% and those aged 41-45 years were 3 people or 6.7%. This shows that respondents aged 26-30 years are the most dominant. This finding provides an illustration that Tandjung Sari Hotel Sanur has employees with an age range that is included in the productive range so that they are able to work optimally.

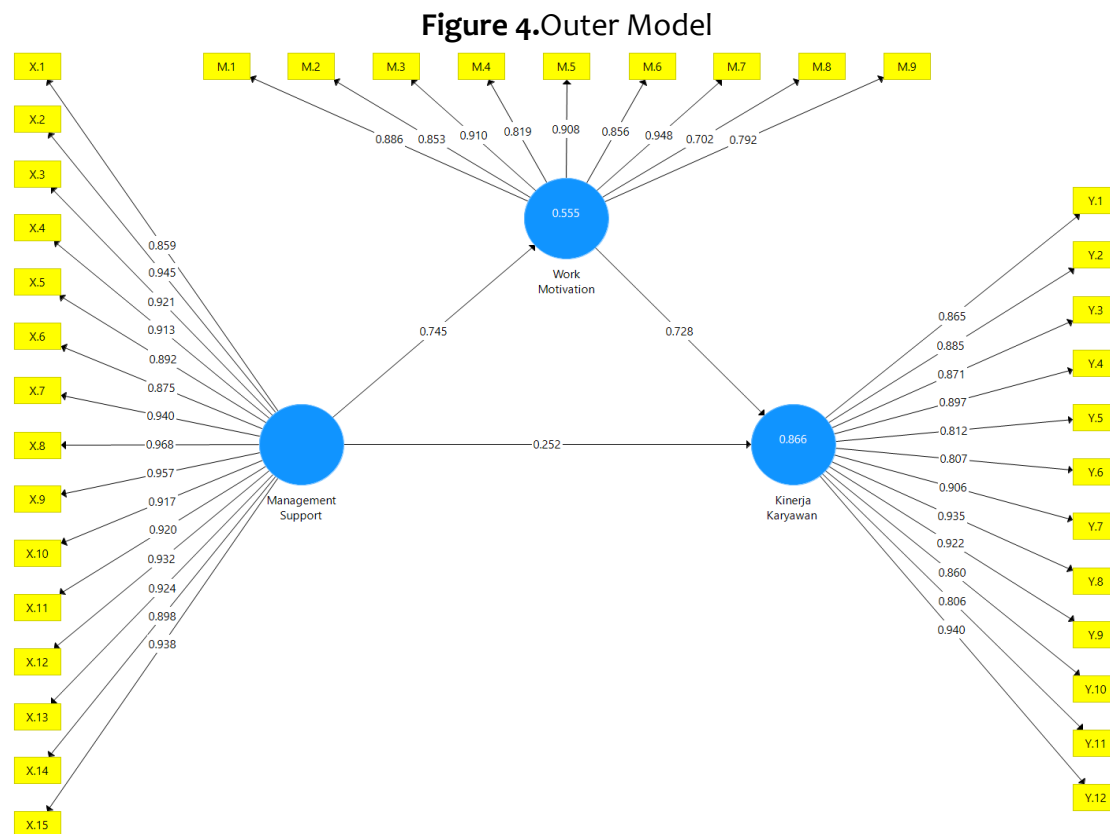
Based on Table 3.2, it is known that there are 33 male respondents or 73.3% and 12 female respondents or 26.7%. This shows that male respondents are the most dominant. This finding provides an illustration that Tandjung Sari Hotel Sanur has a fairly large area, with work that requires high stamina so that it requires more male employees.

Based on Table 3.2, it is known that respondents with high school/vocational school education are 15 people or 33.3%, respondents with diploma education are 23 people or 51.1% and respondents with bachelor's education are 7 people or 15.6%. This shows that respondents with diploma education are the most dominant. This finding provides an illustration that Tandjung Sari Hotel Sanur has employees with good education so that employees have good abilities and skills in working.

Measurement Model Evaluation Results (Outer Model)

Evaluation of the measurement model or outer model is carried out to assess whether the measurements used are valid and reliable so that they are worthy of being used as measurements. An indicator is said to be reflective if the latent variable indicator

affects its indicator. The outer model with reflective indicators is measured through convergent validity and discriminant validity of the latent construct indicators and composite reliability and Cronbach's Alpha for its indicator blocks.



Source: Primary data processed, 2024

Another model to assess discriminate validity is to compare the square root of the average variance extracted (AVE) for each variable with the correlation between the variables with other variables in the model. The model has good discriminant if the measurement value of the average variance extracted (AVE) > 0.5. The calculation results are presented in Table 5.10.

Table3. AVE Convergent Validity Test Results

| | Average Variance Extracted(AVE) |
|----------------------|---------------------------------|
| Employee performance | 0.768 |
| Management Support | 0.847 |
| Work Motivation | 0.732 |

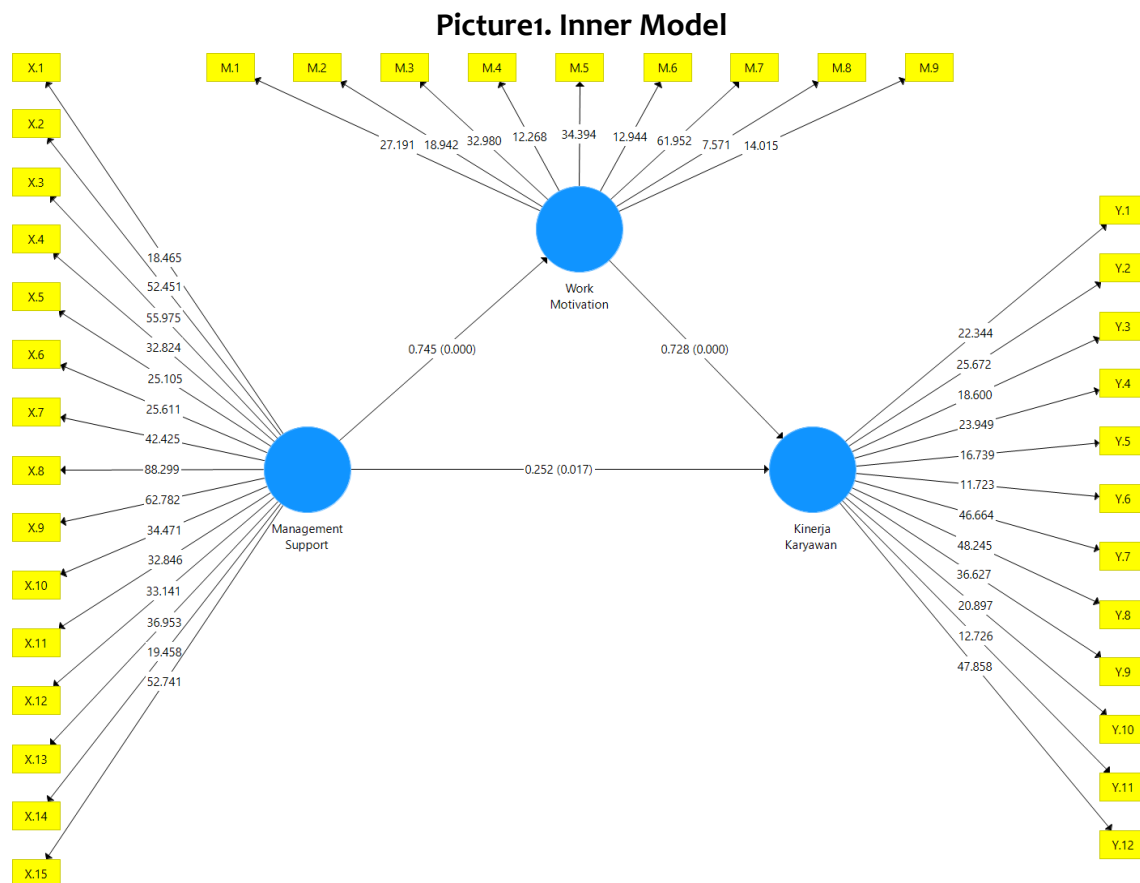
Source: Processed Primary Data, 2024

Based on Table 4, it can be seen that all average variance extracted (AVE) values are more than 0.5. Thus, the data in this study are declared valid.

Measurement Model Evaluation Results (Inner model)

Inner model testing is the development of a concept-based and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. The structural model in PLS is

evaluated using R^2 for the dependent construct, the path coefficient value or t-values of each path for the significance test between constructs in the structural model. The R^2 value is used to measure the level of variation in changes in the independent variable to the dependent variable. The higher the R^2 value, the better the prediction model of the proposed research model (Jogiyanto and Abdillah, 2016). The path coefficient value or inner model shows the level of significance in hypothesis testing. The results of the inner model evaluation are presented in Figure 5.2.



Source: Processed primary data, 2024

R-square for endogenous constructs can be used to determine the evaluation of the influence of predictors on each endogenous latent variable. The R^2 results of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicate that the model is "good", "moderate", and "weak". The R-square value is used to later calculate the Q-square value which is a test of the goodness of fit of the model. The results of the R-square test are presented in table 5.11.

Table 4. R-square Test Results

| | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Employee performance | 0.866 | 0.859 |
| Work Motivation | 0.555 | 0.544 |

Source: Processed primary data, 2024 (Appendix 9)

Based on Table 5, the R-square value for the management support and work motivation variables on employee performance is 0.866, including good, indicating that it has an influence of $0.866 \times 100\% = 86.6\%$. The R-square value for the management support variable on work motivation is 0.555, including moderate, indicating that it has an influence of $0.555 \times 100\% = 55.5\%$.

Hypothesis Testing

Hypothesis testing aims to test the significance of the constants and independent variables contained in the equation individually, whether there is an influence on the value of the dependent variable (Sofha and Utomo, 2018). Hypothesis testing using PLS can be seen from the bootstrapping results in the t-statistic table to see whether there is an influence of the independent variable on the dependent variable with a significance level of 5%. Two-tailed testing for a 5 percent level of significance of an exogenous variable is considered to have an effect on the endogenous variable if it has a minimum t statistic of 1.96 (Utama, 2016). The test results are presented in table 5.13.

Table5.Direct Influence Test Results

| | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Conclusion |
|--|---------------------------|----------------------------------|-----------------------------|----------|-------------|
| Management Support-> Employee Performance | 0.252 | 0.101 | 2.488 | 0.000 | Significant |
| Management Support -> Work Motivation | 0.745 | 0.066 | 11,269 | 0.000 | Significant |
| Work Motivation-> Employee Performance | 0.728 | 0.096 | 7,569 | 0.000 | Significant |

Source: Processed primary data, 2024

Table6.Indirect Effect Test Results

| | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Conclusion |
|--|---------------------------|----------------------------------|-----------------------------|----------|-------------|
| Management Support -> Work Motivation-> Employee Performance | 0.542 | 0.075 | 7.211 | 0.000 | Significant |

Source: Processed primary data, 2024

Discussion of Research Results

The Influence of Management Support on Employee Performance

The results of the hypothesis test show that the better the management support, the more employee performance at Tandjung Sari Hotel Sanur will increase. Employee performance improvement at Tandjung Sari Hotel Sanur can be achieved when the management at Tandjung Sari Hotel Sanur pays attention to and optimizes top management indicators, realizes the benefits that can be achieved with employees, top management recognizes policies to increase productivity, there is sufficient support from top management for material needs (hardware and software), the necessary financial support is available and top management intends to keep pace with changes in the surrounding environment. Employee performance at Tandjung Sari Hotel Sanur will increase along with increasing management support.

The results of the descriptive analysis revealed the fact that although employee performance at Tandjung Sari Hotel Sanur is in the very good criteria, there are still things that need to be considered further by the management of Tandjung Sari Hotel Sanur, especially in indicators that get an average value below the overall average value such as indicators that top management recognizes policies to increase productivity, there is sufficient support from top management for material needs (hardware and software) and the necessary financial support is available. The management of Tandjung Sari Hotel Sanur must pay close attention to the financial support provided by Tandjung Sari Hotel Sanur to employees because with stable finances and good financial support from the company where employees work, of course it will provide a sense of security and comfort for employees and increase work enthusiasm and will have an impact on employee performance.

Based on goal setting theory, it explains that employees are one of the vital components in an organization, therefore employee performance must be considered. Company management support for employees will certainly provide employees with the encouragement to be better at work, help employees maximize their potential, thus causing employee performance to be better. The results of this study are in line with research conducted by Sutisna & Agustina (2022); Fitriani et al., (2022); Umihasanti & Frianto (2022); Dennis (2018); The Last of Us (2020); Lamere et al., (2021) which shows that management support has a positive effect on employee performance. In line with the research conducted Jesi & Sentoso (2023) shows that support from the organization can improve employee performance.

The Influence of Management Support on Work Motivation

The results of the hypothesis test show that the better the management support, the more work motivation at Tandjung Sari Hotel Sanur will increase. The increase in work motivation at Tandjung Sari Hotel Sanur can be achieved when the management at Tandjung Sari Hotel Sanur pays attention to and optimizes the awareness of Tandjung Sari Hotel Sanur management regarding things that can be achieved by employees, optimizes

policies aimed at increasing productivity, provides sufficient support for materials needed by employees, provides financial support and always provides a decent and comfortable working environment for employees. Work motivation at Tandjung Sari Hotel Sanur will increase along with increasing management support.

The results of the descriptive analysis revealed the fact that although work motivation at Tandjung Sari Hotel Sanur is in the very good criteria, there are still things that need to be considered further by the management of Tandjung Sari Hotel Sanur, especially on indicators that get an average value below the overall average value such as indicators optimizing policies aimed at increasing productivity, providing sufficient support for the materials needed by employees and providing financial support. The management of Tandjung Sari Hotel Sanur must pay close attention to the policies in force in the company in order to increase employee productivity, support both in terms of material (work equipment) and financially provided by Tandjung Sari Hotel Sanur to employees because with stable finances and good financial support from the company where employees work, of course it will provide a sense of security and comfort for employees and increase work enthusiasm and will have an impact on employee performance.

Management support for employees will certainly cause employees to feel motivated in their work. This is in accordance with the goal setting theory which explains that employees who are cared for and supported by the organization will provide maximum performance, because by doing so they can show that they are motivated by the support given. The results of this study are in line with research conducted by Saputra et al., (2021); Irianti & Bernardo (2021); Nelson (2021); Luthia (2022); Molan et al., (2022); Fikri et al., (2023); Putri et al., (2021) shows that management support has a positive effect on work motivation.

The Influence of Work Motivation on Employee Performance

The results of the hypothesis test show that the better the work motivation, the better the employee performance at Tandjung Sari Hotel Sanur. Improving employee performance at Tandjung Sari Hotel Sanur can be achieved when the management at Tandjung Sari Hotel Sanur pays attention to and optimizes physical (employees are physically motivated), social (employees are motivated to establish social relationships) and mental (employees are encouraged to have a healthy mentality). employee performance at Tandjung Sari Hotel Sanur will increase along with increasing work motivation.

The results of the descriptive analysis revealed the fact that although employee performance at Tandjung Sari Hotel Sanur is in the very good criteria, there are still things that need to be considered further by the management of Tandjung Sari Hotel Sanur, especially on indicators that get an average value below the overall average value such as mental indicators (employees are encouraged to have a healthy mentality). The management of Tandjung Sari Hotel Sanur must pay close attention to the mental burden felt by employees. Where the mental burden can be in the form of a match between the workload and the abilities possessed by the employee. The match between workload and

ability has a major impact on employee mental health and can affect their performance, employees who have abilities that are in accordance with the workload they do will provide more optimal work results.

The results of the study showed that the p-value of the work motivation variable on employee performance at Tandjung Sari Hotel Sanur was $0.000 < 0.05$ with a beta value of 0.728 with a t-statistic value of 7.569 compared to the t-table of 1.96. Because the t-statistic value $>$ t-table ($7.569 > 1.96$) it can be concluded that work motivation has a positive and significant effect on employee performance at Tandjung Sari Hotel Sanur. So the hypothesis is accepted. This means that the higher the work motivation, the higher the employee performance at Tandjung Sari Hotel Sanur will be.

High work motivation also causes employees to be encouraged to be able to complete work on time and as well as possible. This condition certainly causes employee performance to also increase. This is in accordance with the goal setting theory that motivated employees will show enthusiasm in working and produce maximum performance. The results of this study are in line with research conducted by Farida & Hakim (2022); The Last Supper (2020); Hendratmoko & Hermawan (2022); Sugiono et al., (2022); Sutrisno et al., (2022); The Secret (2021); Lamere et al., (2021) shows that work motivation has a positive effect on employee performance.

The Role of Management Support on Employee Performance with Work Motivation as a Mediator

The results of the mediation role test explain that increased employee performance is obtained when management support is increasingly supportive and work motivation is higher. Work motivation has a complementary role to help optimize the influence of management support on employee performance at Tandjung Sari Hotel Sanur.

Based on the results of the direct influence test, it can be concluded that it is sufficient to only need management support that supports employees optimally to be able to improve employee performance, but based on the indirect influence test, it also proves that work motivation is able to provide meaning in the influence of management support on employee performance so that this finding means that even though Tandjung Sari Hotel Sanur has created good management support to improve employee performance, the management of Tandjung Sari Hotel Sanur still needs to pay attention to the work motivation possessed by employees to accelerate the improvement of employee performance at Tandjung Sari Hotel Sanur.

Companies need employees who have good work motivation in order to have a high work ethic, so that this work motivation can bridge the influence of management support on employee performance. Employees who have high motivation in working are greatly influenced by the support they get from the Company, where material and moral support will be a determinant for employees in motivating themselves when doing a job. The results of this study are in line with research conducted by Sugiono et al., (2022); Paradise (2022); Paramarta & Astika (2020); Hafidzi et al., (2023); Jufrizen & Hadi

(2021);Wahyuni et al., (2022);Sitorus & Siagian (2023);Balbed & Sintaasih (2019) shows that work motivation is able to mediate employee performance.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of data analysis, hypothesis testing and discussion of research results that have been described in the previous chapter, the following conclusions can be drawn:

- 1) *Management Support* has a positive and significant effect on employee performance. The results of this study prove that the better the management support, the better the employee performance will be.
- 2) *Management Support* has a positive and significant effect on work motivation. The results of this study prove that the better the management support, the more work motivation will increase.
- 3) *Work motivation* has a positive and significant effect on employee performance. The results of this study prove that the higher the work motivation, the higher the employee performance will be.
- 4) *Work motivation* able to mediate the influence of management support on employee performance. The results of this study prove that the better the management support will increase work motivation and subsequently improve employee performance.

Suggestion

Based on the conclusions above, the suggestions that are expected to be useful for the management of Tandjung Sari Hotel Sanur to optimize employee performance are:

Practical Advice

The management of Tandjung Sari Hotel Sanur is advised to improve overall management support to employees, both in the form of material support (work facilities, software, and hardware) and non-material support (recognition, emotional involvement, two-way communication). This is very important because in the framework of Job Demands-Resources (JD-R) Theory, management support acts as the main job resource that drives employee motivation and performance. Management is also advised to pay attention to aspects of productivity policies and financial support which in this study are indicated to be suboptimal. Fulfillment of basic work needs will foster a sense of security and psychological comfort, which is the basis for the formation of high work motivation and maximum performance.

Academic Advice

This study can be an initial reference for the development of further studies in the field of human resource management, especially those oriented towards the Job Demands-Resources (JD-R) model. Further researchers are advised to expand the model by adding job demands variables, such as workload or time pressure, to make the model more comprehensive. In addition, measurements of psychological aspects such as work

engagement or burnout are also worth adding to test the motivational and protective effects of job resources more fully.

Research Development Suggestions

Due to the limitations of the study which was only conducted in one location and with a quantitative approach, further research is recommended to expand the organizational context, both in terms of industry and business scale. Research should also combine qualitative methods, such as in-depth interviews or observations, to gain a deeper understanding of the relationship between support management, work motivation, and performance from an organizational behavior perspective.

With the development and implementation of these suggestions, it is hoped that the results of this study can provide a broader contribution, both for hospitality practitioners in improving HR performance, as well as for the development of organizational management science based on JD-R theory.

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