
Workforce Economics in Hospitality: Analyzing the Determinants of Employee Performance at Sumberkima Hill Hotel

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Abstract:

Employee performance plays a vital role in shaping a hotel's reputation and ensuring high-quality guest experiences, especially in a competitive tourism landscape like Bali. Preliminary observations at several hotels in West Bali, including Sumberkima Hill Hotel, revealed performance-related challenges among staff. This study aims to analyze the economic and organizational determinants that influence employee performance, focusing on five key variables: ability, motivation, work environment, leadership, and organizational culture. Adopting a causal quantitative research design, data were collected from 120 respondents using questionnaires based on a 5-point Likert scale. The data were analyzed using multiple linear regression along with F-tests, t-tests, and the coefficient of determination (R^2), processed via SPSS. Results indicate that all five variables have a positive and significant effect on employee performance at Sumberkima Hill Hotel. These findings highlight the importance of investing in workforce development as an economic strategy for enhancing service quality in the hospitality sector. As competition intensifies in the post-pandemic era, understanding the economic dynamics of employee performance becomes essential for hotel sustainability and growth.

Keywords: *Workforce Economics; Employee Performance; Motivation; Hospitality Industry*

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1. Introduction

Bali is an internationally renowned tourist destination and has become a global icon of tourism. The island is famous for its stunning natural beauty, including white sandy beaches, lush terraced rice fields, and majestic mountains. In addition to its natural beauty, one of Bali's main attractions is its rich culture and unique traditions, which continue to draw both domestic and international tourists. According to data collected

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by the Bali Provincial Statistics Agency (BPS) in 2024, there has been an increase in both domestic and international tourist arrivals. Tourist visits to Bali have shown a significant rise in the post-pandemic period, in line with the easing of international travel restrictions and intensive tourism promotion efforts carried out by the government and tourism industry stakeholders (Phan et al., 2023; Kusuma et al., 2021).

Along with the increasing number of tourist arrivals each year, Bali's tourism accommodation sector—including villas and hotels—has experienced rapid growth. This development is evident in the wide variety of available accommodations, ranging from luxurious villas offering privacy and exclusive views to star-rated hotels with modern amenities. This growth is also supported by rising investments in the tourism sector, innovations in service delivery, and adaptation to ever-evolving global trends (Darmawan, 2022; Lathifah & Kurniawati, 2021). With this diverse range of accommodation options, Bali continues to strengthen its position as a world-class tourist destination capable of meeting the needs of various market segments (Dalkhjavi et al., 2024).

Nevertheless, the success in attracting tourists also brings challenges in maintaining optimal service quality, especially given the high expectations of visitors. Employee performance plays a crucial role in upholding the hotel's reputation and ensuring a satisfying guest experience. Employee performance refers to the level of effectiveness and efficiency with which individuals carry out their assigned tasks and responsibilities within an organization. According to Aulia and Damayanti (2022), employee performance is measured through the quality and quantity of work results achieved by an employee in performing their functions according to their given responsibilities. Auli (2022) also emphasizes that employee performance serves as an indicator of an individual's success in achieving organizational goals, both independently and as part of a team. Several key factors influence employee performance, including ability, motivation, work environment, leadership, and organizational culture (Bhramantyo & Sawitri, 2021; Talashina & Ngatno, 2018; Sinambela & Lestari, 2022).

Based on the previously discussed background, the researcher is interested in conducting a study related to employee performance at one of the tourism accommodations known as Sumberkima Hills. Sumberkima Hills is a hotel located in West Bali that offers a unique stay experience, surrounded by stunning mountain and ocean views. Embracing a concept of harmony with nature, the hotel creates a serene and exclusive atmosphere, making it a key attraction for both local and international tourists seeking the beauty and tranquility of Bali. In addition to its comfortable accommodations, Sumberkima Hills also offers access to a variety of tourism activities, such as snorkeling in crystal-clear waters, hiking in the surrounding mountains, and other experiences that allow guests to fully enjoy the natural beauty of the area (Mon & Mulyadi, 2021).

Based on the researcher's initial observations, several employee performance issues have been identified at Sumberkima Hills. Employee performance encompasses several aspects that require attention, including work quality, quantity, punctuality, effectiveness, and independence in carrying out core duties and responsibilities. Firstly, issues have been noted in terms of both the quality and quantity of work, as indicated by several guest complaints reflecting dissatisfaction with the services provided. These complaints were expressed both directly and through the hotel's website, signaling a need to improve service standards (Prentice, 2022).

Poor employee performance can have significant negative consequences for an organization, especially in the highly competitive hospitality industry. Low performance may lead to a decline in the quality of service provided to guests, reduced customer satisfaction, and an increase in complaints. Over the long term, this can damage the hotel's reputation and result in a decrease in guest numbers. Employee performance issues can also affect operational efficiency, increase employee turnover rates, and lead to higher costs for recruiting and training new staff (She et al., 2024; Triansyah et al., 2023).

The urgency of this research becomes increasingly clear given the intensifying competition in the hospitality industry, particularly in the post-pandemic era, where superior customer service has become the key differentiator between hotels (Lianasari & Ahmadi, 2022; Putra & Mujiati, 2022). Hotels like Sumberkima Hill must gain a deep understanding of the factors influencing employee performance in order to survive and remain competitive. By understanding the roles of ability, motivation, work environment, leadership, and organizational culture, hotel management can develop more effective strategies to improve employee performance, which in turn impacts service quality and customer satisfaction (Darmawan, 2022; Dalkhjav et al., 2024).

This research offers a novel contribution by integrating the five internal and external factors of employee performance into a single analytical model to examine their simultaneous effects. This approach has been relatively underexplored, particularly in the context of the hospitality sector in Indonesia (Syardiansah et al., 2020). Therefore, this study will not only enrich the hospitality management literature but also provide practical insights for hotel management seeking to enhance employee performance through better management of ability, motivation, work environment, leadership, and organizational culture. The findings of this study are expected to serve as a foundation for the development of human resource management policies and strategies in Indonesian hotels, especially in facing the challenges of global competition

2. Theoretical Background

Employee Performance

Employee performance plays a crucial role in determining the success and competitiveness of an organization. It reflects how effectively an employee contributes to the organization's goals, which directly influences productivity,

efficiency, and overall organizational achievement. Several factors, including individual abilities, motivation, work environment, leadership, and organizational culture, significantly impact employee performance.

Ability

Ability refers to the internal capacity of an employee to perform their tasks effectively, which encompasses both technical skills and general cognitive abilities. High-performing employees are generally more proficient in performing their tasks due to their specialized knowledge and problem-solving skills. Research indicates that employees with better abilities tend to perform more efficiently and make fewer errors (Almaamari & Majdalawi, 2024; Darmawan, 2022). However, some studies suggest that ability alone may not guarantee high performance if other factors, such as motivation or organizational support, are lacking (Wijaya & Suhaji, 2012).

Motivation

Motivation is a critical internal factor that drives employees to exert effort and persist in achieving organizational goals. It can be intrinsic (e.g., personal growth, job satisfaction) or extrinsic (e.g., financial rewards, recognition) (Bhramantyo & Sawitri, 2021). Studies show a positive correlation between motivation and performance, with motivated employees being more committed and persistent in their roles (Hustia, 2020; Lathifah & Kurniawati, 2021). However, motivation alone may not suffice if the employee lacks the necessary skills or works in a non-supportive environment (Darmawan, 2022).

Work Environment

The work environment, including both physical and social aspects, plays a significant role in employee performance. A well-designed, comfortable, and resource-rich environment enhances employee satisfaction and engagement (Putra & Mujiati, 2022). Studies have indicated that when employees work in a positive environment, they tend to be more productive and exhibit higher performance (Darmawan, 2022). However, the effect of the work environment on performance can be contingent on other factors like leadership and motivation (Lianasari & Ahmadi, 2022).

Leadership

Leadership has a profound influence on employee performance. Leaders who are supportive, transformational, and visionary can inspire and motivate their employees to achieve higher levels of performance (Bhramantyo & Sawitri, 2021; Prentice, 2022). Effective leadership provides clarity, sets goals, and recognizes employee achievements, all of which positively impact performance (She et al., 2024). Conversely, leadership styles that lack alignment with organizational goals can have a less favorable impact on employee performance (Mon & Mulyadi, 2021).

Organizational Culture

Organizational culture comprises shared values, norms, and beliefs that guide employees' behaviors and interactions within the organization. A positive and strong culture that emphasizes transparency, collaboration, and trust typically results in higher employee performance (Syardiansah et al., 2020). When employees identify

with the organization's values, they are more motivated and aligned with its goals (Darmawan, 2022). However, some research suggests that culture alone may not directly enhance performance if other factors, such as leadership and motivation, are not effectively aligned with the cultural values (Sinambela & Lestari, 2022).

3. Methodology

Research Design

This study uses quantitative methods. In this study, the data analysis used is regression analysis, which aims to measure the relationship between the variables in this study. In addition, partial and simultaneous tests will be carried out on the relationship between the variables in this study. Specifically, this research includes five independent variables, namely ability as (X_1), motivation as (X_2), work environment as (X_3), leadership as (X_4), and organizational culture as (X_5). The dependent variable that is the focus is Employee Performance (Y). Based on this explanation, the framework of thinking that describes the relationship between the variables of this study can be arranged in Figure 1.

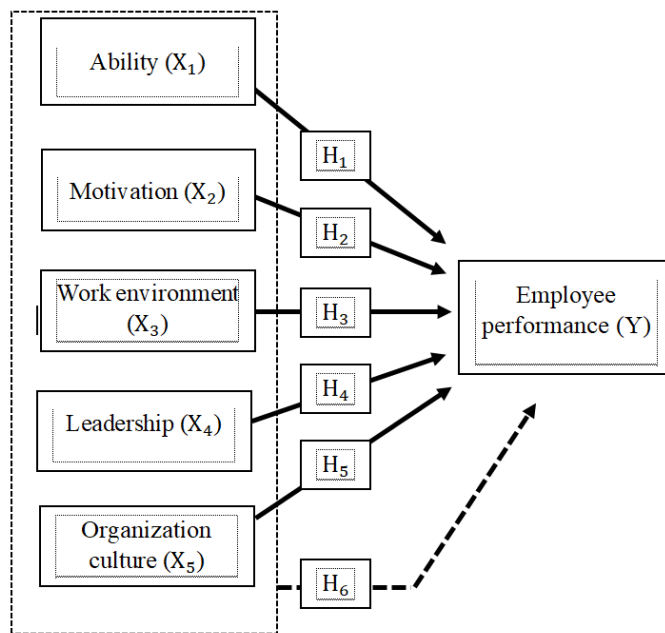


Figure 1. Research Design

Population and Sample

The sample selection in this study uses a saturated sampling method, meaning the entire population is used as the sample for this research. Utilizing the entire population not only increases the accuracy of the analysis results but also eliminates the potential for sampling bias, as no population elements are overlooked. This is crucial in a study aimed at thoroughly understanding employee performance and the factors that support it. A detailed breakdown of the research sample is presented in Table 1.

Table 1. Research Sample

No	Departement	Number of employees
1	Manager	1
2	Assisten Manager	2
3	FO & Reservation	12
4	Accounting	5
5	Waiter/Waitress	36
6	Housekeeping	38
7	Garden	13
8	Security	4
9	SPA	6
10	Engineering	3
Total		120

Data Collection Instruments

Data collection techniques refer to the efforts made by the researcher to obtain data that is relevant to the research problem. In this study, data was collected using a questionnaire, where the researcher distributed a series of written questions that respondents were required to answer. The questionnaire will be distributed to a sample of employees from various departments at Sumberkima Hill. Data collection through the questionnaire used a Likert scale to facilitate the measurement of employee performance variables and the factors influencing it, such as ability, motivation, work environment, leadership, and organizational culture. To ensure clarity and avoid ambiguous or hesitant responses from respondents, which could affect the accuracy of the data, a 5-point Likert scale was used. The Likert scale, with scores ranging from 1 to 5 for each variable presented in the questions, makes it easier to measure the variables and helps collect a variety of responses from the respondents.

Data Analysis Techniques

This study uses multiple linear regression analysis because it examines the influence of several independent variables—ability, motivation, work environment, leadership, and organizational culture—on employee performance. Multiple linear regression is used to determine the impact of the relationship between ability, motivation, work environment, leadership, and organizational culture as independent variables on employee performance as the dependent variable. To test the hypotheses, the study also uses the SPSS software, with the research hypotheses being tested through partial tests (t-test) and simultaneous tests (F-test). This form of analysis is used when dealing with one or more independent variables. In general, regression analysis allows for measuring the impact of independent variables on the dependent variable.

4. Empirical Findings/Result

Multiple Linear Regression Analysis

This test is conducted to determine the effect of two or more independent variables on one dependent variable. Table 2 shows the results of the multiple linear regression analysis test.

Table 2. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.566	.853		4.179	.000
Ability (X1)	.251	.078	.287	3.234	.002
Motivation (X2)	.230	.069	.243	3.326	.002
Work environment (X3)	.183	.079	.198	2.304	.025
Leadership (X4)	.174	.065	.206	2.661	.010
Organizational culture (X5)	.155	.067	.195	2.327	.024

a. Dependent Variable: Employee performance (Y)

Source: SPSS output (2024)

Based on Table 2, the results of the regression analysis show a constant value of 3.566, indicating that if the variables of ability, motivation, work environment, leadership, and organizational culture are all valued at zero, employee performance would still be at 3.566. The ability variable has a regression coefficient of 0.251, meaning that a one-unit increase in ability would improve employee performance by 0.251 units. Motivation contributes with a regression coefficient of 0.230, so a one-unit increase in motivation would increase performance by 0.230 units. The work environment has an effect with a coefficient of 0.183, leadership with 0.174, and organizational culture with 0.155—each indicating that a one-unit increase in these variables would improve employee performance by the respective coefficient value. Conversely, if these variables decrease, employee performance would also decline accordingly. These findings indicate that ability, motivation, work environment, leadership, and organizational culture all have a positive influence on employee performance at Sumberkima Hill Hotel.

T-Test

Hypothesis testing (t) is used to test how much the independent variable influences the variation of the dependent variable. In this test, $\alpha = 5\%$ (0.05) is used with the provision that if the probability value of significance $t > \alpha$, then H_0 is accepted and H_1 is rejected. If the probability value of significance $t < \alpha$, then H_0 is rejected so that H_1 can be accepted. The t table value in this study is 1.673 ($df = n-1 = 56-1 = 55$). The results of the t-test are presented in Table 3.

Table 3. T-test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.566	.853		4.179	.000
Ability (X1)	.251	.078	.287	3.234	.002
Motivation (X2)	.230	.069	.243	3.326	.002
Work environment (X3)	.183	.079	.198	2.304	.025
Leadership (X4)	.174	.065	.206	2.661	.010
Organizational culture (X5)	.155	.067	.195	2.327	.024

a. Dependent Variable: Employee performance (Y)

Source: SPSS output (2024)

Based on the hypothesis testing results in Table 3, it is evident that ability, motivation, work environment, leadership, and organizational culture all have a positive and significant effect on employee performance at Sumberkima Hill Hotel. Ability has the most dominant influence, with a regression coefficient of 0.251 and a significance value of 0.002, followed by motivation with a coefficient of 0.230 and a significance of 0.002. The work environment also shows a positive effect, with a regression coefficient of 0.183 and a significance of 0.025, while leadership has an influence with a coefficient of 0.174 and a significance of 0.010. Lastly, organizational culture positively affects employee performance with a coefficient of 0.155 and a significance of 0.024. Therefore, all hypotheses in this study are accepted, indicating that these five factors play a crucial role in enhancing employee performance.

F Test

The F-test is used to examine the extent to which independent variables influence the variation in the dependent variable. In this test, a significance level of $\alpha = 5\%$ (0.05) is used, with the following criteria: if the calculated F value is greater than the F table value, or if the p-value is less than 0.05, the alternative hypothesis (H_a) is accepted (indicating a significant effect). Conversely, if the calculated F value is less than the F table value, or if the p-value is greater than 0.05, the null hypothesis (H_o) is accepted (indicating no significant effect). The F table value in this study is 2.40 ($df_1 = k = 4$ and $df_2 = n - k - 1 = 50$). The results of the F-test are presented in Table 4.

Table 4. F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	495.211	5	99.042	51.708	.000 ^b
	Residual	95.771	50	1.915		
	Total	590.982	55			

a. Dependent Variable: Employee performance (Y)

b. Predictors: (Constant), Ability (X1), Motivation (X2), Work environment (X3), Leadership (X4), Organizational culture (X5)

Source: SPSS output (2024)

Table 4 shows a significance value of $0.000 < 0.05$ and $f \text{ count } 51.708 > f \text{ table } 2.40$, so it can be concluded that simultaneously, ability, motivation, work environment, leadership and organizational culture have a positive effect on employee performance.

Coefficient of Determination

The coefficient of determination test is conducted to determine the degree of fit of the regression equation, specifically how much variation in the independent variables can explain the variation in the dependent variable. The coefficient of determination ranges from 0 to 1. A value of 0 indicates that the independent variables do not influence the dependent variable, while a value of 1 implies that the independent variables fully explain the dependent variable. Table 5 presents the results of the coefficient of determination test.

Table 5. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.838	.822	1.384
b. Predictors: (Constant), Ability (X1), Motivation (X2), Work environment (X3), Leadership (X4), Organizational culture (X5)				
Source: SPSS output (2024)				

Table 5 shows the Adjusted R Square value of this study of 0.822 which indicates that employee performance is influenced by 82.2% by ability, motivation, work environment, leadership, and organizational culture. The remaining 17.8% is influenced by other factors outside this study.

5. Discussion

Based on the results of the study, it was found that ability, motivation, work environment, leadership, and organizational culture have a positive and significant effect on employee performance at Sumberkima Hill Hotel. Employee ability emerged as the most dominant factor in improving performance, indicating that the higher the employees' skills and competencies, the better their productivity and effectiveness at work. This is in line with the findings of Almaamari and Majdalawi (2024), who emphasized that employee competence plays a vital role in shaping performance in the hospitality sector. Motivation also showed a significant influence, suggesting that both internal and external factors that drive employees to perform better play an important role in enhancing performance (Wijaya & Suhaji, 2012; Hustia, 2020).

In addition, a comfortable and conducive work environment, effective leadership, and a strong organizational culture were also found to be influential factors in overall employee performance. These results are supported by Aulia and Damayanti (2022), who found that internal communication and a conducive work environment are positively associated with performance improvement. Furthermore, transformational leadership has been proven to enhance work engagement and productivity (Bhramantyo & Sawitri, 2021; Tarmizi & Hutasuhut, 2021), while a solid organizational culture contributes to shaping positive behavior at work (Dalkhjav et al., 2024; Darmawan, 2022).

This study aligns with the Human Capital Theory, which emphasizes that investment in the development of individual skills and competencies enhances productivity and performance in the workplace. The findings are reinforced by prior research, such as Lianasari and Ahmadi (2022), who highlighted the mediating role of motivation between competence, work environment, and performance. In addition, Prentice (2022) found that supportive leadership improves both employee satisfaction and engagement, ultimately influencing job performance. Similarly, She, Zhang, and Li (2024) revealed that leadership style significantly impacts employee behavior and productivity in the hospitality industry.

The findings of this study have significant implications for the management of Sumberkima Hill Hotel in their efforts to improve employee performance. From a practical perspective, management needs to continuously develop training programs to enhance employee capabilities (Saha & Ghosh, 2023) and implement incentive systems that can boost work motivation (Talashina & Ngatno, 2018). Additionally, creating a comfortable work environment with adequate facilities can increase employee productivity (Putra & Mujiati, 2022). Applying an effective leadership style, such as transformational leadership, is also essential for building a positive relationship between management and employees (Phan et al., 2023). Furthermore, strengthening an organizational culture that supports teamwork and innovation can enhance employee loyalty and commitment to the company (Syardiansah et al., 2020; Lathifah & Kurniawati, 2021).

From an academic standpoint, this research can serve as a reference for future studies to explore other factors that influence employee performance, such as job satisfaction, compensation systems, or work-life balance (Triansyah et al., 2023; Mon & Mulyadi, 2021), and to broaden the scope of research within the wider hospitality industry.

However, this study has several limitations that should be considered for future research. First, the research was conducted in only one hotel, namely Sumberkima Hill Hotel, so the results cannot be generalized to the entire hospitality industry (Kusuma et al., 2021). Second, this study employed a quantitative method using data collected through questionnaires, which did not explore qualitative aspects that could provide deeper insights into the factors affecting employee performance. Third, the study focused only on five main variables, without considering other potential factors such as compensation systems, job satisfaction, or work-life balance, which may also influence employee performance (Sinambela & Lestari, 2022; Tambunan, 2019).

6. Conclusions

Based on the results of the research conducted, it was found that ability, motivation, work environment, leadership, and organizational culture have a positive and significant influence on employee performance at Sumberkima Hill Hotel. Among these five factors, ability has the most dominant influence on improving employee performance, followed by motivation, work environment, leadership, and organizational culture. This indicates that employees with strong skills and competencies, supported by a comfortable work environment, effective leadership, and a strong organizational culture, tend to be more productive and exhibit higher loyalty to the company. Therefore, managing these factors is crucial in improving service quality and enhancing the hotel's competitiveness within the hospitality industry.

For future research, it is recommended to expand the research scope by involving more hotels or other industry sectors to increase the generalizability of the findings. Additionally, a mixed-method approach (combining quantitative and qualitative methods) could be used to gain a more comprehensive understanding of the factors

affecting employee performance. Future studies may also consider additional variables such as compensation systems, job satisfaction, or work-life balance to provide a broader picture of the determinants of employee performance in the hospitality industry. With these developments, it is hoped that future research can offer more in-depth contributions for company management in effectively enhancing employee performance.

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