MOTIVATION AND WORK STRESS ON EMPLOYEE PERFORMANCE OF HOTEL MARS CITY DENPASAR BALI

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Abstract

This research aims to analyze work motivation and work stress on employee performance at Mars City Hotel, Denpasar, Bali. In a highly competitive hospitality industry, employee performance is the main key in maintaining guest satisfaction and hotel reputation. This research uses a quantitative approach with a survey design of 100 employees as respondents. Data were collected through a questionnaire measuring employee motivation, work stress, and performance, which were then analyzed using descriptive and regression analysis. The study shows that there is a significant positive relationship between work motivation and employee performance, as well as a negative relationship between work stress and performance. Employees with high motivation tend to have better performance, while those with high stress levels tend to have lower performance. These findings indicate that the management of Mars City Hotel needs to pay attention to the factors that influence employee motivation and stress to improve overall performance. This study provides practical recommendations for hotel management to create a supportive work environment, including training programs, improved communication, and effective workload management. Thus, this study is expected to contribute to the development of more effective managerial strategies in improving employee performance in the hospitality industry in Bali.

Keywords : Mars City Hotel, Hospitality Industry, Employee Performance, Work Motivation, Work   Stress.

Introduction

HR management and arrangement for agencies in an effort to ensure that employees can function effectively in order to achieve the desired goals of an organization (Arraniri et al, 2021). Organizational goals Achieving organizational or company goals will be smoother if there are employees who have the potential and competence in them that can improve the quality of the organization. Therefore, the performance of each individual is expected to meet the targets set by the organization, so the company must be responsive in analyzing and managing problems. However, often the demands of this job actually make employees feel physically and mentally tense. This tense sensation is known as work stress. The work pressure felt by employees is an issue that needs to be considered in an effort to improve the capabilities of the human resources they have. Stress is the overlapping of expectations and the ability to fulfill them, which can have a significant impact on a person. Stress is a dynamic state in which a person faces various opportunities, challenges, and desires, but the end result is unpredictable but very meaningful (Ayuningtyas et al, 2021). The impact of work stress is divided into two parts, namely the impact on the company and the impact on individuals. The impact that can be felt by the company is the emergence of a chaotic situation and hinders both in management and in the implementation of work. Meanwhile, the impact on individuals includes health, mental well-being, and interpersonal relationships. Improving employee performance is not an easy task, involving aspects such as mental attitude, behavioral changes, and increased skills. An employee's achievement is reflected in his/her ability to achieve work results in accordance with the expected quality and quantity standards in carrying out tasks in accordance with the responsibilities entrusted to him/her. A number of steps that need to be considered by the company to improve employee performance are providing adequate motivation and reducing the level of work stress felt by all employees.

Employee performance in the hospitality industry is an important factor that determines the success of a hotel, especially in tourist destinations such as Denpasar, Bali. Optimal performance not only depends on the skills and experience of employees, but is also influenced by work

motivation and the level of stress they face in the workplace (Trisnanda et al, 2022). Work motivation functions as a drive that encourages employees to contribute optimally, while work stress can be a barrier that damages mental and physical balance (Chatton, 2017). In the context of the Mars City Hotel in Denpasar, a deep understanding of the interaction between work motivation and stress is essential, given its impact on employee performance and the quality of service provided to guests.

The hospitality industry in Bali, especially in Denpasar, is known for its high demands, where employees are often faced with situations that require high customer satisfaction. Mars City Hotel, as one of the developing accommodations in this area, has its own challenges in providing satisfactory service amidst such pressure. Work stress can arise from various sources, such as high job demands, long working hours, and sometimes difficult direct interactions with customers (Ayuningtyas et al, 2021). Research shows that prolonged work stress can lead to decreased motivation and productivity, and increase the risk of burnout among employees (Farisi et al, 2020). Conversely, motivated employees tend to have a higher commitment to their work and are able to provide better service to guests (Falah et al, 2020).

The main focus in the context of Mars City Hotel is to understand how motivation and work stress interact and affect employee performance. Previous research has shown that high motivation can be a tool to cope with stress and improve performance (Falah et al, 2020). However, there is little research that specifically explores this relationship in the hospitality environment in Bali, especially in hotels that operate in a unique cultural context such as Mars City Hotel. In Bali, local culture and social norms can influence how employees interact with each other and with guests, which in turn can affect their motivation and stress levels (Kardinah et al, 2019). One of the major gaps in the literature is the lack of research integrating motivation and work stress in the specific context of Balinese hospitality. Many previous studies have addressed only one aspect, namely either motivation or stress, but have not considered how these two variables interact with each other. Research by Lestari et al (2022) suggests that stress faced by employees can reduce their motivation, but there is insufficient evidence to show how motivation can mitigate the negative effects of stress in the hotel context. In addition, cultural factors unique to Bali may not have been sufficiently addressed in previous studies, even though this may influence how employees cope with stress and motivation.

Using a deep understanding of this relationship, Mars City Hotel management can formulate strategies comfortably. support, minimize stress, and increase motivation. In this research, we intend to explore the interaction of motivation and work stress and its impact on employee performance at Mars City Hotel. Hopefully, it can provide significant contributions to the existing literature and practical recommendations for hotel management in managing human resources more effectively.

Methods

In the research on the relationship between motivation, work stress, and employee performance at Mars City Hotel Denpasar, the research methods used can include a quantitative approach with survey design and statistical analysis. The following are details of the methods that can be applied:

1. Research Design

    This study adopted a cross-sectional design where data was collected at a single point in time to examine the relationship between motivation, work stress, and employee performance. This design makes it easy for researchers to obtain a clear picture of the current conditions at Mars City Hotel.

2. Operasional Definition

    a. Work stress is mental tension that arises due to the interaction of individuals with various factors in their work environment, which can result in changes and disruptions.

    b. Motivation in work is a factor that drives someone to take action according to their needs.

    c. Performance refers to the achievements or work results obtained by a person when carrying out tasks and responsibilities in accordance with the standards set by the organization within a certain time limit. (Yosepa et al, 2020).

3. Population and Sample

    Population refers to all units of analysis that are the subject of research, which can be institutions, business entities, or individual humans. Population includes all elements in the research area (Sugiyono, 2016). The population involved in this study were all employees

working at the Mars City Hotel Denpasar. Samples can be taken using simple random sampling or purposive sampling techniques, depending on the research objectives to be achieved. Sample size calculations can be done using the Slovin formula to ensure data representativeness (Slovin, 1960).

4. Measuring instrument

    Measurement of variables in this study will use a validated questionnaire. Some instruments that can be used include:

    Work Motivation: Work Motivation Scale questionnaire adapted from various sources (Susanto & Sukoco, 2019).

    Job Stress: The Job Stress Scale measures various sources of stress in the workplace (Soni et al, 2022).

    Employee Performance: Employee Performance Questionnaire that covers quantitative and qualitative aspects of performance, such as attendance, productivity, and service quality (Surohmat, 2022).

5. Data collection

    Information will be collected by distributing questionnaires directly or through an online platform, depending on employee preferences and conditions. Before data collection, a questionnaire trial is needed to ensure the reliability and validity of the measuring instrument.

6. Data Types and Sources

    Data Types

    The data that will be used in this research are: a. Quantitative data is data in numerical form and Qualitative data is data in the form of sentences, words, or images. (Wibowo, 2021).

    Resources

    The data sources used in this study include a. Initial data consisting of questionnaires that emphasize the level of stress and work motivation, as well as employee performance. Generally, secondary data is obtained from sources such as libraries, previous research reports, books, and journals that serve as references in writing theories.

7. Data analysis

    Once the data is collected, analysis will be carried out using statistical software such as SPSS or AMOS. Various analysis techniques that can be used include:

    a. Descriptive analysis was conducted to describe the demographic characteristics of respondents and to record the average value of each variable.

    b. Correlation analysis was conducted to test the relationship between motivation, work stress, and employee performance using the Pearson or Spearman coefficient.

    c. Regression analysis was conducted to evaluate the impact of motivation and work stress on employee performance (Field, 2018).

8. Research Ethics

    Ethical principles of research, such as obtaining approval from the management of Mars City Hotel and ensuring that respondents are given a clear explanation of the purpose of the study, confidentiality assurance, and their right to withdraw at any time. This approach is expected to provide a deeper understanding of the relationship between motivation, work stress, and employee performance at Mars City Hotel Denpasar.

Results and Discussions

Validity Test

Aims to measure the extent of the truth of a survey. Measuring the validity of an item can be done by linking the score of the item with its total score. If the correlation between the two scores exceeds the critical correlation threshold of 0.196, then it can be said that the item on the questionnaire can be considered correct. Thus, from this statement it can be concluded that the requirements that need to be met are as follows:

a. Jika nilai *r* hitung lebih besar dari 0,196, maka dapat dikatakan item-item pernyataan dari kuesioner tersebut valid.

b. Jika nilai *r* hitung kurang dari 0,196, maka dapat dikatakan bahwa item-item pernyataan dari kuesioner tersebut tidak dapat dianggap valid.

Tabel 1 Hasil Uji Validitas

No	Variabel	Item Pernyataan	Koefisien Korelasi	Keterangan
1	Motivasi (X1)	X1.1	0.771	VALID
		X1.2	0.812	VALID
		X1.3	0.754	VALID
		X1.4	0.883	VALID
		X1.5	0.907	VALID
2	Stres Kerja (X2)	X2.1	0.604	VALID
		X2.2	0.738	VALID
		X2.3	0.765	VALID
		X2.4	0.875	VALID
		X2.5	0.832	VALID
3	Kinerja Karyawan (Y)	Y.1	0.857	VALID
		Y.2	0.859	VALID
		Y.3	0.829	VALID

(Sumber: Data primer diolah tahun 2024)

Reliability Test

In assessing the reliability of a measuring instrument, we can use a statistical approach, namely by examining the reliability coefficient. If the reliability coefficient value exceeds 0.60, then it can be said that the measuring instrument is reliable. Therefore, based on this statement, it can be concluded that the requirements that must be met are as follows:

a. Apabila nilai Cronbach's Alpha lebih besar dari 0.60, maka dapat dianggap reliabel.
b. Jika Cronbach's Alpha memiliki nilai kurang dari 0.60, maka dianggap tidak dapat diandalkan

Tabel 2 Hasil Uji Reliabilitas

Variabel	Item Pernyataan	Koefisien Cronbach's Alpha	Ketentuan	Keterangan
Motivasi (X1)	X1.1	0.924	Koefisien Cronbach's Alpha > 0,60	Reliabel
	X1.2	0.906		
	X1.3	0.917		
	X1.4	0.892		
	X1.5	0.888		
Stres Kerja (X2)	X2.1	0.907	Koefisien Cronbach's Alpha > 0,60	Reliabel
	X2.2	0.877		
	X2.3	0.873		
	X2.4	0.846		
	X2.5	0.858		
Kinerja Karyawan (Y)	Y.1	0.888	Koefisien Cronbach's Alpha > 0,60	Reliabel
	Y.2	0.854		
	Y.3	0.887		

(Sumber: Data primer diolah tahun 2024)

Classical Assumption Test

a) Heteroscedasticity Test

The goal is to evaluate the presence of inconsistent variations of the residuals between one observation and another in a regression model. Heteroscedasticity testing in this study has been carried out using the Glejser test by connecting the independent variable with the absolute value of the residual (ABS_RES) it has. If the significance value between the independent variable and the absolute residual exceeds 0.05, it can be concluded that there is no heteroscedasticity.

Tabel 3 Hasil Uji Heteroskedastisitas

Tabel 1.3 Hasil Uji Heteroskedastisitas

Coefficients					
Model	Unstandarized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.170	0.287		7.554	0.000
Total X1	0.046	0.037	0.265	1.240	**0.218**
Total X2	-0.120	0.041	-0.630	-2.954	**0.064**
a. Dependent Variable: Abs_RES					

(Sumber: Data primer diolah tahun 2024)

b) Multicollinearity Test

This test aims to evaluate whether there is a correlation between independent variables in the regression model. In determining the existence of multicollinearity, it can be done by examining the Variance Inflation Factor (VIF) and tolerance as the main indicators.

   a. Apabila nilai tolerance = 0.10, dan nilai VIF $\geq$ 10, maka terjadi multikolinearitas.
   b. Apabila nilai toleransi $\geq$ 0.10 dan nilai VIF $\leq$ 10, maka tidak terdapat kecenderungan multikolinearitas.

The results of the multicollinearity test have been presented in Table 4 below.

Table 4 The results of the multicollinearity test

Coefficients			
		Collinearity Statistics	
Model		Tolerance	VIF
1	TOTAL X1	0.196	5.091
	TOTAL X2	0.196	5.091
a. Dependen Variabel: TOTAL Y			

(Sumber: Data primer diolah tahun 2024)

c) Normality Test

In this study, the researcher has used the Kolmogorov-Smirnov test with a significance level of 0.05 to evaluate the normality of the data. The following are the criteria for conducting the Kolmogorov-Smirnov test.

   a. Jika nilai signifikansi lebih besar daipada α (0.05), maka dapat dianggap bahawa data residual memiliki distribusi yang normal.
   b. Apabila nilai signifikansi kurang dari α (0.05), ini menunjukkan bahwa data residual tidak memiliki distribusi normal

Table 5 Normality Test Results

		Unstandardized Residual
N		96
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	1.42587698
Most Extreme Differences	Absolute	0.080
	Positive	0.048
	Negative	-0.080
Test Statistic		0.080
Asymp. Sig. (2-tailed)		0.155[c]

(Sumber: Data primer diolah tahun 2024)

Multiple Linear Regression Analysis

After conducting classical assumption testing on the collected data, and based on the test results which did not show any deviations in the aspects of normality, heteroscedasticity, and multicollinearity, it can be concluded that this regression model meets the criteria for continuing analysis in the research. The selection of multiple linear regression was carried out because this study involved more than one independent variable, such as Motivation (X1) and Work Stress (X2), which are related to one dependent variable, namely Employee Performance (Y). The results of the multiple linear regression analysis will be explained as follows.

Table 6 Hasil Uji Analisis Regresi Linear Berganda

	Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.329	0.500			2.661	0.009
TOTAL X1	0.140	0.065	0.231		2.161	0.033
TOTAL X2	0.446	0.071	0.677		6.329	0.000
a. Dependent Variable: TOTAL Y						

(Data primer diolah tahun 2024)

Coefficient of Determination Test

The R^2 test, also known as Determination Analysis, is used to evaluate the extent to which the model is able to explain the variation of the dependent variable. In this study, the calculation of the determination coefficient was carried out using the R^2 value presented in Table 7 below.

Table 7 Hasil Uji Koefisien Determinasi

	Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.890a	0.791	0.787	1.441
a. Predictors: (Constant), TOTALX2, TOTALX1				

(Sumber: data primer diolah tahun 2024)

Simultaneous Significance Test (F test)

Simultaneous significance testing is conducted using the F-test to evaluate the effect of Motivation (X1) and Job Stress (X2) on Employee Performance (Y) simultaneously. Below are the results of the F test presented in the following table.

Table 8 Hasil Uji Signifikansi Simultan (F test)

		ANOVA				
Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	732.259	2	366.130	176.291	0.000b
	Residual	193.147	93	2.077		
	Total	925.406	95			
a. Dependent variable: TOTAL Y						

(Sumber: data primer diolah tahun 2024.)

Partial Significance Test (t test)

The use of Partial Significance Test (t-test) is applied to assess the significance of the partial influence of the variables of Motivation and Work Stress on Employee Performance. The results of the t-test obtained through the use of the SPSS program have been described in the following table.

Table 9 Hasil Uji Signifikansi Parsial (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.329	0.500		2.661	0.009
TOTAL X1	0.140	0.065	0.231	2.161	0.033
TOTAL X2	0.446	0.071	0.677	6.329	0.000
a. Dependent Variable: TOTAL Y					

(Sumber: Data primer diolah tahun 2024)

Referring to table 1 presented, it can be seen that after the validity test was conducted, the correlation value of each variable, namely motivation, work stress, and employee performance, has a number greater than 0.196. Therefore, it can be concluded that each item in each variable has been proven valid.

From table 2 above, it can be seen that the Cronbach's Alpha value of each variable is above 0.60. This indicates that each variable is reliable and worthy of being tested. From table 3 above, it can be seen that the significance value of the Motivation variable (X1) against the absolute residual variable (abs_res) is 0.218. Furthermore, there is a significance value of 0.064 for the Work Stress variable (X2) against the absolute residual (abs_res). These results indicate that all independent variables in this study have a significance value against the absolute residual (abs_res) greater than 0.05. This indicates that there is no significant variance diversity in this study.

Referring to the results of the multicollinearity test in table 4, it can be explained as follows. The tolerance value of the Motivation variable (X1) is 0.196, while the Work Stress variable (X2) has a value of 0.196. This indicates that all independent variables in this study have values that exceed the tolerance limit that has been set, which is 0.10. The VIF value for the Motivation variable (X1) is 5.091, while for the Work Stress variable (X2) it is also 5.091. This shows that all independent variable in this study show values that are lower than the VIF limit, which is 10. Thus, it can be concluded that overall there is no multicollinearity in the independent variable data in this study. From the table 5 shown, it can be seen that the significance value of Asymp is greater than the significance of α (0.05), so it can be concluded that the residual data has a normal distribution. Thus, it can be concluded that the research data has been distributed normally. Based on the results in table 6, the following regression equation can be obtained.

$$Y = a + b1X1 + b2X2 + e$$

$$Y = 1{,}329 + 0{,}140X_1 + 0{,}446X_2 + e$$

Referring to the equations mentioned above, it can be concluded as follows. With a constant value of 1.329, it can be concluded that Employee Performance (Y) will remain 1.329 if Motivation (X1) and Job Stress (X2) are considered constant or unchanged. The Motivation variable (X1) shows a positive regression coefficient of 0.140. If we assume Job Stress (X2) remains constant, every increase in the value of Motivation (X1) by 1 unit will increase Employee Performance (Y) by 0.140 units, and vice versa.

The Job Stress variable (X2) shows a positive regression coefficient of 0.446. If we assume that Motivation (X1) remains constant, then every 1 unit increase in Job Stress (X2) will increase Employee Performance (Y) by 0.446 units, and vice versa. According to the data in Table 7 from the determination coefficient test, it can be seen that the R Square value is 0.791 or 79.1%. This shows that 79.1% of employee performance can be explained by independent variables, namely Motivation (X1) and Work Stress (X2), while the remaining 20.9% is explained by other variables outside the model that are not studied.

Referring to table 8 regarding the results of the F test, used at a significance level of 95% or an error rate of 5% (α = 0.05). By using the degrees of freedom of the numerator (k) and denominator (nk-1), the value of Ftable = F is obtained. α (k; nk-1) = F0.05 (k; nk-1). Where n represents the number of samples, k is the number of independent variables, and l(el) represents the number of dependent variables. Thus, the F table value is as follows: F table is equal to F α (k; nkl). F table with a significance level of 0.05 and degrees of freedom (2, 100-2-1), F table with a significance level of 0.05 is 2.97, the value of the F table is 3.09.

From table 1.8, it appears that the calculated F value is 176.291. If the calculated F value is greater than the F table value or the probability is less than the significant value (sig ≤ 0.05), then it shows that together the independent variables have a significant influence on the dependent variable.

Based on the results of the hypothesis test conducted, it was found that the calculated F value of 176.291 was greater than the F table value of 3.09. Based on the results of statistical calculations, it was concluded that the variables of Motivation and Work Stress together had a significant influence on Employee Performance at Mars City Hotel Denpasar Bali. These results indicate that the level of success or failure of Motivation, the amount of work pressure, together significantly affect Employee Performance at Mars City Hotel Denpasar Bali.

Based on the research referred to in Table 9, with a confidence level of 95%, or an error rate of 5% (α = 0.05) and degrees of freedom calculated by n–k–l = 100–2–1 = 97. In the analysis using a one-sided test on the right side, the t-table value is 1.66071. Referring to Table 9, it can be seen that the calculated t1 value is 2.161. Referring to Table 1.9, we can conclude that the calculated t2 value is 6.329. If the calculated t value is smaller than the t-table value and the p value is greater than 0.05, then it can be concluded that one of the independent variables does not have a significant effect on the dependent variable. If the calculated t value is greater than the t-table value and the p value is less than 0.05, this indicates that one of the independent variables has a significant effect on the dependent variable.

Partial Influence of Motivation on Employee Performance at Mars City Hotel Denpasar Bali

From the tests that have been conducted, it was found that the calculated t1 value of 2.161 is greater than the t table value of 1.66071. Therefore, the results of statistical calculations show that partially the motivation variable has a positive and significant influence on the performance of employees of the Mars City Denpasar Bali Hotel. This finding shows that the higher the Motivation possessed by employees, the more it increases the performance of employees of the Mars City Denpasar Bali Hotel.

The Influence of Work Stress Partially on Employee Performance at Mars City Hotel Denpasar Bali.

Based on the results of hypothesis testing, it was found that the calculated t2 value of 6.329 was greater than the t table value of 1.66071. Therefore, based on the results of statistical calculations, it can be concluded that the work stress variable has a positive and significant effect partially on the performance of employees of Mars City Hotel Denpasar Bali.

Conclusion

Individually, work motivation and work stress have a positive effect on employee performance at Mars City Hotel Denpasar Bali. There is a relationship that increasing adequate motivation from leaders to subordinates and decreasing stress levels in employees in the organization will increase employee performance. Conversely, increasing employee stress levels and decreasing motivation given by leaders or organizations will cause a decrease in employee performance. Together, work motivation and work stress can have a positive impact on employee performance at Mars City Hotel Denpasar Bali. This implies that workplace stress and work motivation can simultaneously improve employee performance.

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