THE EFFECT OF MOTIVATION TOWARDS EMPLOYEE PERFORMANCE FOR CAFE WORKERS IN MEDAN

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ABSTRACT

Marriott Cafe is a part of JW Marriott Hotel Medan which is the first and only International five-star luxury hotel in Medan and is managed by Marriott International. As the brand holds: service excellence is one of the most vital factors to the hotel's success, it gradually trains its entire staff to ensure a high level of service is received by all guests. The main purpose of this research is to find out whether motivation influences employee performance. The quantitative research method with descriptive approaches used in this research to describe the current condition at the research object by using online questionnaire with interval scale to develop a hypothesis. The number of samples is from the population, 46 people. However, due to the limited time and condition faced recently, the returned number of questionnaire data is 38 people. The result of this research shows that motivation has 48.6%influence on employee performance. The remaining 51.4% is affected by other variables outside this research. The result of the hypothesis with t-test proved that the null hypothesis is rejected, and the alternative hypothesis is accepted which means that there is a relationship between motivation and employee performance. In conclusion, motivation and employee performance have a strong correlation and motivation positively and significantly influences employee performance. This research is useful for the company to have an insight into the subject discussed, and further research is required.

Keywords: Hospitality Management, Motivation, Employee Performance

INTRODUCTION

The principle of success behind any organization relies on its employees. They are the organization's real tangible assets and they are indeed the ones that contribute effectively towards the success of an organization. Nizam and Shah (2015) stated that how well employees are motivated and with how dedicated they are performing, will have a direct effect on their work performance which can lead to either negative or positive results for the organization.

One of the basic problems in any organization is how to have employees committed to their jobs and put their best efforts into meeting the goals of the organization. Most employees need the motivation to like their job and to perform the job optimally(Ajayi& Samuel, 2015). Hence, according to Hanaysha and Majid (2018)employees are considered as the most important resource, and how an organization manages the employee to remain motivated is known to be the main challenging task.

Based on an article from Forbes by Gleeson (2017), organizations rely on their employees'commitment, and engagement to succeed in the present era. According to the State of Global Workplace report by Gallup cited in Gleeson (2017), only 15 percent of employees worldwide are engaged in their tasks, which implies that they are effectively committed their time, skill, and effort to contribute positively to theirorganization. Hence, this is why most management isdealing withtoday's employment but turns out to be an excellent opportunity for organizations to learn and develop the skill of motivating employees.

The study result proposed by Abdurrahman (2018) proved that work motivation positively and significantly influences employees' performance. To attain the desire goals and objectives from employee motivation, the organizationmust motivate employees by using main aspects such as achievement, recognition, challenge, responsibility, development, involvement, and opportunity (Sastrohadiwiryo, 2019).Employees have different ways to feel motivated in performing tasks and the work environment is one of the factors that affected their work motivation. Moreover, motivation is an important aspect to predict the work performance of an employee (Abdurrahman, 2019).

It is necessary to know about the importance of motivation on employee performance which results in a succession of the hotel. Hence, it has been decided to conduct a research about **"The Influence of Motivation on Employee Performance at Marriott Cafe in Medan"** to make confirmation based on the theory and observation through the hypothesis.

LITERATURE REVIEW

Motivation can be described as a management process that enables employees to perform well for the success of the company by supporting them with their motives that are focused on their basic needs (Nduka, 2016). According to Nizam and Shah (2015), motivation is the process that stimulates performance, which results in stimulating people to make an action and achieve a desired performance. It is therefore the process of causing employees to act which by reflecting behavior, maintaining the development of behavior, and directing behavior. Thus, motivation is the internal feeling that makes employees feel energized to act in specific a behavior.

According to Mitev (2019), the fluctuation of employee motivation depends on both organizational and managerial actions as well as on individual personality characteristics and perceptions of the specialist. It has been proven from the study byOlusadum andAnulika (2018) that enhance employee motivation is very important as it helps to improveemployee's performance and enables management to achievethe organization's desired objectives. Manager should create a positive work environment and ensure that the works and efforts of an employee are recognized and valued (Nizam& Shah, 2015).

Based on the study from Singh (2016) indicates that the model of

Maslow's Hierarchy of Needs in 1954 explained motivation based on the five levels of human needs. They are physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization. The extrinsic aspects include physiological needs and safety needs, whereas intrinsic aspects include belongingness needs, esteem needs, self-actualization, development, and educational needs. According to Singh (2016), these are inner desires that can be accomplished by creating opportunities for interpersonal and social interaction, autonomy, achievement, and growth of a person.

According to Sastrohadiwiryo (2019), the indicators of motivation are achievement, recognition, challenge, responsibility, involvement, opportunity. Explanation of each indicator as follows:

1. Achievement

Achievement is the need for excellence and significant accomplishment to perform a job, despite what rewards may be offered after the achievement has been met. Employees, who are driven by the need for achievement, prefer working on projects which the result are based entirely on efforts. McClelland, cited in Sastrohadiwiro (2019) explained that regardless of gender, culture, or age, every single person has three motivating drivers. One of the motivation drivers is the need for achievement, which is a key to a person's success. The positive characteristics are basically employees who have a high desire to set and successfully fulfill the challenging goals. They also prefer to make determined efforts to achieve their objectives.

2. Recognition

Employee recognition is the acknowledgment of employees for their excellent performance. It is crucial for organizations to keep recognized and appreciated the contributions, achievements, services, or desired behaviors of their employees. As a human being, employees want to know how they are doing, and by being recognized can make them feel valued. Essentially, the purposes of recognition of employees are to improve particular behaviors, strategies,or practices which result inenhanced performance and successful business. If the hard work of employees is recognized, it can satisfy them and thus increase their level of productivity which results in the improvement of performance in the organization.

3. Challenge

Challenges toward goals can motivate one to reach and achieve the goals. Lack of challenges in the workplace makes employees bored which lead them to feel unmotivated. According to Gregory (2020), employees basically do not interested in common and repetitive tasks and will perform badly at work when they are attempted to do so. Easily-achieved challenges tend to be a boring routine and are not be able to become motivational to employees. Hence, it is important for an organization to challenge employees to tasks in a way that enables them to achieve more of their goal in the company and potentially increase the company's productivity.

4. Responsibility

Responsibility is tasks that expected and required to be done and performed by employees. The responsibility of a person is derived from the sense of belongingness of the person to the company. Employees should feel like they are the owner of the job, means they do the job without being told and feel responsible for the results. They should be held accountable for this completion and not feel like they are being micromanaged. Generating this behavior may give them the motivation to actively perform the job.

5.   Development

Development is a process whereby employees enhance their knowledge and skills in ways that support their role in the organization. Employees need to be given the opportunity to learn new skills either through on-job training or other formal training given by the management. Development from work experience or the ability to move forward in an organization can be a motivator for a person to work efficiently.

6.   Involvement

Involvement is direct participation or the voice of employees to help an organization to fulfill its mission and meet its objectives. The feelings of being involved in a process of decision making in an organization can be a motivator to achieve better performance. It is possible by applying their feedback, ideas, suggestions, and efforts towards the organization's growth. Having the feeling of involvement not only can improve work attitude of the person, but also can develop organization

decision-making capability to increase employee productivity

7.   Opportunity

Opportunity is asserted that all employees should have the right to work and advance in a career path equally based on their skill and ability. The opportunity of career advancement and the chance for employees from an entry-level job to reach a higher position in management can motivate them to perform significantly better in their job (Promotion Opportunities).

Employee performance is mainly seen as the level of output delivered by the employee, which focuses on the quality and quantity (Pawar, 2019, pg.8). According to Aimaet al. (2017), work performance is a result of work achievement of an individual's or group's quality and quantity of work achieved in an organization from performing its jobs. To improve the performance of employees, management must have a systematic process by connecting the actualperformance with the expected outcome.Waiyaki (2017) stated that work performance is described as a contribution from employees with various behaviors which results in either a positive or negative to thesuccess of an organization. Hence, it can be concluded that employee performance is the indicator of which the level of quality, quantity, and behavior of employee's work is being judged which needs to align with the desired goal of the organization.

Employee performance carries a significant role inoverall performance and the growth of the company. In the hospitality sector according to Alfandi (2020), employee performance is believed to

be one of the most significant aspects that influence the success of the hotels' industry in the recent-competitive market. Therefore, it is crucial for managers to keep track of employee performance to make sure it will produce the maximal output to achieve desired goals. Performance can benefit not only for the succession of the organization but also to the employees. A high level of employee performance may createopportunities for employees to earn better salaries and achievements, which then results in the improvementof welfare (Simamora et al., 2019).

According to Abdurrahman (2018), the indicators of employee performance are work quality, work quantity, work condition, behavior, and work assessment.

1. Work Quality

Work quality is a work achieved based on the requirements and procedures which have been standardized by the organization. According to Aima et al. (2017), it is determined by the hardness of the job along with the accuracy, thoroughness, and competence of the job performed. The quality of work and the way it is performed will show the commitment level of the employees isto the organization. Bao andNizam (2015) stated that employees who have a passion to do quality of work can be an exquisite factor tobetter employee performance.

2. Work Quantity

Work quantity is the amount of work that targeted within a certain period of time (Aima et al.,2017). The larger the number of jobs accomplished by employees, the better the performance is. Work quantity also can be determined from the time management and the ability of employees to meet deadlines.

3. Work Condition

Work conditions can be defined as the working environment and also facilities provided by the organization. It is important for an organization to also make sure that their employees have a work-life balance in the workplace. This will motivate employees to live their life without stress and will increase their performance and productivity in return. A good and appropriate working condition is conditions where employees can feel safe and comfortable so that they can perform their job optimally.

4. Behavior

Behavior is the way someone acts. In a workplace, behaviors needed are punctuality, done the tasks on time, and initiative to perform the job. Have a working ethic is also an example of good behavior.

5. Work Assessment

Work assessment is an assessment of skills and knowledge which need to be developed in order to obtain organizational goals. It can be determined by the skills and competencies of employees based on the required job descriptions to perform the job well.

Hypothesis is an explanation of speculations that represent a set of facts and can be tested through further investigation. Hypothesis should be statements which express the relation between at least two measurable variables (Mourougan&Sethuraman, 2017). According to Yusi (2020, pg.273), it is atemporary explanation which helps the researcher in conducting the research.

H0: There is no relationship between motivation and employee performance at Marriott Cafe Medan.

Ha: There is a relationship between motivation and employee performance at Marriott Cafe Medan.

METHODOLOGY

Research design is a formulation or strategy that is being used in research. According to Kabir (2016, p.112), it is generally to connect various components of the study into a structured and logical method. The research design used in this research is a quantitative research method. Kabir (2016, p. 203) explains that quantitative research is a study method that relies on numerical data and can be measured mathematically. Quantitative approaches present the precise number of results in systematic ways which tend to be more reliable and can be proved with numbers.

Descriptive and experimental research designs are the study type used in this research. Kabir (2016, p. 118) stated that the descriptive research design intends to observe and describe current conditions using questionnaires, while experimental research design is to determine the causality of variables means to investigate the cause and effect relationships between variables. The location of this research took place in Marriott Cafe Medan. Hence, this study aims to describe the current condition at Marriott Cafe Medan and to prove the relationship between both independent variable (motivation) and dependent variable (employee performance) by using the data gathered from questionnaires.

According to Setiawan, Adrian, and Asta (2019, p. 31), population is a collection of research objects or all elements where data and information will be collected and observed by the researcher. In a study, a population can be either subject (person, group, organization, community, or public) or object. The population of this research is 76 participants. It isdivided into two categories, 30 participants for the pre-test data and 46 participants for real data collection who are in both food and beverage product, and food and beverage service department at Marriott Cafe Medan.

The sampling method that is used in this research is non-probability sampling with census as the sampling technique. If the population is less than 100 respondents, then according to Sifa(2017) the sampling method used is non-probability sampling with total population or census technique. Census is a sampling technique where the number of population is used as the sample. The sample used in this research is from the population, 46 people. But due to the limited time and condition faced recently, the return number of questionnaire data is 38 people.

FINDINGS AND DISCUSSION

After the data of questionnaire is collected and arranged, the result of descriptive statistic of employee performance is calculated as follows.

Table 1 Descriptive Statistic Results of Employee Performance

N	Valid	38
	Missing	0
Mean		58.24
Std. Error of Mean		.75000
Median		58.00
Mode		53.00[a]
Std. Deviation		4.62
Variance		21.375
Range		16.00
Minimum		49.00
Maximum		65.00
Sum		2213.00
a. Multiple modes exist. The smallest value is shown		

Source: Data Processing Output (SPSS, 2020)

By using the SPSS program, the result of central tendency measurement is obtained in table 1 It shows that mean of employee performance as dependent variable is 58.24, the median is 58 and for the mode, there are multiple modes which the smallest value shown is 53.

From the results above, there are several subjects that are required to be discussed further:

First, according to the result of descriptive statistic of the questionnaire, it shows that responsibility and development do motivate employees the most as the majority of the respondents answered strongly agree to both of the indicators. From this result, it can be explained that employees in Marriott Cafe Medan tend to have huge responsibilities or a sense of awareness of the job since they have the initiative to finish the duties without the instructions from the supervisor. They also feel fully motivated when they know that they can work hard to be able to get a promotion or to have a career development in management.

Table 2 Simple Linear Regression

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,690	7,316		2,145	,039
	Motivation	,621	,106	,697	5,832	,000
a. Dependent Variable: Employee Performance						

Source: Data Processing Output (SPSS, 2020)

Based on the result shows in table 2 the constant value is 15.69 and the coefficient of regression is 0.621.

Hence, the simple linear regression equation is as follows:

$$Y = a + bX$$

$$Y = 15.69 + 0.621X$$

Second, the result of the simple linear regression test shows that motivation is positively and significantly influences employee performance. The increase in motivation does explain the improvement of employee performance. It is claimed that way because the result of the XY scatterplot shows an uphill pattern in

figure 4.4 and indicates that every addition of one percent in the independent variable (motivation), the value of the dependent variable (employee performance) will increase by 0.621.

Coefficient of determination test is used to indicate how big is the influence of motivation as the independent variable to employee performance as the dependent variable.

Table 3. Result of Coefficient of Determination Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,697^a	,486	,472	3,36103

a. Predictors: (Constant), Motivation

b. Dependent Variable: Employee Performance

Source: Data Processing Output (SPSS, 2020)

Table 3 indicates that the value of R Square is 0.486 which means that motivation has 48.6% of influencing the employee performance, and the remaining 51.4% is affected by other variables outside this research.

The purpose of hypothesis testing is to test whether there is a relationship between independent variable and dependent variable or not. In table 3.4 page 38 also showed the criteria of the strength of the relationship for guidance.

Table 4 Relationship between Variables

Correlations

		Motivation	Employee Performance
Motivation	Pearson Correlation	1	,697**
	Sig. (2-tailed)		,000
	N	38	38
Employee Performance	Pearson Correlation	,697**	1
	Sig. (2-tailed)	,000	
	N	38	38

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing Output (SPSS, 2020)

The table 4 shows that the value of Pearson Correlation is 0.697 which means that motivation and

employee performance are correlated. Based on the criteria of the strength of

relationship in table 3.4, the value of 0.697 indicates a strong relationship.

The result of the t-test is calculated using SPSS program as follows:

Table 5. Result of T-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,690	7,316		2,145	,039
	Motivation	,621	,106	,697	5,832	,000

a. Dependent Variable: Employee Performance

Source: Data Processing Output (SPSS, 2020)

Based on the result shows in table 5, the significant value is 0.000 which is below 0.05 means null hypothesis (H_0) is rejected and carpeted alternative hypothesis (H_a). Another way to identify the hypothesis result is accepted or not is by comparing the value of t-table and t-test. With the value of the degree of freedom is 36 (df = n-2), and the significant value is 0.05, value of t-table is formed in 0.68137. The value of t-test indicates in table 4.30 is 5.832, which is more than the value of t-table (0.68137).

It can be concluded that null hypothesis (H_0) is rejected and alternative hypothesis (H_a) is accepted. H_a is accepted means there is a relationship between motivation as independent variable and employee performance as dependent variable.

Last but not least, in the hypothesis, the result of the coefficient of determination shows that motivation has a 48.6% influence on employee performance. The remaining 51.4% is affected by other variables outside this research. The result with t-test proved that the null hypothesis is rejected, and alternative

hypothesis is accepted which means that there is a relationship between motivation and employee performance.

CONCLUSION

As mentioned previously, the objectives of this research paper are to identify factors of motivation that can influence employee performance, to find out how is the employee performance at Marriott Cafe Medan,andto determine the relationship between motivation and employee performance at Marriott Café Medan.From the above study, it has been found that out of seven indicators of motivation, there are twoindicators that motivate employees the most in order to reach the highest employee performance. The indicators are responsibility and career development.

Although the overall results in this research are good, there are few participants that either deliver neutral responses or disagree with the statement. The survey shows that throughout five indictors of employee

performance, there is one that must be paid attention of, which is employee behavior. Refer to the table 4.34 and 4.35; those explain that the responses given are related to behavioral issue connected to motivation.

The result of the hypothesis explains that thenull hypothesis is rejected, thus the alternative hypothesis is accepted which means that there is a relationship between motivation and employee performance. Furthermore, the XY scatterplot resultingfrom simple linear regression shows an uphill pattern.Thisexplains the increase in motivation which eventuallywill result in significant improvement of the employee performance. In addition, the result of the coefficient of correlation shows that motivation and employee performance have a strong correlation.

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