

The Influence of Work Motivation, Work Environment, and Work Culture on Employee Performance

Ahmad Darda¹, Ahmad Rojikun²

¹ Department of Management, Faculty of Economics and Business, Universitas Teknologi Muhammadiyah Jakarta. Jakarta, Indonesia. Email: ahmaddarda887@gmail.com

² Department of Management, Faculty of Economics and Business, Universitas Mohammad Husni Thamrin. Jakarta, Indonesia. Email: rojikun65@gmail.com

ARTICLE HISTORY

Received: March 21, 2025

Revised: April 07, 2025

Accepted: April 30, 2025

DOI

<https://doi.org/10.52970/grdis.v5i2.1199>

ABSTRACT

This study investigates the influence of Work Motivation, Work Environment, and Work Culture on Employee Performance at Rensa Sofyan Hotel, a three-star hotel in East Jakarta. The research was conducted in response to a noticeable decline in team member performance from 2020 to 2022. Using a quantitative research approach, data were collected by distributing structured questionnaires to employees. The population in this study consisted of all employees at Rensa Sofyan Hotel, and a sample of 40 respondents was selected for analysis. The variables measured include work motivation (X1), work environment (X2), work culture (X3), and team member performance (Y), with each measured using a five-point Likert scale. Data analysis techniques included validity and reliability tests, normality test, F-test, t-test, and coefficient of determination (R^2). The results revealed that work motivation had a positive and significant effect on team member performance, while work environment and work culture showed no significant effect when tested individually. However, when analyzed simultaneously, all three independent variables had a significant joint influence on performance. The study concludes that team member motivation is dominant in shaping performance outcomes, offering functional implications for human resource management strategies in the hospitality sector.

Keywords: Work Motivation, Work Environment, Work Culture, Employee Performance.

I. Introduction

In the current era of globalization, the business world is experiencing intense competition, especially in the hospitality industry. (Khan et al., 2020). In every competition, businesspeople employ better methods or strategies to meet consumer needs, provide maximum satisfaction, and deliver the best service possible. (Hamzah & Shamsudin, 2020) As the goal of any business is to create customer satisfaction (Sulistyaningsih et al., 2024). Handoyo et al., (2023) Explains that every company is currently competing intensely. Each company must be able to compete effectively in the business market. Employees are considered the most valuable asset of a company because they are the driving force behind superior business development. Every company certainly has employees. (Fadhila & Sulistiyani, 2021). In addition to the importance of team member roles, each member's work experience can also impact the company's business. (Rivaldo & Nabella, 2023).

According to Mangkunegara (2019), the work environment includes all tools and materials used in the surrounding environment where a person works, work methods, and work arrangements, either individually or in groups. Creating a good work culture, supported by team member cooperation, will lead to



results that can improve team member performance. Team member performance is crucial to achieving company goals (Diamantidis & Chatzoglou, 2019). Factors such as quality, quantity, working hours, and collaboration carried out by individual employees play an important role in achieving the results set by the company.

Establishing success standards for individuals and groups of employees is essential, as it allows the organization to identify and measure the performance of its members. In measuring team member performance, success standards can be realized by evaluating the quality and quantity of their work results when carrying out assigned responsibilities. (Darmawan et al., 2020). In addition, individual motivation and skills also play a crucial role in shaping team member performance. The improvement of efficiency, effectiveness, and work quality indicates high performance. (Al Banin et al., 2020). Hotel Rensa Sofyan is a 3-star hotel on Jalan Raya Duren Sawit, Klender, East Jakarta. The hotel is spacious, has two floors, and provides free parking and 24-hour front desk service. Because there are only two floors, elevator facilities are not available here, considering that the maintenance and upkeep of elevators are costly. However, other facilities such as rooms, wood-dominated interiors, bathrooms, air conditioning, and TV are relatively complete and comparable to typical 4-star hotels. Free breakfast is also available for guests. However, Hotel Rensa Sofyan faces work motivation, work environment, and culture issues. This is evidenced by a decline in team member performance at Hotel Rensa Sofyan, as shown in the table below:

Table 1. Employee Performance Evaluation Data

No	Rating Category	2020	2021	2022
1	Good	20	14	6
2	Fairly Good	10	18	6
3	Poor	5	4	17
4	Very Poor	5	4	11
Total		40	40	40

Based on the researcher's observations with several leaders working at Hotel Rensa Sofyan on December 30, 2022, it was found that team member performance has declined. This phenomenon indicates that team member performance is not always stable; there are times when employees experience a decline in performance, which can be caused by various internal or external factors. Risky Nur Adha and Nurul Qomariah (2019) conducted a study showing that work motivation, work environment, and culture significantly influence employee performance.

Despite numerous studies examining the factors influencing team member performance, there remains a gap in understanding the combined impact of work motivation, work environment, and work culture within the hospitality industry, particularly in mid-range hotels such as Hotel Rensa Sofyan. Previous research, such as that conducted by Risky Nur Adha and Nurul Qomariah (2019) These three variables and team member performance have established a significant relationship. However, studies focusing specifically on 3-star hotels in Jakarta remain limited. Given the unique challenges hotels of this category face—such as limited operational budgets, restricted team member benefits, and high turnover rates—it is necessary to explore how these factors affect team member performance in this specific context.

Additionally, existing research predominantly addresses general corporate environments rather than service-oriented industries like hospitality, where customer satisfaction is directly linked to team member performance. The dynamic nature of the hotel industry, which requires employees to deliver consistent and high-quality service, makes it imperative to understand the extent to which work motivation, work environment, and work culture influence performance. The urgency of this study is further emphasized by the declining performance trend observed at Hotel Rensa Sofyan over the years (2020-2022), as evidenced by the performance evaluation data. A decrease in employees rated as "Good" and "Fairly Good," coupled with an increase in "Poor" and "Very Poor" performance ratings, signals an underlying issue that needs immediate attention. This downward trend could negatively impact customer satisfaction, hotel reputation, and overall business sustainability if left unaddressed. Thus, this research is critical in providing empirical evidence on the

factors affecting team member performance in mid-range hotels, helping management implement targeted strategies to enhance work motivation, improve the work environment, and ultimately foster a positive work culture to improve team member performance.

II. Research Method

This study employs a quantitative research design, utilizing questionnaires as the primary method for data collection. (Sugiyono, 2016). The questionnaire will be distributed to respondents to measure the variables of work motivation, work environment, work culture, and team member performance. In research, operational definitions are essential for transforming abstract concepts into measurable variables. This study defines its key variables to ensure clarity and accuracy: Work motivation refers to employees' desire and drive to achieve work-related and personal goals. The work environment encompasses the workplace's physical, social, and psychological conditions, influencing team member comfort and effectiveness. Work culture represents organizational interactions' norms, values, and behaviors. Team member performance is the quantitative and qualitative output employees produce over a given period. Each variable in this study will be measured using a five-point Likert scale. Based on motivation-related statements, work motivation will be assessed on a scale ranging from strongly disagree (1) to agree (5) strongly. The work environment will be evaluated based on physical conditions, social interactions, and workplace support, using a scale from strongly inappropriate (1) to strongly appropriate (5). Work culture will be measured based on how well employees perceive organizational norms and values, using a scale from strongly unrepresentative (1) to strongly representative (5). Lastly, team member performance will be assessed using quantitative data related to productivity and work quality (Ghozali, 2018).

Operationalization of variables is crucial for determining the dimensions and indicators of each research variable. Additionally, it helps define the measurement scale, allowing for precise hypothesis testing using statistical tools. The work motivation variable (X1) consists of three dimensions: participation, communication, and recognition. Participation is measured by employees' involvement in decision-making and their opportunity to provide input. Communication is assessed based on clearly conveying goals, tasks, and obstacles. Recognition evaluates the provision of guidance and acknowledgment of team member achievements. The work environment variable (X2) is divided into physical environment factors, including lighting, air circulation, noise levels, workplace aesthetics, space, and security. These aspects are measured using a Likert scale, evaluating how suitable these physical conditions are for team member productivity and comfort. The work culture variable (X3) comprises two main dimensions: innovation and risk-taking, and attention to detail. The first dimension evaluates workplace support for creativity and employees' willingness to take responsibility for their tasks. The second dimension examines employees' meticulousness in carrying out their duties. This variable is also assessed using a Likert scale. The team member performance variable (Y) is categorized into work output, with key indicators including work quality, quantity, time efficiency, and task execution. The evaluation focuses on how well employees meet organizational expectations in delivering results, quality, and efficiency. By structuring the study around these well-defined variables, this research aims to comprehensively analyze the factors influencing team member performance at Hotel Rensa Sofyan. Through statistical measurement and analysis, the study will assess the significance of work motivation, work environment, and work culture in determining team member performance.

III. Results and Discussion

3.1. Community Empowerment and Prevention Team Profile

1. Validity Test

According to Sugiyono (2018), validity refers to the degree of accuracy between the actual data occurring in the object of study and the data that can be collected.

Table 2. Validity Test

Variable	Item	R Count	R Table	Info
X1	X1.1	0,766	0,312	Valid
	X1.2	0,834	0,312	Valid
	X1.3	0,857	0,312	Valid
	X1.4	0,819	0,312	Valid
	X1.5	0,715	0,312	Valid
	X1.6	0,728	0,312	Valid
	X1.7	0,830	0,312	Valid
X2	X2.1	0,886	0,312	Valid
	X2.2	0,796	0,312	Valid
	X2.3	0,797	0,312	Valid
	X2.4	0,818	0,312	Valid
	X2.5	0,876	0,312	Valid
	X2.6	0,919	0,312	Valid
	X2.7	0,841	0,312	Valid
	X2.8	0,823	0,312	Valid
X3	X3.1	0,898	0,312	Valid
	X3.2	0,758	0,312	Valid
	X3.3	0,850	0,312	Valid
	X3.4	0,776	0,312	Valid
	X3.5	0,889	0,312	Valid
	X3.6	0,889	0,312	Valid
	X3.7	0,888	0,312	Valid
	X3.8	0,907	0,312	Valid
Y	Y1.1	0,898	0,312	Valid
	Y1.2	0,905	0,312	Valid
	Y1.3	0,897	0,312	Valid
	Y1.4	0,833	0,312	Valid
	Y1.5	0,876	0,312	Valid
	Y1.6	0,840	0,312	Valid
	Y1.7	0,887	0,312	Valid
	Y1.8	0,877	0,312	Valid

Table 2 shows that each statement item has an r-count value greater than the r-table value (0.312). This indicates that the statement items for each variable are valid and suitable for use in this study. Since $r\text{-count} > r\text{-table}$ (0.312), the valid statement items can accurately measure and explain the variables being studied.

2. Reliability Test

According to Sugiyono (2018), a questionnaire is considered reliable if a person's responses to the questions are consistent or stable over time.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Info
Work Motivation	0,900	Realible
Work Environment	0,942	Realible
Work Culture	0,949	Realible
Team Member Performance	0,956	Realible

Based on the calculations, the Cronbach's Alpha values exceed 0.70, and the correlation (r) values show a positive tendency. Therefore, it can be concluded that the statement items related to work motivation, work environment, work culture, and team member performance are considered reliable for this study.

3. Normality Test of the Data

According to Suryani (2019), the normality test is used to examine whether, in a regression model, the dependent and independent variables are normally distributed or not.

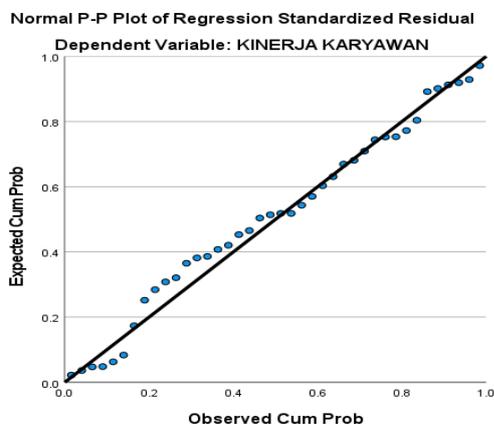


Figure 1. Data Normality

In Figure 1, the standard probability plot shows a graphical pattern that aligns with a normal distribution. This is evident from the dispersion of the points, which are spread around the diagonal line, following the pattern of a normal distribution. Therefore, it can be concluded that the regression model meets the normality assumption.

4. t-Test

Table 4. t-Test

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.638	3.700		.713	.480		
	Work Motivation	.928	.154	.777	6.004	.000	.639	1.565
	Work Environment	.098	.125	.098	.781	.440	.686	1.457
	Work Culture	-.106	.118	-.109	-.904	.372	.732	1.365

a. Dependent Variable: Employee Performance

Based on the data presented in Table 4, it can be concluded that the t-table value is 1.685, with the following results:

- The significance value is $0.000 < 0.05$, and the t-count is $6.004 > 1.685$. Thus, it can be concluded that H1 is accepted, indicating a significant influence of variable X1 on variable Y.
- The significance value is $0.440 > 0.05$, and the t-count is $0.781 < 1.685$, thus it can be concluded that H2 is rejected, indicating no significant influence of variable X2 on variable Y.
- The significance value is $0.372 > 0.05$, and the t-count is $0.904 < 1.685$, thus it can be concluded that H3 is rejected, indicating no significant influence of variable X3 on variable Y.

5. F-Test

Table 5. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1057.359	3	352.453	19.148	.000 ^b
	Residual	662.641	36	18.407		
	Total	1720.000	39			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Culture, Work Environment, Work Motivation						

Based on the results of the F-test above, the calculated F-value is 19.148, compared to the F-table value $F(k; n-k) = F(3; 40-3) = (3; 37-1) = 2.087$. With a significance value of $0.000 < 0.05$ and a calculated F-value of $19.148 > 2.087$, it can be concluded that H4 is accepted. This indicates a simultaneous influence of variables X1, X2, and X3 on variable Y.

5. Coefficient of Determination Test

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.784 ^a	.615	.583	4.290	1.513
a. Predictors: (Constant), Work Culture, Work Environment, Work Motivation					
b. Dependent Variable: Employee Performance					

The R Square value of 0.615 or 61.5% indicates that variables X1, X2, and X3 jointly influence variable Y by 61.5%, while the remaining 38.5% is influenced by other factors not included in this study.

3.2. Discussion

The results of the hypothesis testing regarding the effect of Work Motivation (X1) on Employee Performance (Y) at Hotel Rensa Sofyan, when tested partially, show that the t-count value is 6.004, which is greater than the t-table value of 1.685, with a significance value of 0.00, which is less than 0.05. These findings indicate that work motivation positively and significantly affects team member performance. In other words, when employees feel motivated to carry out their duties, their performance tends to increase. However, it is also suggested that other factors may still influence employee performance. This result is consistent with the findings of Putri Novrita (2021), who also concluded that work motivation significantly influences team member performance. In contrast, the results of the hypothesis test for the effect of the Work Environment (X2) on Employee Performance (Y) at the same hotel indicate that the t-count value is 0.781, which is less than the t-table value of 1.685, with a significance level of 0.440, which exceeds 0.05. From these results, it can be concluded that the work environment does not significantly influence team member performance. Although a conducive and comfortable work environment may positively affect team member output, in this case, the data suggest that such an effect has not yet reached a significant level. These findings align with the study conducted by Oktabintoro (2021), which also revealed that the work environment does not significantly influence team member performance.

Similarly, the hypothesis test for the effect of Work Culture (X3) on Employee Performance (Y) shows a t-count value of 0.904, which is also below the t-table value of 1.685, with a significance level of 0.372, greater than 0.05. These results conclude that work culture, although important, does not significantly impact team member performance in this study. Nevertheless, it is acknowledged that a positive work culture may still contribute to improving performance in the long run. These findings align with Shania Victoria et al. (2021),

who similarly found that work culture did not significantly affect team member performance. However, when the variables Work Motivation (X1), Work Environment (X2), and Work Culture (X3) were tested simultaneously about Employee Performance (Y), the study produced significant and meaningful results. The F-test analysis revealed a calculated F-value of 19.148, which exceeds the F-table value of 2.087, with a significance value well below 0.05. These results indicate that the regression model used in the study effectively explains the relationship between the independent variables and team member performance. The rejection of the null hypothesis (Ho) and acceptance of the alternative hypothesis (Ha) further confirm that work motivation, work environment, and work culture significantly influence team member performance.

Moreover, the coefficient of determination (R-squared) obtained from the analysis is 0.615, which means that 61.5% of the variation in team member performance can be explained by the three independent variables studied—work motivation, work environment, and work culture. The remaining 38.5% is likely influenced by other factors not included in the current model. This value illustrates the considerable influence of the three variables when considered together, highlighting the importance of effectively managing these aspects in the workplace. In conclusion, this study underscores the crucial role of motivation in driving team member performance, while suggesting that efforts to improve the work environment and organizational culture may require further attention or complementary strategies to yield measurable improvements. The findings offer practical implications for human resource management at Hotel Rensa Sofyan, especially in formulating policies and strategies that foster team member motivation as a core element in enhancing overall performance outcomes.

IV. Conclusion

Based on the research conducted on the influence of Work Motivation, Work Environment, and Work Culture on Employee Performance at Hotel Rensa Sofyan, involving a sample of 40 respondents, several important conclusions can be drawn from this study. The findings indicate that work motivation positively and significantly affects team member performance. This reinforces the idea that employees' enthusiasm and internal drive are crucial in enhancing their productivity and work quality. At Hotel Rensa Sofyan, such motivation contributes directly to more effective and efficient job performance.

On the other hand, the work environment was found to have no significant impact on team member performance. Although a supportive and conducive work setting is often seen as essential for improving team member productivity and well-being, the results of this study suggest that, in the specific context of Hotel Rensa Sofyan, the work environment may not be the primary determinant influencing team member output. Similarly, the variable of work culture also did not show a significant effect on team member performance. While a strong and positive organizational culture is frequently considered a key element in achieving business success, the results here imply that cultural factors may not have a measurable impact on how employees perform their tasks at this hotel. However, when considered simultaneously, the combination of work motivation, work environment, and work culture does have a significant and collective influence on team member performance. This suggests that although not all factors have a direct and significant individual effect, they can still contribute meaningfully to improving overall performance when viewed as an integrated set of variables. These conclusions provide deeper insights into the factors influencing team member performance at Hotel Rensa Sofyan. While work motivation emerges as the most dominant factor, it remains essential for the management to continuously observe and explore the potential roles of both the work environment and organizational culture in supporting long-term performance improvements. Recognizing the complex interplay between these factors is key to formulating more holistic and effective organizational human resource strategies.

References

Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). Pengaruh motivasi kerja, lingkungan kerja, budaya kerja



- terhadap kinerja karyawan dinas sosial kabupaten Jember. *Jurnal Penelitian IPTEKS*, 4(1), 47–62.
- Al Banin, Q., Eliyana, A., & Latifyah, E. R. (2020). Enhancing employee performance with work motivation as a mediation variable. *Systematic Reviews in Pharmacy*, 11(9), 333–346.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issalillah, F. (2020). The quality of human resources, job performance, and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580–2592.
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193.
- Fadhila, N., & Sulistiyani, E. (2021). Motivation, working environment, and career development influence employees' loyalty. *AFEBI Management and Business Review*, 6(2), 140–148.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program SPSS*. Badan Penerbit Universitas Diponegoro.
- Hamzah, A. A., & Shamsudin, M. F. (2020). Why is customer satisfaction important to a business? *Journal of Undergraduate Social Science and Technology*, 1(1).
- Handoyo, S., Suharman, H., Ghani, E. K., & Soedarsono, S. (2023). A business strategy, operational efficiency, ownership structure, and manufacturing performance: The moderating role of market uncertainty and competition intensity and its implication on open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 100039.
- Khan, N., Hassan, A. U., Fahad, S., & Naushad, M. (2020). Factors affecting the tourism industry and its impacts on the global economy. Available at SSRN 3559353.
- Mangkunegara, A. A. P. (2019). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Rivaldo, Y., & Nabella, S. D. (2023). Employee performance: Education, training, experience, and work discipline. *Calitatea*, 24(193), 182–188.
- Sugiyono. (2016). *Metodologi Penelitian*. Alfabeta.
- Sulistyaningsih, E., Murti, W., & Ratnasih, C. (2024). Analysis of e-marketing strategy and business innovation in optimizing service quality improvement and its effect on MSME income. *ADI Journal on Recent Innovation*, 5(2), 155–167.