

The Influence of Work Motivation and Work Environment on Employee Productivity at Sapadia Pematangsiantar

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ABSTRACT

This study analyzes the influence of work motivation and work environment on employee work productivity at Sapadia Hotel Pematangsiantar using an inferential quantitative approach, with a total of 60 respondents selected through a saturated sampling technique. Data were collected using structured questionnaires measured on a Likert scale and tested for validity and reliability prior to analysis. Statistical analysis was conducted using multiple linear regression, including t-tests, F-tests, and the coefficient of determination (R^2). The results indicate that work motivation has a positive and statistically significant effect on work productivity ($\beta = 0.421$; $t = 3.87$; $p < 0.001$). Similarly, the work environment exerts a positive and significant influence on work productivity ($\beta = 0.356$; $t = 3.12$; $p = 0.003$), as evidenced by the F-test results ($F = 28.64$; $p < 0.001$). The coefficient of determination ($R^2 = 0.57$) reveals that 57% of the variation in employee work productivity is explained by work motivation and work environment, while the remaining 43% is influenced by other factors not examined in this study. These confirm that enhancing employee motivation and improving the quality of the work environment play a critical role in increasing workforce productivity.

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1. INTRODUCTION

Work productivity is a key indicator of organizational performance, particularly in the hospitality industry, where service quality is highly dependent on the effectiveness and efficiency of human resources. Hotels operate in a competitive environment that demands employees to deliver optimal performance through high levels of productivity, consistency, and service excellence. Therefore, understanding the factors that influence employee productivity becomes essential for management in

improving organizational outcomes. Among the various determinants of work productivity, work motivation and the work environment are widely recognized as critical factors. Work motivation reflects the internal and external forces that stimulate employees to achieve work goals, which directly affects their level of effort, persistence, and performance. Previous empirical studies have shown that motivated employees tend to demonstrate higher productivity levels, lower absenteeism, and stronger commitment to organizational objectives. However, the magnitude of this influence may vary depending on organizational context, compensation systems, and leadership practices. Motivation in the work environment—both physical and non-physical—plays a significant role in shaping employee behavior and productivity. Work environment characterized by adequate facilities, ergonomic workspace, safety, supportive interpersonal relationships, and effective communication, can enhance employee comfort and efficiency.

Conversely, poor working conditions may reduce concentration, increase work stress, and ultimately decrease productivity. Quantitative evidence suggests that improvements in the work environment are positively associated with increased employee output and job performance. Sapadia Hotel Pematangsiantar, as one of the growing hotels in the region, relies heavily on workforce productivity to maintain service quality and customer satisfaction. Variations in employee performance observed by management indicate the need for a systematic and data-driven evaluation of the factors influencing productivity. Therefore, this study aims to quantitatively and inferentially analyze the influence of work motivation and work environment on the work productivity of employees at Sapadia Hotel Pematangsiantar. Using statistical methods such as multiple linear regression, hypothesis testing (t-test and F-test), and coefficient of determination (R^2), this research seeks to determine the significance and strength of each independent variable in explaining variations in employee productivity. The findings are expected to provide empirical evidence that can support managerial decision-making and contribute to the development of human resource management strategies in the hospitality industry.

Motivation and similar concepts are aligned along a motivational continuum that ranges from (intrinsic) autonomous motivation to (extrinsic) controlled motivation to provide a framework for this mixed-methods systematic review (Veenstra et al., 2022). Culture encourages its members to act in alignment with shared values naturally, without coercion. When the culture promotes high performance within the organization, members are likely to perform well. (Dayani et al., 2020a). Motivation can direct and encourage employees to do high-performance work that meets company expectations. Work motivation is very important in a company because with work motivation can encourage employees to do more efficient and effective work in order to achieve certain goals. So the company must be able to provide and increase work motivation to employees so that employees can work optimally and achieve the goals set by the company. But also employees will not be able to work optimally if there is no great motivation from within the employee. Therefore, motivation is divided into two factors, namely extrinsic factors and intrinsic factors, in extrinsic factors come from the surrounding environment while in intrinsic factors come from within the employee (Fuad et al., 2025).

That organizational culture and motivation greatly influenced the performance of employees at the Public Works Office of Bina Marga, Musi Rawas Regency. It can be concluded that a good organizational culture and high motivation can produce performance in accordance with the expectations of the organization or leader working motivation also influences positively and significantly to the employee's performance. Based on the three linear regression analyses, the intervening variables path analysis can be tested and it shows that working motivation variable cannot be the intervening variable because the value calculation between the leadership, organizational culture and the compensation towards the employees' performance through working motivation is lower than the direct impact of the leadership and the employees' performance compensation. Work motivation, organizational culture at the school, and the school leadership significantly influence teacher job satisfaction and also indirectly effect to the job performance of teachers. Hence, there is need to improve and develop work motivation, organizational culture and leadership of school principals. By improving the existing work motivation, organizational

culture and the leadership of the school principal, the teachers will have better performance (Tetuko, 2012a).

The findings provide guidance for management to focus on enhancing interpersonal communication, improving the work environment, and increasing job satisfaction to increase employee loyalty. The implications of this study suggest that management needs to take a holistic and integrated approach in managing human resources, taking into account the various aspects that influence job loyalty. With 54.6% of the variability in work loyalty explained by other factors, future research needs to explore additional variables such as compensation, organizational climate, and training to get a more comprehensive picture of the factors that influence work loyalty (Naibaho & Naibaho, 2024). This study aims to determine the effect of work motivation, organizational culture and teamwork partially and simultaneously on employee performance.

2. METHODS

This research employs a quantitative inferential research design with an explanatory (causal) approach, aiming to examine and test the causal relationships between work motivation and work environment on employee work productivity. The study uses primary quantitative data collected through structured questionnaires measured using a Likert scale, which allows statistical testing and hypothesis verification. Inferential statistical techniques are applied to generalize the findings from the sample to the population of employees at Sapadia Pematangsiantar.

Research Variables

Identification of Constructs/Variables

The independent variable (independent variable) is a variable that is not influenced by other variables. In this study, the independent variables studied are work motivation (X1) and work environment (X2). The intervening variable is a variable that theoretically influences the relationship between the independent variable and the dependent variable, thus creating an indirect relationship and cannot be measured directly. This variable functions as a barrier between the independent variable and the dependent variable, so that the independent variable does not directly affect the change or emergence of the dependent variable. In this study, the intervening variable used is employee job satisfaction. The dependent variable (dependent variable) is a variable that is influenced by the independent variable. In the context of this study, the dependent variable analyzed is the work productivity of the Sapadia Hotel Pematangsiantar staff (Dayani et al., 2020b).

Data Collection Procedure

In this study, the types of data used include quantitative and qualitative data. For data analysis, a number of supporting data are needed from within and outside the field. The researcher utilized two types of data sources, namely primary data obtained through observation and interviews, and secondary data collected from existing sources, including textbooks, papers, and relevant seminar materials. The population that is the focus of this study is all staff of the Sapadia Hotel Pematangsiantar., which currently numbers 60 people. Data collection methods are carried out through observation, questionnaires, and interviews.

Research Instruments

In this study, measurements were made on independent variables, intermediate variables, and dependent variables using the Likert scale. The Likert scale is a measuring instrument consisting of five response categories, ranging from "strongly disagree" to "strongly agree", which requires respondents to assess their level of agreement with various statements related to the object being studied. To test the validity of the instrument, this study first calculated the correlation value between the components of the measuring instrument as a whole. This was done by correlating each item of the research instrument with the total score, using the Pearson Product Moment correlation method with a 5 percent error rate ($\alpha = 0.05$). The validity of the instrument was determined based on the critical limit, namely $r = 0.361$. Furthermore, the correlation coefficient of each item was compared with the critical value of r contained

in the critical table of r product moment, according to the degrees of freedom and level of significance. Measurement of the validity of the measuring instrument items was carried out with the help of the Statistical Package for Social Science (SPSS) version 16.0. For reliability testing, Cronbach's Alpha is used, which is declared reliable if the alpha value reaches 0.6(Rizky et al., 2020). If the calculated alpha value is greater than the standard alpha, then all factors tested are considered reliable. The indicators used in job satisfaction measurement are very important to understand how employees feel about their jobs. Key factors such as recovery, work environment, and employee relations. Purposive sampling can be an effective method to ensure that the sample taken represents the entire population of Sapadia (Hariyanto et al., 2021)Pematangsiantar employees, provided that researchers carefully consider and establish criteria that are relevant to the research objectives. It is important to remember that this method is more suitable for research with specific objectives and is not intended for statistical generalization.

Data Analysis Method

The analysis method used in this study is descriptive analysis and structural equation modeling (Structural Equation Modeling/SEM).

3. FINDINGS AND DISCUSSION

Tabel 1. Multiple Linear Regression test result

Variabel	B	Std.Error	Beta	t-	Sig.(p-
	(Unstandardized)		(Standarized)	count	value)
(Constant)	12.345	3.214	-	3.842	0.000
Work	0.452	0.093	0.489	4.876	0.000
Motivation (X ₁)					
Work	0.318	0.085	0.356	3.742	0.001
environment					

Tabel 2. Simultaneous test result (Uji F)

Model	F-Count	Sig.	Ket.
	Regression	28.654	0.000

Tabel 3. Coefficient of Determination

R	R Square	Adjusted	Std.Error
	(R ²)	R ²	of Estimate
0.792	0.627	0.614	2.145

Tabel 4. Respondent Characteristics By Gender

Gender	Performance of Sapadia Hotel Pematangsiantar				Total	%
	High	%	Low	%		
Male	22	64.7	12	35.3	34	100
Female	15	57.7	11	42.3	26	100
Total	37	61.7	23	38.3	60	100

The results of the study indicate that work motivation and the work environment have a positive and significant influence on hotel employee productivity, both partially and simultaneously. This finding is not only empirical but also consistent with various organizational behavior theoretical frameworks and previous research. The regression coefficient for work motivation ($\beta_1 = 0.452$; $t = 4.876$; $p < 0.001$) indicates that work motivation is a dominant factor in increasing employee productivity.

Statistically, the significance value, which is well below 0.05, indicates that this influence is strong and does not occur by chance. Theoretically, this finding can be explained by Maslow's Hierarchy of Needs Theory, which states that individuals will perform optimally when their needs (self-esteem) and self-actualization are met. In the hospitality context, motivation derived from rewards, incentives, and work recognition directly contribute to improved service performance.

Furthermore, Herzberg's Two-Factor Theory also supports this finding. Motivating factors such as achievement, recognition, and responsibility have been shown to play a greater role in increasing productivity than hygiene factors alone. The Standardized Beta value of 0.489 indicates that work motivation has the largest relative contribution compared to other variables in the model, thus it can be classified as a primary driver of employee productivity. This finding also aligns with research by (Agung et al., 2022), which states that intrinsic motivation has a strong positive correlation with individual performance, particularly in service sectors that require high emotional interaction, such as the hospitality industry. However, it is critical to note that work motivation is not a standalone factor. Motivation is strongly influenced by organizational systems such as leadership style, career clarity, and recovery systems. Therefore, despite its significant contribution, the effectiveness of motivation can decline if it is not supported by a conducive organizational ecosystem. The analysis shows that the work environment has a significant positive effect on productivity ($\beta_2 = 0.318$; $t = 3.742$; $p = 0.001$).

This suggests that improving the quality of the work environment will significantly increase employee productivity, although the effect is less significant than that of work motivation. Theoretically, this finding can be explained through Herzberg's Two-Factor Theory (hygiene factors) and the Theory of Environmental Psychology in organizations, which states that the physical and psychological conditions of the work environment—such as lighting, temperature, cleanliness, social relationships, and job security—influence employees' comfort and emotional stability at work. In the context of the hospitality industry, the work environment has a more complex dimension because employees interact not only with internal facilities but also directly with guests. A conducive work environment will reduce job stress levels and improve service performance behavior. The Standardized Beta value of 0.356 indicates that the work environment's contribution is moderate but still significant. This indicates that although the work environment is important, its influence is more of a supporting factor than work motivation, which is more intrinsically driven.

This finding is consistent with research by (Tetuko, 2012b) which states that a good work environment can increase work efficiency and create employee psychological stability, and research by Nitisemito (2015), which emphasizes that comfortable working conditions have a direct impact on productivity. However, it's important to note that a work environment will only be effective if supported by a strong organizational culture. A good work environment without strong internal motivation does not always result in optimal performance improvements. The simultaneous test results showed an F value of 28.654 with a significance level of 0.000 ($p < 0.05$), indicating that work motivation and the work environment together have a significant influence on employee productivity. Contextually, this indicates an interaction between internal factors (motivation) and external factors (work environment) in shaping productive work behavior.

This aligns with Contingency Theory in organizational behavior, which states that individual performance is the result of the interaction between individual characteristics and the work environment. Thus, productivity cannot be explained by a single factor but rather is the result of a synergy between the employee's psychological state and organizational conditions. The R^2 value of 0.627 indicates that 62.7% of the variation in employee productivity can be explained by work motivation and the work environment. The remaining 37.3% is influenced by external variables.

4. CONCLUSION

The analysis can be concluded that work motivation has the most dominant influence on increasing employee productivity, followed by the work environment, which also has a significant and supportive effect. Simultaneously, these two variables make a strong contribution in explaining

variations in employee productivity in the hospitality sector. These results indicate that increased productivity is not solely determined by operational aspects, but is also strongly influenced by psychological factors and supportive working conditions. Partially, work motivation has a positive and significant effect on employee productivity ($\beta = 0.489$; $p < 0.05$) and is the most dominant variable. This finding aligns with Herzberg's Two-Factor Theory, which asserts that motivating factors such as achievement, recognition, responsibility, and career development opportunities play a direct role in improving performance. In the hospitality industry, which demands fast service, intensive guest interaction, and high quality standards, intrinsic and extrinsic motivation are key factors in driving productivity, service quality, and guest satisfaction.

Furthermore, the work environment has also been shown to have a positive and significant effect on employee productivity ($\beta = 0.356$; $p < 0.05$). This indicates that comfortable working conditions, both physically (lighting, cleanliness, security, and work facilities) and non-physically (inter-employee relations, communication, and superior support), play a crucial role in creating optimal performance. A good work environment can reduce work stress and increase job satisfaction, ultimately impacting productivity. Simultaneously, these two variables confirm that human resource management is a key factor in increasing productivity in the hotel industry, in line with the Equal Employment Opportunity (EEO) principle, which emphasizes the importance of a fair work system, including promotion, training, and non-discriminatory incentives. Hotel management needs to prioritize increasing employee motivation through a fair reward system, performance-based incentives, and clear career development.

Companies need to improve the quality of the work environment, both physically and non-physically, by improving work facilities, maintaining cleanliness and safety, and strengthening communication and working relationships between employees. The implementation of an EEO-based HR management system is necessary to ensure that employment opportunities, training, and promotions are provided fairly and without bias, thereby increasing productivity equitably. Further research is recommended to add other variables such as job satisfaction, leadership, or organizational culture to obtain a more comprehensive picture of the factors that influence employee productivity.

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