

Work Motivation, Competence, and Employee Performance in a Four-Star Hotel: Evidence from Bedrock Hotel Kuta Bali

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ABSTRACT

The intensifying competition in Bali's four-star hotel segment requires sustained human-resource performance to maintain international service standards. This study examines the partial and simultaneous effects of work motivation and competence on employee performance at Bedrock Hotel Kuta Bali, where an internal appraisal indicated that the overall performance score rose from 10.6 (2024) to 11.9 (2025) while the competence sub-score remained stagnant at 3.0. A quantitative causal-associative design was employed using a saturated sample of 60 permanent employees. Data were collected through a five-point Likert questionnaire (29 items) adapted from established instruments and analysed using multiple linear regression in IBM SPSS Statistics 29. The instrument satisfied validity ($r\text{-count} > 0.254$) and reliability (Cronbach's $\alpha = 0.872\text{--}0.911$), and all classical-assumption tests were met. The regression results show that work motivation ($\beta = 0.390$, $t = 3.739$, $p < 0.001$) and competence ($\beta = 0.330$, $t = 3.247$, $p = 0.002$) have positive and significant partial effects on employee performance, and jointly explain 31.9% of its variance (Adjusted $R^2 = 0.295$; $F(2, 57) = 13.32$, $p < 0.001$). Work motivation emerged as the more dominant predictor. The findings suggest that hotel management should implement department-specific competence-development programmes and motivation-enhancing practices—such as structured on-the-job training, supervisor coaching, and performance-based recognition—to sustain service quality during high-occupancy periods.

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1. INTRODUCTION

Bali's hospitality industry is one of the most competitive in Southeast Asia, with four-star hotels facing relentless pressure to deliver international-standard service while operating in a labour-intensive, guest-facing environment [1], [2]. In such a context, the front-line workforce is widely acknowledged as the principal source of differentiation: customer perceptions of value are formed almost entirely through staff interactions, room standards, and the speed and consistency of service delivery [3], [4]. Hotels in Kuta, in particular, must absorb sharp seasonal occupancy swings without compromising the SOP-driven service standards on which their star rating depends [5].

Bedrock Hotel Kuta Bali, a four-star property operating in Bali's main tourism corridor, employs 60 permanent staff across nine operational departments—Front Office, Housekeeping, Food and Beverage (Service and Product), Engineering, Accounting, Human Resource Development, Security, and Sales and Marketing. Internal appraisal data show that the average performance score increased from 10.6 in 2024 to 11.9 in 2025, indicating that overall performance is improving. However, the competence sub-score remained unchanged at 3.0 across both years. This stagnation is operationally significant because competence in a four-star hotel directly determines guests' first-contact experience: front-office accuracy, housekeeping standards, F&B speed, and the ability to recover service failures all depend on staff knowledge, technical skills, and professional attitude [6], [7].

Work motivation is a second managerial concern. Field observation during the Industrial Field Practice (PLI) revealed that high-occupancy periods at Bedrock Hotel Kuta Bali sharply increase workload across guest-contact departments. Prior studies in hospitality settings consistently report that excessive workload erodes intrinsic motivation and, in turn, depresses in-role performance, particularly when supervisor support and recognition are limited [8], [9], [10]. Conversely, motivated hotel employees demonstrate stronger work discipline, greater initiative, and higher service orientation [11], [12].

Existing research on motivation, competence, and performance is extensive, but two limitations persist. First, most empirical work treats these variables in generic organisational settings—manufacturing, education, public services—rather than the operational reality of a four-star hotel, where competence is department-specific and motivation must be sustained under fluctuating service load [13], [14]. Second, studies that do focus on hospitality often examine single antecedents (motivation or competence) without testing their combined explanatory power on in-role performance, leaving the relative dominance of the two predictors unclear [15], [16]. The internal data of Bedrock Hotel Kuta Bali—improving overall performance but stagnant competence under rising operational demand—offers a particularly informative case to address this gap.

Accordingly, this study examines (i) the partial effect of work motivation on employee performance, (ii) the partial effect of competence on employee performance, and (iii) the simultaneous effect of both variables on employee performance at Bedrock Hotel Kuta Bali. The findings are expected to provide empirical evidence for the four-star hotel context in Bali and managerial guidance for designing motivation- and competence-targeted human-resource interventions.

2. METHOD

2.1. Research Design and Sample

This study adopted a quantitative causal-associative design to examine the effects of work motivation (X1) and competence (X2) on employee performance (Y) [17]. The research was conducted at Bedrock Hotel Kuta Bali from 1 April to 1 May 2026. The population consisted of all 60 permanent employees of the hotel; trainees, casual workers, and daily workers were excluded to ensure response stability and exposure to the hotel's full performance-appraisal cycle. Because the population was small, a saturated (census) sampling technique was applied, in which all members of the population served as respondents [18]. Participation was voluntary, informed consent was obtained prior to questionnaire distribution, and responses were anonymised and used solely for academic purposes.

2.2. Instrument and Operationalisation of Variables

Data were collected using a structured questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Instrument items were adapted from established sources and contextualised for the four-star hotel setting. The operationalisation of variables is summarised in Table 1.

Table 1. Operationalisation of Research Variables

Variable	Indicators	Items	Source
Work Motivation (X1)	Work enthusiasm, responsibility, discipline, initiative, perseverance	10	Hasibuan [19]; adapted to hotel context per Chien et al. [9]
Competence (X2)	Knowledge, skills, work attitude	9	Wibowo [20]; Spencer & Spencer competence framework [21]
Employee Performance (Y)	Work quality, work quantity, timeliness, effectiveness, independence	10	Robbins & Judge [3]; Mangkunegara [22]

Source: Compiled by the authors.

2.3. Data Analysis

Data were analysed with IBM SPSS Statistics version 29. The instrument was first tested for validity using Pearson product-moment correlation (r -count compared with r -table at $\alpha = 0.05$, $n = 60$, r -table = 0.254) and for reliability using Cronbach's alpha (threshold ≥ 0.70). Classical assumption tests were then performed: normality (One-Sample Kolmogorov-Smirnov on the unstandardised residuals), heteroscedasticity (Glejser test), and multicollinearity (Tolerance > 0.10 and VIF < 10). Hypothesis testing was conducted with multiple linear regression, including the coefficient of determination (R^2 and Adjusted

R^2), partial t-tests, and a simultaneous F-test. All significance values are reported using the convention $p < 0.001$ where appropriate, rather than 0.000 [23].

3. RESULTS

3.1. Respondent Characteristics

All 60 distributed questionnaires were returned and usable. Respondents represented all nine operational departments of the hotel. The majority were male (61.7%), aged 26–35 years (53.3%), and held a senior-secondary or diploma qualification (75.0%). About 58.3% had worked at the hotel for more than three years, indicating substantial exposure to the hotel's operational standards.

3.2. Validity and Reliability

All questionnaire items returned r-count values greater than the r-table value of 0.254, confirming construct validity. Cronbach's alpha values for the three constructs—work motivation ($\alpha = 0.887$), competence ($\alpha = 0.872$), and employee performance ($\alpha = 0.911$)—were all above the 0.70 threshold, confirming acceptable internal consistency [24].

3.3. Descriptive Statistics of the Research Variables

Descriptive statistics for the three variables are summarised in Table 2.

Table 2. Descriptive Statistics of Research Variables

Statistic	Work Motivation (X1)	Competence (X2)	Employee Performance (Y)
N (Valid)	60	60	60
Mean	40.82	39.97	41.90
Median	41.00	40.00	42.00
Mode	42	40	42
Std. Deviation	3.95	4.22	3.85
Minimum	32	32	34
Maximum	49	48	48
Sum	2,449	2,398	2,514
Category	Good	Good	Good

Source: SPSS Data Processing, 2026.

Work motivation recorded a mean of 40.82 (good category), with discipline and responsibility scoring highest among the five indicators, while initiative scored lowest. Competence (mean = 39.97) also fell in the good category; the skills indicator scored highest, whereas knowledge—particularly knowledge of cross-departmental SOPs—was the weakest. This finding is consistent with the internal-appraisal observation that the competence sub-score has not improved in the past year. Employee performance (mean = 41.90) was the highest of the three variables; the strongest indicators were work quality and timeliness, while independence was the lowest, suggesting that employees still rely heavily on supervisor instructions when handling non-routine guest situations.

3.4. Classical Assumption Tests

The One-Sample Kolmogorov-Smirnov test on the unstandardised residuals produced an Asymp. Sig. (2-tailed) value of 0.200 (> 0.05), confirming that the residuals were normally distributed. The Glejser test returned significance values of 0.238 for X1 and 0.210 for X2, both above 0.05, indicating that the regression model is free from heteroscedasticity. The multicollinearity test produced Tolerance values of 0.728 (X1) and 0.695 (X2) and VIF values of 1.374 (X1) and 1.439 (X2), well within the conservative threshold of $VIF < 5$, confirming that the two independent variables are not strongly correlated and can jointly be included in the multiple regression model.

3.5. Multicollinearity Test

The multiple linear regression results, including the unstandardised coefficients (B), standardised coefficients (Beta), t-statistics, and significance values, are presented in Table 3.

Table 3. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.	Decision
(Constant)	5.045	1.998	—	2.526	0.014	—
Work Motivation (X1)	0.430	0.115	0.390	3.739	< 0.001	H1 supported
Competence (X2)	0.354	0.109	0.330	3.247	0.002	H2 supported

Source: SPSS Data Processing, 2026.

Based on Table 3, the multiple regression equation is:

$$Y = 5.045 + 0.430 X1 + 0.354 X2 + e$$

Both predictors are statistically significant. A one-point increase in work motivation, holding competence constant, raises the employee performance score by 0.430 points ($\beta = 0.390$, $p < 0.001$). A one-point increase in competence, holding work motivation constant, raises performance by 0.354 points ($\beta = 0.330$, $p = 0.002$). The comparison of the standardised coefficients indicates that work motivation is the more dominant predictor of employee performance in this sample.

3.6. Coefficient of Determination and F-Test

Table 4 reports the model summary, and Table 5 reports the simultaneous F-test.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.564	0.319	0.295	2.839

Source: SPSS Data Processing, 2026.

Table 5. F-Test (ANOVA) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	214.672	2	107.336	13.317	< 0.001
Residual	459.318	57	8.058	—	—
Total	673.990	59	—	—	—

Source: SPSS Data Processing, 2026.

The model summary in Table 4 indicates that work motivation and competence jointly explain 31.9% of the variance in employee performance ($R^2 = 0.319$; Adjusted $R^2 = 0.295$). The F-statistic of 13.317 with df (2, 57) and $p < 0.001$ (Table 5) confirms that the two independent variables simultaneously have a positive and significant effect on employee performance, supporting H3. The remaining 70.5% of the variance is attributable to factors outside the model, such as leadership style, compensation, work environment, or organisational support [25], [26].

4. DISCUSSION

4.1. The Effect of Work Motivation on Employee Performance

The finding that work motivation has a positive and significant effect on employee performance ($\beta = 0.390$, $p < 0.001$) is consistent with self-determination theory [27] and with empirical evidence from four-star hotels in similar tourism destinations. Chien et al. [9], using data from 4-star hotels in Mongolia, identified motivation as a strategic driver of in-role performance; Karatepe [11] and Karatepe & Olugbade [28] showed that motivated hotel employees engage more deeply with their work and translate

that engagement into higher service quality. In the context of Bedrock Hotel Kuta Bali, the dominance of the discipline and responsibility indicators within X1 is operationally meaningful: during high-occupancy periods, the hotel relies on staff to maintain SOPs without close supervision, particularly in housekeeping and food and beverage. The relatively weaker initiative indicator suggests an area for managerial attention—employees execute defined tasks well but are less inclined to anticipate guest needs or propose service improvements, which is a known constraint in many Asian hospitality settings [29].

4.2. The Effect of Competence on Employee Performance

Competence also exerts a positive and significant effect on employee performance ($\beta = 0.330$, $p = 0.002$), in line with the resource-based view of human capital and with prior hospitality studies showing that knowledge, skills, and attitude predict service-delivery quality [21], [30]. The finding is, however, more nuanced in the Bedrock Hotel context. The internal appraisal showed that the competence subscore did not improve between 2024 and 2025 even though overall performance did. The descriptive analysis in this study identified knowledge—especially cross-departmental SOP knowledge—as the weakest competence indicator. This pattern suggests that improvements in performance have so far been driven mainly by motivation and discipline rather than by genuine upskilling, and that competence may become a binding constraint as guest expectations rise and the hotel introduces new service standards [31]. In four-star hotels, competence shortfalls translate directly into observable problems: slower check-in, longer F&B service cycles, and weaker recovery from service failures [4], [29].

4.3. Simultaneous Effect of Work Motivation and Competence

The simultaneous test ($F(2, 57) = 13.317$, $p < 0.001$; Adjusted $R^2 = 0.295$) confirms that work motivation and competence jointly improve performance. The pattern of standardised coefficients ($\beta_{X1} = 0.390 > \beta_{X2} = 0.330$) further indicates that motivation is the more dominant predictor in this hotel. Theoretically, this aligns with the ability–motivation–opportunity (AMO) framework: ability without motivation produces capable but disengaged staff, while motivation without ability produces enthusiastic but ineffective staff [32], [33]. Practically, the result implies that motivation-enhancing interventions (recognition, supervisor coaching, fair performance appraisal) yield faster performance gains, but their effect will plateau unless competence development—particularly knowledge and SOP mastery—is addressed in parallel.

4.4. Practical Implications

Four implications are particularly relevant for Bedrock Hotel Kuta Bali and similar four-star properties. First, department-specific competency frameworks should be established, with measurable knowledge, skill, and attitude standards for each operational role. Second, structured on-the-job training and cross-departmental rotation should be used to address the knowledge gap identified in this study. Third, a transparent performance-based recognition system—covering both monetary and non-monetary rewards—should be implemented to sustain motivation during high-occupancy periods [34]. Fourth, supervisors should be equipped with coaching skills, given that participative leadership has been shown to mediate the link between human-resource practices and frontline performance in hotels [29], [35].

4.5. Limitations

This study has three limitations that temper the generalisability of its findings. First, the sample is restricted to 60 permanent employees of a single four-star hotel; results may differ in other star categories or geographic settings. Second, the data are self-reported through a Likert-scale questionnaire and may carry common-method and social-desirability bias; future research should triangulate self-reports with supervisor ratings or objective performance indicators (e.g., guest review scores, complaint-resolution time). Third, the cross-sectional design does not permit causal inference; a longitudinal design would be needed to capture how motivation and competence interact dynamically with seasonal occupancy.

5. CONCLUSION

This study examined the effect of work motivation and competence on employee performance at Bedrock Hotel Kuta Bali, a four-star hotel facing the dual pressure of rising service expectations and stagnant competence scores. The results show that work motivation and competence each have a positive and significant partial effect on employee performance ($\beta_{X1} = 0.390$, $p < 0.001$; $\beta_{X2} = 0.330$, $p = 0.002$),

and that they jointly explain 31.9% of the variance in performance (Adjusted $R^2 = 0.295$; $F(2, 57) = 13.317$, $p < 0.001$). Work motivation is the more dominant predictor in this context.

Theoretically, the study contributes empirical evidence from the Indonesian four-star hotel segment, complementing existing research that has largely focused on generic organisational contexts or non-hotel service settings. Practically, the findings suggest that Bedrock Hotel Kuta Bali should prioritise (i) department-specific competence-development programmes to address the persistent knowledge gap, and (ii) a structured motivation strategy—covering coaching, fair appraisal, and performance-based recognition—to sustain service quality during high-occupancy periods.

Future research should extend the model by incorporating mediating or moderating variables such as leadership style, work environment, compensation, organisational support, or workload, and by using longitudinal or multi-source designs to mitigate common-method bias. Comparative studies across hotel star categories and geographical regions in Indonesia would also strengthen the external validity of the present findings.

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