Influence of Work Motivation and Communication on Employee Morale at Rimba Jimbaran Bali Hotel

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Submission History:
Submitted: August 4th, 2023
Revised: August 25th, 2023
Accepted: September 25th, 2023
Available Online: December 31st, 2023

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Abstract
This study aims to determine the effect of work motivation and communication on employee morale. This research was conducted at Rimba Jimbaran Bali Hotel. The population in this study were all employees of Rimba Jimbaran Bali Hotel, totaling 162 employees. The sample was determined using the Slovin formula and the proportionate random sampling method with a total sample of 62 employees. Data collection was carried out by distributing questionnaires. The data analysis technique used was multiple linear regression analysis. The analysis techniques used were validity and reliability tests, classic assumption test, multiple linear regression analysis, multiple correlation analysis, multiple determination analysis t test and F test. Data analysis conducted using SPSS (Statistical Package for Social Science) for Windows, version 26.0. From the results of statistical analysis, the regression coefficient value between work motivation and employee morale is 0.455; t-count value is greater than t-table (5.004>1.671). The regression coefficient value between communication and employee morale is 0.359; t-count value is greater than t-table (3.678>1.671). The multiple linear regression equation is Y= 1.061 + 0.455(X1) + 0.359(X2); F-count value is greater than F-table (60.870>3.15). This means that the independent variable has a positive and significant influence on the dependent variable. From the results of this study it can be concluded that there is a positive and significant influence between Work Motivation and Communication on Employee Morale either partially or simultaneously.

Keywords: Work Motivation, Communication, Employee Morale
INTRODUCTION

The tourism sector is a large foreign exchange contributor to the country, because the tourism sector improves economic movements in society. Hotels are an important part of the tourism sector, because they are organizations that operate in the tourism business sector (Widani, 2018). Indonesia is an archipelagic country that has potential tourist destinations in almost all parts of its islands, therefore the development of the hotel sector must be increased as an important part of supporting tourism. Bali, as a tourist destination that is well known abroad, has various hotel facilities. One of the hotels in Bali that has a fairly good brand image is Rimba Jimbaran Bali. Rimba Jimbaran Bali is a 5 star hotel which has the same management as Ayana Resort and Spa, also The Villas at Ayana. Guests staying at Rimba Jimbaran Bali can enjoy natural beauty starting from the sunset point in the lobby, the Unique Restaurant and Bar on the rooftop and can also enjoy the balcony area in each room. Rimba Jimbaran Bali is a hotel that provides complete facilities and services.

Human resources is the key that determines the development of a hotel and the high employee performance is also able to provide positive results towards the hotel (Hurdawanty & Parantika, 2018). However, sometimes decreased employee morale can result in less than optimal service which can reduce the hotel’s image. Employee morale is a state within an employee that can improve results to work faster and better in the organization (Nitisemito, 2015). Employee morale is also an attitude of employees to devote their abilities voluntarily to work together. Sugara et al. (2020) states that there are 4 indicators of employee morale, namely work discipline, employee attendance, cooperation, and work satisfaction.

One measure of employee morale is the level of employee attendance, because employees who are enthusiastic about working will show low absenteeism (Ardana, 2012). Based on the data documentation, Rimba Jimbaran Bali has 162 employees who are divided into several departments. The average employee absenteeism rate for Rimba Jimbaran Bali is 3.17 percent. This data shows that the level of employee absenteeism at Rimba Jimbaran Bali is still high because according to Ardana (2012), the average level of employee absenteeism that is still tolerated is below 3%. High absenteeism indicates that employee morale is still not optimal. The results of initial interviews with Rimba Jimbaran Bali employees showed that there was a sense of dissatisfaction within employees which decreased the employee morale.
Factors that can determine employee morale are work motivation and communication (Gorda, 2004). Furthermore, Sugara et al. (2020) also stated that the thing that influences employee morale is work motivation. Hafidzi et al. (2019) stated that work motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively, and be integrated with all their efforts to achieve satisfaction. Ananjaya and Suthanaya (2019) mention several indicators of work motivation, namely salary, allowances, awards for achievements, work environment, and training sessions. Good work motivation is a driving force that builds employee morale and willingness to mobilize their abilities in forming expertise and skills, as well as giving energy and time to carry out various activities that are their responsibility in order to achieve predetermined organizational goals (Siagian, 2008). Based on the initial interviews with employees, it was found that employees felt less satisfied with their work, this was because they felt they received less recognition from their superiors. Employee work motivation is also shown by their performance. In fact, the supervisor has collected good comments from customers for employees in the hope that employees will receive appreciation from superiors for their achievements. However, the superiors have not been able to give this award due to their busy schedule. This condition causes a decrease in employee morale at Rimba Jimbaran Bali, which has an impact on their work motivation.

Another factor indicated to influence employee morale is communication (Kusuma et al., 2021). Fahmi (2014) states that communication is the process of conveying a message or intention through one person or group to another person or group, either directly or through the media. There are three types of communication, namely personal communication, group communication, and mass communication (Effendy, 2021). In an organizational context, communication focuses on cooperation between members in order to achieve goals (Noviyanti, 2015). All communication processes that occur can support increasing employee morale in the company. The better and more effective the communication in a company, the higher the employee morale in that company (Sari, 2015). Effective communication is communication that can be understood by the listener and is in accordance with the objectives the information provider wants to convey (Mulyana, 2007).

Sugara et al. (2020) states that effective communication consists of 4 indicators, namely understanding, enjoyment, influence on attitudes, and actions. However, in reality at Rimba Jimbaran Bali, employee communication skills have resulted in several complaints from guests regarding employee actions in serving them. Based on documentation of reviews from visiting guests, it was found that guests felt that employees' communication skills were
still poor, as shown in one of the reviews. The first from Rina Setiawati stated that "Stayed at Rimba and had breakfast on December 28th, got accident and threw up before I had any meal, staff was very slow to help, took away my teacup and never brought me a new one, no offer to move table also, table aren't wiped clean. Bread station don't have any butter, I asked the staff but they said 'No butter'. No eating cutlery beside the one on your table, no tissue to be found, the staff kept the tissues inside and I had to ask them for it then wait for another 5 minutes for a mere 4 sheets of tissues, not even offering me to take how much do I need." Then the second from Ottah stated that "The Restaurant service, especially at Rimba's To'Ge restaurant, was terrible. Clearly staff were inexperienced and undertrained. The food was ok, but overpriced. My partner suffered food poisoning from one of the hotel restaurants (we ate nowhere else)."

Based on these phenomena, it can be seen that guests feel that the service provided is less than optimal, and guests even think that the employees who serve them are not properly trained due to their lack of communication skills and handling problems complained by the guests.

Based on descriptions of the phenomena of high employee absenteeism, low work motivation, and inadequate communication skills of Rimba Jimbaran Bali employees, researcher is interested in raising the title "The Influence of Work Motivation and Communication on Employee Morale at the Rimba Jimbaran Bali Hotel".

**Hypotheses**

The hypotheses that can be put forward are: (1) There is a positive influence of work motivation on employee morale at Rimba Jimbaran Bali. (2) There is a positive influence of communication on employee morale at Rimba Jimbaran Bali. (3) There is a positive influence of work motivation and communication on employee morale at Rimba Jimbaran Bali.

**METHOD**

**Variables Identification**

The independent variable (symbolized by X) is the variable that influences the dependent variable and not influenced by other variables, in this research it is Work Motivation (X1) and Communication (X2).

The dependent variable (symbolized by Y) is a variable that is influenced by independent variables, in this research is Employee Morale.
Operational Definitions
Work Motivation is a personal condition of Rimba Jimbaran Bali employees that encourages the individual's desire to achieve the company goals.
Communication is verbal or nonverbal interaction activity between superiors and subordinates or between fellow employees, so that the common meaning and the desired goals can be achieved.
Employee Morale is a work result achieved by Rimba Jimbaran Bali employees in accordance with the standards and work performance that have been set within a certain period of time.

Population and Sample
This research was carried out at Rimba Jimbaran Bali, which is located on Jalan Karang Mas, Jimbaran, South Kuta, Badung Bali. Rimba Jimbaran Bali has a 5 star standard and is managed under the management of Karang Mas Sejahtera. The research was conducted from January to June 2023.

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2018). The population in this study was the 162 people of Rimba Jimbaran Bali employees. The sample size calculation was carried out using the Slovin formula (Sugiyono, 2015). Based on the Slovin formula with a standard error of 10%, the sample size for this study was 62 people.

Data Collection Procedures
There are 2 types of data collected for this research. Quantitative Data is data in the form of numbers, such as the number of employees at Rimba Jimbaran Bali as well as the results of questionnaires which have been given weighted values and processed using SPSS 26.0. Qualitative Data is data in the form of information and explanations such as the results of interviews with employees and the history of the Rimba Jimbaran Bali hotel.

Data Analysis Techniques
In this research, the entire calculation process uses the help of the SPSS 26.0 (Statistical Package for Social Science) computer program for Windows. Validity and Reliability Tests are carried out to obtain the degree of precision of the instrument where the test can be carried out internally. the instrument is declared reliable if \( ri \geq 0.6 \). Reliability tests can be searched with Cronbach's Alpha.
Researchers also conducted Normality Test, Multicollinearity Test, and Heteroscedasticity Test for the Classic Assumption Test. Ghozali (2011) states that if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. Multicollinearity Test is used to test whether there is a relationship between variables. Based on the VIF and tolerance rules, if the VIF exceeds 10 or the tolerance is less than 0.10, symptoms of multicollinearity are declared to occur. It is best if the VIF value is less than 10 or the tolerance is more than 0.10, then it is stated that there are no symptoms of multicollinearity. Also, the Heteroscedasticity Test is the SPSS output via a scatter plot graph between Z prediction (ZPRED) for the independent variable (X = Y axis prediction results) and the residual value (SRESID) is the dependent variable (Y axis = Y prediction – Y real).

T-test analysis is used to test the first and second hypotheses, to measure the partial influences of the independent variables X1 and X2 on the dependent variable Y. Meanwhile, F-test analysis is used to test the third hypothesis, the influence of the independent variables X1 and X2 simultaneously on the dependent variable Y. Multiple Linear Regression Analysis is used to determine the influence value of the independent variables, namely motivation (X1) and communication (X2), on employee morale (Y). Lastly, Coefficient of Determination Test (R-Squared) is a test to explain the proportion of variation in the dependent variable that is explained by the independent variables.

**FINDINGS AND DISCUSSION**

*Characteristics of Research Respondents*

The number of respondents used as samples was 62 people. If we look at the age of the respondents, most of the respondents are 26-30 years old which means that the respondents are included in the productive age. Female respondents dominated with a percentage of 61.3%. Based on their latest education, respondents were dominated by employees with a high school or vocational education with a percentage of 67.7%. Based on length of work, respondents were dominated by employees who had worked for 4 – 6 years with a percentage of 51.6%.

*Validity and Reliability Test Results*

The results of the variable research have met the Validity Test requirements, where the total Pearson Correlation score value for each instrument is above 0.30 and has a
significance value of less than 5% (0.05), so the instrument is suitable for use as a measuring tool for these variables. The Reliability Test results show that all research instruments have a Cronbach’s Alpha coefficient of more than 0.60. So it can be stated that all variables have met the reliability requirements so that they can be used to conduct research.

**Classic Assumption Test Results**

Normality Test aims to find out whether in the regression model, the dependent variable and the independent variable have a normal distribution or not, because a good regression model has a normal or close to normal data distribution. Data is said to be normal if there is a distribution of points around the diagonal line and the distribution follows the direction of the diagonal line. Ghozali (2011) mentions that if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. Based on the results of the p-p plot graph, it was found that the data spreads around the diagonal line or the histogram graph shows a normal distribution pattern, so the regression model meets the normality assumption.

![Figure 1. P-P Plot Graph for Normality Test](image)

Multicollinearity Test is used to test whether there is a relationship between variables. Based on the VIF and tolerance rules, if the VIF exceeds 10 or the tolerance is less than 0.10, symptoms of multicollinearity are declared to occur. It is best if the VIF value is less than 10 or the tolerance is more than 0.10, then it is stated that there are no symptoms of multicollinearity. Based on Table 1 below, it can be seen that the tolerance and VIF values...
for all variables show that the tolerance value for each variable is greater than 0.1 and the VIF value is smaller than 10, which means the regression equation model is free from multicollinearity.

<table>
<thead>
<tr>
<th>No</th>
<th>Variables</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work Motivation</td>
<td>.525</td>
<td>1.904</td>
</tr>
<tr>
<td>2</td>
<td>Communication</td>
<td>.525</td>
<td>1.904</td>
</tr>
</tbody>
</table>

Heteroscedasticity Test is used to test whether the regression model has unequal variances from the residuals of one observation to another, so it is called homoscedasticity and if it is different there will be heteroscedasticity. Based on the scatter plot output in Figure 2, it can be seen that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, so heteroscedasticity does not occur.

![Figure 2. Scatter Plot for Heteroscedasticity Test](image)

**Partial Correlation Analysis**

T-test was carried out to determine the direction and strength of the relationship between several independent variables (X1 and X2) with the dependent variable (Y) individually (Sugiyono, 2009). Based on the results of the analysis in Table 2, it shows that the relationship between the work motivation and employee morale as indicated by the partial correlation value of 0.546 is positive and significant with a significance value of 0.000 (p<0.05), it can be concluded that there is a positive and strong relationship between work motivation and employee morale. The relationship between the communication variable and
employee morale as indicated by the partial correlation value of 0.432 is positive with a significance value of 0.001 (p<0.05), so it can be concluded that there is a positive and significant relationship between communication and employee morale.

Table 2. Partial Correlation Test Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standarized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Zero-order</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.06</td>
<td>1.417</td>
<td>.749</td>
<td>.457</td>
</tr>
<tr>
<td></td>
<td>Work Motivation</td>
<td>.455</td>
<td>.091</td>
<td>.514</td>
<td>5.004</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
<td>.359</td>
<td>.097</td>
<td>.378</td>
<td>3.678</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Morale

**Multiple Correlation Analysis**

F-test result shows the direction and strength of the relationship between two independent variables together with one dependent variable (Sugiyono, 2015). Based on the results of the analysis in Table 3, it is known that the correlation between work motivation and communication simultaneously on employee morale as calculated by the correlation coefficient is 0.821, this shows a strong relationship. Meanwhile, the simultaneous contribution of work motivation and communication variables to employee morale is 82.1%, while 17.9% is determined by other variables.

Table 3. Multiple Correlation Test Results

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.821a</td>
<td>.674</td>
<td>.662</td>
<td>1.333</td>
<td>.674</td>
<td>60.870</td>
<td>2</td>
<td>59</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Communication, Work Motivation
Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence value of the work motivation (X1) and communication (X2), on employee morale (Y) (Sugiyono, 2009).

Table 4. Multiple Linear Regression Test Results

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.061</td>
<td>1.417</td>
</tr>
<tr>
<td>Work motivation</td>
<td>.455</td>
<td>.091</td>
</tr>
<tr>
<td>Communication</td>
<td>.359</td>
<td>.097</td>
</tr>
</tbody>
</table>

Based on the results of the regression analysis as presented in Table 4, the following structural equation can be created:

\[ Y = 1.061 + 0.455X_1 + 0.359X_2 \]

The constant value is 1.061, which means that without adding work motivation and communication variables, the employee morale value will be 1.061. The regression coefficient value for work motivation (X1) is positive at 0.455, which means that if work motivation (X1) increases and assuming the communication variable is considered constant, employee morale will increase by 0.455. The communication (X2) regression coefficient value is positive at 0.359, which means that if communication (X2) increases and assuming the work motivation variable is considered constant, employee morale will increase by 0.359.

Determination Test Results

The adjusted coefficient of determination (R-Squared) is used to determine how far the independent variables’ (X1 and X2) ability is to explain variations in the dependent variable (Y).

Table 5. Determination Test Results

<table>
<thead>
<tr>
<th>Model Summaryb</th>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.821a</td>
<td>.674</td>
<td>.662</td>
<td>1.333</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Communication , Work Motivation
b. Dependent Variable: Employee Morale
The influence of the independent variable on the dependent variable as shown by the adjusted total determination value (R-Squared) of 0.674 means that 67.4% of the variation in employee morale is influenced by variations in work motivation and communication which fall into the strong category of influence. Meanwhile, the remaining 32.6% is explained by other factors not included in the model.

**Discussion**

Based on the results of data analysis, it shows that the influence of work motivation on employee morale at Rimba Jimbaran Bali is a significant positive influence, this is obtained from a significance value of 0.000 less than 0.05 (0.000 < 0.05), the calculated t value more than t table (5.004>1.671). These results mean that there is a significant positive influence of motivation on employee morale at Rimba Jimbaran Bali. Increasing employee morale can be driven by employee work motivation. Increasing work motivation both intrinsically and extrinsically can increase employee morale (Moeheriono, 2012). Intrinsic motivation, for example, the employee's work abilities and interests, while extrinsic motivation is provided by external parties such as companies (Swandini, 2020). On the contrary, employee morale will decrease if it is not accompanied by work motivation.

Meanwhile, it shows that the influence of communication on employee morale at Rimba Jimbaran Bali is a significant positive influence, this is obtained from a significance value of 0.001 less than 0.05 (0.001 < 0.05), with a calculated t value more than t table (3.678>1.671). These results mean that there is a positive influence of communication on employee morale at Rimba Jimbaran Bali. Good communication that occurs among employees also between employees and superiors can create employee morale. Not only that, good communication skills will improve employee service to guests. Guest satisfaction will increase good ratings and profits of the hotel, and employees will also feel more enthusiastic about working. On the other hand, poor communication will cause many obstacles at work (Arianto, 2015). Information and work are not conveyed well, there is a lack of cooperation, there is a lack of cooperation, and the provision of services is not optimal. With obstacles and problems that must be faced, employee morale will decrease.

If work motivation and communication are jointly increased by one unit, employee morale will increase by 0.814 (0.455 + 0.359) units. This shows that Work Motivation (X1) and Communication (X2) influence Employee Morale (Y) in Rimba Jimbaran Bali. This is confirmed by the results of data analysis showing that the influence of work motivation and
communication on employee morale at Rimba Jimbaran Bali is a positive influence, as this is obtained from the significance value of the F-test (0.000<0.05) and the value of F-count more than F-table (60.870>3.15). The results of the F-test analysis can be concluded that the hypothesis which states that there is a positive and significant simultaneous influence between work motivation and communication on employee morale in Rimba Jimbaran Bali is true and can be proven. So a decision can be taken that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted, and also has a significant influence.

Motivation gives employees a reason to work well in accordance with predetermined procedures, standards, and targets (Lesmana et al., 2019). Motivation is a person's drive to work, for example a large salary, supportive leadership, adequate work facilities, a comfortable work environment, and pleasant coworkers (Jufrizen, 2018). The company can certainly contribute to increasing employee morale by increasing motivation and creating a work environment with good communication. Good communication between elements within the company is needed to form good and clear cooperation. Good communication will create mutual understanding and comfort at work, because no work or collaboration can occur without communication (Wibowo, 2016). Utamajaya (2015) stated that company can also provide compensation, creating physical conditions of work that are exciting for all parties including employees, and providing motivation from leaders to build employee morale. Leaders can provide attention in the form of awards to employees who excel and give opportunities for employees to provide suggestions or aspirations to the company so that they feel appreciated.

**CONCLUSION**

Based on the results of the analysis and discussion results in the previous findings and discussion, the conclusions of this research are as follows:

1. Work motivation has a significant positive effect on employee morale at Rimba Jimbaran Bali. This shows that if employee work motivation is increased, it can increase employee morale at Rimba Jimbaran Bali.

2. Communication has a significant positive effect on employee morale at Rimba Jimbaran Bali. This shows that if communication at Rimba Jimbaran Bali is improved it can increase employee morale at Rimba Jimbaran Bali.

3. Work motivation and communication have a significant positive effect on employee morale at Rimba Jimbaran Bali. This shows that if work motivation and communication
at Rimba Jimbaran Bali are simultaneously improved, it can increase employee morale at Rimba Jimbaran Bali.

4. The influence of work motivation and communication on employee morale at Rimba Jimbaran Bali is 67.4%, which falls into the strong category of influence.

**SUGGESTIONS**

Based on the conclusions above, the suggestions from this research are as follows:

1. For the management of Rimba Jimbaran Bali, to increase employee morale, this can be done by increasing employee work motivation by providing benefits that are in line with employee expectations. Increasing employee morale also can be done by improving communication by creating good information delivery regulations so as to create a pleasant work atmosphere. Effective communications will create good relationships between employees and also with the organization.

2. For future researchers, the results of this research can be used as a source for literature review to carry out replication of similar research by increasing the number of samples and developing research models either by adding variables or modifying the relationships between variables so that the results obtained are able to describe the actual situation.

**REFERENCES**


