

CHAPTER I

INTRODUCTION

1.1. Background

Human resource management assumes that human labor is an asset that must be maintained and processed properly. The achievement of a company or organization depends on the work productivity of its employees. So that it is very much needed to be able to help the company in achieving targets quickly, no wonder if in working employees are required to be productive. The presence of human resource management in an industry is very influential in planning, managing, controlling and using human resources so that it can run correctly and precisely to achieve what the company wants.

In the book "Human Resources Management" the definition of Human Resources Management is a system of training, value, compensation, labor relations, occupational health & safety and justice issues Dessler (2013). However, in practice, the available human resources do not make an organization well managed. Therefore, it requires high skills and professionalism from employees to the company, so that they are able to provide maximum involvement and abilities with what the company has targeted from the start.

It can be concluded that employee work productivity is something that is very necessary to be able to increase the profit of a company. Success in achieving company goals, it is necessary to increase employee productivity.

Work productivity is essentially an attitude that always has the view that the current work method must be better than the previous one. Productivity is often defined as the ability of a person or group to produce goods and services in accordance with the goals of the organization or company. A productive worker is one who is agile and precise in order to produce quality goods and services in a shorter period of time.

Every effective and successful company understands the importance of productivity in the workplace. Being productive can help companies utilize and improve their human resources. Employees for the company are an investment which must produce useful feedback for the company. Therefore, if employees are productive, the company has achieved its goal of investing in employees. One industry that is growing rapidly is the hotel industry, because basically hotels have become a necessity for every group, both private and government. The hotel industry is a form of service trade that provides lodging services and other hotel services. Hotel operations cannot be separated from the important role of human resources in it. Human resources at a hotel must have one common goal, namely wanting the hotel to experience an increase in revenue from year to year. For this reason, human resources are an element that must be given more attention by the company. Human resources or employees are the parties who run and operate all activities in the company and are also the factors that realize all innovations in an effort to realize company goals.

The increasing number of hotels means that competition in the hospitality industry is increasing. To be able to compete with competitors, hotels need

human resources who have good work productivity in carrying out hotel operational activities. Hotels that want to exist and not be eliminated from the competition will not ignore the improvement of their human resources, because human resources are one of the important assets that help companies to achieve predetermined goals. Therefore, hotel management needs to increase employee productivity.

The hotel industry is an industry engaged in services. In order to compete with other hotels, companies must pay attention to guest satisfaction, and guest satisfaction is related to the services provided. If the work productivity of employees is good, it will have an impact on good service. Therefore, employees of hotel companies must increase their work productivity to provide the best service to guests, so that guests feel satisfied and will come back again.

In this era of globalization where many foreigners can already work in other countries plus the Asean Economic Community (AEC) makes competition for local workers very threatened. Foreign workers entering a country will certainly have an impact on local workers which makes them have to think about how to increase their work productivity. If seen, human resources in Indonesia have not been able to compete with other countries because many workers actually do not have competency standards that can compete with foreign workers so that this is the task of the authorities to continue to encourage managing and growing the quality of human resource capabilities to be able to compete with others.

Kudus City currently has a very diverse tourism potential. Starting from natural beauty, local wisdom and superior MSME products as well as the many

industries that grow and develop in Kudus make a huge opportunity for the hospitality sector. In this sector, every year there is an increase. Not only comes from domestic and foreign tourists, but many of them visit the city of Kudus because of work assignments outside the city.

According to Ardana (2011: 270) Work productivity is the ratio between the results achieved and the participation of labor per unit time or the number of goods and services that can be produced by a person or group of employees within a certain period of time, Meanwhile, according to Afandi Pandi (2018: 92) Productivity is the ratio in arithmetic between the amount produced and the amount of each source used during production.

According to Handoko (2012: 209) work discipline is an activity carried out to improve activities in the future and not punish past activities through negative disciplinary actions such as superiors dropping employees who do wrong. Based on this definition, it can be concluded that work discipline is an activity that is a communication tool to change and improve behavior through positive disciplinary action. Discipline itself is influenced by various factors, including motivational factors. Lack of motivation in a company will have an impact on the level of employee productivity, where the employee will feel lazy in doing a job so that the level of discipline decreases.

Motivation according to Nitisemito (2012: 130) is an effort for the activities of a superior to generate or increase the enthusiasm and work enthusiasm of workers or employees. Providing motivation is the work done by a manager in providing inspiration or influence, enthusiasm and encouragement to others to

work better. Motivation is also defined as the will or drive to do something to meet needs or it can be interpreted as a process that causes a person's behavior to be passionate, directed and not easily discouraged. Mulyadi (2011). By providing motivation, it is hoped that the level of employee productivity will increase.

In general, the work environment itself is divided into two parts, namely the physical and non-physical work environment. Physical work environment according to Sedarmayanti (2011: 21) physical work environment according to Sedarmayanti (2011: 21), is all the things that are around where a person works, which directly or indirectly can affect the carrying out of his work, while the non-physical work environment according to Sedarmayanti (2011: 31). (Sedarmayanti, 2011: 31) is everything that happens in the company related to work relationships, both relationships with superiors and fellow coworkers, as well as relationships with subordinates. The work environment also affects employee productivity. with a good and supportive work environment it will increase work productivity.

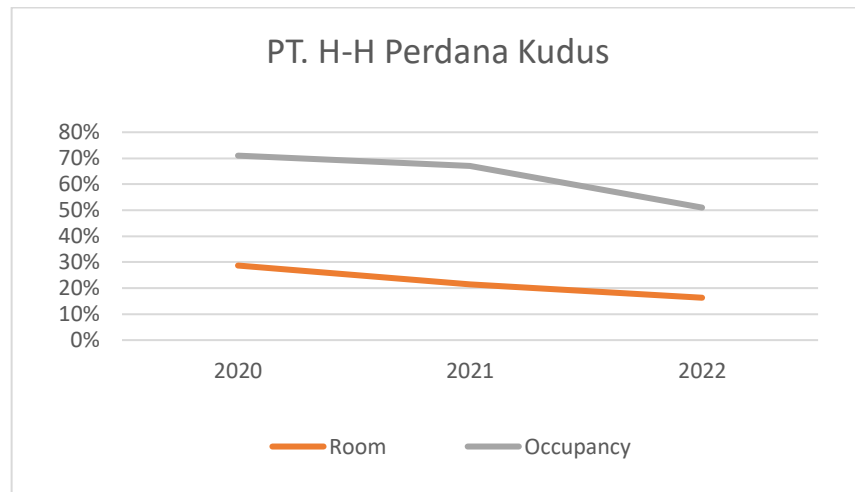
Likewise with work culture, with a good and organized work culture will be able to influence the level of high work productivity. According to Supartono (2014: 31) culture is a manifestation of a way of thinking, so according to him the pattern of culture is very broad because of all behavior and changes, including feelings because feelings are also the intention of the mind. Tampubolon (2014: 184) defines culture as everything that is done, thought,

and created by humans in society, and includes the historical accumulation of objects or actions carried out over time.

Hotel @HOM Kudus is a 3-star hotel which is one of the hospitality companies of the Horison Group. This hotel is located in a strategic location in the City Area in Kudus, namely on Jl. Tanjung No.14-16 Kota District, Kudus Regency, Central Java. This hotel was established since 2013 precisely on December 12, 2013. Hotel @HOM Kudus has 87 rooms with 3 types, namely Superior as many as 78 rooms, Deluxe there are 8 rooms and Executive Suite there is 1 room.

In addition to Rooms, Hotel @HOM Kudus also has Meeting Room Facilities that can be used for Meetings or Meetings from Private Agencies or Companies or from Other Businesses. It can even be used for Wedding Events by adjusting the existing capacity of our hotel. Hotel @HOM Kudus besides being quite strategic in the City Area, the Hotel is also close to religious attractions, namely the Menara Kudus Mosque and the Tomb of Sunan Kudus, the Oleh-Oleh Center and is also located close to the Central Government Office and the Corporate Office Center which makes it easier to carry out Business Activities.

The following is data on the productivity of PT H-H Perdana Kudus employees taken from the assessment activities carried out.



Source: PT. H-H Perdana (2023)

Figure 1. 1

Work Productivity Data PT. H-H Perdana (Hotel @HOM Kudus)

Table 1.1 shows that the level of work productivity from 2020 to 2022 has decreased. Which is where the work productivity of employees at PT. H-H Perdana Kudus has not been able to achieve the goals of the company. The phenomenon that occurs in the observation activity, namely the decreasing occupancy from the previous two years, is a problem where the level of employee work productivity has decreased. This is caused by several factors, namely internal and external factors. Internal factors include problems that often occur in operational activities such as high miscommunication between employees, the workload received by employees is too large so that it cannot be resolved properly, lack of understanding of the products sold, for example: not mastering the promos that apply that month, but also because of the influence of inconsistency when doing work. Not only that, another factor is the lack of support for the items used in doing the job so that it will make it difficult for

employees to do their jobs and cannot meet company targets. While external factors include the increasing number of competitor hotels.

Productivity is a measure of the extent to which an employee can do his work to completion in accordance with the quality and quantity that has been determined. Productivity is closely related to work discipline, work motivation, work environment and organizational culture. If employees do not get good work discipline, work motivation, work environment and organizational culture, then work productivity will decrease.

Table 1. 1
Feedback Performance
PT. H-H Perdana Kudus Hotel @HOM kudus

Name of Departement	Total Negative Feedback 2020	Total Negative Feedback 2021	Total Negative Feedback 2022
FRONT OFFICE	46	245	368
HOUSEKEEPING	82	267	396
FB PRODUCT	108	293	379
FB SERVICE	86	247	389
HR & SCURITY	61	43	52
SALES&MARKETING	11	20	22
ENGINERING	158	292	384
TOTAL	552	1407	1990

Source: PT. H-H Perdana (2023)

In the data above we can see that the level of negative guest feedback from 2020-2022 continues to increase. with the increase in the level of complaints caused by a decrease in employee productivity levels which can be interpreted that the level of employee productivity from the last three years has

continued to decline. and this is one of the problems that occurred at PT. H-H Perdana Kudus at the level of productivity.

One of the factors that affect work productivity is work discipline. The following is the employee attendance data of PT. H-H Perdana Kudus (@HOM Hotel Kudus.

Table 1. 2
Employee Attendance Data
PT. H-H Perdana (Hotel @HOM Kudus)

Year	Data on employee who are late and frequent license			Number of Employee
	Late	License	Percentage	
2020	11	5	20%	133
2021	18	9	36%	133
2022	25	15	53%	133

Source: PT. H-H Perdana (2023)

From table 1.2 above, it can be seen that the employee absenteeism rate for the last three years has increased, it can be seen that the level of absenteeism has increased every year from 2020 to 2022. From the table above, it can also be seen that employee tardiness has increased from each year. The high level of employee absenteeism and the level of employee tardiness in coming to work at the company shows that the level of employee productivity is low. The triggering factor is the lack of work motivation, and employees feel bored with the work that is done every day. Disciplining employees is very necessary and plays an important role in a company. This is because employee disciplining activities will increase employee productivity. Employees with a good disciplinary attitude have a great sense of responsibility for the tasks assigned. This can lead

to work passion and work enthusiasm which has an impact on achieving company goals.

In addition to work discipline, work motivation is also very influential on work productivity. The following is supporting data on employee activities that affect work motivation.

Table 1. 3
Employee Status Data
PT. H-H Perdana (Hotel @HOM Kudus)

No	Employee Status	Total Employee
1	Fixe Term Employment Agreement	48
2	Management Trainee	59
3	Daily Worker	26
Total Employee		133

Source: PT. H-H Perdana (2023)

From table 1.3. it can be seen that less than 50% of employees whose status has not become a fixed term employee agreement (PKWT). This can result in a lack of employee motivation because the appointment of PKWT is too long and lack of equalization. As a result of this condition, employees feel disappointed because it is considered that salary increases and benefits are not implemented properly. Motivation has an important role in the world of work. Motivation is the energy that drives and directs a person's activities. Low motivation makes employee work hampered which results in low employee productivity. Someone who has motivation will try in every way possible to achieve his goals, so as to create a conducive work atmosphere, attract the interest and enthusiasm of employees and can motivate employees at work.

Well-motivated employees will strive to continue to contribute to activities to produce success in company goals. The higher the motivation given to employees to achieve company goals, the higher the work productivity of employees in the company.

Another factor that affects work productivity is the work environment. The following is supporting data on the work environment at PT. H-H Perdana (@HOM Hotel Kudus).

Table 1. 4
Work Environment Data
PT. H-H Perdana (Hotel @HOM Kudus)

No	Description	Condition		Explanation
		Good	Poor	
1	Men's Locker			
	Lighting area	√		
	Air circulation area		√	no windows
	Noise area	√		
	Use of color area	√		
	Facilities area		√	not complete
2	Women's Lockers			
	Lighting area		√	less bright
	Air circulation area		√	no windows
	Noise area	√		
	Use of color area		√	using warm colors
	Facilities area		√	not complete
3	Employee Dining Room			
	Lighting area	√		
	Air circulation area	√		
	Noise area		√	close to supplier car access and exit
	Use of color area	√		
	Facilities area		√	minimal cutlery
4	Parking Area for employee		√	no roofing
5	Coworker Relationships	√		

Source: PT. H-H Perdana (2023)

From table 1.4 it can be seen that the condition of the work environment at PT H-H Perdana Kudus is arguably not good. This can be seen in the air circulation area in the Locker Men's & Woman is not good because there are no windows so there is no healthy air circulation. In addition, the less spacious conditions also make employees less comfortable to make a place to rest work. With warm lamps and warm color paint also greatly affects employees. Incomplete facilities such as damaged and unrepaired air conditioners that make the atmosphere even hotter. The work environment has an influence on work productivity where if a job has a very comfortable work environment, of course, it makes employees feel happy in doing their work. If the supporting facilities are adequate it will create a sense of comfort for employees.

The last factor that affects employee work productivity is Organizational Culture. The following is the Employee training activity data of PT. H-H Perdana Kudus (@HOM Hotel Kudus).

Table 1.5
Employee Assessment Data
PT. H-H Perdana (Hotel @HOM Kudus)

No	Name of Department	Value/Norm of Behavior In 2020	Value/Norm of Behavior In 2021	Value/Norm of Behavior In 2022
1	A&G	0.75	0.50	0.50
2	Sales & Marketing	0.75	0.75	0.50
3	Accounting	0.75	0.75	0.75
4	FB Service	0.75	0.75	0.50
5	FB Product	0.75	0.50	0.50
6	Front Office	0.50	0.75	0.50
7	House Keeping	0.75	0.75	0.50
8	Engineering	0.75	0.50	0.50
9	HRD	0.75	0.50	0.50

Source: PT. H-H Perdana (2023)

From table 1.5 above, it can be seen that the value or norm behavior of employees has not been able to run well, it can even be said that from the previous year it actually decreased. Not running the training properly makes the skills and abilities of employees unable to increase. Organizational culture that is useful for increasing knowledge and abilities according to MGM (Metropolitan Golden Management) work standards, one of which includes Horison Vission & Mission, Horison Core Value, and Horison Culture. Horison Hotels require employees to be able to understand and apply Horison culture properly and correctly. This will certainly have an impact on poor employee productivity. If the company has a good organizational culture, it will provide a sense of comfort to its employees and this will greatly affect employee productivity.

Research conducted by Waliamin, (2020) states that Movitasi has a positive effect on the work productivity of employees of Pangrango 2 Bogor Hotel.

Unlike the research conducted by Sari et al, (2022) on Kuta Central Park Hotel employees, namely work motivation has a significant positive effect on work productivity of employees. This is also evidenced in research conducted by Surrin et al, (2020) which states that work motivation has a positive and significant effect on employee work productivity at Singaraja Hotel.

Research conducted by Aprilia, (2021) states that work environment has a positive and significant effect on employee work productivity, work motivation has a positive and significant effect on employee productivity at employee Hotel Mona Plaza Pekanbaru. The same results are also shown by the research of Wibisono et al, (2021) Obtained Environmentally has a positive and significant influence on Work Productivity at The Oberoi Beach Resort Bali Hotel. In contrast to the research conducted by Maulana, (2022) at the Hilton Garden Inn Bali Ngurahrai Airport Hotel stated that the work environment has an effect on work productivity.

Research conducted by Sunaryo et al, (2023) on star hotels in Medan with the results of the study showed that organizational culture and organizational commitment positively and significantly affect work productivity,. In contrast to research conducted by Reksa, (2020) states that organizational culture has a significant effect on work productivity at Kharisma Hotel Bukittinggi.

Research conducted by Saputra, (2019) at Hotel Permai Pekanbaru states that the effect of work motivation on employee discipline is a positive correlation coefficient. In contrast to research conducted by Roy, (2023) which states that

motivation has a positive and significant effect on the work discipline of Dalton Makassar Hotel employees.

Research conducted by Az Zahra & Perdhana (2016) states that the work environment has a positive effect on the work discipline of Patra Jasa Convention Hotel Semarang employees. The same research was also proven by Lizsi Susanti (2019) at PT Griya Bintang Pesona with the results that the work environment has a significant effect on work discipline. In contrast to research conducted by Al Fajar (2022) which states that the work environment has no significant effect on the work discipline of employees of Grand Rocky Hotel Bukittinggi. The same research was proven by Puspita (2020) at the Golden Flower Hotel Bandung with the results that the work environment has no effect on work discipline.

Research conducted by Wicara, (2022) which states that organizational culture has a positive influence on work discipline. this research was also proven by Fadil et al, (2014) at Mutiara Hotel Pekanbaru with the results Organizational culture significantly influences employee discipline. In contrast to research conducted by Koto & Wulandari (2020) which states that organizational culture has no effect on work discipline.

Research conducted by Lintong et al, (2023) stated that the results showed that work discipline and work-life balance had a positive and significant effect on work productivity at Hotel Sintesa Peninsula Manado. In contrast to research conducted by Bolang (2012) on Sahid Montana Malang hotel employees which states that work discipline has a negative and significant effect on employee

productivity. This is also supported by Purnomo & Jayadiningrat's research, (2023) which states that work discipline has no significant effect on work productivity.

Through the background described above, the researcher took the title "Analysis of The Effect of Work Motivation, Work Environment, and Organizational Culture on Work Productivity with Work Discipline as an Intervening Variable at PT. H-H Perdana Kudus".

1.2. Research Scope

The scope of this research is as follows:

- a. The object of research is PT. H-H Perdana Kudus.
- b. The variables used in this study are:
 - 1) Exogenous variables are work motivation, work environment, and organizational culture.
 - 2) Endogenous variable is productivity.
 - 3) Intervening variable is work discipline.
- c. Respondents in this study were 100 employees PT. H-H Perdana Kudus
- d. This research is conducted after the proposal was approved for 1 month.

1.3. Problem Formulation

Based on the background of the problem above, there are problems related to this research. These problems are identified as follows:

1. Table 1.1 shows that the level of employee productivity from 2020 to 2022 has decreased. The phenomenon that occurs, namely the decreasing occupancy from the previous two years, is a problem where the level of employee work productivity has decreased.
2. From table 1.2 above, it can be seen that the employee absenteeism rate for the last three years has increased. The phenomenon that occurs in the field is a lack of work motivation, and employees feel bored with the work that is done every day.
3. From table 1.3. it can be seen that less than 50% of employees whose status has not become a fixed term employee agreement (PKWT). This can result in a lack of employee motivation because the appointment of PKWT is too long and there is a lack of equity.
4. From table 1.4. it can be seen that the condition of the work environment at PT H-H Perdana Kudus is arguably not good. This can be seen in the air circulation area in the Locker Men's & Woman is not good because there are no windows, other facilities are not functioning properly, and the wrong choice of wall color paint.
5. From table 1.5 above, it can be seen that the value or norm behavior of employees has not been able to run well, it can even be said that from the previous year it actually decreased. Not running the training properly makes the skills and abilities of employees unable to increase.

Based on these problems, the research questions are as follows:

- a. How does work motivation has effect on the work productivity of PT. H-H Perdana employees?
- b. How does work environment has effect on the work productivity of PT. H-H Perdana employees?
- c. How does organizational culture has effect on the work productivity of PT. H-H Perdana employees?
- d. How does work motivation has effect on the work discipline of PT. H-H Perdana employees?
- e. How does work environment has effect on the work discipline of PT. H-H employees?
- f. How does organizational culture has effect on the work discipline of PT. H-H Perdana employees?
- g. How does work discipline has effect on the work productivity of PT. H-H Perdana employees?

1.4. Research Purpose

Based on the problem formulation described above, the questions in this study are:

1. To analyze the effect of work motivation on work productivity.
2. To analyze the effect of work environment on work productivity.
3. To analyze the effect of organizational culture on work productivity.
4. To analyze the effect of work motivation on work discipline.
5. To analyze the effect of work environment on work discipline.

6. To analyze the effect of organizational culture on work discipline.
7. To analyze the effect of work discipline on work productivity.

1.5. Research Benefits

a. Theoretical Benefits

This research is expected to be able to add insight into the science of Work Productivity and can be used as a reference for further research.

b. Practical Benefits

1. For Researchers

Can be a lesson and implement management science, especially in Human Resource management. And expand researchers' knowledge about work motivation, work environment, organizational culture, work productivity through work discipline.

2. For Companies or Organizations

The results of this study as input for PT H-H Perdana Kudus to find out work motivation, work environment, organizational culture, work productivity through work discipline.

3. For Agencies

As reference material for further researchers and can provide comparisons in conducting future research.