

The Influence of Work Environment and Communication on Employee Work Motivation at Legian Beach Hotel Kuta, Indonesia

Ida Bagus Putra Manuaba*, I Made Gede Darma Susila , Desak Made Purnama Dewi

Triatma Mulya University, Badung, Indonesia

Article Info

Article history:

Received:

11 June 2025

Accepted:

24 July 2025



Keywords:

work environment,
communication, work
enthusiasm, employee
motivation, hospitality
industry

Abstract

Introduction: Human resources are a key factor in the success of the hospitality industry. One essential aspect that influences performance is employee work enthusiasm. This study investigates how the work environment and communication affect employee work enthusiasm, both individually and simultaneously, at Legian Beach Hotel Kuta.

Methods: This research used a quantitative approach with a descriptive-correlational design. The population consisted of 76 employees from the Food and Beverage Department. A saturated sampling technique was applied, involving the entire population as the sample. Data were collected through structured questionnaires and analyzed using descriptive statistics and multiple linear regression with SPSS version 24.0.

Results: The analysis showed that the work environment (X1) had a positive and significant partial effect on work enthusiasm. Communication (X2) also had a positive and significant partial effect. Simultaneously, the work environment and communication had a significant and positive influence on employee work enthusiasm.

Conclusion: The findings indicate that both the work environment and communication are critical factors in enhancing employee enthusiasm. Hotel management is advised to improve these aspects to support employee motivation and performance. Future research is recommended to explore other potential variables that may influence work enthusiasm beyond those examined in this study.

*Corresponding Author:

Ida Bagus Putra Manuaba, Triatma Mulya University, Jl. Kubu Gunung, Dalung, North Kuta District, Badung, Bali, Indonesia, 80361

e-mail: bgsputraa01@gmail.com

Introduction

Bali is one of the islands in Indonesia that heavily relies on the tourism sector. Tourism on the island has gained worldwide attention due to its stunning natural beauty, cultural diversity, and rich traditions, making Bali a dream destination for many travelers. However, the global outbreak of COVID-19 since December 2019 significantly impacted this sector. On March 11, 2020, the World Health Organization (WHO) officially declared COVID-19 a global pandemic. Following this announcement, many countries imposed restrictions on foreign visitors, including Indonesia, which prohibited the entry of foreign nationals. This led to a drastic economic downturn and mass unemployment, particularly in tourism-dependent regions.

Legian Beach Hotel, a four-star establishment located on Melasti Street, Legian, Kuta District, Badung Regency, Bali, was among the businesses affected by the pandemic. Established in 1974, the hotel has grown to offer 218 rooms and various facilities, including the Balebanjar Restaurant with a capacity of 235 guests, a Mediterranean food counter (Pizzeria), as well as bars, pools, spa, fitness center, tennis court, meeting rooms, and other amenities.

The recovery of the hospitality sector requires strong support from its human resources. Human capital plays a vital role in sustaining the competitiveness and longevity of tourism enterprises (Mubarok, 2020). Therefore, effective Human Resource Management (HRM) is crucial to creating optimal working conditions and ensuring that employees perform well and meet organizational goals (Busro, 2018). As emphasized by Aika et al. (2022), human resources are among the most valuable assets and must be managed effectively, especially within the hotel industry where staffing levels continue to grow.

Hotel employees play a critical role in operational success; thus, maintaining and enhancing employee work enthusiasm is essential—particularly in the post-pandemic recovery phase. According to Davis (2011), work enthusiasm refers to a positive emotional attitude and a love for one's job, reflected in morale, discipline, and performance. High work enthusiasm leads to increased productivity, while low motivation is often associated with decreased performance.

One key factor influencing work enthusiasm is the work environment, which includes elements such as temperature, humidity, ventilation, lighting, cleanliness, noise levels, and the adequacy of work tools (Afandi, 2016; Mangkunegara, 2005). Interviews with employees in the Food and Beverage Department at Legian Beach Hotel revealed complaints about hot

working conditions due to poor air circulation and insufficient equipment, which often delays task completion, especially during busy service hours.

Another crucial factor is communication. Rochim (2011) found that effective communication significantly influences work enthusiasm. Similarly, Bimantya (2022) noted that without clear communication, task execution becomes problematic. In the case of Legian Beach Hotel, miscommunication between kitchen and service staff has led to guest complaints about cold or delayed food, misunderstanding regarding special requests, and issues in banquet service coordination. Such problems affect service quality and can reduce employee motivation due to guest dissatisfaction and managerial criticism.

Given these circumstances, this study aims to analyze the influence of the work environment and communication on employee work enthusiasm in the Food and Beverage Department of Legian Beach Hotel. The urgency of this research lies in addressing the observed challenges and guest feedback related to communication and workplace conditions in order to improve employee morale and overall performance in the post-pandemic hospitality context.

Methods

Research Location

This research was conducted at Legian Beach Hotel, a four-star hotel located on Melasti Street, Legian, in Kuta District, Badung Regency, Bali. The hotel is situated near one of Bali's iconic tourist attractions, namely Legian Beach. Its long-standing operation and role in the hospitality sector make it a relevant and suitable location for this study, particularly in the context of post-pandemic recovery.

Types and Sources of Data

The study utilized both quantitative and qualitative data in order to gain a comprehensive understanding of the research topic. Quantitative data included measurable information such as the number of employees and their responses to the questionnaire. Meanwhile, qualitative data were obtained through interviews with employees in the Food and Beverage Department to capture deeper insights into their experiences and perceptions. Primary data were collected directly from respondents using structured questionnaires that assessed their views on the influence of the work environment and communication on work enthusiasm. Secondary data were obtained from books, academic journals, previous research, online sources, and internal documents from Legian Beach Hotel.

Population and Sample

The population in this study consisted of all employees in the Food and Beverage Department at Legian Beach Hotel, totaling 76 individuals. Given the manageable population size, the saturated sampling technique was applied. This technique involves using the entire population as the research sample, thereby ensuring that all relevant perspectives were included.

Data Collection Techniques

Data were collected using two main methods, namely questionnaires and interviews. The questionnaire consisted of statements aligned with the indicators of each research variable, including the work environment, communication, and work enthusiasm. Respondents provided their responses to these statements, which served as the primary data source. In addition, interviews were conducted to gather further information and clarify aspects that were not fully captured through the questionnaire.

Data Analysis Techniques

The data were analyzed using descriptive statistical methods and multiple linear regression analysis. Descriptive statistics were used to summarize the characteristics of respondents and provide an overview of their responses. Multiple linear regression analysis was then applied to examine the partial and simultaneous effects of the independent variables, namely the work environment and communication, on the dependent variable, which is work enthusiasm. The analysis was conducted using SPSS version 24.0.

Results

Descriptive Analysis Results

The descriptive analysis represents respondents' perceptions of the work environment, communication, and work enthusiasm variables. The assessment used an interval scale that gathered the average score of each item based on its value category.

The highest score in the work environment variable was "I feel supervisors frequently monitor work," with a mean of 4.34, categorized as very good. This indicates effective oversight in the work environment at the Food and Beverages Department of Legian Beach Hotel Kuta. The lowest was "I feel there is no conflict among coworkers," at 3.99 (Good).

The highest score in the communication variable was "Communication among coworkers runs smoothly," with a mean of 4.43 (Very Good). The lowest was "I find it easy to access information," at 3.30 (Fair).

The highest score in the work enthusiasm variable was "I am enthusiastic because coworkers cooperate well," with a mean of 4.53 (Very Good). The lowest was "I am enthusiastic because coworkers are disciplined," at 4.14 (Good).

Validity and Reliability Test

All questionnaire items had correlation coefficients above 0.30, indicating validity. Cronbach's alpha values for each variable exceeded 0.60, confirming reliability.

Classical Assumption Tests

Normality Test: The Asymp. Sig. (2-tailed) = 0.200 > 0.05 indicates normally distributed data. Multicollinearity Test: Tolerance values > 0.10 and VIF < 10 show no multicollinearity. Heteroscedasticity Test: All significance values > 0.05 indicate no heteroscedasticity.

Hypothesis Test Results

The regression equation: $Y = 9.107 + 0.177X_1 + 0.157X_2$

Interpretation:

- $A = 9.107$ indicates the baseline level of work enthusiasm when X_1 and X_2 are 0.
- $\beta_1 = 0.177$ suggests a one-unit increase in work environment improves work enthusiasm by 0.177, assuming communication remains constant.
- $\beta_2 = 0.157$ suggests a one-unit increase in communication improves work enthusiasm by 0.157, assuming work environment remains constant.

Coefficient of Determination Work environment and communication explain 47.4% of work enthusiasm. The remaining 52.6% is influenced by other variables such as benefits, leadership style, or promotions.

Dominant Variable Standardized coefficient Beta for work environment (0.691) is greater than for communication (0.212), indicating that work environment has a more dominant effect on employee enthusiasm.

Table 1. Respondents' Assessment of Work Environment Variable

Code	Statement	Mean	Category
X1.1	I feel comfortable working with the current equipment layout	4.09	Good
X1.2	I feel the layout facilitates work	4.21	Very Good
X1.3	I feel the equipment is complete and appropriate	4.30	Very Good
X1.4	I feel the air circulation is well-maintained	4.22	Very Good
X1.5	I feel the lighting is adequate	4.30	Very Good
X1.6	I feel the workload is distributed evenly	4.30	Very Good
X1.7	I feel there is no conflict among coworkers	3.99	Good
X1.8	I feel there is no conflict between superiors and coworkers	4.18	Good
X1.9	I feel supervisors frequently monitor work	4.34	Very Good
X1.10	I feel supervisors frequently give appreciation	4.07	Good
Average		4.20	Good

Table 2. Respondents' Assessment of Communication Variable

Code	Statement	Mean	Category
X2.1	I find it easy to access information at the workplace	3.30	Fair
X2.2	Communication among coworkers and superiors runs smoothly, preventing miscommunication	4.00	Good
X2.3	Communication among coworkers runs smoothly, preventing miscommunication	4.43	Very Good
X2.4	Communication in the workplace is easy to understand	3.87	Good
X2.5	Communication is well-established and smooth	4.01	Good
X2.6	I take action immediately based on instructions received	4.42	Very Good
Average		4.01	Good

Table 3. Respondents' Assessment of Work Enthusiasm Variable

Code	Statement	Mean	Category
Y1.1	I am enthusiastic because coworkers are highly productive	4.18	Good
Y1.2	I am enthusiastic because coworkers are punctual	4.21	Very Good
Y1.3	I am enthusiastic because coworkers are disciplined	4.14	Good
Y1.4	I am enthusiastic because coworkers cooperate well	4.53	Very Good
Y1.5	I am enthusiastic because coworkers are responsible for their tasks	4.21	Very Good
Average		4.26	Very Good

Table 4. Hypothesis Test Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	9.107	2.000		4.553	0.000
Work Environment (X1)	0.177	0.022	0.691	8.037	0.000
Communication (X2)	0.157	0.064	0.212	2.461	0.016

Discussion

The Influence of Work Environment on Employee Work Enthusiasm in the Food and Beverages Department at Legian Beach Hotel Kuta

The findings indicate a positive influence of the work environment on employee work enthusiasm. This is demonstrated by the work environment variable having a positive regression coefficient of 0.177, meaning that for every one-unit increase in the quality of the work environment, work

enthusiasm increases by 0.177 units. The variable has a t-count value of 8.037, which is greater than the t-table value of 1.666, with a significance level of $0.000 < 0.05$. These results support the acceptance of H1 and the rejection of H0, indicating a partially positive and significant effect of the work environment (X1) on employee work enthusiasm (Y) in the Food and Beverages Department at Legian Beach Hotel Kuta. These findings are in line with a study by Mahmud Adi Priyono (2023), which also showed a significant influence of the work environment on work

enthusiasm, with a significance value of $0.001 < 0.05$. A conducive work environment can enhance employee motivation, whereas poor conditions can hinder performance. In this case, the limited air circulation due to poorly functioning blowers in the kitchen, lack of ventilation, and non-operational fans in the service area contribute to decreased enthusiasm. Additionally, insufficient and damaged kitchen and dining equipment, as well as frequent issues with stoves and ovens, were found to hinder work effectiveness, thereby decreasing employee morale. This aligns with Mangkunegara in Duha et al. (2021), stating that a good work environment, supported by adequate facilities, can increase employee motivation and satisfaction in completing their tasks.

The Influence of Communication on Employee Work Enthusiasm in the Food and Beverages Department at Legian Beach Hotel Kuta

The findings reveal a positive influence of communication on work enthusiasm. This is indicated by a positive regression coefficient of 0.157, showing that for each one-unit improvement in communication, work enthusiasm increases by 0.157 units. The variable's t-count is 2.461, which exceeds the t-table value of 1.666, with a significance value of $0.016 < 0.05$. This confirms the acceptance of H1 and rejection of H0, indicating a partially significant and positive effect of communication (X2) on work enthusiasm (Y). These results are consistent with Ardityanatha's (2022) research, which found that communication significantly influences employee enthusiasm, with a significance value of $0.001 < 0.05$ and t-count $> t$ -table ($3.678 > 1.671$). Effective communication helps employees better understand their roles, minimizes misunderstandings, and improves team collaboration (Suardiana et al., 2024). In this context, communication breakdowns between service and kitchen staff concerning special requests, portion adjustments, and timing during meetings and events often lead to complaints and supervisor criticism, thereby reducing motivation. Such issues can ultimately impact employee performance (Meiliana et al., 2022).

The Simultaneous Influence of Work Environment and Communication on Work Enthusiasm in the Food and Beverages Department at Legian Beach Hotel Kuta

Simultaneous analysis shows that both work environment (β_1) and communication (β_2) have a positive combined influence on employee work enthusiasm (Y). A one-unit increase in both independent variables results in a combined increase of 0.334 units ($0.177 + 0.157$) in work

enthusiasm. The results of the F-test show $F\text{-count} = 32.956 > F\text{-table} = 3.12$, with a significance level of $0.000 < 0.05$, indicating that H0 is rejected and H3 is accepted. This confirms that the work environment (X1) and communication (X2) together significantly influence employee work enthusiasm (Y). These findings are consistent with Dana and Suthanaya (2020), who also reported similar results. In practical terms, during large-scale events, the kitchen department frequently experiences shortages in essential tools due to overlapping usage. Combined with poor air circulation and lighting, employees may rush their tasks at the expense of quality. Additionally, inconsistencies from the service team regarding food serving times and last-minute changes in quantity can demotivate staff and lower work enthusiasm.

Limitation

This study is limited to analyzing work enthusiasm among employees at Legian Beach Hotel Kuta. Future research is encouraged to explore other human resource management variables such as work skills, employee competence, and technological innovation that may influence employee performance but were not examined in this study.

Conclusion

The results of this study demonstrate that the work environment and communication each have a positive and significant influence on employee work enthusiasm in the Food and Beverages Department at Legian Beach Hotel Kuta. Improvements in the physical and psychological conditions of the work environment are shown to enhance employee motivation. This suggests that a conducive workspace plays a vital role in encouraging better performance. Likewise, effective communication, particularly in delivering instructions, feedback, and operational updates, contributes significantly to increasing morale and reducing misunderstandings among staff. When examined simultaneously, both variables jointly influence employee enthusiasm in a positive and statistically significant manner. This highlights the importance of addressing both environmental and communicative aspects in fostering a productive and motivated workforce.

Based on these findings, it is recommended that the management of the Food and Beverages Department take strategic steps to improve internal dynamics. It is essential to minimize interpersonal conflicts between employees and supervisors through a personalized approach that encourages dialogue and understanding. Furthermore, improving access to information by

conducting regular briefings and utilizing internal communication platforms such as digital messaging applications can help prevent miscommunication and improve coordination. It is also critical to enforce workplace discipline by ensuring compliance with regulations, standard procedures, and proper care of work equipment. By implementing these measures, the organization can establish a more supportive and efficient work environment that promotes higher levels of enthusiasm and employee performance.

Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

Acknowledgments

The authors would like to express sincere gratitude to Legian Beach Hotel Kuta, particularly the Food and Beverages Department, for their kind cooperation and valuable support during the research process. Special thanks are also directed to Universitas Triatma Mulya, particularly the Faculty of Business, Tourism, and Education, Study Program of Hotel Management (D-IV), for facilitating and supporting the research activities essential to the successful completion of this study.

Conflict of Interest Statement

The authors declare that there is no potential conflict of interest with respect to the research, authorship, and/or publication of this article.

Author Contributions

All authors have read and approved the final manuscript. All authors are responsible for the integrity of the data and the accuracy of the data analysis.

References

- Afandi, P. (2016). *Concept and indicator human resource management*. Yogyakarta: Deepublish.
- Aika, A. M., Ali, A., & Baharuddin, Y. (2022). The effect of discipline and work environment on employee performance at New Hollywood Hotel Pekanbaru. *Jurnal Riset Manajemen Indonesia*, 4(1), 90–101.

- Ardityanatha, M. D. (2022). *Pengaruh motivasi kerja dan komunikasi terhadap semangat kerja karyawan The Jayakarta Bali Beach Resort, Residence & SPA, Legian* (Skripsi Sarjana, Universitas Triatma Mulya).
- Bimantya, D., & Supartha, W. G. (2022). Role of job satisfaction in mediation organizational communication on hotel employee performance. *European Journal of Business and Management Research*, 7(3). <https://doi.org/10.24018/ejbmr.2022.7.3.1433>
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Jakarta: Prenada Media.
- Dana, I. M. S., & Suthanaya, I. P. B. (2020). Komunikasi dan lingkungan kerja dalam meningkatkan semangat kerja karyawan pada Aston Canggu Beach Resort Hotel (Studi pada Aston Canggu Beach Resort Hotel). *Journal Research of Management*, 1(2), 158–172.
- Davis. (2011). *Perilaku dalam organisasi* (Buku I, Dharma Agus, penerj.). Jakarta: Erlangga.
- Duha, S. H., Duha, T., & Buulolo, P. (2021). Pengaruh lingkungan kerja terhadap semangat kerja pegawai yang dimediasi oleh kepemimpinan (Studi pada Dinas Perpustakaan Kabupaten Nias Selatan). *Jurnal Ilmiah Mahasiswa Nias Selatan STIE Nias Selatan*, 4(2), 103–114.
- Mangkunegara, A. P. (2005). *Manajemen sumber daya manusia perusahaan*. Bandung: Rosdakarya.
- Meiliana, N. P. K., Asih, A. A. K. S., & Susila, I. M. G. D. (2022). Kinerja karyawan mempengaruhi lingkungan kerja dan komunikasi karyawan di Grand Inna Kuta Hotel. *Jurnal Mosaik Hospitaliti*, 4(1), 20–25.
- Mubarok, N. W., Hidayatunisa, N. F., Rahayu, N., & Nurbayanti, N. L. (2020). Analisis sumber daya manusia (SDM) PT. Weha Transportasi Indonesia Tbk. *AKSELERASI: Jurnal Ilmiah Nasional*, 2(2), 114–122.
- Priyono, M. A. (2023). *Pengaruh lingkungan kerja dan motivasi terhadap kinerja karyawan pada Housekeeping Department di Hotel Rimba Jimbaran Bali* (Skripsi Sarjana, Universitas Triatma Mulya).
- Rochim, N. (2011). Analysis of the influence of communication, leadership, and work environment for teachers and staff morale. *Dinamika Manajemen*, 1(2), 103–113.
- Suardiana, I. K. A., Dewi, D. M. P., & Susila, I. M. G. D. (2024). Pengaruh komunikasi dan motivasi terhadap kinerja karyawan di The Bali Dream Villa Seminyak. *Jurnal Mosaik Hospitaliti*, 6(2), 81–91.