

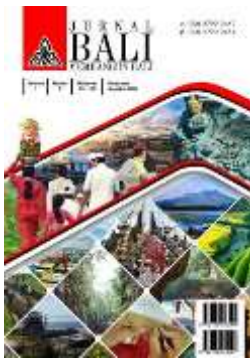


Employee Performance and Retention: The Role of Supervisor Support and Work Motivation at Five Star Hotels in Bali

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Abstract

Purpose: The problems raised in this study are the effect of supervisor support on employee work motivation, the effect of work motivation on employee performance, and the effect of work motivation on employee retention at 5-star hotels in Bali. This study aims to analyze the importance of supervisor support in motivating operational employees and its implications for work performance and employee retention in 5-star hotels in Bali.

Research methods: The population in this study is all permanent employees at 5-star hotels in Bali. The number of research respondent samples of 125 was determined by purposive sampling. The research data used are primary data and secondary data. The data processing method is carried out with SEM with SmartPLS 4.

Results and discussion: The effect of supervisor support on employee work motivation at a 5-star hotel in Bali 64.9% was positive and significant, which means that the higher the supervisor support, the higher the employee's work motivation. Employee work motivation has a positive and significant effect of 64.6% on employee performance, and work motivation affects employee retention positively and significantly by 52.5%. After considering the control variable, the increased R-Square value suggests that supervisor support positively impacts employee motivation if employees have a high education.

Implication: Aspects of educational level greatly influence a supervisor in making decisions to motivate employees at a 5-star hotel in Bali. Decision-making is faster and more structured because it has a mature theoretical foundation. The higher the education, the more comprehensive the supervisor's insight. A supervisor with an unmarried status has speed in making decisions and motivates his employees. From a gender perspective, women cannot freely determine workload and work shifts compared to men.

Keywords: hotel, supervisor support, work motivation, job performance, employee retention.

Abstrak

Tujuan: Permasalahan yang diangkat dalam penelitian ini adalah pengaruh dukungan atasan terhadap motivasi kerja karyawan, pengaruh motivasi kerja terhadap kinerja karyawan, dan pengaruh motivasi kerja terhadap retensi karyawan pada hotel bintang 5 di Bali. Penelitian ini bertujuan untuk menganalisis pentingnya dukungan supervisor dalam memotivasi karyawan operasional dan implikasinya terhadap kinerja dan retensi karyawan di hotel bintang 5 di Bali.

Metode penelitian: Populasi dalam penelitian ini adalah seluruh karyawan tetap pada hotel bintang 5 di Bali. Jumlah sampel responden penelitian sebanyak 125 orang ditentukan secara purposive sampling. Data penelitian yang digunakan adalah data primer dan data sekunder. Metode pengolahan data dilakukan dengan SEM dengan SmartPLS 4.

Hasil dan pembahasan: Pengaruh dukungan atasan terhadap motivasi kerja karyawan pada hotel bintang 5 di Bali sebesar 64,9% adalah positif dan signifikan yang artinya semakin tinggi dukungan atasan maka semakin tinggi pula motivasi kerja karyawan. Motivasi kerja pegawai berpengaruh positif dan signifikan sebesar 64,6% terhadap kinerja pegawai, dan motivasi kerja berpengaruh positif dan signifikan terhadap retensi pegawai sebesar 52,5%. Setelah mempertimbangkan variabel kontrol, peningkatan nilai R-Square menunjukkan bahwa dukungan atasan berpengaruh positif terhadap motivasi karyawan jika karyawan memiliki pendidikan yang tinggi.

Implikasi: Aspek tingkat pendidikan sangat mempengaruhi seorang supervisor dalam mengambil keputusan untuk memotivasi karyawan pada hotel bintang 5 di Bali. Pengambilan keputusan lebih cepat dan terstruktur karena mempunyai landasan teori yang matang. Semakin tinggi pendidikannya maka semakin luas pula wawasan pengawasnya. Seorang supervisor yang berstatus belum menikah mempunyai kecepatan dalam mengambil keputusan dan memotivasi karyawannya. Dari perspektif gender, perempuan tidak bisa leluasa menentukan beban kerja dan shift kerja dibandingkan laki-laki.

Kata kunci: hotel, dukungan supervisor, motivasi kerja, prestasi kerja, retensi karyawan.

INTRODUCTION

Bali, as one of the regions that relies on the tourism sector, development involves various tourism industries such as the hotel industry, transportation industry, entertainment, and MICE activities. There were 541,353 foreign tourists coming directly to Bali Province in July 2023, an increase of 13.21 percent compared to the previous month when there were 478,198 visits. The occupancy rate for star hotel rooms in July 2023 was recorded at 63.60 percent, an increase of 4.01 points compared to June 2023 which was recorded at 59.59 percent. When compared to July 2022 which reached 37.52 percent, the room occupancy rate in July 2023 was recorded to have increased by 26.08 points. The average length of stay for foreign and domestic guests at star-rated hotels in Bali in July 2023 was recorded at 2.57 days, an increase of 0.12 points compared to the achievement in June 2023 which was recorded at 2.45 days. When compared with the achievement in July 2022 which was recorded at 2.05 days, the average length of stay in July 2023 increased by 0.52 points (BPS Provinsi Bali, 2023).

Based on the previous explanation, it shows that Bali is still a tourist destination that is in great demand by tourists. On the other hand, tourism sector actors have extraordinary abilities regarding concern for the implementation of cleanliness, health, safety, and environmental sustainability (CHSE) during the Covid-19 pandemic, which in general has succeeded in supporting the successful recovery of Bali tourism and the hotel industry has contributed supporting the tourism industry after Covid-19 where hospitality is the largest industrial component in the tourism industry. This can be seen from the increasing number of accommodation service providers such as hotels. On the other hand, competition in the hotel industry is also getting tougher. To deal with

such competition, companies need to have a competitive advantage which means not only focusing on growing new customers but also on empowering employees.

The success of a good hotel industry is of course supported by a good management system. However, what happens in five-star hotels in Bali is a lack of cooperation between employees or between departments which causes low work discipline such as work not being completed on time so that efficient use of time is wasted, lack of coordination in each department's work and weak supervision by a leader regarding tasks, the tasks given to employees are not by predetermined standards. Lack of cooperation between employees causes a lack of communication between employees and between employees and management in a department.

Based on the description above, this five-star hotel in Bali has several problems that need to be resolved. According to Saks & Gruman (2018), one of the tough challenges hotel managers face is supporting employees to quickly adapt to the work team (Saks & Gruman, 2018). Especially in the hospitality industry, managers have high expectations of employees, who must quickly learn job characteristics and contribute to improving performance and service quality (Song et al., 2015). Supervisors can assist employees in a new work environment and improve performance (Chen et al., 2017). In addition, following the principles of social exchange theory (Cropanzano & Mitchell, 2005), individuals tend to voluntarily show behavioral benefits based on the treatment received from supervisors.

Previous research has explored the factors influencing employee performance related to the supervisor's key role in motivating subordinates to improve (Ellis et al., 2017). Supervisor behavior can influence employee job behavior, such as task performance, work stress, workplace deviations, and the behavior of work team members. Payne suggested that future research on employees should be more severe regarding implementing supervisory support and its effect on performance (Payne, 2014). Especially in hospitality, hotel employees are often expected to adapt quickly to hotel operations and significantly contribute to satisfying service quality to guests (Song et al., 2015).

Concerning this objective, tourism industry managers must implement appropriate management strategies to influence employee attitudes and behavior and help demonstrate higher performance. Thus, managers can improve service quality and competitiveness, thereby ensuring the economic sustainability of enterprises. Another valuable research question for hotel managers is: "How can managers increase employees' willingness to stay with the company?" Currently, there needs to be more research that focuses on employee motivation to stay with hospitality companies (Chen & Wu, 2020; Ellis, et al., 2017). In addition to improving employee

performance, hotel industry managers must also be able to determine whether employees want to continue working after joining hotel management. This question is fundamental, considering that employees are an essential workforce segment in any hospitality company. With increasing employee turnover intention in the hospitality industry (Chen et al., 2017), hotel industry managers must exert significant efforts to increase the willingness and ability of employees to continue working, even from the initial stage when employees start joining the company.

One of the main determinants influencing the employee performance adaptation process is employee commitment, which the supervisor's role and behavior can trigger. Supervisor behavior can have a positive or negative effect on the effectiveness of employee performance. If the hotel supervisor can positively influence the employee, then the employee will show more enthusiasm in doing his job. In turn, this can lead to a decrease in the desire to leave the company. Therefore, finding ways to trigger positive employee impact on companies is a valuable issue with many implications for hoteliers (Suhartanto et al., 2018).

The study also found that perceived supervisory support is essential in shaping employee performance (Setiawati & Suharti, 2018; Park & Jang, 2017). Perceived supervisory support describes the extent to which an employee feels the supervisor voluntarily provides resources and assistance. Empirical studies also support the assumption that perceived supervisor support can lead to positive attitudes and behavior. Setiawati & Suharti (2018) found that superior support positively affects employee motivation. Support from superiors and colleagues strongly influences the high motivation of employees to work. According to Carl et al. (2007) and Deconinck & Johnson, (2013), a supportive boss will positively impact employees by reducing work boredom, allowing employees to tolerate workload, increasing work motivation, increasing employee confidence, reducing employee anxiety, and increasing employee performance expectations.

The company's primary goal is to achieve profits, and efforts to achieve profits can be made both in the short, medium, and long term. Survival is needed to achieve the benefit to guarantee the company's continuity. A business entity operates in a world with many interrelated interests, even influencing one another. The hotel industry is a service industry that offers room service, food and beverage providers, and other services to the general public, which are managed commercially (Wiyasha, 2010).

The hospitality business sector is heavily influenced by human resources, money, time, work methods, procedures, and materials (food, beverages, linen, and equipment). The hospitality business is a business sector that offers services, where these services are mostly attached to human resource skills, so in the hospitality

industry, the role of human resources, in this case, the supervisor, is vital. The supervisor manages consumer service, guiding and directing subordinates to achieve organizational goals. In addition, the supervisor also manages work schedules and other technical work and leads or manages his subordinates at work (Pangemanan et al., 2016). The next task is to prepare before services are offered to guests or customers. Excellent preparation depends on many factors, including professionalism, knowledge, skills, and the ability to work together and adhere to work processes. Compliance with the process, as usual, is coordinated by someone appropriate with the skills, knowledge, and professionalism more than other employees. In particular, the task of a supervisor at the operational level when the work team is dealing with customers requires harmonization and synchronization in services that customers can accept, such as on time, on target, and size.

The smoothness and good service depend highly on supervisor arrangements that ensure that operations meet the set service standards. Most 5-star hotel employees in Bali (more than 85%) employ local people. Although most of the employees are Balinese, the top management are foreigners. This condition is a challenge for the local community to improve their abilities and skills to compete to achieve a better position in tourism management. The more local people have a better position in hotel management, the more the direct effect of tourism on the Balinese (Astawa, et al., 2019).

The experience of researchers when conducting research in conjunction with student monitoring activities for fieldwork practice shows that there are still complaints about slow service, employees slow to adapt to work teams, weak superior support, workload problems, work shifts, miscommunication, and little research which focuses on the motivation of hospitality employees. If an error occurs in operational work, the supervisor must immediately provide direction and even guidance as appropriate. This study focuses on supervisors' performance in motivating operational employees at 5-star hotels in Bali and the implications for employee motivation to continue working for the company and improve employee performance.

Supervisory support is how leaders value employee contributions and care about well-being (Bhate, 2013; Frear et al., 2018). Supervisors are considered company representatives and are responsible for directing and evaluating subordinates' performance. From the employee's point of view, this will be seen as an indication of company support. Supervisory support influences employees' beliefs about how much supervisors value contributions and care about employee well-being.

Several studies on the relationship between perceived supervisory support and employee performance suggest that future jobs should also focus on past job results

and the consequences of perceived supervisory support (Blau, 2006; Park & Jang, 2017). Based on the arguments of social exchange theory, people tend to exhibit more beneficial behavior and outcomes, such as increased employee performance, higher job satisfaction, and a greater willingness to work and stay in a company. Park & Jang (2017)'s findings indicate that higher employee satisfaction is positively related to perceived superior support. Perrot et al. (2014) also noted that employees with higher perceived supervisory support tended to provide higher levels of service effectiveness, which could be interpreted to improve performance. In line with previous research, in this study, it is interesting to observe that the supervisor's support felt by employees can provide better performance for the company. In addition, because of higher perceived support from supervisors, employees are more likely to show a greater willingness to work well, even on complex tasks or new assignments. Such an improvement in attitude certainly has implications for better employee performance. Besides that, Hotel employees with higher levels of supervisory support will likely have increased skills and motivation to continue working for their current employer. The main reason employees leave the company is often due to supervisors' lack of help and care when employees face various obstacles at work. Thus, employees tend to be more willing to overcome work-related problems and stay in the current company when employees get more support from supervisors.

Motivation is a psychological process that reflects the interaction or attitudes, needs, perceptions, and decisions that a person experiences. Motivation is the driving force in a person to act. Work motivation is a condition that moves employees and then directs them to achieve company goals. In this case, a positive relationship exists between achievement motive and performance achievement (Chandra, et al., 2018).

Work motivation from supervisors or employees to work together for the company's business is necessary to achieve the planned goals. Conversely, if there is excellent work motivation from the supervisor, it guarantees the company's success in achieving its goals. With the help of good supervisor motivation, employee performance will increase, and employee turnover rates will be lower.

Work motivation can be seen in how well and hard employees work and how to produce better results. Employees have various motivations, not only motivated by wages or the desire for satisfaction but also the need for achievement at work. The study's results also show that some employees already have an inner drive and encouragement from their superiors to do the job well (Chandra et al., 2018; Heryanto & Riadi, 2017).

Work motivation in the organization is a factor that makes employees aware of the potential for future work performance. Employees with high motivation are expected

to perform well and have low intentions of leaving the company. Employees with adequate supervisor support can successfully tackle work-related problems, acquire skills, gain new ideas about the service delivery process, and have a certain degree of flexibility with work schedules. Supervisor support is an integral part of a company's social support system, leading to job motivation and, ultimately, positive job outcomes such as reduced service delivery performance, job performance, and turnover intention.

Supervisors' performance-oriented subordinates pay attention to operational activities regularly and closely monitor the activities of subordinates, and feedback is based on employee performance. The research results show that subordinates prefer to avoid close supervision for routine activities. In the case of main routine activities, employees may perceive supervision as an unnecessary and redundant control (Karatepe, 2014). Intense monitoring of day-to-day activities can inhibit employee freedom, negatively impacting employees' willingness to learn. Supervisors with a performance orientation tend to be coaches and focus on developing the capabilities of their subordinates as a driving factor in achieving company goals when supervisors emphasize the skills and abilities of subordinates.

Employee retention is a company strategy to keep potential employees loyal. Employee retention is a must that needs to be done by the company to maintain the best human resources it has. The motivation to stay working for the company is driven by a sense of belonging to the company, and a sense of complementarity between superiors and subordinates is significantly related to the performance of subordinates. On the other hand, dislike between superiors and subordinates can hurt performance (Nifadkar et al., 2012). Research on emotions as feedback suggests that employees react automatically to specific leadership behaviors or events. For example, because a supervisor patiently helps subordinates, subordinates feel happy when a policy helps them understand new work assignments in the hospitality industry.

Meanwhile, research on new employees revealed a positive relationship between efforts to carry out subsequent company tasks. In addition, completing hotel assignments can get positive attitude encouragement from supervisors, so employees tend to improve their performance. In the new employee onboarding process, the hotel supervisor plays an essential role in facilitating the development and adjustment progress of the new employee (Park & Jang, 2017). New employees may experience different emotions from the hotel supervisor's influence and kind treatment at different times, such as when providing the necessary assistance and direction to help new employees quickly adapt to the company environment and allocate tasks appropriately (Zhang et al., 2014). At the operational level, employees, after receiving assistance and

direction, tend to rate the hotel supervisor's supportive behavior as a pleasant and happy experience.

According to the theory of emotion systems, as feedback (Baumeister et al., 2007), supportive behavior will automatically trigger positive emotional reactions in new employees, such as liking, happiness, and pleasant feelings. After experiencing such a beneficial and supportive event, employees tend to remember the positive affective experience for a long time. In turn, this can lead to the formation of positive affect towards the boss. Employees tend to have positive emotions triggered by supervisors, which can lead to a higher positive effect on the company. Such circumstances indicate a higher liking for supervisors and the company, a positive attitude toward the assigned tasks, and more enthusiasm for accepting challenges while working in the hotel industry. This study aims to analyze the importance of supervisor support in motivating operational employees and its implications for work performance and employee retention in 5-star hotels in Bali.

In other words, the emotional appeal of the hotel supervisor motivates employees to stay with the company. A hotel supervisor is someone who can trigger a positive impact on hotel operations by creating an atmosphere of emotional appeal and motivational influence.

RESEARCH METHODS

This study uses a type of quantitative method. The reason researchers use a quantitative approach is because the goal is to find out the effect of supervisor support on employee motivation, and the influence of employee motivation on performance and retention which is then tested hypothetically. The population in this study are all permanent employees at 5-star hotels in Bali. The number of 5-star hotels in Bali Province (8 regencies and 1 city) in 2022 is as follows: Jembrana Regency and Bangli Regency 0, Tabanan Regency 2, Badung Regency 65, Gianyar Regency 12, Klungkung, Karangasem and Buleleng Regency 1, and Denpasar City 6. Determination of the 5-star hotel sample was carried out by area sampling, namely Badung Regency and Gianyar Regency, considering that the population of 5-star hotels in the two regencies is more dominant than in other regencies. The number of 5-star hotels taken as a sample is fifteen in Badung Regency and three in Gianyar Regency, purposively determined considering that the number of 5-star hotels in the two regencies is more dominant (BPS Provinsi Bali, 2023). Proper sample size according to Hair et al. and Malhotra (2010; 2010) according to the number of indicators, then multiplied by 5 to 10; thus, the appropriate sample size is 100-400 (Hair, J. F., Black, W. C., Babin, 2010;

Malhotra, 2010). This study uses 25 indicators, so the number of respondents is 25 times 5.

The research data were obtained from two data sources, namely primary data, and secondary data. Primary data was obtained by survey method using a structured questionnaire, using a Likert scale of 5 points with criteria 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA) distributed to the target respondents. Secondary data was collected from various sources, such as books, media such as the internet, and previous research journals that were relevant. Data collection techniques were done through observation, interviews, and research questionnaires. The data processing method is carried out with SEM with SmartPLS 4.

The determination of categories with descriptive statistical analysis is determined based on the average value using class intervals. According to Riadi (2016), the interval class formula is as follows:

$$i = \frac{\text{Max Value} - \text{Min Value}}{K}$$

Description: i = class interval, Max value = maximum value = 5, Min value = minimum value = 1, K = number of classes = 5. The calculation results show that each category's class interval value has a level of 0.8. The categorization of the average value is presented in Table 1.

Table 1. Average scale and category

Intervals	Criteria	Category
4.21 - 5.00	Strongly agree	Very high
3.41 - 4.20	Agree	High
2.61 - 3.40	Neutral	High Enough
1.81 - 2.60	Disagree	Low
1.00 - 1.80	Strongly Disagree	Very low

This research was conducted at 5-star hotels in Bali consisting of fifteen 5-star hotels in Badung Regency and three 5-star hotels in Gianyar Regency. The research was conducted from April to September 2023. The research framework for describing the relationship between variables in this study is shown in Figure 1.

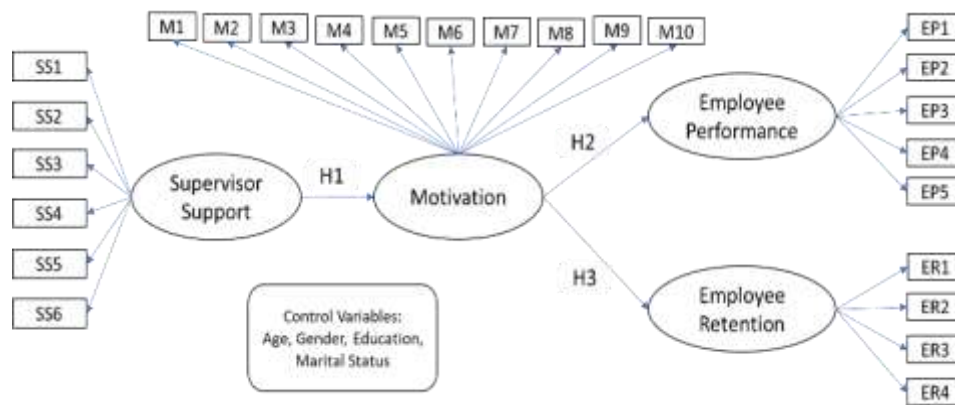


Figure 1. Research framework

H1: Supervisory support has a positive and significant effect on employee motivation.

H2: Employee motivation has a positive and significant effect on employee performance.

H3: Employee motivation has a positive and significant effect on employee retention.

Variables and their operation definitions are described in Table 2.

Table 2. Variable operational definition

Variable	Indicator	Operational definition
Supervisors Support (Karatepe, 2014)	1. Well-being	1. Supervisors pay attention to the welfare of employees
	2. Work schedule	2. Supervisors provide flexibility concerning work schedules
	3. Job satisfaction	3. Supervisors pay attention to the overall job satisfaction of employees
	4. Help	4. Supervisors willing to help employees when employees need help in completing work
	5. Caution	5. If an employee decides to quit work or leave the company, the supervisor tries to persuade them to stay
	6. Positive support	6. Supervisors provide positive support so that employees can show their best performance
Work motivation (Chandra Setiawati and Lieli Suharti, 2018) (Karatepe, 2014) (T. J. Chen & Wu, 2020)	1. Passionate	1. Hotel employees are always passionate about doing work.
	2. Focus	2. Hotel employees always try and focus on doing the job.
	3. Attitude	3. Hotel employees always pay attention to the attitude to complete

Variable	Indicator	Operational definition
Supervisor Support	2. Additional working hours	work based on goals. 4. Hotel employees are willing and responsible for the additional working hours provided at the workplace.
	3. Work productivity	5. Hotel employees always try to make work productivity more than colleagues.
	4. Targets at work	6. Hotel employees always reach the target at work.
	5. Optimistic	7. Supervisors talk optimistically about the future.
	6. Enthusiastic	8. Supervisors talk enthusiastically about what needs to be accomplished.
	7. Articulate vision	9. Supervisors speak clearly and precisely about the future vision of the company.
	8. Convincing subordinates	10. Supervisors convince subordinates that goals will be achieved.
	1. Best performance	1. The best-performing employees.
Employee performance (Karatepe, 2014)	2. Interact with customers	2. Interact with customers better than others.
	3. Service to customers	3. Know about the services provided to customers more than others.
	4. Customer expectations	4. Knowing what customers expect is better than others.
	5. Self-confident	5. Hotel employees feel confident when doing work without making mistakes.
	1. Formal relationship	1. The formal relationship between an employee and a supervisor.
Employee Retention (T. J. Chen & Wu, 2020)	2. Informal relationships	2. Informal relationship between an employee and a supervisor.
	3. Comfort	3. The comfort felt by employees with the company and work environment.
	4. Benefit	4. Leaving the job may cause the perceived benefits to be recovered.

Table 2 shows the operational definition of research variables. The number of supervisors' support variables consists of 6 indicators, work motivation has 8 indicators, employee performance has 5 indicators, and employee retention consists of 4 indicators.

RESULTS AND DISCUSSION

Results

Characteristic of respondents

The characteristics of the respondents in this study were used to determine the diversity of respondents based on age, gender, education, and marital status. These

characteristics are expected to provide a reasonably clear description of the respondents and their relation to the problems and research objectives and to consider the relationship of control variables in the research model.

Characteristic of respondents based on age

The diversity of respondents based on age can be shown in Table 3.

Table 3. Characteristics of respondents based on age

	Age (Years)	Frequency	Per cent
Valid	< 30	39	31,2
	30-34	16	12,8
	35-39	11	8,8
	40-44	23	18,4
	45-49	18	14,4
	≥ 50	18	14,4
	Total	125	100.0

Table 3 shows that most respondents aged <30 years were 39, with a percentage of 31.2%, and the least aged 35-39 were 11 people, with a percentage of 8.8%. So, based on the age characteristics of the respondents, most of the respondents were young.

Characteristic of respondents based on gender.

The diversity of respondents based on gender can be shown in Table 4.

Table 4. Characteristics of respondents based on gender

	Gender	Frequency	Per cent
Valid	Male	71	56,8
	Female	54	43,2
	Total	125	100.0

Based on the gender characteristics of the respondents in Table 4, there were 71 male respondents with a percentage of 56.8% and 54 female respondents with a percentage of 43.2%. So, based on the gender characteristics of the respondents, it shows that most male respondents work in 5-star hotels in Bali.

Characteristic of respondents based on education.

The diversity of respondents based on recent education can be shown in Table 5.

Table 5. Characteristics of respondents based on education

	Education	Frequency	Per cent
Valid	D-III	59	47,2
	D-IV/S1	65	52.0
	S2	1	,8
	Total	125	100.0

Table 5 shows that the characteristics of the last education of the respondents were Diploma III as many as 59 people with a percentage of 47.2%, Diploma IV/S1 65 people with a percentage of 52% and respondents with the last education S2 (Master) was one person with a percentage of 0.8%. So, based on the last educational characteristics of the respondents, it shows that most of the respondents with Diploma IV/S1 education work in 5-star hotels in Bali.

Characteristic of respondents based on marital status

The diversity of respondents based on marital status can be shown in Table 6.

Table 6. Characteristics of respondents based on marital status

Marital status		Frequency	Per cent
Valid	Married	98	78.4
	Single	27	21,6
	Total	125	100.0

Based on the characteristics of the marital status of the respondents in Table 6, there were 98 married respondents, with a percentage of 78.4%, and 27 unmarried respondents, with a percentage of 21.6%. So, based on the characteristics of the marital status of the respondents, it shows that most of the respondents with married status work in 5-star hotels in Bali.

Descriptive statistics

Descriptive statistics on supervisor support are presented in Table 7, Table 8 presents descriptive statistics on employee performance, and Table 9 presents descriptive statistics on employee retention.

Table 7. Supervisor support

Statement	Response					Average	Description
	SD	D	N	A	SA		
Supervisors pay attention to the welfare of employees.	0	0	4	37	84	4.64	Very Supportive
Supervisors provide flexibility concerning work schedules.	0	0	10	33	82	4.58	Very Supportive
Supervisors pay attention to the overall job satisfaction of employees.	0	0	8	42	75	4.54	Very Supportive
Supervisors are willing to help employees when employees need special assistance.	0	0	5	53	67	4.50	Very Supportive

If an employee decides to leave work or the company, the supervisor tries to persuade them to stay.	0	0	23	40	62	4,31	Very Supportive
Supervisors provide positive support so that employees can show their best performance.	0	0	22	54	49	4,22	Very Supportive

Table 7 shows that the answers of respondents who firmly agreed related to the supervisor's statement paid attention to the welfare of employees by 67%. Associated with supervisors provides flexibility related to work schedules by 66%. Supervisors pay attention to employee job satisfaction by 60%. Supervisors are willing to help employees when employees need special assistance by 54%. Furthermore, supervisors try to persuade him to continue working with the company if an employee decides to stop working or leave the company, and supervisors provide positive support so that employees can show their best performance, confirmed by 39%.

All aspects that reflect supervisor support with an average value are in the interval 4.21 - 5.00; it is proven that all research instruments are confirmed with a very high category, which means that supervisor support has a powerful influence on employee motivation. However, positive attention and support from a supervisor towards subordinate employees and their work team needs attention and is intensified to build employee morale.

Table 8. Employee performance

Statement	Response					Average	Description
	SD	D	N	A	SA		
I am a top-performing employee.	0	0	7	49	69	4.50	Very high
I interact with customers better than others.	0	0	19	37	69	4,40	Very high
I know about the services provided to customers more than anyone else.	0	0	20	44	61	4,33	Very high
I know what customers expect better than others.	0	0	20	48	57	4.30	Very high
I feel confident when doing work without making mistakes.	0	0	10	49	66	4.45	Very high

Table 8 shows that the answers of respondents who stated strongly agreed related to the employees with the best performance 55% and related to the interaction of employees with customers 55%. Employees who know about the services provided to customers get a response of 49%. Furthermore, employees know what customers expect, get a response of 46%, and employees feel confident when doing work without making confirmed mistakes 53%.

All aspects that reflect employee motivation with an average value are in the interval 4.21 - 5.00; it is proven that all research instruments are confirmed with a very high category, which means very high employee performance. However, employees' knowledge, skills, and attitudes about meeting customer expectations need attention.

Table 9. Employee retention

Statement	Response					Average	Description
	SD	D	N	A	SA		
The formal relationship between employees and supervisors is excellent.	0	0	2	50	73	4.57	Very high
Informal relations between employees and supervisors are excellent.	0	0	5	49	71	4.53	Very high
Employees' comfort with the company and the work environment is outstanding.	0	0	6	41	78	4.58	Very high
I feel very sorry when leaving the job.	0	0	13	39	73	4.48	Very high

Table 9 shows that the answers of respondents who strongly agreed with the statement about the formal relationship between employees and supervisors were excellent at 58%. The statement about the informal relationship between employees and supervisors received an outstanding response of 57%. Furthermore, the comfort employees feel with the company and their work environment is very good, confirmed by 62%, and employees feel very sorry to leave work, confirmed by 58%.

All aspects that reflect employee retention with an average value are in the interval 4.21 - 5.00; it is proven that all research instruments are confirmed with a very high category, which means very high employee retention. However, aspects of the informal relationship between employees and supervisors need attention.

Discussion

Outer measurement of the SEM-PLS model without control variables

Indicators can measure or reflect variables if the loading factor value reaches at least 0.70 (Hair, 2014), as the numbers appear on the line between indicators and

variables (which are not in parentheses) in Figure 2. The Complex SEM-PLS Model without control variables shows that the loading factor values for all indicators reflect each variable > 0.7 , indicating if the instrument research or indicators measure valid research variables.

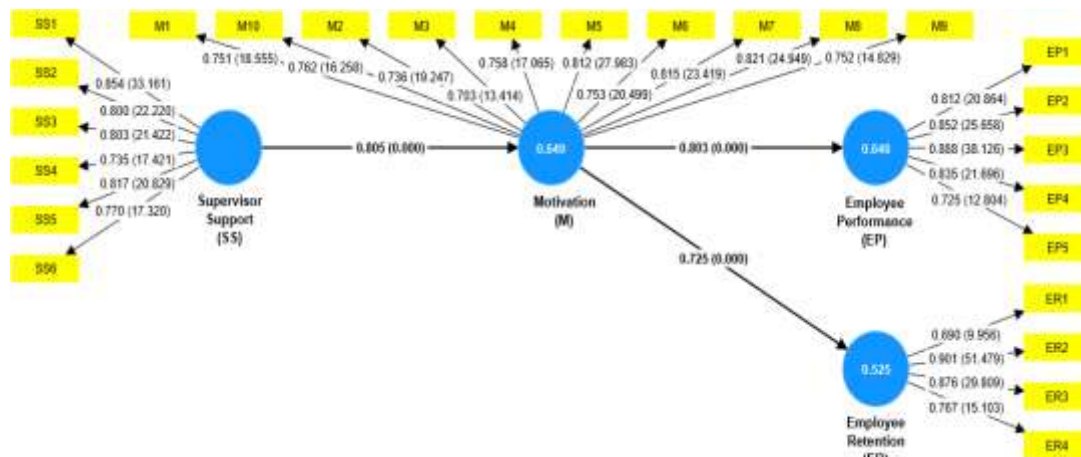


Figure 2. Complex SEM-PLS model without control variables
Source: SmartPLS software output 4.0.8.5 (2023)

Meanwhile, the validity, when viewed based on the Average Variance Extracted (AVE) value, is shown in Table 10. The results of the Validity and Reliability Tests indicate that the research instrument that measures the research variables is valid—the AVE value, which is greater than 0.5. The reliability test is reviewed through Cronbach's Alpha value, which is more than 0.6, and the composite reliability value, which is more than 0.8. The Cronbach-Alpha and Composite-Reliability values in Table 10 show that the research instrument that measures the research variables is reliable.

Table 10. Validity and reliability test results

Variables	The average variance extracted (AVE)		Cronbach's alpha	Composite reliability
Supervisor Support	0.636	Valid	0.885	0.889 Reliable
motivation	0.588	Valid	0.922	0.923 Reliable
Employee Performance	0.679	Valid	0.881	0.886 Reliable
Employee Retention	0.661	Valid	0.826	0.851 Reliable

Inner model measurement without control variables

The inner model in this study was tested by reviewing the R-Square value as the value appears in the blue symbol in Figure 2. Complex SEM-PLS Model (without control variables), the R-Square value for motivation is 0.649, which means that around 64.9% of motivation is explained by Supervisor Support; the R-Square value for Employee Performance is 0.646, which means that about 64.6% of Employee Performance is explained by motivation; and the R-Square value for Employee Retention is 0.525, which means that around 52.5% of Employee Retention is

explained by motivation. Based on the R-Square value according to Chin and Hair criteria (Chin, 1998; Hair, 2014) shows that the influence on the category is quite strong because it can be stated that the influence is substantial if the R-Square value is at least 0.67 or at least 67% of the exogenous variables explain the endogen.

Furthermore, the research considered control variables such as age, gender, education, and marital status in the relationship between Supervisor Support and Motivation. The results of the SEM-PLS analysis calculations are shown in Figure 3—complex SEM-PLS Model with control variables. The R-Square value of the Motivation variable shows a change in value from 0.649 (before considering control variables) to 0.680 (after considering control variables). The score shows that considering the control variables strengthens Supervisor Support's influence on motivation. However, to find out which control variables significantly affect motivation, this will be explained further in the Hypothesis Testing section.

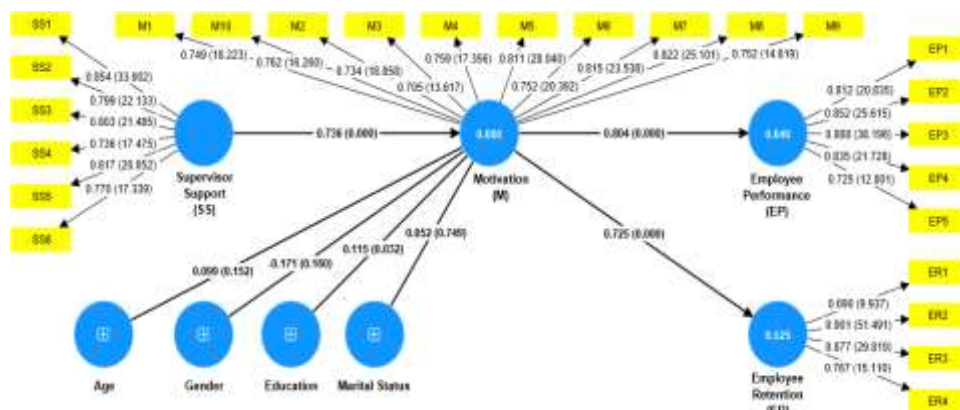


Figure 3. Complex SEM-PLS model with control variables
Source: Output software SmartPLS 4.0.8.5 (2023)

Hypothesis testing

Testing the hypothesis in this study was carried out through a review of the path coefficient values to determine the direction of the influence of exogenous variables on endogenous, positive, or negative. A review of the t-statistic or p-value to determine whether the influence of exogenous variables on endogenous is significant. The results of the Hypothesis Test are presented in Table 11.

Table 11. Hypothesis test results

	original samples(O)	T statistics (O/STDEV)	P values	Inferences
Direct Effects (without control variables)				
Motivation -> Employee Performance	0.803	26,295	0.000	Positive Significant
Motivation -> Employee Retention	0.725	13,310	0.000	Positive Significant
Supervisor Support ->	0.805	22,011	0.000	Positive Significant

Motivation				
Direct Effects (with control variables)				
Age -> Motivation	0.099	1,434	0.152	Positive not Significant
Education -> Motivation	0.115	2,150	0.032	Positive Significant
Gender -> Motivation	-0.171	1.404	0.160	Negative not Significant
Marital status -> Motivation	0.052	0.320	0.749	Positive not Significant
Motivation -> Employee Performance	0.804	26,455	0.000	Positive Significant, Slightly Increased
Motivation-> Employee Retention	0.725	13,293	0.000	Positive Significant, Constant Enough
Supervisor Support-> Motivation	0.736	13,789	0.000	Positive Significant, Slightly Decreased

Based on the path model and path coefficient data in Figure 2 and Figure 3 or the original sample (O) values in Table 11, the SEM-PLS main model without control variables is obtained as follows:

$$\text{Model 1 } M = 0.805 \text{ SS} + e_1$$

$$\text{Model 2 } EP = 0.803 M + e_2$$

$$\text{Model 3 } ER = 0.525 M + e_3$$

SEM-PLS main model with control variables:

$$\text{Model 4 } M = 0.736 \text{ SS} + 0.099 \text{ Age} - 0.171 \text{ Gender} + 0.115 \text{ Education} + 0.052 \text{ Marital Status} + e_4$$

$$\text{Model 5 } EP = 0.804 M + e_5$$

$$\text{Model 6 } ER = 0.725 M + e_6$$

Note:

M is Motivation; SS is Supervisor Support; EP is Employee Performance; ER is Employee Retention; e1 error term model 1; e2 error term model 2; e3 error term model 3; e4 error term model 4; e5 error term model 5; and e6 error term model 6.

Based on the path coefficient value, it is known that the direct effect of supervisor support on motivation is positive, where the higher the supervisor support, the higher the motivation. This condition occurs before and after considering the control variables: age, gender, education, and marital status. If examined based on the t-statistics and p-value, it proves that the effect is significant (t-statistics value is 22.011 > 1.96, and the p-value is 0.000 < 0.05 before considering the control variable, and t-statistics value is 13.789 > 1.96 and p-value of 0.000 < 0.05 after considering the control variables). Indeed, there is a slight decrease in the effect after considering the control variable (the path coefficient value decreases from 0.805 to 0).

The slight decrease in the influence of Supervisor Support on Motivation is the impact of considering the control variables. Age has a positive but insignificant effect

(see Model 4 and Table 11; the age path coefficient on motivation is 0.099 with a t-statistics value of $1.434 < 1.96$ and a p-value of $0.152 > 0.05$). Education has a significant positive effect (see Model 4 and Table 11; the path coefficient of Education on Motivation is 0.115 with a t-statistics value of $2.150 > 1.96$ and a p-value of $0.032 < 0.05$). Gender has a negative but insignificant effect (see Model 4 and Table 11; the path coefficient of Gender on Motivation is -0.171 with a t-statistics value of $1.404 < 1.96$ and a p-value of $0.160 > 0.05$).

The exciting thing about this finding is that of the four control variables, only 1 has a significant positive impact, namely education. Meanwhile, the impact on age and marital status is relatively small, although positive. Aspects of educational level greatly influence a supervisor in making decisions to motivate employees. Decision-making is faster and more structured because it has a mature theoretical foundation. The higher the education, the more comprehensive the supervisor's insight.

Meanwhile, from the age aspect, the impact is relatively small but positive, meaning that the longer a supervisor works (length of service) in the various positions occupied, the different ways to make decisions, and how to motivate employees. This finding is in line with Karatepe's research results (2014). Previous research findings indicate that marital status can positively and negatively affect a supervisor in motivating employees (Ansari, 2011; Meng et al., 2023). The results for supervisors with married status and problems in the family are negative, while married status without problems in the family is optimistic. A supervisor with an unmarried status has speed in making decisions and motivates his employees. From a gender perspective, women cannot freely determine workload and work shifts compared to men. The differentiating factor is the work position in operations or the back office. For example, in a front office position, the supervisor who becomes a priority is someone who can do a night audit and understand the flow of check-in, billing, and check-out processes.

After considering the control variables, the researcher discussed the increased R-square value. The result shows that supervisor support will positively impact motivation if employees have a high education. The study's first hypothesis (H1) states, "supervisor support has a positive and significant effect on employee motivation" supported.

Meanwhile, motivation and employee performance also show a significant positive effect, evidenced by the path coefficient value of 0.803 with a t-statistics value of $26.295 > 1.96$ and a p-value of $0.000 < 0.05$. This value slightly increases after considering the control variable on the relationship between supervisor support and motivation, where the path coefficient value becomes 0.804 with a t-statistics value of $26.455 > 1.96$ and a p-value of $0.000 < 0.05$. This analysis shows that the study's

second hypothesis (H2), which states, "Employee motivation has a positive and significant effect on employee performance," is supported.

Motivation and employee retention also show a significant positive effect, evidenced by the path coefficient value of 0.725 with a t-statistics value of 13,310 > 1.96 and a p-value of 0.000 < 0.05. This value tends to be constant after considering the control variable on the relationship between supervisor support and motivation, where the path coefficient value remains 0.725 with a t-statistics value of 13.293 > 1.96 and a p-value of 0.000 < 0.05. The results of this analysis show that the third hypothesis of the study (H3), which states that: "Employee motivation has a positive and significant effect on employee retention," is supported.

CONCLUSION

The effect of supervisor support on employee motivation is positive and significant, which means that the higher the supervisor's support, the higher the employee's work motivation. This condition occurs before and after considering the control variables: age, gender, education, and marital status. Supervisors pay attention to employees' welfare is high. Supervisors provide flexibility related to work schedules is high. Supervisors pay attention to employee job satisfaction is high. Supervisors are willing to help employees when employees need special assistance. Furthermore, the supervisor tries to persuade them to continue working with the company if an employee decides to stop working or leave the company, and supervisors provide positive support so that employees can show their best performance. All aspects that reflect supervisory support are very high, which means that supervisory support strongly influences employee motivation. Employee work motivation shows a positive and significant effect on employee performance. This result means that the higher the employee's work motivation, the higher the employee's performance. However, aspects related to achieving employee work targets need further improvement.

Work motivation influences employee retention positively and significantly. The result means that the higher the employee's work motivation, the higher the employee retention. Work motivation and employee retention are related to the formal relationship between employees and supervisors. In contrast, the informal relationship between employees and supervisors is smaller than the formal relationship. Furthermore, employees feel comfortable with the company

and work environment, and employees feel very sorry to leave work. All aspects that reflect work motivation affect employee retention is very high, which means very high employee motivation affects employee retention.

The exciting thing about this finding is that of the four control variables, only 1 has a significant positive impact, namely education. Meanwhile, the impact on age and marital status is relatively small, although positive. Aspects of educational level greatly influence a supervisor in making decisions to motivate employees. Decision-making is faster and more structured because it has a mature theoretical foundation. The higher the education, the more comprehensive the supervisor's insight.

Meanwhile, from the age aspect, the impact is relatively small but positive, meaning that the longer a supervisor works (length of service) in the various positions occupied, the different ways to make decisions and motivate employees. The results of this study are in line with Karatepe's findings (Karatepe, 2014). Previous research findings indicate that marital status can positively and negatively affect a supervisor in motivating employees (Ansari, 2011; Meng et al., 2023). The results for supervisors with married status and problems in the family are negative, while those with married status without problems in the family are optimistic. A supervisor with an unmarried status has speed in making decisions and motivates his employees. From a gender perspective, women cannot freely determine workload and work shifts compared to men. The differentiating factor is the work position in operations or the back office. For example, in a front office position, the supervisor who becomes a priority is someone who can do a night audit and understand the flow of check-in, billing, and check-out processes.

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