

## **HOTEL EMPLOYEE PERFORMANCE DURING COVID-19**

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**Abstract:** During the Covid-19 pandemic, the hotel sector was severely affected by around 95% of hoteliers who laid off their employees or gave unpaid leave. Employees have an active role in setting plans, systems, processes, and goals to be achieved. In order for the hotel sector to survive, high employee performance is needed, to determine the level of employee performance, it is necessary to analyze work motivation and emotional intelligence. This study uses a quantitative approach and uses multiple linear regression analysis methods, where the population in this study is one of the 3 star hotel employees. The results in this study indicate that work motivation has a positive and insignificant effect on employee performance, emotional intelligence has a positive and significant effect on employee performance, motivation and emotional intelligence have a positive and significant effect on employee performance.

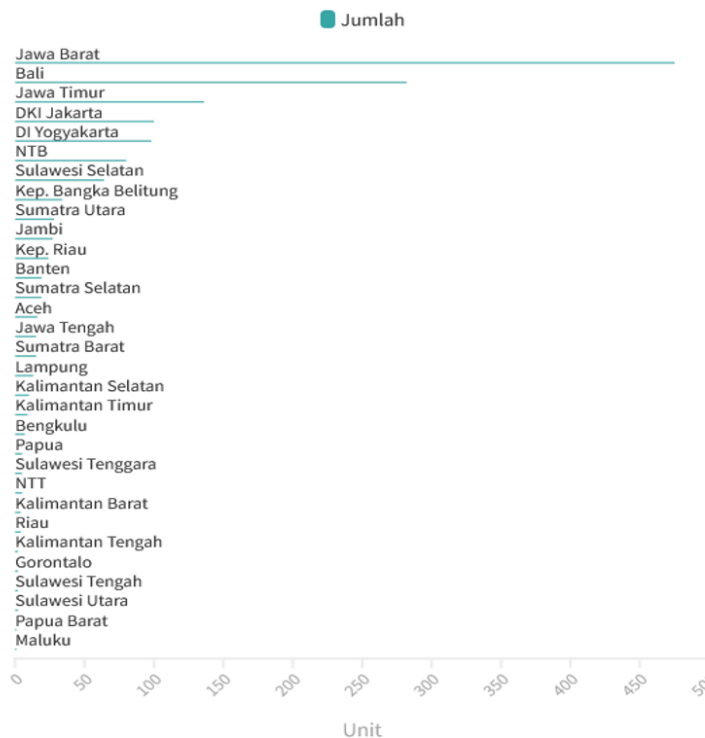
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### **1. Introduction**

The tourism sector is the sector most impacted by the COVID-19 outbreak, one of which is hotels. Where hotels as one of the main supporters of tourism cannot be separated from the impact of COVID-19 and many hotels are closed or bankrupt (Wicaksono, 2020). Based on PHRI data as of April 7, 2020, there were 1,504 hotels that were forced to temporarily close their businesses. This closure occurred almost evenly throughout Indonesia. This number continues to grow to reach 2,000 hotels in early May. Losses are predicted to be IDR 30 trillion during January to April 2020.

As a result of this condition, around 95% of hoteliers have laid off their employees or given unpaid leave. Moreover, the government stimulus cannot cover the shortage of operational costs, which are dominated by employee salaries (Ridhoi, 2020). Employees are the most important resource of an organization. Humans provide talent, expertise, knowledge, and experience to achieve organizational goals. To achieve organizational goals, it is necessary to maintain human resources, so that problems do not occur (Tufa, 2018). In HR management itself, there are many things and factors that have an important influence on it, one of which is external influences, namely the Covid-19 pandemic that is happening in the world, changing everything, many activities must be limited and even have to be dismissed, this makes many employees in (PHK) Termination of employment because the company experienced a decline in turnover.



**Figure 1. Distribution of Hotels Closed due to the Pandemic**

Source: Ridhoi (2020)

In the midst of the covid pandemic, performance instability can affect performance productivity to be able to improve employee performance so that satisfaction can be felt by consumers and can be used as a benchmark and competitiveness for the company. Hotel companies will be able to survive in the midst of the Covid-19 pandemic by providing the best service and of course providing extra services related to preventing the spread of Covid-19 (Nangoy et al., 2020).

Employees play an active role in setting plans, systems, processes, and goals to be achieved. There are 3 factors that influence the performance, namely; (1) Individual factors in the form of abilities, skills, family background, work experience, social level and demographics of a person; (2) Psychological factors in the form of perceptions, roles, attitudes, personality, motivation and job satisfaction; (3) Organizational factors in the form of motivation, job design, leadership, reward system (Gibson, 2008). However, the condition of employee performance is thought to be influenced by motivation.

According to Herzberg (in Sudaryo et al, 2018: 66) motivation is a basic human need, it is not motivating, but failure to get it causes dissatisfaction. The results of Setyawati's research (2017) that there is a positive relationship between service quality and customer satisfaction, this is a problem that often occurs in businesses engaged in services, one of which includes hotels.

In every organization, human resources are the most important. According to Ainnisya & Susilowati (2018) motivation is a motivating factor for someone to carry out certain activities, if employees have high work motivation, the performance will be maximized. Zakki's research results (2020) that work motivation has a significant and positive influence on the performance of hotel employees.

In addition, the increase in employee performance is influenced by the high and low levels of emotional intelligence possessed by employees. According to Mukaroh & Nani (2021) Emotional intelligence is a person's ability to monitor his feelings and emotions both in himself and others, then can distinguish emotions and feelings so that they can use the information to direct their thoughts to action. According to research Supardi et al. (2020) emotional intelligence has a significant effect on the performance of hotel employees in Batam. This is due to a person's ability to recognize oneself and others, motivate oneself, manage emotions both in oneself and in relationships with others, have a sense of empathy for others and build skills and communication with others. The higher the level of emotional intelligence possessed by employees, it will improve performance for the better.

By analyzing the performance of hotel employees, policies can be taken to improve the performance of hotel employees during the COVID-19 pandemic and during endemic times. evaluating employee performance has benefits both for the employee himself and the company in determining several things such as career paths and salary increases. Companies that have employees with good performance can move forward and develop for the better.

## **2. Theoretical Basis**

### *Employee performance*

Performance is an effort to improve abilities according to the needs of the job or position with the aim of improving technical skills to carry out the work of employees (Arif, 2018). Employee performance is behaviors or actions that are relevant to achieving company or organizational goals (Jayusman et al., 2019). In this case the achievement of performance will give satisfaction to the individual, which is indicated by: quality, quantity, timeliness, effectiveness, independence and work commitment.

### *Work motivation*

Work motivation is a person's driving force to contribute as much as possible in order to achieve the goals of organizational success, Lisdiana (2017). Meanwhile, according to Sari and Aziz (2019) motivation is a process that explains the intensity, direction and persistence of a person to achieve a goal, employee work motivation is influenced by company policies and leadership, supervision, salary, interpersonal relations, working conditions, achievement, recognition, self-employment, responsibility and progress.

### *Emotional intelligence*

Emotional intelligence is a person's ability to monitor his feelings and emotions both in himself and others, then be able to distinguish the two things and use that information to guide his thoughts and actions, Goleman (2017). Emotional intelligence of employees in a positive direction so that what is done will be maximal, as indicated by: self awareness, self management, social awareness, and relationship management.

## **3. Research Methods**

This research approach is quantitative research, where research is carried out systematically covering everything related to the object of research to obtain an explanation of a realistic theory. According to Hermawan (2019:16) quantitative research is research that is clearly structured from the beginning to the final results of research based on information data collection in the form of number symbols which will then be concluded with graphs, pictures, and other displays.

### *Research hypothesis*

H1 = It is suspected that work motivation has a significant effect on employee performance

H2 = It is suspected that intelligence has a significant effect on employee performance

H3 = It is suspected that work motivation and emotional intelligence have a significant effect on employee performance

#### *Population and Sample*

Population is the subject of research. The population in this study were Kediri hotel employees, totaling 87 employees. Because the population of this study is less than 100, the sampling uses a saturated sampling technique, according to (Sugiono, 2019: 133) saturated samples are all members whose population is used as a sample.

#### *Data Collection and Processing Techniques*

The data collection technique in this study was using a questionnaire research instrument. There are three questionnaires used, namely to measure work motivation, emotional intelligence, and employee performance.

The data that has been obtained from the respondents is then collected and checked for correctness and accuracy so that it becomes ready-to-process data. The data processing technique in this study uses SPSS version 16.0.

## **4. Research Results and Discussion**

### *a. Research Results*

#### *Description of Respondent Characteristics*

Overall data of respondents as many as 82 employees can be grouped by gender, age, length of work, and last education. Description of the characteristics of respondents in detail as follows:

Data on the characteristics of respondents by gender can be seen from table 1 as follows:

**Table 1. Respondents by Gender**

|           | Frequency | Percent Valid | Percent Cumulative |
|-----------|-----------|---------------|--------------------|
| Valid Man | 55        | 67.1          | 67.1               |
| Women     | 27        | 32.9          | 100.0              |
| Total     | 82        | 100.0         | 100.0              |

*Source: Research Data Processing (2021)*

Based on table 1, it can be seen that there are more male employees than female employees with a percentage of 67.1% for male employees while 32.9% for female employees.

Data on the characteristics of respondents based on age can be seen in table 2 as follows:

**Table 2. Respondents by Age**

|                         | Frequency | Percent Valid | Percent Cumulative |
|-------------------------|-----------|---------------|--------------------|
| Valid 17 - 25 years old | 22        | 26.8          | 26.8               |
| 26 - 35 years old       | 36        | 43.9          | 70.7               |
| > 36 years old          | 24        | 29.3          | 100.0              |
| Total                   | 82        | 100.0         | 100.0              |

*Source: Research Data Processing (2021)*

Based on table 2, it can be seen that the age of the hotel employee respondents aged 17-25 years was 26.8% as many as 22 people, aged 26-35 years 43.9% as many as 36 people, and more than 36 years 29.3% as many as 24 people from the total 82 employees. Data on the characteristics of respondents based on length of work can be seen from table 3 as follows:

**Table 3. Respondents Based on Length of Work**

|                        | Frequency | Percent Valid | Percent Cumulative |
|------------------------|-----------|---------------|--------------------|
| Valid less than 1 year | 22        | 26.8          | 26.8               |
| more than 1 year       | 60        | 73.2          | 100.0              |
| Total                  | 82        | 100.0         | 100.0              |

*Source: Research Data Processing (2021)*

Based on table 3, it can be seen that the length of work of employees is more than 1 year 73.2% as many as 60 people while employees who work less than 1 year 26.8% as many as 22 people.

Data on the characteristics of respondents based on their last education can be seen from table 4 as follows:

**Table 4. Respondents Based on Last Education**

|           | Frequency | Percent Valid | Percent Cumulative |
|-----------|-----------|---------------|--------------------|
| Valid SLA | 44        | 53.7          | 53.7               |
| Diploma   | 24        | 29.3          | 82.9               |
| S1        | 13        | 15.9          | 98.8               |
| S2        | 1         | 1.2           | 100.0              |
| Total     | 82        | 100.0         | 100.0              |

*Source: Research Data Processing (2021)*

Based on table 4. The last education of SMA/SMK equivalent respondents is 53.7% as many as 44 people, D1/D2/D3 equivalent is 29.3% as many as 24 people, S1 is 15.9% as many as 13 people and S2 is 1.2% as many as 1 person with a total of 82 respondents.

### **Data analysis**

#### *Validity test*

According to Sujarweni (2014) explains that the close relationship or correlation coefficient between variables can be grouped as follows:

- The correlation coefficient value of 0.00 to 0.20 means the relationship is very weak.
- The correlation coefficient value of 0.21 to 0.40 means that the relationship is weak.
- The value of the correlation coefficient 0.41 to 0.70 means a strong relationship.
- The correlation coefficient value 0.71 to 0.90 means the relationship is very strong.
- The correlation coefficient value of 0.91 to 0.99 means that the relationship is very strong.
- The correlation coefficient value of 1 means the relationship is perfect.

From the results of the validity test, the results of the validity test show a comparison of the Sig. (2-tailed) is smaller than the alpha value of 0.05, this shows that indicators of the variables of Work Motivation (X1), Emotional Intelligence (X2), and Employee Performance (Y) are declared valid as a measuring tool for research variables.

#### *Reliability Test*

According to Sugiyono (2016: 348), reliability testing is used to determine the determination of an instrument or measuring instrument in measuring the same symptoms from time to time. The questionnaire is declared reliable if the alpha value  $> 0.60$  reliable. From the results, it can be seen that from all questions, all of Cronbach's Alpha if Item Deleted values are  $> 0.60$ , it is stated that all questions on the variables are reliable or consistent and can be used in further analysis.

#### *Classic assumption test*

In this study, the classical assumption test consists of normality test, multicollinearity test, and heteroscedasticity test using 52 respondents.

#### *Normality test*

The normality test is used to determine whether the residual value is normally distributed or not, the normality test used is the Kolmogorov Smirnov normality test which is part of the classical assumption test. By using a significant value basis  $> 0.05$  then the residual value is declared to be normally distributed, whereas if the significant value is  $< 0.05$  then the residual value is declared not normally distributed. The following normality test results can be seen in the table:

**Table 5. Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

|                                |                | Unstandardized Residual |
|--------------------------------|----------------|-------------------------|
| N                              |                | 52                      |
| Normal Parameters <sup>a</sup> | Mean           | .0000000                |
|                                | Std. Deviation | 2.28424710              |
| Most Extreme Differences       | Absolute       | .107                    |
|                                | Positive       | .107                    |
|                                | Negative       | -.053                   |
| Kolmogorov-Smirnov Z           |                | .769                    |
| Asymp. Sig. (2-tailed)         |                | .596                    |

a. Test distribution is Normal.

*Source: Research Data Processing (2021)*

Based on table 5, it can be seen that the normality test with a significance value of  $0.596 > 0.05$ , the conclusion is that the residual value in this study is normally distributed.

#### *Multicollinearity Test*

This test aims to test whether in a regression model there is a correlation of independent variables and if there is a correlation, it is called a multicollinearity problem. The basis for taking the multicollinearity test:

- Seeing the tolerance value  $> 0.10$  then there is no multicollinearity.
- Seeing the value of VIF  $< 10.00$  then there is no multicollinearity.

The regression model should not have a correlation between the independent variables, to find the presence or absence of multicollinearity in the regression model, it can be seen from the tolerance value and the Variance Inflation Factor (VIF) value as follows:

**Table 6. Multicollinearity Test**

| Model                  | Coefficients <sup>a</sup>   |            |                           |       |                         |           |       |
|------------------------|-----------------------------|------------|---------------------------|-------|-------------------------|-----------|-------|
|                        | Unstandardized Coefficients |            | Standardized Coefficients |       | Collinearity Statistics |           |       |
|                        | B                           | Std. Error | Beta                      | T     | Sig.                    | Tolerance | VIF   |
| 1 (Constant)           | 9.401                       | 3.741      |                           | 2.513 | .015                    |           |       |
| Work motivation        | .052                        | .136       | .053                      | .385  | .702                    | .902      | 1.109 |
| Emotional intelligence | .545                        | .194       | .387                      | 2.816 | .007                    | .902      | 1.109 |

a. Dependent Variable: Employee performance  
*Source: Research Data Processing (2021)*

Based on table 6, the tolerance value is  $0.902 > 0.10$ , so there is no multicollinearity. For the VIF value of  $1.109 < 10.00$ , there is no multicollinearity. So it can be concluded based on the tolerance value and VIF that the regression model of the influence of work motivation and emotional intelligence on employee performance does not show symptoms of multicollinearity.

#### *Heteroscedasticity Test*

This test is carried out by testing whether or not in a regression model there is a similarity of variance from the residuals of one observation to another observation, if the variance from the residue to other observations remains, it is called homoscedasticity. If the correlation result is significantly less than 0.05 then it contains heteroscedasticity and vice versa means homoscedasticity. The results of the heteroscedasticity test can be seen in the following table:

**Table 7. Heteroscedasticity Test**

| Independent variable   | Sign  | Remark           |
|------------------------|-------|------------------|
| Work motivation        | 0,985 | Homoskedastisity |
| Emotional intelligence | 0,770 | Homoskedastisity |

| Model                  | Unstandardized Coefficients |            | Standardized Coefficients |  | t     | Sig. |
|------------------------|-----------------------------|------------|---------------------------|--|-------|------|
|                        | B                           | Std. Error | Beta                      |  |       |      |
| 1 (Constant)           | 2.364                       | 2.245      |                           |  | 1.053 | .297 |
| Work motivation        | -.002                       | .081       | -.003                     |  | -.019 | .985 |
| Emotional intelligence | -.034                       | .116       | -.044                     |  | -.294 | .770 |

a. Dependent Variable: Employee performance  
*Source: Research Data Processing (2021)*

Based on table 7, it can be seen that the Work Motivation variable has a significance value of 0.985 and the Emotional Intelligence variable has a significance value of 0.770, meaning that the value is greater than 0.05. The conclusion is that the regression model of the influence of work motivation and emotional intelligence on employee performance does not occur heteroscedasticity problems as evidenced by the significance value  $> 0.05$ .

#### *Multiple Linear Regression Test*

This multiple linear regression test aims to estimate the value of the dependent variable with the independent variable. This study uses the independent variable work motivation (X1), and emotional intelligence (X2) on the dependent variable (Y). The amount of value can be calculated through the regression equation with SPSS 16.0 as follows:

**Table 8. Multiple Linear Regression Test**

| Model                  | Coefficients <sup>a</sup>   |            |                           |       |      |
|------------------------|-----------------------------|------------|---------------------------|-------|------|
|                        | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
|                        | B                           | Std. Error | Beta                      | t     | Sig. |
| 1 (Constant)           | 9.401                       | 3.741      |                           | 2.513 | .015 |
| Work motivation        | .052                        | .136       | .053                      | .385  | .702 |
| Emotional intelligence | .545                        | .194       | .387                      | 2.816 | .007 |

a. Dependent Variable: Employee performance

Source: Research Data Processing (2021)

Based on table 9 above, it can be seen that the regression equation formed in the regression test is as follows:

$$Y = 9.401 + 0.052X_1 + 0.545X_2 + e$$

The interpretation of the above model is as follows:

- The constant (a) is 9,401, meaning that if the independent variables of work motivation and emotional intelligence are constant, then the dependent variable of employee performance is 9,401 units.
- Work motivation has a coefficient value of 0.052. This shows that work motivation (X1) has a positive influence on employee performance (Y). If work motivation is increased by one unit, it means that the higher the value of work motivation, the employee's performance will increase.
- Emotional intelligence has a coefficient of 0.545. This shows that emotional intelligence (X2) has a positive influence on employee performance (Y). If the value of emotional intelligence increases by one unit, it means that the higher the value of emotional intelligence, the employee's performance will increase.

### *Hypothesis testing*

#### *t test (Partial)*

From table 9 it can be explained that the t test was used to determine the significant effect between the independent variable and the dependent variable partially. The criteria used are as follows:

- If the significance value is 0.05, then the influence of work motivation (X1) and emotional intelligence (X2) partially has a significant effect on employee performance (Y).
- If the significance value is 0.05 then the effect of work motivation (X1) and emotional intelligence (X2) partially does not have a significant effect on employee performance (Y).

The interpretation of the t-test is as follows:

- Partial Test between the Independent Variables of Work Motivation (X1), on Employee Performance (Y), with a significance value = 0.702. The significance value of the work motivation variable (X1) is  $0.702 > 0.05$ , this shows that the work motivation variable (X1) has no effect on employee performance partially. So H1 is rejected, which means that there is no effect of X1 on Y.



- b. Partial Test between Emotional Intelligence (X2) and Employee Performance (Y), with a significance value of 0.007. The significance value of the Emotional Intelligence variable (X2) is  $0.007 < 0.05$ , this shows that the Emotional Intelligence variable (X2) has a partial effect on Employee Performance (Y). So H2 is accepted which means there is an effect of X2 on Y.

*F Test (Simultaneous)*

This F test was conducted to test the suitability of the multiple regression model that has been carried out in research to test the significance of the simultaneous influence between work motivation (X1) and emotional intelligence (X2) on employee performance (Y). The criteria in the F test is to compare the significance value of the F value ( $\alpha = 0.05$ ) with the following conditions:

- If the significant value is  $> 0.05$  ( $\alpha$ ) or F count  $<$  F table, the independent variable on the dependent variable simultaneously has no significant effect.
- If the significant value is  $< 0.05$  ( $\alpha$ ) or F count  $>$  F table, the independent variable on the dependent variable simultaneously has a significant effect.

The results of the F test in this study are as follows

**Table 9. F test (simultaneous)**

| ANOVA <sup>b</sup> |                |    |             |       |                   |
|--------------------|----------------|----|-------------|-------|-------------------|
| Model              | Sum of Squares | Df | Mean Square | F     | Sig.              |
| 1 Regression       | 52.720         | 2  | 26.360      | 4.854 | .012 <sup>a</sup> |
| Residual           | 266.107        | 49 | 5.431       |       |                   |
| Total              | 318.827        | 51 |             |       |                   |

a. Predictors: (Constant), Work motivation (X2), Emotional intelligence (X1)

b. Dependent Variable: Employee performance (Y)

*Source: Research Data Processing (2021)*

Based on the results of the F-test processing in table 9, it is known that the significance value is  $0.012 < 0.05$ , this shows work motivation (X1), and emotional intelligence (X2) together have a positive and significant effect on employee performance (Y).

*Determinant Coefficient (R2)*

The coefficient of determination (R2) is used to determine the best level of accuracy in regression analysis. What is meant in this study is the coefficient of determination (R2) to determine the magnitude of the variables of work motivation and emotional intelligence on the ups and downs of employee performance withusing the coefficient of determination (R2). Based on the calculation of SPSS 16.0, the results of the correlation coefficient of determination R2 in table 11 are as follows:

**Table 10. Coefficient of Determinants (R2)**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model 1       | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|               | .407 <sup>a</sup> | .165     | .131              | 2.330                      |

a. Predictors: (Constant), X2, X1

*Source: Research Data Processing (2021)*

Based on table 10 shows that the value of R square is 0.165. This means that work motivation and emotional intelligence in this study have an influence on employee

performance of 16.5%. Where the remaining 83.5% is explained by factors outside of these variables which were not examined in this study. This slight effect is caused by the current situation where the pandemic has reduced visitor levels and decreased employee motivation to work because of all the restrictions, besides that in the current state employees are not motivated to work only but to save themselves and maintain their health.

*b. Discussion*

Based on the results of statistical tests, it can be seen that emotional intelligence can affect the performance of hotel employees. This is evidenced by the results of this study using the statistical t test which states that the sig value of emotional intelligence is smaller than the 5% probability value or the value of  $0.012 < 0.05$ . Meanwhile, the work motivation variable is based on the sig value which is greater than the probability value so that it does not have a significant effect on employee performance. Although partially the work motivation variable has no significant effect, simultaneously work motivation and emotional intelligence have a significant positive effect on employee performance. The discussion of each variable influence can be explained as follows:

*The Effect of Work Motivation on Employee Performance*

Based on the partial T-test, it can be concluded that work motivation does not have a significant effect on the performance of hotel employees. These results are in line with Neni's research (2017) which states that simultaneously work motivation and work discipline have a significant positive effect on employee performance, but partially work motivation has no significant effect. However, the results of this study contradict the results of research conducted by Zakki (2020), which states that motivation has a significant and positive influence on the performance of the employees of the Mukmin Mandiri Hotel in Perak Timur Surabaya. The higher the work motivation of employees, it will improve employee performance because employees are trying to achieve work performance. In addition, the results of this study also contradict the results of previous researchers by Widena and Sunuharyo (2018) which stated that employee work motivation has a significant and positive effect on employee performance at Hotel Sahid Montana Malang. Motivation is a personal condition in a person that encourages the individual's desire to carry out certain activities in order to achieve goals. The benefit of work motivation is to create work passion to improve performance. A person's work motivation can increase if the effort made gets an award or reward that is in accordance with hard work, for example given a bonus or salary increase to a promotion. If you have worked optimally but no awards or prizes have been obtained, then someone will be more likely to lose motivation to improve the quality of work. Based on previous research by Ainnisya and Susilowati (2018), the variable of work motivation is influenced by the performance of employee performance appraisals, therefore giving rewards or incentives for employees who work well is very influential in increasing employee motivation. Leaders of a company should pay more attention to the state of employees so that employees can feel comfortable in the work environment and have high loyalty to the company.

Based on the gender of the hotel employees, there are more men than women. The difference in work motivation between male and female employees is an interesting topic because there are stereotypes that think men are more ambitious at work or desire to gain power and higher positions than women. Sometimes women's ability to work is still often doubted. However, in this modern era where gender equality is getting better, so many women are able to do jobs and roles that used to only be done by men. In fact, it is not

uncommon in some fields for women to be superior to men, especially in the field of work that requires accuracy and sensitivity, such as service in hotels and restaurants. The statement that women can be superior to men is proven by Safaranita's research (2018) which states that female employees have superior performance compared to male employees with  $t_{table} = 2.201 > t_{count} = -0.326$ . Therefore, gender or gender does not significantly affect motivation at work.

Based on the characteristics of the respondents, the employees studied were mostly employees whose age range was 26-35 years. This age range is a productive age at work and is the best time to pursue a career with the aim of obtaining a better position. However, in this study, the field of work does not support the career path process, so that even in the productive age range, the absence of a future career path results in a lack of employee motivation. Respondents who were studied were also dominant, the length of work was more than one year or were old employees in the company, so that their work motivation has also decreased compared to the initial period of new employees.

This research was conducted during the Covid-19 pandemic, where the hotel business also felt the impact of this pandemic. Starting from government regulations that apply PSBB and the prohibition on gathering or traveling to public places greatly affects the internal conditions of the company and the employees of hotel employee. As a result of the PSBB implementation, hotel and restaurant guests have drastically decreased, many rooms are empty, and food in restaurants is not selling as well as usual. In addition to efforts to comply with the PSBB from the government, the newly discovered covid-19 virus causes people's fear to lead a normal life as usual. So people choose to stay at home. This has caused a lot of chaos in all areas of business, including the hotel business, which was originally a hotel employee. known to be busy with wedding events and meetings, becoming quiet and of course having an impact on hotel income.

The company thought of the best solution to survive this pandemic, and the company's leadership also provided several policies, including providing massive room price discounts with services that comply with health protocols based on standards set by the government. However, this cannot also increase the number of guests and visitors. So the company was forced to carry out other policies such as reducing employees or temporarily furloughing their employees. The initial number of employees before the pandemic period was around 100 people. After the pandemic, some employees resigned, leaving 87 employees. This pandemic situation also affects the psychology of employees, hospitality is a public place that can be visited by all people from various circles. Despite implementing health protocols, hotel and restaurant areas are vulnerable places for contracting the COVID-19 virus. Therefore, some employees also quit their jobs due to health reasons.

From the description of the situation in the company studied, it shows that employee motivation to work is affected by the Covid-19 pandemic, which causes decreased work motivation.

#### *The Effect of Emotional Intelligence on Employee Performance*

Based on the partial t test, it can be concluded that Emotional Intelligence has a significant positive effect on the performance of hotel employees. The higher the emotional intelligence of employees, the higher the quality of hotel employee performance. According to Cooper and Sawaf (2020) emotional intelligence is the ability to feel, understand, and selectively apply the power and sensitivity of emotions as a source of human energy and influence. Someone who has emotional intelligence can manage their own emotions and can put emotions in every situation wisely.

This research is in line with the research of Mukaroh and Nani (2021) which results in emotional intelligence having a significant effect on employee performance. In addition, the results of this study are also corroborated by Supardi's research (2020) which concludes that emotional intelligence has a significant effect on employee performance. Individuals with high emotional intelligence can certainly work more professionally. Working with professionals is one way to improve the quality of employee performance. The results of this study are also reinforced by research from Krisnanda (2019) which states that emotional intelligence has a significant positive effect on employee performance. The success of an employee or employee at work depends on the level of emotional intelligence he has. Someone with emotional intelligence is able to face and manage all the changes that exist, the higher the level of emotional intelligence it will produce maximum performance.

Based on the characteristics of the respondents in this study from the age factor, most of them are employees with an age range of 26-35 years which is a productive age at work and also the dominant working time of employees is more than one year, so this supports the level of emotional intelligence of employees in work to be more professional. The level of education also affects the emotional intelligence of employees. The higher the education possessed, the higher the knowledge and knowledge of a person. The minimum education of the respondents studied is SMA/SMK equivalent. By the time of vocational high school education, students majoring in hospitality or catering have learned how to work well in the hotel and restaurant business. The second largest respondent is a Diploma equivalent, most of which are majors in hospitality and catering and tourism. Even some of the other employees are graduates of S1 and S2.

#### *The Influence of Work Motivation and Emotional Intelligence on Employee Performance*

Based on the simultaneous F test, it shows that work motivation) and emotional intelligence are known from the SPSS calculation, the significance values are 0.012 and 0.165, respectively, which are smaller than 0.05, so that work motivation and emotional intelligence simultaneously have a positive and significant effect on the performance of hotel employees. This means that the higher or increased work motivation and emotional intelligence of employees resulted in increasing the quality of employee performance. If a company has employees who do not have high motivation, then the company will experience a large turnover because employees do not have the right motivation, eventually employees are less able to achieve high work productivity (Aribowo, 2002). According to Goleman, emotional intelligence is a person's ability to regulate his emotional life with intelligence through self-awareness skills, self-control, self-motivation, empathy and social skills.

The results of this study are in line with Sari and Aziz's research (2019) that there is a direct influence of work motivation on employee performance and is strengthened by Fiernaningsih's research (2017), namely personality can affect employee performance. The results of this study are also strengthened by the results of research conducted by Nina Aprilianai (2020) which states that the variables of emotional intelligence and work motivation simultaneously affect employee performance variables in a significant positive manner.

Based on the value of the correlation coefficient states that work motivation and emotional intelligence in this study have an influence on employee performance of 16.5%. While 83.5% is influenced by other factors that have not been studied by researchers. Employee performance can be influenced by various variables. According to Anwar, (2007) several factors that influence the achievement of performance are the ability factor and motivation factor which are formulated as follows: "Human Performance = Ability +

Motivation, Motivation = Attude + Situation, Ability = Knowledge + Skill". Meanwhile, according to Simanjuntak (2011) an employee's performance can be influenced by quality and ability of employees, supporting facilities such as work safety, occupational health, production facilities and technology and super facilities, matters relating to government policies and industrial relations management.

## **5. Conclusions and suggestions**

### **Conclusion**

Based on the results of testing and discussion, to answer the problem formulation, the researchers concluded as follows:

- a. Work motivation has a positive but not significant effect on hotel employee performance..
- b. Emotional intelligence has a positive and significant effect on the performance of hotel employee performance..
- c. Work motivation and emotional intelligence simultaneously have a positive and significant effect on hotel employee performance.

### **Suggestions**

Based on the results of the research and discussion as well as the conclusions that have been described, the authors put forward some suggestions that can be used as input for hotel employee. The suggestions are as follows:

- a. To increase work motivation in determining performance, it is necessary to motivate employees directly or indirectly. The COVID-19 pandemic has created various concerns for employees, so companies are required to provide policies that can benefit both employees and the company. Examples of policies that can be carried out are implementing regulations in services that must comply with health protocols and providing health insurance coverage or facilities if employees contract the Covid-19 virus. In addition, the company can also provide awards or skills training accompanied by entertainment and others so that employees can increase their knowledge and can establish intimacy with other employees and can be motivated to do better work and there is a pleasant work environment so that employee performance at the hotel will increase.
- b. To improve emotional intelligence, therefore hotels should provide training to improve employees' emotional intelligence, especially regarding their self-management, so that they are able to carry out every job well even under pressure or other workloads. So that employees are motivated to work more effectively and efficiently which has a good impact on the hotel.
- c. For further research, it is hoped that researchers can find new variables that affect employee performance in addition to work motivation and emotional intelligence variables at hotel employee performance.so that they can provide varied results.

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