

# The Influence Of Work Environment, Work Motivation And Intrapreneurship On Employee Performance At Swiss-Belhotel Bogor

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**Background:** The world is currently facing various economic challenges that could hinder activities and long-term development prospects. The escalation of trade conflicts, tightening global financial conditions, and increasing climate risks are among these obstacles. According to the World Economic Situation and Prospects 2019, with rising downside risks that could exacerbate development challenges in many countries, global economic growth was projected to remain at 3.0% in 2019 and 2020. The COVID-19 pandemic, which began spreading globally in 2019, had a significant impact on the economy and investor confidence, including in Indonesia. The Indonesian economy felt a substantial impact from the COVID-19 pandemic starting in the second quarter of 2020. The government's Large-Scale Social Restrictions (PSBB) and Community Activity Restrictions (PPKM) policies, which imposed lockdowns in several cities to curb the spread of the virus, led to a decline in economic activity for both formal and informal companies. According to data from the Central Statistics Agency (BPS), Indonesia's economic growth contracted by -2.07% in 2020, demonstrating a drastic decline due to the unstable economic situation caused by the pandemic. This downturn resulted in layoffs and company bankruptcies, also affecting sectors like air transportation and tourism, with a significant drop in tourist visits to destinations such as Bogor City. Amid these economic challenges, Indonesia's hotel industry plays a vital role in supporting tourism and providing employment. Data from 2022 shows that the hotel industry absorbed 339,224 workers in Indonesia, with Swiss-Belhotel Bogor serving as one example of a four-star hotel that prioritizes employee performance to achieve targets and maintain customer satisfaction. Therefore, it is crucial for every company, including hotels, to have high-quality and adaptable staff who can compete effectively. A conducive, comfortable, and supportive work environment, along with strong work motivation, is key to enhancing employee performance and achieving organizational goals.

**Purpose:** This study aims to analyze the influence of work environment, work motivation, and intrapreneurship on employee performance at Swiss-Belhotel Bogor. The background of this research highlights the critical role of employees in supporting hotel operations and service quality, especially in the post-COVID-19 era that demands greater work efficiency. This research employs a quantitative approach with an associative method.

**Methodology:** Data were collected through questionnaires distributed to 117 employees from various departments at Swiss-Belhotel Bogor. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software.

**Finding:** The findings of this study reveal that all three independent variables—work environment, work motivation, and intrapreneurship—have a positive and significant effect on employee performance at Swiss-Belhotel Bogor. Work Environment has a positive and significant influence on employee performance, indicating that a well-designed and comfortable workplace can enhance employee productivity, although it may not be the sole determinant of improved performance. Work Motivation also positively affects employee performance, suggesting that motivated employees tend to show higher commitment and productivity. Motivation can be strengthened through training, recognition, and opportunities for personal development. Intrapreneurship has the strongest positive impact on employee performance, highlighting that creativity, innovation, and proactive behavior among employees are crucial drivers of superior performance. Overall, the study emphasizes that creating a supportive environment, fostering motivation, and promoting intrapreneurial behavior are essential strategies for improving employee performance in the hospitality industry.

**Limitation:** This study has several limitations that should be considered for future research. First, the research was conducted only at Swiss-Belhotel Bogor, which limits the generalizability of the findings to other hotels or industry sectors with different organizational cultures and management systems. Second, the data collection relied on self-reported questionnaires, which may lead to subjective bias or social desirability bias in respondents' answers. Third, the study focused solely on three independent variables—work environment, work motivation, and intrapreneurship—while other potential factors such as leadership style, compensation, or organizational commitment were not examined and may also influence employee performance. Lastly, the cross-sectional nature of the research prevents it from capturing dynamic changes in employee attitudes or performance over time.

**Originality:** This study offers originality by integrating the concept of intrapreneurship with traditional determinants of employee performance, namely work environment and work motivation, within the hospitality industry context. While previous studies have often examined these variables separately, this research provides a comprehensive analysis of how these three factors interact to influence employee performance in a hotel setting. Additionally, by focusing on Swiss-Belhotel Bogor, the study contributes empirical evidence from a real-world service organization operating in a competitive tourism market in Indonesia. The results provide new insights for both academics and practitioners on how fostering an intrapreneurial culture can enhance employee performance alongside motivation and a supportive work environment.

**Keywords:** Work Environment, Work Motivation, Intrapreneurship, Employee Performance, Swiss-Belhotel Bogor