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Understanding Room Attendant Motivation Through Maslow's Hierarchy Theory

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ABSTRAK

Penelitian ini bertujuan untuk memahami motivasi kerja pramugraha di Hotel X melalui penerapan Teori Hierarki Kebutuhan Maslow. Teori Maslow menawarkan kerangka kerja yang efektif untuk mengidentifikasi dan menganalisis berbagai tingkatan kebutuhan yang memengaruhi motivasi karyawan, khususnya dalam konteks pekerjaan housekeeping. Metodologi yang digunakan adalah pendekatan kualitatif dengan wawancara mendalam terhadap karyawan pramugraha. Hasil penelitian menunjukkan bahwa kebutuhan dasar pramugraha, seperti gaji dan rasa aman, umumnya terpenuhi, meskipun ada aspek yang perlu ditingkatkan, seperti pemeliharaan alat kerja. Hubungan sosial yang baik dan pengakuan terhadap kontribusi karyawan secara signifikan meningkatkan rasa harga diri dan motivasi mereka. Karyawan juga menunjukkan aspirasi karir yang tinggi dan keinginan untuk berkembang lebih jauh. Saran yang dapat diberikan terhadap Hotel X adalah perlu meningkatkan efisiensi penggantian alat kerja, memperkuat keamanan dan kesehatan, mengadakan kegiatan team-building, menerapkan program penghargaan, menyediakan pelatihan karir, serta rutin mengevaluasi program untuk meningkatkan motivasi dan kesejahteraan karyawan.

Kata Kunci: Motivasi Pramugraha, Teori Maslow, Hotel X

ABSTRACT

This study aims to understand the work motivation of room attendants at Hotel X through the application of Maslow's Hierarchy of Needs Theory. Maslow's theory offers an effective framework for identifying and analyzing the various levels of needs that influence employee motivation, particularly in the context of housekeeping work. The methodology used was a qualitative approach with in-depth interviews with room attendant employees. The results showed that the room attendants' basic needs, such as salary and security, were generally met, although there were aspects that needed improvement, such as the maintenance of work equipment. Good social relationships and recognition of employee contributions significantly increased their sense of self-worth and motivation. Employees also showed high career aspirations and a desire for further development. Recommendations for Hotel X include improving the efficiency of work equipment replacement, strengthening safety and health, conducting team-building activities, implementing a reward program, providing career training, and regularly evaluating programs to improve employee motivation and well-being.

Keywords: Motivation of The Room Attendants, Maslow's Theory, Hotel X

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INTRODUCTION

Employee motivation is a fundamental factor in improving individual and organizational performance. Employee motivation plays a crucial role in work because it can enhance employee performance. Motivation is a dynamic process where different factors can motivate each person (Nuringwahyu, 2019). Without sufficient motivation, employees tend to perform their work half-heartedly, ultimately negatively impacting organizational productivity and efficiency. With high

motivation, employees will feel more enthusiastic about carrying out their tasks, which not only improves the quality of their work but also accelerates the process of achieving organizational goals. Therefore, management must always seek ways to maintain and enhance employee motivation, such as through recognition, incentives, and career development opportunities. With the right approach, employee motivation can be key to organizational success.

Maslow's Hierarchy of Needs theory describes how, once a person achieves a certain level of need and its satisfaction, they will then pursue the next higher need in the hierarchy (Sunarya, 2022). This theory describes how human needs are arranged in five levels, starting with physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. In a work context, this understanding helps management identify what employees truly need. For example, for employees who are still struggling to meet their physiological needs, a pay raise may be more meaningful than recognition. Conversely, for those who already have their basic needs met, opportunities for self-development may be more valued. Understanding this hierarchy of needs allows management to develop more targeted motivational strategies.

Understanding employee needs can improve service delivery and increase employee satisfaction. When management understands employee needs and desires, they can design programs and policies that better align with those needs. This not only makes employees feel valued and understood but also helps them reach their full potential in the workplace. Thus, employees become more satisfied with their jobs, which in turn increases their loyalty to the organization. High job satisfaction also reduces turnover rates, meaning companies can retain their best talent. Maslow's theory can explain the levels of satisfaction and motivation of individuals within groups and organizations. This is also supported by Sunarya (Sunarya, 2022), who stated that Maslow's hierarchy of needs theory can build loyalty among organizational members.

A lack of practical understanding of the application of Maslow's motivational theory in the hospitality industry leads to a mismatch between management motivation strategies and specific employee needs, thus contributing to low motivation and performance. Not all management understands employee needs. This is a common reality in many organizations. Some managers may be too focused on achieving targets and forget that employees are the most important asset that enables those targets to be achieved. As a result, employees' needs and desires are often overlooked, which can lead to decreased motivation and productivity. Management that ignores employee needs also risks high turnover rates, as employees who feel unappreciated are likely to seek other opportunities where they are valued more.

Low performance, illness, and complaints about inadequate equipment or supplies used during operations are signs of low housekeeping motivation. When employees lack motivation, this often manifests in various ways that are detrimental to the organization. For example, if a cleaning tool is broken or a shortage of cleaning supplies is not immediately addressed, it will hinder the

housekeeping staff's work in preparing and cleaning guest rooms. There is only one vacuum cleaner available in each section, and there are five housekeepers assigned to that section. Consequently, one vacuum cleaner is used in rotation. This situation indicates a mismatch between management's motivational strategies and actual employee needs.

This study aims to understand the needs of housekeeping employees so that management can meet them. By understanding employees' wants and needs in depth, organizations can design more effective strategies to increase employee motivation and productivity. This can include developing reward programs, training and development opportunities, and a supportive work environment. Through careful research, organizations can find the best way to meet employee needs, which will ultimately benefit both the employees and the organization as a whole. This is important because it can help hotels improve employee motivation. In the hospitality industry, where service is a key aspect of the customer experience, employee motivation is a crucial factor. Motivated employees tend to provide better service, which not only increases customer satisfaction but also strengthens the hotel's reputation. Therefore, improving employee motivation is not only beneficial for the employees themselves, but also for the hotel's overall success. Investing in employee motivation is an investment in the hotel's future.

METHOD

This study in-depth describes the motivation of room attendants at Hotel X by utilizing Maslow's Hierarchy of Needs theory as a foundation for understanding and connecting various driving factors that influence performance and job satisfaction. This study was conducted at Hotel X, located at Jl. Pratama No. 168, Tanjung Benoa, South Kuta District, Badung Regency, Bali, with postal code 80363. This study was conducted from January to March 2025. This study aims to dig deeper into how each level of needs in Maslow's theory, from physiological needs to self-actualization, plays a role in shaping the motivation and work behavior of room attendant employees. The qualitative data analysis technique used in this study is thematic analysis. Thematic analysis is one way to analyze data to identify patterns and find themes in the data that has been collected. (Sitasari, 2022). The findings of this study are expected to not only provide useful insights for X management in improving employee satisfaction and performance, but also make a significant contribution to academic literature and human resource management practices in the hospitality industry in general.

FINDING AND DISCUSSION

The research data was obtained from interviews with 10 room attendants, consisting of 5 staff room attendants and 5 casual room attendants at Hotel X. The interviews were conducted

using a semi-structured interview guide designed to explore various aspects of their motivations, such as physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs. The following are the results of the interviews with 10 room attendants, including staff room attendants and casual room attendants, using Maslow's hierarchy of needs theory as a reference for each level:

1. Do you feel your salary is sufficient to meet your basic needs, such as food, shelter, and clothing, and are you provided with adequate tools and materials to support your work?
   Respondents: The majority of respondents feel their salary is sufficient to meet basic needs such as food, shelter, and clothing.
2. Do you feel safe and comfortable working at this hotel, and are you provided with adequate tools and materials to support your work?
   Respondents: All respondents feel safe and comfortable working at this hotel. Factors that support this sense of security include health insurance, regular safety training, and clear safety procedures. However, some respondents complained about delays in replacing damaged or worn-out work equipment and the lengthy hiring process for casual workers.
3. How is your relationship with your coworkers and superiors?
   Respondent: The relationship between coworkers and superiors is generally very good and harmonious. Respondents feel supported, appreciated, and have good communication with both coworkers and superiors.
4. Do you feel proud of your work as housekeeping staff?
   Respondent: Most respondents feel proud of their work as housekeepers. They feel that their contribution is important to guest comfort and the hotel's image. Recognition and appreciation for their work, along with appreciation from their superiors, boost their sense of self-worth.
5. Do you have specific career goals or aspirations in housekeeping or hospitality?
   Respondents: Many room attendant respondents have high career aspirations, indicating that they are not only satisfied with their current positions but also have a strong desire to develop and achieve higher positions in the Housekeeping field, such as becoming a supervisor or housekeeping manager.

Abraham Maslow (Maslow, 1943) Proposed that all humans have fundamental needs. These five levels form a pyramid, with people starting with the lowest level. These five levels are known as Maslow's Hierarchy of Needs, starting from basic biological needs to more complex psychological motives; these only become important after the basic needs are met. Needs at each level must be at least partially satisfied before the needs at the next level become important determinants of action:

1. Physiological needs (food, drink, salary)

2. Safety needs (feeling safe and comfortable)
3. Social needs (affiliation with others, acceptance, belonging)
4. Esteem and recognition needs (achievement, competence, and receiving support and recognition)
5. The need for self-actualization (knowing, understanding, exploring, achieving self-satisfaction, and realizing one's potential)

According to Hasibuan in Kurniasari (2018:33), motivation is the driving force or energy change that creates a person's passion for work, encouraging them to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. This energy change within a person takes the form of tangible, physical activity. Because a person has specific goals and activities, they have a strong motivation to achieve them through all their efforts.

Hafidzi et al (Hafidzi et al, 2019) State that work motivation is the provision of a driving force that creates a passion for work for someone so that they can cooperate, work effectively, and with integrity, with all their efforts to achieve satisfaction. According to McClelland, translated by Suwanto (Suwanto, 2020) Work motivation is "A set of forces originating both from within and from outside a person that encourages them to start working behavior according to a certain format, direction, intensity, and period. Therefore, within a company, motivation is needed to create employee encouragement to work and create work discipline.

According to Sedarmayanti (Sedarmayanti, 2017), types of motivation are divided into three parts, namely: (1) Main drivers: drivers that can be valued in money, (2) Semi-main drivers, and (3) Non-material drivers: which cannot be seen in money such as: proper placement, systematic training, object promotion, guaranteed job, participation of employee representatives in decision-making, pleasant working conditions, provision of company information, recreational facilities, health care, housing

This study utilizes qualitative data obtained through in-depth interviews with room attendants. The data collected from these interviews were analyzed using thematic analysis techniques. The purpose of this analysis was to understand the work motivation of room attendants using Maslow's hierarchy of needs theory as a theoretical framework. The analysis yielded several key themes consistent with Maslow's hierarchy of needs: physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs. By identifying and understanding these themes, this study can provide in-depth insights into the factors that influence room attendant motivation and how these needs are met within the context of their work.

1. Physiological Needs (Codes: Salary Fulfillment, Basic Needs, Casual Worker Appointment, and Work Equipment).

   The majority of respondents felt that their salary was sufficient to cover basic needs such as food, shelter, and clothing. This indicates that their physiological needs were largely

met, a crucial foundation of Maslow's theory. However, several respondents complained about delays in replacing damaged or worn-out work equipment and the lengthy process for hiring casual workers. This suggests that even though basic needs are met, there are still areas for improvement in the availability and maintenance of adequate work equipment and the hiring of casual workers. Hotels should consider more responsive policies regarding the replacement and maintenance of work equipment to ensure smooth operations and minimize employee inconvenience.

2. Safety Needs (Code: Feeling Safe and Comfortable at Work)

All respondents stated that they feel safe and comfortable working at this hotel. Factors contributing to this feeling of safety include comprehensive health insurance, regular workplace safety training, and clear and consistently implemented safety procedures. Meeting these safety needs is crucial because it provides stability and peace of mind for employees. With guaranteed safety and health, employees can work more effectively without undue worry about health risks or workplace accidents. Furthermore, a safe and secure work environment also plays a role in reducing employee stress and absenteeism, ultimately increasing overall productivity and job satisfaction. Hotels that are able to create a safe and supportive work environment not only improve employee well-being but also build their loyalty and commitment to the company..

3. Social Needs (Code: Relationships with Coworkers and Superiors)

Relationships between coworkers and superiors are generally very good and harmonious. Respondents feel supported, appreciated, and have effective communication with both coworkers and superiors. Fulfilling these social needs creates a collaborative and supportive work environment, which is crucial for employee emotional well-being and productivity. Social engagement and a sense of community also increase employee loyalty and commitment to the organization. To strengthen relationships between employees and increase team solidarity, hotels can continue to encourage social activities and team-building. Such efforts not only build camaraderie but also reinforce a positive and supportive company culture, making employees feel more connected and motivated at work.

4. Self-Esteem Needs (Code: Pride and Recognition of Work)

The majority of respondents expressed pride in their work as housekeeping employees. They felt that their contributions were crucial in ensuring guest comfort and maintaining a positive hotel image. Recognition and appreciation for their hard work also played a significant role in boosting their sense of self-esteem. Fulfilling these self-esteem needs is crucial because it encourages employees to work with dedication and enthusiasm, feel valued, and be motivated to give their best. Therefore, hotels can consider implementing formal rewards and recognition programs. This will not only further motivate

employees but also increase their job satisfaction, creating a more positive and productive work environment.

5. Self-Actualization Needs (Code: Career Aspirations and Self-Development)

   Many respondents had high career aspirations, indicating that they were not only satisfied with their current positions but also had a strong desire to grow and achieve higher positions in housekeeping. Their desire to become supervisors, managers, or even work on cruise ships and abroad reflected a strong ambition and determination to achieve self-actualization in their work. This indicates that employees are highly motivated to continue learning and developing, which is essential for their personal and professional growth. Hotels can support these aspirations by providing comprehensive training and career development programs and creating clear career paths for high-performing employees. This support will not only help employees achieve their career goals but also increase retention and job satisfaction, as well as develop quality human resources for the overall advancement of the hotel.

This study demonstrates that the work motivation of hotel room attendants can be comprehensively understood through Maslow's hierarchy of needs. In-depth interviews revealed that physiological needs were largely met through adequate salaries, although challenges persisted in replacing work equipment and hiring casual workers. The need for security was also strongly felt by all respondents, supported by the availability of health insurance, occupational safety training, and clear security procedures. Good social relationships between coworkers and superiors indicate that social needs are met, creating a harmonious and supportive work environment. A sense of pride in one's work and recognition for contributions indicate that self-esteem needs are also met, although formal reward programs could still be improved. Furthermore, many respondents had high career aspirations, indicating that the need for self-actualization is also a key driver of their work motivation. Therefore, hotels are advised to continue strengthening policies that support employee well-being, recognition, and career development to create a more productive, loyal, and meaningful work environment.

CONCLUSIONS

Based on the discussion above, it can be concluded that the work motivation of room attendants at Hotel X aligns with Maslow's hierarchy of needs theory. At the physiological level, the room attendants' salaries are sufficient to meet their basic needs, such as food, shelter, and other essentials. Regarding the need for safety and comfort, the room attendants feel protected by health insurance and regular safety training. Although there are still challenges in the speed of handling damaged equipment and the availability of chemicals that require immediate action. Social needs are also well met, demonstrated by harmonious relationships with coworkers and superiors, as well as

strong teamwork. Furthermore, at the esteem and recognition level, the room attendants feel proud to be part of the housekeeping staff and receive appreciation from their superiors for the excellent service they provide to guests. This indicates that their work motivation is formed through the fulfillment of various needs, from basic to higher levels.

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