



THE INFLUENCE OF WORK MOTIVATION AND INNOVATIVE BEHAVIOR ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE AT HOTEL PLAZA SEMARANG

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ABSTRACT

This investigate points to examine the impact of work inspiration and imaginative behavior on representative execution, with work fulfillment as a intervening variable . This research uses a quantitative approach with data collected through a survey of Hotel Plaza Semarang employees. The population used in this research was 112 Hotel Plaza Semarang employees. This research develops a causal model, or evidence of the influence of independent variables on the dependent variable, based on the theory established by researchers by conducting Partial Least Square (PLS) testing, Estimation Show Investigation (External Show), Basic Demonstrate Investigation (Inward Demonstrate), and Theory Testing. The inquire about comes about appear that Inspiration and Work Fulfillment have a positive impact on worker execution at the Square Lodging, Semarang City . Furthermore, the innovative behavior variable has no effect on employee performance at the Plaza Hotel, Semarang City. Job satisfaction can moderately mediate the relationship between work motivation and innovative behavior with employee performance at the Plaza Hotel, Semarang City.

KEYWORDS: Job Satisfaction, Employee Performance, Work Motivation, Innovative Behavior

1. INTRODUCTION

In an increasingly competitive and dynamic business era, the success of an organization often depends heavily on the performance of its employees. High employee performance becomes valuable capital to achieve goals and maintain organizational competitiveness. Therefore, developing management strategies and practices that encourage improved employee performance has become a major goal in various management fields.

Mangkunegara (2013) defines performance as the quality and quantity of work results achieved by an employee when carrying out their work according to the responsibilities given. Performance can also be influenced by the indirect relationship between job satisfaction and work motivation. Motivation itself is defined as human encouragement or encouragement that can give rise to, control and regulate behavior (Darmawan, 2013). In this context, employee work motivation and innovative behavior are at the forefront of management research and practice. In contrast, innovative behavior reflects an employee's ability to develop creative ideas and solutions that increase an organization's efficiency and competitiveness. Although previous research has demonstrated the importance of work motivation and innovative behavior, little is known about how the two interact in relation to employee performance.

Hotel Plaza is a 3 star hotel that is being developed in Naskebuli, Jln Setiabudi No.101-103, Banyumanik, Semarang. Employees play an important role in all Hotel Plaza Semarang activities, both operational and management. Companies have employees who perform tasks such as marketing, sales, administration, and service. However, you will not be able to achieve your biggest goals because your employees will not be able to do their best. Low motivation is reflected in an employee's lack of enthusiasm in completing their duties. Apart from that, conflicts between employees disrupt the continuity of work activities because employees do not have good working relationships with their colleagues in the company.

To fill this knowledge gap, this research aims to study the relationship between work motivation and innovative behavior on the performance of Hotel Plaza Semarang employees. Apart from that, this research will also examine the important role of job satisfaction as a mediating factor in this relationship. Job satisfaction is considered as one of the key factors that can link work motivation and innovative behavior with employee performance at Hotel Plaza Semarang, but this

mediation mechanism has not been fully revealed.

In the ever-changing landscape of modern organizations, a better understanding of the factors that influence employee performance is essential. This research is expected to provide insight into work motivation, innovative behavior and job satisfaction, as well as how the three interact to influence employee performance at Hotel Plaza Semarang. It is hoped that the results of this research will provide real benefits in developing human resource management strategies and management practices that can improve employee performance thereby increasing organizational work success.

Formulation of the problem

The formulation of this research problem is as follows:

1. How does work motivation influence job satisfaction?
2. How does innovative behavior influence job satisfaction?
3. How does work motivation influence employee performance?
4. How does innovative behavior influence employee performance?
5. How does job satisfaction as an intervening variable influence employee performance?

Research purposes

The aims of this research are:

1. To analyze the influence of work motivation on job satisfaction among Hotel Plaza Semarang employees
2. To analyze the influence of innovative behavior on job satisfaction among Hotel Plaza Semarang employees
3. To analyze the influence of work motivation on employee performance of Hotel Plaza Semarang employees
4. To analyze the effect of innovative behavior on employee performance of Hotel Plaza Semarang employees
5. To analyze the effect of job satisfaction as an intervening variable on employee performance for Hotel Plaza Semarang employees.

2. CONCEPTUAL FRAMEWORK

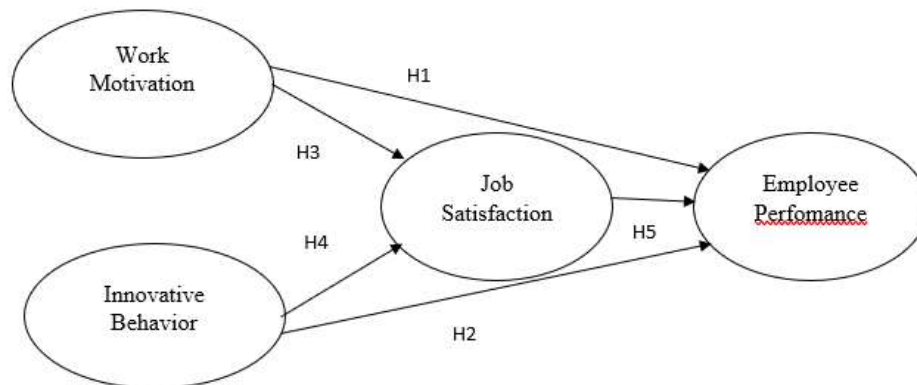


Figure-1 Conceptual Framework

3. LITERATURE REVIEW

3.1. The Relationship Between Work Motivation and Job Satisfaction

The relationship between work motivation and job satisfaction is very interrelated. High motivation often leads to higher job satisfaction while job satisfaction can increase the motivation and commitment of employees to their work. A good work environment and recognition of achievements also play an important role in influencing employee motivation and job satisfaction levels.

Inquire about conducted by Lusri and Siagian (2017) entitled The Impact of Work Inspiration on Representative Execution Through Work Fulfillment as a Interceding Variable in Workers of Pt. Borwita Citra Prima Surabaya, expressed that work inspiration includes a positive impact on worker work fulfillment, so it can be guaranteed that propelled representatives are representatives who are fulfilled with the work they are carrying out. Meanwhile, research conducted by Pila-Ngarm and Siengthai (2016) was entitled The interaction effect of job redesign and job satisfaction on employee performance Evidence-Based HRM states that work fulfillment features a positive impact on representative execution. Based on the clarification in past inquire about, a hypothesis can be made, specifically H1: There's an impact of work motivation on employee job satisfaction inn Hotel Plaza Semarang

3.2. The Relationship Between Innovative Behavior and Job Satisfaction

Innovative behavior supported by a conducive work environment and organizational support can contribute to increased job satisfaction. The ability to innovate, come up with new ideas, and see the results of one's own innovative efforts, can increase employee job satisfaction levels. In this context, a supportive environment, rewarding innovation, and encouraging active participation in innovative activities can be the key to success in increasing job satisfaction.

George and Zhou in Astuti T.P (2019), found that inventive behavior is closely related to improvement. Improvement and inventive behavior are social changes, but the qualification lies inside the complement on the characteristics of these changes. Progression emphasizes the quality of something that's considered unused for the individual or society. On the other hand, innovative behavior emphasizes the presence of a inventive state of mind, and there's a handle of changing states of mind from conventional to advanced, or from less progressed to more progressed. Robbins further in Astuti. T.P (2019), states that work fulfillment could be a person's common state of mind towards work, specifically the distinction between the sum of stipend an worker gets and the sum he considers he ought to get.

In Astuti T.P's (2019) investigate entitled *The Impact of Imagination and Imaginative Behavior on Worker Execution with Work Fulfillment as a Intervening Variable (Ponder at the Pandanaran Inn Semarang)*, expressed that imaginative behavior includes a positive impact on work fulfillment. This can be interpreted as the higher the innovative behavior. the higher the job satisfaction. The investigate over is additionally backed by Sujarwo A (2017) with the title *The Impact of Work Inspiration and Innovative Behavior on Worker Execution with Work Fulfillment as a Interceding Variable (Case Ponder at LKP Alfabank Semarang)* which states that imaginative behavior encompasses a demonstrated positive impact on work fulfillment, the higher it is . innovative behavior, the greater job satisfaction. Based on the explanation in previous research, a hypothesis can be made, namely
H2: There is an influence of innovative behavior on employee job satisfaction at Hotel Plaza Semarang.

3.3. The Relationship Between Work Motivation and Employee Performance

Kasmir (2016, p. 190) states that in case workers have solid support from inside themselves or support from exterior themselves (for illustration from the company), at that point representatives will be empowered to do something well. Within the conclusion, support or incitement both from inside and exterior a individual will result in great execution, and bad habit versa. Great work inspiration straightforwardly impacts representative execution. A great understanding of person needs, wants and drives is key to making a strong and spurring work environment, which in turn will make strides worker execution. .

In inquire about conducted by Lusri and Siagian (2017) entitled *The Impact of Work Inspiration on Representative Execution Through Work Fulfillment as a Interceding Variable in Workers of Pt. Borwita Citra Prima Surabaya*, expressed that work inspiration includes a positive impact on representative execution. Hence, it can be discovered that expanding work inspiration will have a positive affect on expanding worker execution levels at PT. Borwita Citra Prima Surabaya, and bad habit versa. In the interim, investigate conducted by Sujarwo A. (2017) with the title *The Impact of Work motivation and Innovative Behavior on Worker Execution with Work Fulfillment as a Intervening Variable (Case Consider at LKP Alfabank Semarang)*, states that work inspiration features a positive impact on worker execution, so it implies that on the off chance that The higher the work inspiration, the way better the employee's execution will be. Based on the clarification in past investigate, a theory can be made, specifically
H3: There is an influence of work motivation on employee performance at Hotel Plaza Semarang

3.4. The Relationship Between Innovative Behavior and Employee Performance

Innovative behavior incorporates a positive effect on representative execution. Creativity, flexibility and the ability to adapt help in improving the work quality, efficiency and productivity of employees. An environment that supports innovation also plays an important role in triggering innovative behavior that can influence overall employee performance. In Sujarwo A.'s (2017) investigate entitled *The Impact of Work Inspiration and Innovative Behavior on Worker Execution with Work Fulfillment as a Intervening Variable (Case Think about at LKP Alfabank Semarang)*, expressed that innovative behavior includes a positive impact on worker execution. This is in line with research by Astuti T.P (2019) entitled *The Impact of Inventiveness and Innovative Behavior on Representative Execution with Work Fulfillment as a Intervening Variable (Study at the Pandanaran Hotel Semarang)*, which states that innovative behavior has a proven positive effect on employee performance. Based on the explanation in previous research, a hypothesis can be made, namely

H4: There is an influence of innovative behavior on employee performance at Hotel Plaza Semarang.

3.5. The Effect of Job Satisfaction on Employee Performance

Job satisfaction is an enthusiastic demeanor or feeling of being upbeat and adoring one's work. This state of intellect is reflected in work ethics, instruct and work execution. Work fulfillment is enchanted in at work, outside work, and a combination of insides and outside work (Fauziek & Yanuar, 2021). Representative execution is said to be incredible in case the work fulfillment felt by the agent in addition getting better. In other words, awesome agent execution can be influenced by agent work fulfillment. Subsequently, work fulfillment in a company is required to boost agent execution. Work fulfillment can be gotten inside the outline of essential stipend, reward, openings for recompense increases, openings for headway, gifts, trips abroad, work associations, etc. The comes almost of this examine are reinforced by ask approximately by Annisa Kharenina Augustine et al., (2022) which shows up that work fulfillment contains a basic and positive affect on agent execution. Research by Annisa Kharenina Augustine et al., (2022) is in line with research conducted by Paparang et al., (2021) which also shows the results that job satisfaction has a significant and positive effect on employee performance.

H5: Job satisfaction has an influence on employee performance at Hotel Plaza Semarang.

3.6. The Effect of Work Motivation on Performance through Job Satisfaction.

According to Hanafi and Yohana (2017), individual behavior when satisfied at work tends to be more effective than individuals who are less satisfied with their work. According to Kusrihandayani (2017), it clearly describes the existence of a reciprocal relationship between work motivation and job satisfaction, where job satisfaction causes increased motivation so that satisfied workers will work more productively compared to dissatisfied workers. Based on inquire about conducted by Hanafi and Yohana (2017) which states that inspiration on worker execution which is intervened by work fulfillment contains a positive and significant impact.

H6: Work motivation incorporates a critical impact on performance through job Satisfaction.

3.7. The Relationship between Job Satisfaction as a mediating variable on Employee Performance and Innovative Behavior

Inspiration can impact nonstop execution change through job satisfaction to begin with. in inquire about conducted by Lusri and Siagian (2017) entitled The Impact of Work Inspiration on Representative Execution Through Job satisfaction as a Intervening Variable in Representatives of Pt. Borwita Citra Prima Surabaya, expressed that job satisfaction acts as a interceding variable between work inspiration and representative execution.

The comes about of this inquire about are moreover bolstered by Murti and Srimulyani's (2013) investigate entitled The Impact of Inspiration on Representative Execution with Intervening Factors of Work Fulfillment in Madiun City PDAM, which found that inspiration encompasses a critical impact on work fulfillment and contains a noteworthy impact on worker execution. The discoveries too appear that work fulfillment may be a interceding variable between inspiration and worker execution. Job satisfaction plays an important role in driving employees towards better performance. Satisfied employees tend to be more productive, higher performing, and more open to innovative behavior. Therefore, job satisfaction can act as an important bridge between employee performance and innovative behavior. This relationship can be influenced by various contextual and organizational factors that influence employees' perceptions of job satisfaction, performance, and ability to innovate in the work environment. Based on the explanation in previous research, a hypothesis can be made, namely

H7: Job satisfaction acts as a mediating variable between work motivation and innovative behavior on employee performance at Hotel Plaza Semarang.

4. RESEARCH METHODOLOGY

4.1. Population & Sample

Concurring to Sugiyono (2019:126), "Populace may be a generalization region comprising of: objects/subjects that have certain qualities and characteristics that are determined by analysts to be examined and after that draw conclusions." The populace utilized in this inquire about was 112 Lodging Square Semarang representatives. The test is portion of the number and characteristics of the populace (Sugiyono 2019:127). The test could be a small portion of the populace to supply precise comes about. This inquire about employments the census strategy since it may be a testing procedure when all individuals of the populace are utilized as tests. Thus the number of samples that will be taken is the entire population, namely 112 employees of Hotel Plaza Semarang.

The test utilized in this inquire about was Purposive Examining. Concurring to Sugiyono (2016:85) Purposive testing may be a strategy for deciding tests with certain contemplations. The contemplations in address incorporate certain characteristics or characteristics that are suitable to the inquire about, where the analyst chooses a test based on inquire about information almost the test to be chosen. The population of this study was 112 which was taken from hotel employee data. From these data, the sample size was determined using the Slovin formula as follows:

$$n = \frac{112}{1+112(0,1)^2}$$
$$= 101 \text{ people}$$

So in this study the researchers used a sample of 101 people with an error rate of 10%.

4.2. Data types and Data Sources

The sort of information utilized in this investigate is quantitative information utilizing studies. Concurring to Kurniawan (2016:79), "Quantitative information is information within the shape of numbers". Quantitative data in this research includes data regarding the number of employees, as well as data from the results of distributing questionnaires such as the age of the respondent, the length of service of the respondent, and the score of the respondent's responses regarding the question items in the questionnaire.

This investigate employments essential information sources and auxiliary information. Essential information may be a information source that straightforwardly gives information to information collectors. (Sugiyono, 2019:194). Primary data within the investigate was gotten employing a survey instrument or instrument containing a number of composed and organized questions to obtain information from respondents and perceptions of Inn Square Semarang workers. In the mean time, auxiliary information could be a source that does not straightforwardly give information to information collectors, for case through other individuals or records. (Sugiyono, 2019:194). Auxiliary information in this inquire about was gotten from information accessible at the Inn Square Semarang such as past inquire about and required supporting information.

4.3. Operational Definitions and Indicators

In this study the Independent variable (X1) is Work Motivation, (X2) Innovative Behavior, the Dependent Variable (Y) is Employee Performance, and the Mediating Variable (Z) Job Satisfaction. Each variable has indicators that are used as customer assessments. An explanation of the indicators is presented in Table 1 :

Table 1: Operational Definitions and Indicators

Variable	Conceptual	Indicator
Motivation	Motivation is a willingness to make strong efforts towards organizational goals, in the form of coordination with one's abilities so that individual needs can be achieved. Robbins in Sujarwo A (2017:56)	1. Direction of behavior 2. Level of effort 3. Level of persistence 4. The need for appreciation George, J.M., and Jones in Lusri (2017)
Innovative behavior	Innovative behavior is an individual's action that leads to the interests of the company, where employees introduce and apply their new ideas to benefit or innovate the company into something new. De Jong and Kemp in Hadi (2020)	1. Find out new technologies, processes, techniques and new ideas 2. Generate creative ideas 3. Promote ideas to others 4. Provide resources for George and Zhou in Astuti T.P (2019:56))
Job satisfaction	Job satisfaction is an individual's general attitude towards his job. Robins and Judge in Fanggidae (2020:86),	1. Job satisfaction. 2. Satisfaction with Leader Supervision. 3. Satisfaction with Colleagues. According to Robbins and judge in Fanggidae (2020 :87)
Employee Performance	Performance is organizational behavior that is directly related to the production of goods or services.(Sujarwo A, 2017)	1. Quantity 2. Quality 3. Punctuality Bernadin in Sujarwo A. (2017)

4.4. Method of collecting data

Primary data was collected in this research by distributing questionnaires to the general public in Semarang City. After the respondent's answer is obtained, they will continue to carry out a test with the Smart PLS application.

4.5. Data Analysis Method

Study This develop a causal model , or proof influence variable independent to variable dependent , based established

theory _ researcher . Selected theory For study is theory Theory of Planned Behavior (TPB) which is development from The Theory of Reasoned Action (TRA) is specialized For modeling theory about connection between beliefs and behavior . With do testing Fractional Slightest Square (PLS), Estimation Demonstrate Examination (External Show), Basic Show Investigation (Internal Demonstrate), and Theory Testing.

4.5.1. Partial Least Square (PLS) Test

The use of PLS is For know complexity connection latent variables and other latent variables , as well connection latent variable with the indicators . PLS outlined with two equality namely inner model and outer model. The inner model (structural model) functions For set specification connection between latent variable with the indicators . _ Meanwhile the outer model (measurement model) functions For determine method measure latent variable . Study It also uses variance- based Structural Equation Modeling with Partial Least Square method. Partial Least Square (PLS) is something method measurements Multivariate created by Herman Wold in 1966 as elective modeling correspondence essential auxiliary _ the hypothesis frail , which is utilized For foresee the impact of variable X on Y, and clarify association hypothetical between both factors. .

4.5.2. Measurement Model Analysis (Outer Model)

Measurement Model in the PLS test is carried out For test internal validity and reliability . Analyze this measurement model (outer model). will indicate association between inactive variable with the markers , or can said that the external demonstrate characterizes How each pointer relate with variable inactive. Examination of the estimation show (external show) with see legitimacy focalized (merged legitimacy) and legitimacy discriminant (discriminant legitimacy).

- a. Validity convergent (convergent validity) is mark factor loading on latent with the indicators . The loading factor is coefficient connecting path _ between latent variable with the indicator . Validity convergent validity is evaluated in two stage . Indicator validity : seen from mark factor loading and t-statistic as following : If value loading factor between 0.5-0.6 then said enough , meanwhile If mark loading factor ≥ 0.7 then said high (Imam Ghozali , 2006). The t-statistic value ≥ 1.96 shows that indicator This is valid (Uce Indahyanti , 2013).
- b. Reliability construct : seen from Composite Reliability (CR) output value . Criteria said reliable is more CR value big of 0.7 (Uce Indahyanti , 2013).
- c. Average Variance Extracted (AVE) value: the expected AVE value is more big of 0.5 (Uce Indahyanti , 2013). Validity discriminant validity is carried out in two stage , ie with method see cross loading factor values and compare AVE root with correlation between latent construct / variable . Cross loading factors For know is latent variables have adequate discriminant _ that is with method compare correlation indicator with variable latent must more big compared to correlation between indicator with other latent variables . If correlation indicator with variable latent own mark more tall compared to with correlation indicator the to another latent variable , then said the latent variable own validity high discriminant (Uce Indahyanti , 2013) . The AVE value is recommended ≥ 0.5 .

4.6. Structural Model Analysis (Inner Model)

Basic show assessed with utilize R-square (R^2) for develop subordinate , Stone-Geisser Q-square test for prescient pertinence and t-statistic test as well critical from basic way parameter coefficient. R^2 can be utilized For assess impact autonomous idle variable to subordinate idle variable is have substantive impact. Criteria impediment this R^2 esteem in three classification , specifically 0, 75, 0.5, and 0.25 can be concluded that the show is solid , direct and frail . Impact the measure of f^2 can be calculated with R^2 included and R^2 avoided is the R-square of subordinate inactive variable when indicator inactive factors are utilized or issued within the basic conditions. The f^2 esteem is break even with to 0.02, 15, and 0.35. Separated from looking at the R-square value, the PLS show is additionally assessed by looking at the Q-square prescient pertinence to degree how well the perception values delivered by the demonstrate conjointly the parameter gauges. A Q2 esteem $>$ demonstrates that the demonstrate has prescient significance esteem, whereas a Q2 esteem $<$ shows that the demonstrate needs prescient pertinence.

4.7. Hypothesis testing

Testing Hypothesis can done via the bootstrapping menu as well can seen Path Coefficients table of ρ - values and t-statistics . Ghozali (2015) stated when mark significance of ρ -value more small of 0.05 and value significance of 0.05 and a t- statistic value > 1.96 path coefficient was assessed significant (Hair, J., Ringle, C. and Sarstedt, 2011). Medium for see big influence connection Can seen in the coefficient track . (Diamantopoulos, A. & Siguaw , 2000) stated that if coefficient track not enough of 0.30 means show influence moderate / medium , then 0.30 to with 0.60 meaning show influence strong , meanwhile more of 0.60 means shows very strongly influence

5. RESULTS AND DISCUSSION

5.1. Measurement Model Testing (Outer Model)

5.1.1. Convergent Validity

Convergent Validity is applied by looking at the values in the outer loadings. Outer loading is the correlation value of a question item with indicators of a variable. According to Hair et al (1998) outer loadings > 0.5 are generally considered significant. Therefore, factor loadings values of less than 0.5 must be eliminated from the model. Furthermore, if the AVE is greater than 0.5, this indicates that it is half construct explains the indicators better. Meanwhile, if the AVE value is < 0.5 then the lowest factor loading value of the variable must be eliminated from the model.

5.1.2. Internal Consistency

Inner consistency unwavering quality of a build on intelligent pointers is wiped out two ways, specifically by looking at Cronbach's Alpha and Composite Unwavering quality. A variable is said to be dependable on the off chance that it includes a Cronbach's Alpha esteem > 0.7 and Composite Unwavering quality > 0.7 .

5.1.3. Discriminant Validity

A investigate demonstrate is said to have great discriminant legitimacy in case the stacking esteem of the expecting develop is higher than the stacking esteem of other develops. Discriminant legitimacy estimations can be carried out utilizing Fornell-Lacker.

Table 2: Reliability and Validity

Variable	Indicator	Convergent Validity		Internal Consistency Reliability	
		Loadings	AVE	Composite Reliability	Cronbach's Alpha
		> 0.50	> 0.50	> 0.70	> 0.70
Motivation Work	X1.1	0.929	0.766	0.929	0.896
	X1.2	0.918			
	X1.3	0.768			
	X1.4	0.878			
Behavior Innovative	X2.1	0.918	0.821	0.948	0.927
	X2.2	0.936			
	X2.3	0.906			
	X2.4	0.862			
Satisfaction	Y1.1	0.807	0.814	0.929	0.885
	Y1.2	0.915			
	Y1.3	0.923			
HR Performance	Y2.1	0.917	0.774	0.911	0.852
	Y2.2	0.898			
	Y2.3	0.820			

Source : Data Primary Tested , 2024

The comes about of testing the PLS Calculation show, in Table 2 degree merged legitimacy And inner consistency unwavering quality. Focalized legitimacy appear in the event that all over pointer in all inquire about factors have met the criteria of more than 0.50 and all factors possess AVE more from 0.50. Stamp inner consistency unwavering quality in Cronbach's alpha and composite unwavering quality all factors have been satisfy criteria ie more than 0.70.

5.2. Structural Model Analysis (Inner Model)

After testing the measurement model (outer model). has met the requirements, then structural (inner) testing is carried out models). Inner model tested through see mark r-square (indicator reliability) For el variable latent dependent, And test significance from coefficient parameter track structural, Effect Size (f-square) .

5.2.1. Coefficient of Determination (R-Square)

This coefficient capacities to degree the capacity of endogenous factors to clarify exogenous factors . An R-square esteem of 0.75 demonstrates solid endogenous variable capacity in anticipating a demonstrate, a esteem of 0.50 is direct, and a esteem of 0.25 is frail (Hair, J., Ringle, C. and Sarstedt, 2011).

Table 3 R-Square Value

	R Square	R Square Adjusted
HR Performance	0.648	0.541
Job satisfaction	0.550	0.637

Source: Primary Data Tested, 2024

From Table 3 it can be concluded that the endogenous variable HR Performance (KA) has moderate ability (0.648) and Job Satisfaction (KK) has moderate ability (0.550) in the ability to predict the model. Exogenous Variable Work Motivation (M) and Behavior Innovativeness (PI) has an influence of 64.8 % on the endogenous variable HR Performance (KA). while the rest is influenced by other variables. Meanwhile, the exogenous variable Work Motivation (M) and Behavior Innovative (PI) has an influence of 55 % on endogenous variables HR performance (KA) after being mediated by Job Satisfaction (KK) variable and the rest is influenced by other variables.

5.2.2. Effect Size (f-Square)

The effect size shows that the exogenous variable has a large influence on the endogenous variable, the criteria are weak 0.02, moderate 0.15, and strong 0.35 (Cohen, 1988).

Table 4. Effect Size (f-Square).

	Work motivation	Innovative Behavior	Job satisfaction	HR Performance
HR Performance				
Job satisfaction				0.203
Innovative Behavior			0.200	0.102
Work motivation			0.161	0.055

Source: Primary Data Tested, 2024

Table 4 shows the influence of exogenous variables. Innovative Behavior has an influence of 0.200 (moderate) on Job Satisfaction and 0.102 (weak) on HR Performance . Work motivation has an influence of 0.161 (weak) on Job Satisfaction and 0.055 (weak) on HR Performance . Satisfaction Variable Work has an influence of 0.203 (moderate) on HR Performance.

5.3. Hypothesis Testing (Bootstrapping)

Hypothesis significance testing can be done by implies of the bootstrapping menu in Canny PLS by looking at the Way Coefficients table inside the t-statistics and ρ- values columns . Testing this hypothesis businesses the significance criteria of a ρ-value of less than 0.05 and a centrality regard of 5 percent. The Way Coefficient is considered vital in case the t-statistic is more vital than 1.96. To see the estimate of the affect of the relationship, it can be seen inside the way coefficient, with the criteria being that the way coefficient is coordinate underneath 0.30, strong 0.30 – 0.60, especially strong more than 0.60.

Table 5. Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	T Statistics	P Values
M-> HRP	0.288	0.293	2.808	0.005
BI-> HRP	0.214	0.224	1.913	0.056
JS-> HRP	0.398	0.385	3.475	0.001
M->JS	0.380	0.374	4.112	0.000
BI->JS	0.423	0.433	4.338	0.000

Source: Primary Data Tested, 2024

5.3.1. Influence Motivation towards Satisfaction Work

Based on the results of this test, the t-statistic was found 4 , 112 > 1.96 with ρ- values 0.000 < 0.05, it can be concluded that Career Development has a positive and significant relationship to satisfaction Therefore the proposed hypothesis can be accepted. This means that if Motivation employees increase then Satisfaction also increased.

5.3.2. Behavioral Influence Innovative towards Satisfaction Work

The test results found the t-statistic 4 , 338 > 1.96 with ρ- values 0.0 00 < 0.05 then it can be concluded that Behavior Innovative has a moderate , positive and significant relationship effect on satisfaction work , therefore the proposed hypothesis can be accepted. This gives the meaning that if Behavior Innovative increases then Satisfaction Work also increased .

Behavior Innovative can maintain innovative work behavior because employees need support to be able to handle various problems, suggest and apply ideas or ideas to achieve organizational goals so that employees feel obliged to

increase their innovative thinking .

5.3.3. Influence Motivation Work on HR Performance

From this test, a t-statistic of $2.808 < 1.96$ was obtained with a value of $p < 0.005 < 0.05$ so it can be concluded that Work Inspiration has a solid, positive and noteworthy relationship with the implementation of HR, thus the theory that can cause this means If work motivation increases, HR performance will improve. If workers have high motivation, this will advance work. This can create a positive work environment so that it will have a big impact on unlocking benefits.

5.3.4. Behavioral Influence Innovative on HR Performance

From this test it was found that the t-statistic was $1.913 < 1.96$ with p-values $0.056 < 0.05$ so it could be concluded that Behavior Innovativeness also has a significant positive influence on HR performance , therefore the proposed hypothesis is rejected . exists attitude behavior innovative can push performance in develop competence To use reach target . At the moment ability behave innovation is very necessary remember development increasingly technology _ increasing , someone who is innovative will think that all matter in his life need experience changes and improvements .

5.3.5. The Effect of Satisfaction Work on Employee Performance.

From this test it was found that the t-statistic $3,475 < 1.96$ with p- values $0.001 < 0.05$ so it can be concluded that Satisfaction Work has a moderate, positive and significant relationship effect on HR performance, therefore the hypothesis proposed can be accepted. Tall worker work fulfillment will more often than not progress representative execution. Organizations that have workers with tall levels of work fulfillment tend to be more beneficial and viable (Eliyana et al., 2019). An employee's work fulfillment truly depends on things related to their work (Seema et al., 2021). But in reality, numerous organizations pay small consideration to worker work fulfillment. Representatives will get work fulfillment on the off chance that there's soundness and steadiness in their work. Both career and world of work (Kader et al., 2021).

5.3.6. Test Indirect Influence Hypothesis

Hypothesis test results of indirect influence through satisfaction Work as an intervening or mediating variable using Smart PLS software can be seen in.

Table 5. Indirect Effect Hypothesis Test Results

	Original (O)	Mean (M)	T Statistics	P Values
M->JS->HRP	0.151	0.145	2,545	0.011
IB->JS-> RP	0.168	0.165	2,835	0.005

Source: Primary Data Tested, 2024

Based on Table 5, it is known that the comes about of the Inspiration test on HR Execution through Inspiration Fulfillment Work as an mediating or interceding variable encompasses a way coefficient score of 0.151 with a t - measurement esteem of $2,545 > 1.96$ and a p-value of $0.011 < 0.05$. Meanwhile, the results of the behavioral influence test Innovative to HR performance through satisfaction Work as an interceding or interceding variable features a way coefficient score of 0.168 with a t-statistic esteem of $c 2.835 > 1.96$ and p-value $0.005 < 0.05$. This appears that Fulfillment Work can tolerably intervene the Inspiration relationship Work and behavior inventive with Worker Execution at the Plaza Hotel Semarang City.

6. CONCLUSION

Study This aims to find Empirical evidence of the role of *Motivation* , *Behavior Innovative* , and *Satisfaction Work* in improving *HR Performance* at a Plaza Hotel in Semarang City. For analyze interrelationships these variables, research This uses *Smart PLS (Partial Least Square)*. Based on research and processing data which has been done then it is obtained some conclusions as follows:

- Motivation* positive influence significant impact on *HR performance* , meaning If *Motivation* , increase then it influences improvement in *HR Performance* .
- Behavior Innovative* influential positive Insignificance on *HR Performance* , meaning if *Behavior Innovative* , improving then not will influence improvement in *HR Performance* .
- Satisfaction* Impactful work positive towards *HR performance* means if *satisfaction Work* increase then it influences improvement in *HR Performance*.
- Motivation* , positive influence significant to *Satisfaction Work* employee which exist in Hotel Plaza Semarang City , meaning If *Motivation* increase so influence u increase *Satisfaction Work* .
- Behavior Innovative* , positive influence significant to p *Satisfaction Work* employee which is at the Hotel Plaza Semarang City , meaning if *Behavior Innovative* , improving then influencing increased *Satisfaction Work*



7. LIMITATION OF THE STUDY

This research produces a diagram of the influence of motivation, innovative behavior, job satisfaction and representative execution at Semarang Square Inn. This hypothesis can be used as a basis for conducting similar research. Increasing the range of questions through the use of a larger number of respondents can also be done to get better questions about conclusions. Any research there are bound to be problems and their respective limitations, research is no exception. These include the population in this research is still ongoing. Not yet covers all existing hotels in the city of Semarang. The value of r^2 regarding u in this research variable u is 64.8 % at the first equation and % in the second equation, which is still in the medium category. This u thing shows that u still there is limitations on amount variable free Which influence the dependent variable. It is hoped that future researchers can do this expand s population And increase amount sample in testing so that get results study Which more concrete And clear. As well as Can add amount variables Which. new so that mark r^2 get results Which better for example by adding competitive advantage variables

8. Scope for Future Research

execution of human assets inside a company is as takes after a few future inquire about motivation that are in understanding with the subject of this investigate:

- The part of administration, imaginative behavior, inspiration and information administration in making strides human asset execution in companies.
- The role of organizational culture in supporting human resource improvement with innovative behavior-based safety management.

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