The Influence of Organizational Culture and Motivation on Employee Performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana

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Abstract
The research in this thesis is motivated by how the influence of organizational culture and motivation on employee performance at Puri Dajuma Beach Eco Resort & Spa Jembrana Hotel. The purpose of this thesis research is to determine the effect of organizational culture and motivation on employee performance at Puri Dajuma Beach Eco Resort & Spa Jembrana Hotel. In this study, primary and secondary data are quantitative. The technique of testing the data in this study is the instrument test consisting of validity and reliability tests, while the classical assumption test consists of normality, multicollinearity, and heteroscedasticity tests and multiple linear regression tests where the significance level is 5 percent. The results showed that culture (X1) had a positive and significant effect on employee performance. From these results it can be seen that organizational culture is very important in the company. Motivation (X2) has a positive and significant effect on employee performance. The results of this study indicate that motivation has an important influence on the continuity of quality employee performance.  
Keywords: Organizational Culture, Motivation, and Employee Performance
INTRODUCTION

A hotel is a place to stay consisting of several or many rooms that are rented out to the general public for certain times and provide food and drinks for the guests (Hurdawaty and Parantika, 2018: 7). Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana in a representative and strategic rural area and easy to reach. Puri Dajuma Beach-Eco Resort & SPA is located in Dauh Pangkung Hamlet, Pekutatan Village, Jembrana Regency, Bali. In providing satisfaction for visitors, hotel management always improves the quality of superior human resources. The results of interviews and observations at the hotel, many routine activities are carried out, in order to provide benefits to employees, so that it will have a positive impact on the hotel.

It is important to achieve employee performance to produce maximum performance and survive in the midst of business competition. Companies that are responsive to change will be able to successfully deal with every threat, and can take advantage of it as an opportunity for the organization. The intense competition in the hospitality business has spurred every hotel management to always try to find solutions so that the business continues to grow. For this reason, every hotel company is required to carry out several management improvement programs, cost savings without reducing service to customers in order to have competitiveness to compete. Quality of service in this case is very closely related to productivity which has reference to organizational performance. So to ensure the survival of the organization, various techniques to increase productivity must be developed.

Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana is expected to have a hotel engaged in the service sector which prioritizes service quality. Almost all hotels have almost the same facilities, what distinguishes them is the culture and service quality of each hotel. To be able to win the hotel competition, it is very necessary to carry out continuous innovation in order to meet the changing desires and needs of customers. This study uses hotels as research objects, because the hospitality industry in Jembrana city is growing rapidly. The success of a company is also influenced by employee performance (job performance) or work results achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Employees are an important resource for the company, because they have the talent, energy and creativity that is needed by the organization to achieve its goals. Organizational culture serves to form rules or guidelines for thinking and acting in achieving the goals set. This means that an
organizational culture that grows and is well maintained will be able to spur the organization towards better development. In addition, the main emphasis in changing and developing organizational culture is trying to change the values, attitudes and behavior of members of the organization as a whole.

Based on the description above, a study was proposed by taking the title "The Influence of Organizational Culture and Motivation on Employee Performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana".

**Formulation of the problem**

1. How does organizational culture influence employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana?
2. What is the influence of motivation on employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana?
3. What is the influence of organizational culture and motivation on employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana?

**Research purposes**

1. To determine the effect of organizational culture on employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana.
2. To determine the effect of motivation on employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana.
3. To determine the effect of organizational culture and motivation on employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana.

**Benefits of research**

Theoretical Benefits

a. Science Development

This research is expected to be a comparison between theory and conditions that occur in the field directly.

b. other researchers
It is hoped that it can serve as a reference and reference for further research in the same field and as an additional reference to strengthen existing theories, which relate to the influence of organizational culture and motivation on employee performance at the resulting Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana.

**Practical Benefits**

a. For Institutions/Companies

This research is expected to be a consideration and input in implementing organizational culture and motivation on employee performance at the Puri Dajuma Beach Eco Resort & Spa Jembrana Hotel which is produced so that it can run well.

b. For Employees

This research is expected to be useful information so that the results can be used as learning to optimize employee performance in the future.

**LITERATURE REVIEW**

**Theoretical study**

**Definition of Employee Performance**

According to Robbins (2016: 260), performance is an optimal achievement in accordance with the potential of an employee which is always a concern for organizational leaders. Achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time. The expected work performance is the standard achievement which is compiled as a reference so that employees can see the performance according to their position compared to the standards set.

Performance is performance performed by employees which is usually used as the basis for evaluating employees or organizations. Good performance is a requirement for the achievement of an organizational goal so that efforts need to be made so that employee performance can be improved.

But in this case increasing performance is not easy because many factors affect the high and low performance of a person. In this proposal performance is linked to leadership, motivation, and discipline in organizations.
Human resource performance is work performance or work results (output) both in quality and quantity achieved by human resources per unit time period in carrying out their work tasks in accordance with the responsibilities given to them (Mangkunegara, 2019). Performance refers to the level of achievement of tasks that make up an employee’s job.

Performance reflects how well employees fulfill the requirements of a job (Simamora, 2019). Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. (Rivai, 2019).

Employee performance is one measure that can be used to determine the success or failure of a job in terms of quantity, quality and timeliness. Performance is the embodiment of the work done by the employee or organization concerned. Based on this definition, an understanding can be taken that performance is the ability to do something to achieve the goals that have been set or the results achieved by a person according to the standards that apply to the job in question, or is a record of the results resulting from the function of a particular job during a certain period of time.

From several opinions from experts about performance, it can be concluded that performance is a real behavior that is displayed as work performance, which refers to the level of achievement of the tasks and responsibilities of employees in the organization. Sedarmayanti (2017) in his book "Human Resource Management" states that performance appraisal is a systematic description of strengths / strengths and weaknesses related to the work of a person / group. An effective appraisal system must identify performance according to standards, measure the criteria that must be measured and then provide feedback to employees from the personnel department (Rivai, 2017).

Performance measurement criteria in an employee appraisal are based on and adapted to the type of work to be assessed. There are three variables that must be considered, namely actors (input), behavior (process), and work results (output) (Mahmudi, 2017).

1. Performance by Actor

Puts more emphasis on input, namely performance implementing employees. Performance appraisal is focused on actors with attributes, characteristics and personal qualities which are seen as the main factors of performance.

2. Behavior Based Performance
Behavior-Based Performance does not solely focus on employee factors, but concentrates on the behavior or process that a person takes in doing his job.

3 Results-Based Performance

Actor and behavior-based performance only focuses on measuring input and output performance. Therefore, performance management and performance appraisal techniques are developed which are focused on evaluating results. Global performance management provides a middle ground by combining all three approaches. In addition to focusing on results, you also have to pay attention to the process and input.

Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards. Mahmudi (2017), states the factors that affect performance are as follows:

1 Individual personal factors, including: knowledge, skills, ability, self-confidence, motivation and commitment possessed by each individual.
2 Leadership factors, including: quality in providing encouragement, enthusiasm, direction and support given by managers and team leaders.
3 Team factors, including the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members.
4 System factors, including: work systems, work facilities and infrastructure provided by the organization, organizational processes and performance culture within the organization.
5 Contextual (situational) factors, including pressures and changes in the external and internal environment.

According to Simanjuntak (2018) the factors that affect performance are as follows:

1) Organizational support, including: organizational structure, technology and equipment and working conditions.
2) Management support, including: industrial relations and leadership.
3) Individual competence, including: abilities and skills as well as motivation, and attitudes.

**Definition of Organizational Culture**

Values or norms as elements of human culture live and develop dynamically according to organizational conditions and control the way of thinking, behaving and
behaving together in togetherness as an organization. These values or norms then become the organizational culture. Organizational culture results from the assumptions of the founders with what the early members of the organization later learned from their own experiences. The most basic and initial source in creating culture is its founder.

The steps must start from:

1. Various knowledge.
2. Practice and practice knowledge
3. Develop skills
4. Have a consistent attitude in responding to problems that occur
5. Show character according to custom on various occasions

Furthermore, people who have the knowledge, leadership skills and exemplary skills are selected to continue carrying out activities in accordance with the rules and norms of the founders. Demonstrated top management commitment will determine the implementation of changes in organizational culture.

Organizational culture is the most critical factor in the organization. Organizational effectiveness can be increased by creating a strong culture, which can be used to achieve organizational goals. Organizations with a strong culture will have certain characteristics that can attract individuals to join. A strong culture is a very useful tool for directing behavior, because it helps employees to do a better job, so every employee needs to understand the culture and how it is implemented.

Organizational culture according to Robin (2013: 45) is a shared perception held by members of the organization. Culture emphasizes the importance of intellectual knowledge and reason possessed by certain individuals, groups or groups, where culture will grow into a group or group identity because culture can play a role in strengthening group values and beliefs that are in line with values and beliefs. group, and can also act as a means of control to reject the values and beliefs of group members that are not aligned with group members. According to Schein (2014) culture exists at three levels, namely:
1. Artifacts: things that exist together to define culture and reveal what culture really is to those who care about culture. Artifacts include products, services, and even the behavior patterns of members of an organization.

2. Espoused Values: The reasons given by an organization to support its way of doing things.

3. Basic Assumptions: Beliefs that are considered to already exist by members of an organization.

Each individual can have a different interpretation of organizational culture and depends on perception, memory, beliefs and values. It is these patterns and configurations of interpretation that shape culture in general. Organizations use organizational culture or social control to initiate pride in membership, intensity and feelings of loyalty among organizational members.

Meanwhile Luthans (2016), stated that organizational culture has a number of important characteristics. Some of them are:

1. Rules of observed behavior. When members of the organization interact with one another, they use common language, terms, and rituals related to respect and ways of behaving.

2. Norms. Is a standard of conduct, including guidelines on how much work to do, which in many companies becomes “don’t do too much; not too little.”

3. Dominant value. The organization supports and expects participants to share core values. Examples are high product quality, few absences, and high efficiency.

4. Philosophy. There are policies that shape organizational beliefs regarding how employees and or customers are treated.

5. Rules. There are strict guidelines relating to the achievement of the company. New entrants must learn existing techniques and procedures to be accepted as members of the growing group.

6. Organizational Climate. It is the overall "feel" conveyed by the new physical setting, the way participants interact, and the way organizational members relate to customers and outside individuals.
Based on some of the definitions above, it can be seen that the characteristics of an adaptive organizational culture are as follows:

a. Can anticipate and adapt to environmental changes. The influential environment consists of the external environment and the internal environment. The external environment includes among others business competition, products, customers, technology, shareholders, government and so on.
b. Encouraging entrepreneurship (entrepreneurship). To overcome the competition, various innovative efforts can be made to change the strategy in advancing the company.
c. Take advantage of changing business opportunities. Changing business opportunities include market opportunities, customer desires, services and technology.
d. Leadership, The courage of a leader in initiating a change such as tactics, strategy, technology, and risk.
e. Paying attention to the interests (constituents) that are needed include shareholders, employees, customers and the community.

Related to the performance of the organization/company with cultural adaptation, it is hoped that it can improve company performance.

a. Supported by group members in the organization.
b. Oriented to business profits.

Cultural differences between adaptive companies and non-adaptive companies can be seen from the core values and general behavior that occurs in an organization/company. Based on core values in general, managers in adaptive companies care deeply about customers, shareholders and employees. They highly value the people and processes that beneficial change can create. On the other hand, managers in companies whose culture is not adaptive generally care about themselves, the work group closest to them, or some product related to the work group. They rate management processes that are organized and less risky much higher than leadership initiatives.

Based on the general attitude, adaptive corporate culture managers pay close attention to all their constituencies especially customers and initiate changes when
necessary to serve their legitimate interests, even if it requires taking some risks. On the other hand, in a non-adaptive corporate culture, managers tend to behave in a somewhat narrow-minded, political and bureaucratic manner. As a result they do not quickly change their strategy to adapt to the environment or take advantage of changes in their business environment.

**Organizational Culture Indicator**

According to Robin (2013: 45) is a shared perception held by members of the organization. Culture emphasizes the importance of intellectual knowledge and reason possessed by certain individuals, groups or groups, where culture will grow into a group or group identity because culture can play a role in strengthening group values and beliefs that are in line with values and beliefs, group, and can also act as a means of control to reject the values and beliefs of group members that are not aligned with group members.

There are seven primary characteristics that together capture the nature of an organization's culture.

- a Risk-taking innovation, the extent to which employees are encouraged to be innovative and take risks.
- b Attention and detail, the extent to which employees are expected to show precision (accuracy), attention to detail analysis.
- c Result orientation, the extent to which management focuses on results rather than on the techniques and processes used to achieve those results.
- d People orientation, the degree to which management decisions take into account the effect of results on people in the organization.
- e Team orientation, the extent to which work activities are organized by teams around the company rather than individuals.
- f Aggressiveness, the extent to which people in the company behave aggressively and competitively instead of being relaxed.
- g Stability, the extent to which organizational activities emphasize maintaining the status quo rather than growth.
**Definition of Motivation**

Motivation is a form of driving or driving force for someone to try hard to achieve or get what you want to achieve. A person who is not motivated, only gives minimum effort when it comes to work. The concept of motivation is an important concept in the study of individual performance. Thus motivation means giving motivation, or circumstances that give rise to encouragement.

Casio (Umar, 2018) defines that "Motivation is a force that results from an individual’s desire to statically their need (e.g. hungry, thirsty, social approval). Motivation is a force that results from a person’s desire to satisfy their needs (eg hunger, thirst, and community). Siagian (2017) defines that "Motivation is the driving force possessed, both intrinsically and extrinsically, which makes him willing and willing to work as hard as he can by directing all existing abilities for the success of the organization in achieving its goals and various objectives.

Manullang (2018) defines that "Motivation is an encouragement that gives stimulation to the head of the employee concerned so that the employee works with all his might and effort.

According to Mathis and Jackson (2019: 88) defines that "Motivation is a desire in a person that causes that person to take action. Motivation as a driving tool that directs to the goal. And it rarely comes out in vain. The words need want, desire and drive are the same as motivation which comes from the word motive. By understanding what motivates employees, it will be very helpful in developing employee performance and increasing employee job satisfaction.

According to Ahmad Tohardi (2019: 334) "Motivation is the strength or encouragement from within a person to carry out activities in accordance with this encouragement".

Melayu S.P Hasibuan (2019: 219) states that "Motivation is the giving of power, the driving force that creates a style of enthusiasm for someone's work so that they want to cooperate, work effectively and integrate with all their efforts to achieve satisfaction".
Fladari Nawawi (2018: 315) states that "Motivation is a condition that encourages or causes a person to carry out an act or activity that takes place consciously".

Berelson, Steiner, Hasibuan (2018) provides an understanding of motivation, namely a motive is an inner state that energies, actives and that directs or channels behavior toward goals. A motive is an urge from within to move or move and or lead to an ultimate goal or goal.

Motivation begins with the recognition of needs because each individual is so different from one another. In this case it is not possible to make a universal law that will predict how people think in certain circumstances. Nonetheless attempts to classify the requirements and describe how the work has been done. The most famous theory is the theory formulated by Abraham Maslow which suggests five main groups of needs that apply to all people in general, starting from basic physiological needs to a hierarchy of self-fulfillment needs as the highest needs.

**Maslow's Theory of Needs**

Maslow in his theory put forward levels of needs, where each need has different strengths in motivating someone to carry out an activity. In other words, a person's needs are stratified, which sequentially differ in strength in motivating a person. The sequence from the strongest to the weakest in motivating someone consists of (Robbins, 2018):

a  Physical needs (physiological physiology) include hunger, thirst, protection (clothing and housing), biological needs and other physical needs.
b  Security needs include safety and protection against physical and emotional harm.
c  Social needs include affection, a sense of belonging, well received, from friendship.
d  The need for esteem includes internal respect factors such as self-esteem, autonomy and achievement and external respect factors such as status, recognition and attention.

The need for self-actualization, namely the drive to be yourself includes growth, reaching one's potential and self-fulfillment.

McClelland's Needs Theory (Achievement Theory) This theory focuses on human needs into three parts, including (Robbins, 2018):
a The need for achievement is the drive to compete, excel and excel in relation to a set of standards and to strive for success.
b The need for power is the need to control or influence others.
c The need for affiliation is the need to establish friendly and close interpersonal relationships.

Based on the theory above, it can be concluded that motivation is a condition that encourages or causes a person to carry out an action/activity consisting of:

a Achievement motivation is the drive to achieve work results successfully.
b Power motivation is the drive to influence people and environmental situations.
c Affiliation motivation is the urge to relate to people - people on a social basis.

**Empirical Study**

Research conducted by Olu Ojo (2009) regarding "Impact Assessment of Corporate Culture on Employee Job Performance in Nigerian Banking Industry". The results of the research based on hypothesis testing state that there is a positive and significant influence of organizational culture on employee performance.

Research conducted by Listianto and Setiaji (2012) regarding "The Influence of Motivation, Satisfaction, and Work Discipline on Employee Performance (Case Study in the Surakarta City PDAM Office Employee Environment)", The result shows that work motivation has a positive and significant effect on employee performance. In addition, the relationship between motivation and employee performance is also stated in Andre Wijaya and Suhaji's research (2012) concerning "The Influence of Ability and Motivation on Employee Performance".

The results of the research based on hypothesis testing state that there is a positive and significant influence of motivation on employee performance.

**Research Conceptual Framework**

Based on the description of the literature review and previous research, the following framework can be developed:
RESEARCH METHODS

Identification of Research Objects

Hotel Puri Dajuma Beach Eco Resort & SPA is one of the properties owned by Mr. Louis Ballman from France. Hotel Puri Dajuma Beach-Eco Resort & SPA is located in Dauh Pangkung Hamlet, Pekutatan Village, Jembrana Regency, Bali. This resort started operating in early 2002.
Research time

This research was conducted for 6 months, when starting to explore problems for research material from January 2022 then this research was continued until June 2022.

Variable Identification

a. The independent variable (X), namely the variable that is not influenced by other variables, in this study the independent variables are organizational culture (X1) and motivation (X2).

b. The dependent variable is the variable that is influenced by the independent variables. In this study, the dependent variable is employee performance (Y).

Variable Operational Definitions

1. Organizational Culture

Organizational Culture is everything that surrounds the workers both physically and non-physically at Puri Dajuma Beach Eco Resort & SPA. Organizational culture in this study is measured using indicators according to Rahmansyah (2021) as follows:

a. Values
   Code of conduct that is clearly understood, complied with, implemented.

b. Tradition
   Habits that are routinely carried out in the organization

c. How to greet
   Typical words in the organization to greet outsiders and colleagues

2. Motivation

According to Sardiman (2016: 73) states that motivation is a motive that can be interpreted as an effort that encourages employees of Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana to do something. This research refers to the indicators of Mangkunegara (2017), namely:

a. Coworkers (CoWorkers)

b. Fun boss
Employee performance

Employee performance is the result of work or work performance shown by human resources at Puri Dajuma Beach Eco Resort & SPA. The indicators used to measure performance according to Riani (2013: 61) state that performance is the result achieved by a person according to the standards that apply to the job in question. In this study refers to the indicators, namely:

1. Quality.
   Quality of work is all forms of measurement units related to the quality or quality of the work expressed in numerical measurements or which can be equivalent to numbers.
2. Quantity.
   Quantity is the amount of work performed by an employee in a certain period.
3. Punctuality.
   Timeliness means that employees can complete their tasks or work according to the time provided.
4. Effectiveness.
   Effectiveness is a measurement of the level of success in achieving the goals that have been determined.
5. Independence.
   Independence is a work commitment that employees have with agencies and employee responsibilities towards the company.

Types and Data Sources

Data Type

1. Quantitative data is data in the form of numbers or numbers that can be processed or analyzed using mathematical or statistical calculation techniques, such as the number of employees at Puri Dajuma Beach Eco Resort & SPA.
2. Qualitative data is data that is not in the form of numbers or numbers, only in the form of words to describe the facts and phenomena being observed, such as the identification of research objects and the significance of research objects.

**Data source**

1. According to Sugiyono (2012) "Primary data sources are data sources that directly provide data to data collectors". In this study, primary data was obtained through questionnaires given to respondents, namely employees of Hotel Puri Dajuma Beach Eco Resort & SPA.

2. According to Sugiyono (2012) "Secondary data sources are data sources that do not directly provide data to data collectors, for example through other people or through documents". In this study, secondary data included data on the number of tardiness of Hotel Puri Dajuma Beach Eco Resort & SPA employees.

**Research Instruments**

The research instrument is a tool used to measure observed natural and social phenomena. This study uses a research instrument in the form of a questionnaire. The questionnaire is a data collection tool that is carried out by giving a set of written statements/questionnaires to the respondents to answer (source: attachment).

1. The questionnaire in this study uses 3 variables namely.

2. Independent variables (organizational culture and motivation) and 1 dependent variable (employee performance) in which there are 22 question items with 10 minutes to answer all the questions contained in the questionnaire. The questionnaire in this study uses a Likert scale.

According to Sugiyono (2016: 93), the Likert scale has a gradation from very positive to very negative which can be in the form of words including 5 = strongly agree, 4 = agree, 3 = disagree, 2 = disagree, and 1 = strongly disagree agree.
Data collection technique

Observation

According to Sunyoto (2013: 64), observation is a data collection method in which researchers record any information according to the reality they experience during the research.

Surveys

According to Sunyoto (2013: 63), a survey is a method of collecting data using certain instruments which are obtained by asking for responses from respondents. The data was obtained by distributing questionnaires to 30 employees at Hotel Puri Dajuma Beach Eco Resort & SPA by distributing them directly to several employees in the department as research respondents.

Analysis Techniques

Descriptive Analysis

Descriptive analysis is used to analyze the collected data and is used to identify the characteristics of the respondents which include: age, gender, years of service and level of education.

Data Quality Test

A. Validity Test

The minimum limit is considered to fully meet the validity requirements if $r=0.3$. So to meet the validity requirements, each question or statement in the study must have a correlation coefficient $>0.3$. If the correlation between items with a total score is less than 0.3 then the questions or statements in the instrument are asked to be invalid.

$$r_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{(N \sum X^2 - (\sum X)^2)(N \sum Y^2 - (\sum Y)^2)}}$$

Where:

- $r_{xy}$ = Product Moment Correlation
- $N$ = Number of Samples
- $X$ = Independent Variable
- $Y$ = Dependent Variable
**B. Instrument Reliability Test**

Reliability measurement can be done by means of one shot or measurement only once, namely here the measurement is only once and then the results are compared with other questions or measuring the correlation between the answers to questions. SPSS provides a facility to measure reliability with the Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if it gives a value (α) > 0.60. (Ghozali, 2011).

**C. Classical Assumption Test**

In this study using parametric statistics with multiple linear regression models, it is necessary to test the classical assumptions which include:

**a. Normality Test**

Test the normality of the data with the normal P-Plot, the data on the variables used are declared normally distributed if the distribution image with data points that spread around the diagonal line and the distribution of data points in the direction of following the diagonal line.

**b. Multicollinearity Test**

Tests for multicollinearity were carried out to determine whether the independent variables were not correlated with each other or whether there was a linear relationship between the independent variables in the regression model used.

**c. Heteroscedasticity Test**

The classical assumption test of heteroscedasticity aims to test whether in the regression model there is an inequality of variance from the residuals from one observation to another, it is still called homoscedasticity and if the variance is different, it is called heteroscedasticity.
d. Multiple Linear Regression Analysis

This analysis is used to determine the effect of organizational culture and motivation on employee performance at Hotel Puri Dajuma Beach Eco Resort & SPA. According to Sugiyono (2012) the regression equation model used:

\[ Y = a + b_1X_1 + b_2X_2 \]

Where:
- \( Y \): employee performance
- \( a \): constant value
- \( b_1 \): organizational culture regression coefficient
- \( b_2 \): regression coefficient of motivation
- \( x_1 \): organizational culture
- \( x_2 \): motivation

e. T-Test analysis

The t-test (t-test) is used to determine the partial significance level of the regression coefficient values (\( b_1 \) and \( b_2 \)) for the independent variables \( X_1 \) and \( X_2 \), towards the dependent variable \( Y \). The real level or level of significance (\( \alpha \)) used is 5% (0.05). If the calculation results of \( T_{\text{count}} \) are smaller than \( T_{\text{table}} \), then the decision is to accept the null hypothesis acceptance area (\( H_0 \)), which means that the regression coefficients of the independent variables, namely \( X_1 \) and \( X_2 \), have no effect on changes in the value of the dependent variable \( Y \). Meanwhile, if \( T_{\text{count}} \) is greater than \( T_{\text{table}} \), then the decision is to reject the null hypothesis (\( H_0 \)) and accept the alternative hypothesis (\( H_a \)). This means that the regression coefficient of the independent variable is different from zero. In other words, it proves that the independent variables (\( X_1 \) and \( X_2 \)) have an effect on the value of the dependent variable \( Y \) (Alfigari, 2015). The formula used according to Hasan (2012) is as follows:

\[ t - \text{test} = \frac{b_i - \beta_i}{Sb_i} \]

Where:
- \( i \): Independent Variable \( X_1, X_2 \)
- \( b_i \): Regression coefficient value
- \( \beta_i \): Regression value for the population
Sbi = Standard error of the regression coefficient

f. F-Test analysis

The F test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The degree of confidence used is 0.05. If the calculated F value is greater than the F value, then the alternative hypothesis states that all independent variables simultaneously have a significant effect on the dependent variable.

g. Determination Analysis

Determination analysis is used to determine the variation of the relationship between the independent variables X1 and X2 simultaneously with the dependent variable Y which is expressed as a percentage (Sugiyono, 2013). The formula is as follows:

\[ D = R^2 \times 100\% \]

Formula description:
D = Coefficient of multiple determination
R = multiple correlation coefficient

\[ F - test = \frac{R^2(n - k - 1)}{k(1 - R^2)} \]

Formula description:
K = Number of variables
R2 = squared correlation coefficient
N = Number of samples
Classical Assumption Test Results

1. Normality Test
The normality test aims to test whether the residuals from the regression model are normally distributed or not. The normality test can be carried out using the pp-plot normal test.

![Normal P-P Plot of Regression Standardized Residual](image)

**Gambar 4.1**

Normality test

Based on Figure 4.1, the data distribution is near the linear line, so it can be concluded that the residual data is normally distributed.

2. Multicollinearity Test
The guideline that a regression model is free of multicollinearity is by looking at the VIF coefficient (variant influence factor) if VIF is less than <10, it can be concluded that multicollinearity does not occur. Mark. VIF for each variable can be seen in Table 4.5 as follows:

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Collinearity Statistics</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>X1</td>
<td>.964</td>
<td>1.037</td>
</tr>
<tr>
<td></td>
<td>X2</td>
<td>.964</td>
<td>1.037</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Y

**Sumber: lampiran 5**
Based on Table 4.6 it can be seen that all independent variables have VIF coefficients less than <10 and tolerance values greater than >0.1. Thus it can be concluded that all independent variables in the study are free from multicollinearity symptoms.

3. Heteroscedasticity Test

Symptoms of heteroscedasticity can be seen by detecting whether there is a certain pattern on the resulting graph (scater plot), where the x and y axes have been predicted and the y axis is the residual (y prediction – y actually) which has been studentized. For details, it can be seen in Figure 4.2 below.

![Figure 4.2 Scatter plots](image)

**Source: Appendix 5**

Based on the graph produced in the appendix, it can be seen that the dots spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y axis. This means that there is no heteroscedasticity in the regression model.
Multiple Regression Analysis

In the following discussion, data processing is used to determine the effect of organizational culture (X1) and motivation (X2) on performance (Y) using the SPSS 22 program, which can be seen in Table 4.7 below:

<table>
<thead>
<tr>
<th>Variabel Terikat</th>
<th>Variabel Bebas</th>
<th>r (parrsial)</th>
<th>R (Berganda)</th>
<th>Beta</th>
<th>Beta Standard</th>
<th>t-tunggal</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kinerja (Y)</td>
<td>Budaya organisasi (X1)</td>
<td>0.923</td>
<td>0.970</td>
<td>0.202</td>
<td>0.591</td>
<td>12.442</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Motivasi (X2)</td>
<td>0.964</td>
<td>0.968</td>
<td>0.889</td>
<td>18.718</td>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>

$R^2 = 0.897$
Konstanta = 24.007
Persamaan regresi $Y = 24.007 + 0.202 X_1 + 0.904 X_2$
$t_{table}(0.05;27) = 1.680$
$F_{table}(0.05;2,27) = 1.6$

**Source: Appendix 6**

Information obtained from Table 4.7 is that there is a partial relationship between organizational culture (X1) and employee performance (Y) of 0.923 if work motivation is controlled (constant). In addition, the partial correlation coefficient between motivation (X2) and employee performance (Y) of 0.964 indicates that there is a relationship between motivation and performance if organizational culture (X1) is controlled (constant). Further information obtained from Table 4.7 is that there is a simultaneous (together) relationship between organizational culture (X1) and motivation (X2) on employee performance (Y) of 0.970. This indicates that employee performance will increase more if management pays attention to organizational culture and motivation simultaneously than if management only pays attention to organizational culture and motivation partially (one by one).
Discussion

The Influence of Organizational Culture on Employee Performance at Puri Dajuma Beach Eco Resort & Spa Jembrana Hotel

To determine the effect of organizational culture on employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana, it can be analyzed through multiple regression coefficients (b). For more details can be seen in Figure 4.3 below.

Based on the results of the analysis above, the hypothesis stating that organizational culture has a positive and significant effect on employee performance is accepted and proven.

The Effect of Motivation on Employee Performance at Puri Dajuma Beach Eco Resort & Spa Jembrana Hotel

The regression coefficient b2 X2 of 0.308 means that any increase in employee performance (X2) can increase employee performance (Y). This is confirmed in the second hypothesis test with the formulation Ho = there is no positive effect of motivation (X2) on employee performance (Y), shows the results that the regression coefficient b2X2; t count =
18.718 > t table (0.05;27) = 1.66 and sig t = 0.000 (p<0.05). For more details can be seen in Figure 4.4 below.

T Distribution Curve Effect Hypothesis Test
Motivation (X2) on Employee Performance (Y)

Based on the results of the analysis above, the hypothesis stating that motivation has a positive and significant effect on employee performance is accepted and proven. This shows the higher the motivation, the employee's performance will increase.

The Influence of Organizational Culture and Motivation on Employee Performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana

To determine the effect of organizational culture and motivation on employee performance simultaneously, it can be analyzed through the F test, F count = 216.205 > F table (0.05; 2; 27) = 3.35 and sig F = 0.00 (p <0.05). This shows that organizational culture and motivation have a significant effect on employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana. For more details can be seen in Figure 4.5 below.

![Figure 4.4](https://mapindo.ejurnal.info/index.php/manajemen_pelayanan_hotel)

**Figure 4.4**
Distribution Curve F Hypothesis Test Effect of Organizational Culture (X1) and Motivation (X2) on Employee Performance (Y)

Based on the results of the analysis above, the hypothesis stating that organizational culture and motivation have a positive and significant effect on employee performance is accepted and proven. This shows that when organizational culture and motivation are increased, employee performance also increases.
CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Organizational culture (X1) has a positive and significant influence on employee performance (Y) at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana. This can be seen from the regression coefficient b1X1 which has a positive value of 0.202. This test is supported by a t statistical test (t – test) which states that t count is greater than t table, which means that H0 is accepted. Organizational culture (X1) and motivation (X2) have a significant influence on employee performance (Y) at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana. This test is supported by the F statistic test (F – test) which states that the calculated F is greater than the F table, which means that H0 is accepted.

2. Motivation (X2) has a positive and significant influence on employee performance (Y) at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana. This can be seen from the regression coefficient b2X2 which has a positive value of 0.308. This test is supported by a t statistical test (t – test) which states that t count is greater than t table, which means that H0 is accepted.

3. The contribution made by organizational culture (X1) and motivation (X2) to employee performance (Y) is 93.7%, while the remaining 6.3% is determined by other variables not discussed in this study. Motivation is the dominant variable that influences employee performance at Hotel Puri Dajuma Beach Eco Resort & Spa Jembrana.

Suggestion

1. In the organizational culture variable, it is necessary to increase and understand how organizational culture affects the performance of the company in order to increase the company's support for employees.

2. On the variable motivation, to increase the involvement of superiors in terms of monitoring work and foster enthusiasm for employees to work even better.

3. The next researcher can add independent variables that affect employee performance such as work environment and leadership.
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