



## The influence of organizational culture and motivation on employee performance at Banyan Tree Bintan

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### ABSTRACT

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Hotels are one of the destinations for tourists to rest before continuing their tourist destination. This is of course related to tourist satisfaction. The measure of tourist satisfaction is employee performance. Employee performance is also influenced by organizational culture and motivation. Organizational culture and motivation have a big influence in terms of improving performance. Based on this, this research was carried out with a sample of 80 people with questions using Likert scale measurements carried out using tests. This research instrument includes validity tests, reliability tests, multiple linear regression analysis. To test the classical assumptions, the normality test, multicollinearity test and heteroscedasticity test are used. To test the feasibility of the model, it includes the F test, R<sup>2</sup> and t test using Excel and SPSS tools to obtain results that organizational culture and motivation influence employee performance both partially and simultaneously.

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## 1. INTRODUCTION

Bintan is the largest island in the Riau Archipelago which presents natural beauty with various tourist destinations wrapped in strong marine, cultural, historical, educational and religious areas. will make tourists never get bored of visiting these islands. The attraction of Bintan is its underwater world and exotic granite rock formations that decorate its beaches. Cultural and historical tourism can be seen from the charcoal house which is shaped similar to an igloo, and colored red, previously the people of the area used this to burn charcoal. Apart from that, there is the Riau Sultan Mosque, the Lau Ya Keng temple complex and the 200 year old Banyan Tree temple, the Ksitigarbha Bodhisattva Vihara, and the Santa Maria Grotto which play a role in bringing nature, culture, history and religion to attract tourists to Bintan.

Tourists certainly need accommodation as a place to rest for a while before continuing their tour. Banyan Tree Bintan is one solution. Hotel is a type of accommodation that provides accommodation, food and drink services for everyone and is managed commercially (aimed at making a profit) (Krestanto Nidn et al., 2019). Hotel according to Menparpostel Decree No. KM/37/PW/304/MPPT-86 is a type of accommodation that provides part or all of a building to provide lodging, food and drink

and other services for the public, which is managed on a commercial basis (Noviastuti & Cahyadi, 2020). The Banyan Tree Bintang Hotel is a five-star hotel that provides various kinds of accommodation with various views, from the sea, beaches, to cliffs, complete with complete facilities, such as 24-hour hotel service, pick-up and drop-off services, transportation, and various other facilities to meet the needs of guests. traveler. The impact of the accommodation provided by the hotel certainly adds to the satisfaction and unforgettable experience for visitors, so that this hotel is labeled with five stars

Hotels are certainly inseparable from the services provided. Where this service involves all hotel employees. A hotel is also an organization which consists of tasks and work that must be carried out. An organization or company must be able to maintain good relationships with its employees and take action to minimize poor relationships with employees in the organization. To increase employee performance in achieving organizational goals, organizations must provide appropriate training to employees and motivate employees to be more productive(Suryani, H., & Arifin, 2021).

This is of course related to organizational culture because the concept of organizational culture is clearly demonstrated through how work in an organization is carried out and assessed. In fact, several companies are concerned with developing company culture, for example Bank Mandiri, Telkomsel, PT. Pos, Pelindo, was able to significantly improve employee performance, better customer service, and the result was stable (sustainable) company profit growth (Soelistya et al., 2020). There are many aspects or factors that influence the formation of a unique culture in an organization, some of which are mentioned by experts including communication factors, motivation factors, organizational characteristics factors. According to H Cangara, communication itself is a form of human interaction that influences each other. others, intentionally or unintentionally. Not limited to forms of communication using verbal language, but also in terms of expression, face, painting, art and technology (Yanny & Hutabarat, 2021). Organizational characteristics are internal conditions in an organization. What is meant by organizational characteristics here is as far as the individual perceives them. If there is conformity, individuals or workers will feel like they are members of the organization(Suparyanto and Rosad, 2020). According to Henry Simamora, performance is influenced by three factors, namely environmental, psychological and organizational factors(Hadju & Adam, 2019).

Employee performance can be influenced by organizational culture because organizational culture is able to become a robot that moves the hearts and minds of employees to act better, in other words organizational culture is a motivator(Josafat Eleazar Surya, 2022). An ideal organizational culture is not an easy thing to realize because each employee has different characteristics. Perceptions between employees and company leaders regarding perceived and expected company culture (perceived culture versus expected culture) must be the same, in order to create harmony and work harmony.(Susilo & Irwansyah, 2019)In Handoyo and Helena's research, the results obtained were that organizational culture had no significant positive effect on employee performance at Mayangkara Group companies (Mewahaini & Sidharta, 2022). The same results were also obtained by Edi and Rita's research, namely that organizational culture did not have a significant effect on the performance of employees of the food security, maritime and agricultural services of DKI Jakarta Province in 2020 through employee motivation (Edi Sugiyono, 2022).

Motivation is important in improving performance. External motivation can make employees do their work better due to external encouragement which makes employees enthusiastic about working. Therefore, leaders as the main actors who can provide external motivation to their employees are expected to be able to motivate their employees to work optimally (Syardiensah et al., 2021). Research conducted by Mira and friends obtained the results that the motivation variable had a significant effect on the performance of the employees of the Best Western Premier Panbil Hotel in Batam City(Di

& Batam, 2023). This is different from research conducted by Rahmat which obtained results that motivation had no effect to employee performance on PT Surya Yoda Indonesia. This means that motivation cannot improve employee performance. Lack of appreciation in the form of praise or bonuses from superiors to their subordinates can result in low employee motivation at work (Hidayat, 2021). Research conducted by Mona and Ignatius concluded that work motivation was not proven to have a significant effect on the performance of employees of the Yogyakarta City Transmigration and Employment Service (Mona & Kurniawan, 2022). Organizational performance can be seen from how effective the product is and how the organization's services are delivered to customers (Suardana, 2022). Performance measurement indicators that can measure employee performance levels are work quality, quantity, timeliness, effectiveness and independence (Kasyifillah, 2023). Performance is a person's overall level of success in a certain period in carrying out tasks compared to various possibilities such as standard work results, targets, objectives or criteria that have been determined in advance and have been mutually agreed upon (Rahmawati et al., 2023). A person's performance or achievement can be measured by qualitative and quantitative performance. This is in accordance with the responsibilities given to him. In addition to the level of responsibility, performance can also be assessed based on individual education, initiative, inspiration, and work motivation (Pangestu et al., 2022). In Ni Kadek's research, partial and simultaneous results were obtained that organizational culture and work motivation had an influence on the performance of Karma Mayura Ubud hotel employees (Ni Kadek Ana Nalia et al., 2024). Research by Lusia and friends found that motivation and organizational culture were tested with a partial and significant effect on the performance of housekeeping employees at The Patra Bali Resort & Villas. Likewise, if it is done simultaneously, it also has an effect on employee performance (Lusia Vreyda Adveni, AAIN Dyah Prami, 2024). Another research conducted by Jahansen concluded that Work Motivation (Dayani & Kadang, 2020). The phenomenon that occurs at Banyan Tree Bintan is weak discipline which is a factor in organizational culture, which of course hinders performance. This is in line with research conducted by Emia where this low level of discipline is due to weak supervision of Banyan Tree Bintan Resort (Emia Rehjorena br Sihite, 2020). Besides that, motivation indicators are hard work, high level of ambition, task/goal orientation, effort to progress, perseverance, chosen colleagues and use of time (Mursito et al., 2022). Findings in the field show that service quality does not provide customer satisfaction, which means that employees need to be motivated by more training to increase customer satisfaction. This is in line with Arifin's research where waiter service to guests at the Treetops Restaurant at the Banyan Tree Bintan Hotel is considered low so it is very important to carry out training in service operations (Assaly, 2019)

## 2. RESEARCH METHOD

The population in this study were 80 Banyan Tree Bintan hotel employees. The research method used is quantitative. With multiple regression analysis. Data collection used in this research was carried out using a questionnaire which includes organizational culture, motivation for performance by questionnaires using a Likert scale and data processing using SPSS.

This research instrument test includes validity test, reliability test, multiple linear regression analysis. To test the classical assumptions, the normality test, multicollinearity test and heteroscedasticity test are used. To test the feasibility of the model includes the F test, R<sup>2</sup> and t test. Testing the validity of the questionnaire was carried out using the Pearson Product Moment technique, while the reliability test was carried out using the Alpha Chronbach technique. Several previous research literatures in this study used the influence of organizational culture and motivation on performance to obtain positive and significant results. This is what makes researchers interested in

seeing these three variables examined at the Banyan Tree Bintan Hotel, where the visible phenomena are weak discipline and low motivation, which of course hinders performance.

To understand the research that will be carried out, the following is the conceptual framework for this research.

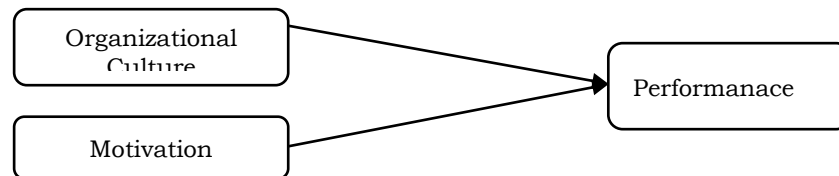


Figure 1. conceptual framework

The conceptual framework image illustrates the influence of organizational culture on performance, as well as motivation on performance. And simultaneously look at the influence of organizational culture on performance. Where H1 is hypothesis 1 which states that organizational culture has an influence on performance, as well as H2 is hypothesis 2 which states that motivation has an influence on performance.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Validity test

In the validity test, the results that indicate whether a questionnaire is valid or not are determined by  $r$  and  $r$  table, where the calculated  $r$  is greater than the  $r$  table.

Table 1. Validity test of Organizational Culture

Question	r count	r table	Information
Organizational culture 1	0,355	0.220	Valid
Organizational culture 2	0,321	0.220	Valid
Organizational culture 3	0,237	0.220	Valid
Organizational culture 4	0,765	0.220	Valid
Organizational culture 5	0,502	0.220	Valid
Organizational culture 6	0,607	0.220	Valid
Organizational culture 7	0,640	0.220	Valid
Organizational culture 8	0,563	0.220	Valid
Organizational culture 9	0,620	0.220	Valid

In the  $r$  table, it shows a value of 0.220 which is compared with the calculated  $r$ , it can be seen that the calculated  $r$  is greater than the calculated  $r$ . Thus, the organizational culture questionnaire for a sample of 80 hotel employees was declared valid

Table 2. Motivation validity test

Question	r count	r table	Information
Motivation 1	0,506	0.220	Valid
Motivation 2	0,607	0.220	Valid
Motivation 3	0,342	0.220	Valid
Motivation 4	0,838	0.220	Valid
Motivation 5	0,527	0.220	Valid
Motivation 6	0,791	0.220	Valid
Motivation 7	0,617	0.220	Valid

In the  $r$  table, it shows a value of 0.220 which is compared with the calculated  $r$ , it can be seen that the calculated  $r$  is greater than the calculated  $r$ . Thus, the organizational culture questionnaire for a sample of 80 hotel employees was declared valid

Table 3. Performance validity test

Question	r count	r table	Information
Performance 1	0.635	0.220	Valid
Performance 2	0.421	0.220	Valid
Performance 3	0.284	0.220	Valid
Performance 4	0.674	0.220	Valid
Performance 5	0.417	0.220	Valid
Performance 6	0.349	0.220	Valid
Performance 7	0.702	0.220	Valid
Performance 8	0.560	0.220	Valid
Performance 9	0.290	0.220	Valid
Performance 10	0.696	0.220	Valid

In the r table, it shows a value of 0.220 which is compared with the calculated r, it can be seen that the calculated r is greater than the calculated r. Thus, the organizational culture questionnaire for a sample of 80 hotel employees was declared valid

### 3.2 Reliability Test

This research concludes that all question items for each variable produce a Cronbach's Alpha above 0.60. So the reliability test in this study is real.

Table 4 Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Organizational Culture	0.683	9	Reliable
Motivation	0.732	7	Reliable
Performance	0.674	10	Reliable

### 3.3 Normality test

The normality test is carried out using the Kolmogorov-Smirnov Test, namely the Kolmogorov Smirnov test decision making is said to be normally distributed data if the significance value obtained from the SPSS output column one sample Kolmogorov Smirnov test is above 0.05

Tabel 5 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters <sup>a,b</sup>	Mean	0E-7
	Std Deviation	3.51529211
	Absolute	.0077
Most Extreme Differences	Positive	0.039
	Negative	-0,077
Kolmogorov-Smirnov Z		0,689
Asymp. Sig. (2-tailed)		0,730

a. Test distribution is Normal.

b. Calculated from data.

Based on the Kolmogorov test output image above, it is known that the asympsig (2-tailed) sig value is 0.730, which means it is greater than 0.05. The meaning is in accordance with the basis for decision making in the Kolmogorov-Smirnov normality test, which means that the data is normally distributed. The normality assumptions or requirements in the regression model have been met.

### 3.4 Multicollinearity Test

Table 6. Multicollinearity Test

Variable	Tolerance	VIF
Organizational Culture	0.604	1,657
Motivation	0.804	1,657

In this case, to detect the presence or absence of multicollinearity, namely by using the Variance Inflation Factor (VIF). If the VIF value is greater than 10 and the tolerance value is less than 0.10, multicollinearity occurs. In this research, it can be seen that organizational culture and motivation and situational leadership have a Tolerance value of 0.604, which means more than 0.1, and a VIF value of 1.657, which means less than 10. So it can be concluded that the multicollinearity test in this research is that there is no multicollinearity.

Table 7. Multicollinearity Test

Variable	Tolerance	VIF
Organizational Culture	0.604	1,657
Motivation	0.804	1,657

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### 3.5 Heteroskedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. If the variance from the residual from one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Heteroskedasticity is one of the factors that causes simple linear regression models to be inefficient and inaccurate, and also results in the use of the maximum likelihood method in estimating regression parameters (coefficients) being disrupted. In the following picture, it can be seen that in this study the dots are spread around the number 0, namely some are above and some are below, then the distribution of the data points is not patterned so it can be said that there is no heteroscedasticity problem.



Figure 3. Heteroskedasticity test

### 3.6 Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test Results

Model	B	Std. Error
(Constant)	17,601	2,282
Organizational Culture	0,449	0,088
motivation	0,252	0,089

From table 6, we get the regression equation  $Y = a + b_1X_1 + b_2X_2 = 17.601 + 0.449X_1 + 0.252X_2$ . It can be seen that work motivation has the greatest influence, namely 0,089 compared to Organizational Culture which is worth 0,088

### 3.7 Coefficient of Determination Test (R<sup>2</sup>)

Table 7 Determination Coefficient Test

Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	0.726a	0.528	0.515	3,561

In R Square it looks like 0,528 or 52,8%. This shows that organizational culture and motivation are able to explain 52.1% of performance. The remainder is influenced outside this research, for example, leadership, work environment, facilities, wages and compensation and so on.

### 3.8 Partial Test (t Test)

The partial test used in this research uses a significance level of 5%.

Table 8 Partial test

Variable	t	Sig
Organizational Culture	5,086	0,000
Motivation	2,825	0,006

In the Partial Test table, the results obtained show that Organizational Culture t hit is  $5.086 > t$  table 1.991 and the sig value is  $0.000 < 0.05$ , it is said that the organizational culture variable has an influence on performance. If t hit motivation is  $2.825 > t$  table 1.991 and the sig value is  $0.006 < 0.05$ , it is said that the motivation variable has an influence on performance.

### 3.9 Simultaneous Test (F Test)

Table 9 Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	1090,762	2	545,381		0,000 <sup>b</sup>
Residual	976,225	77	12,678	43,0	
Total	2066,987	79		17	

In the simultaneous test table above, the calculated F result is 43,017 and in the F table 3.11, the calculated F is  $43.017 > F$  table 3.11 and the sig value is also seen as  $0.000 < 0.05$ , meaning that simultaneously Organizational Culture and Work Motivation influence employee performance. This means that the two independent variables simultaneously influence the dependent variable. Where there is weak supervision of employee discipline and lack of motivation to produce better work. The results of this research are also in line with previous research conducted by Ni Kadek where the results were obtained that company culture and work motivation have a positive and significant influence on employee performance. In this case, Ni Kadek found that employees lacked understanding of organizational culture and work motivation and the work carried out

directly was less efficient and effective. The gaps found in this research are the lack or weak supervision in terms of discipline and low motivation within the employees themselves.

#### 4 CONCLUSION

From the results of the discussion and statistical tests that have been carried out, this research concludes that. In partial organizational culture has a significant influence on the performance of hotel employees. This is in contrast to the results of previous research conducted by Handoyo and Edi which stated that organizational culture has no effect on performance. This is what differentiates this research from previous research, which means that if organizational culture is improved, performance will also increase. The motivation in this research shows that motivation influences employee performance, in this case it is in line with Mira's research. However, this is in contrast to Rahmat and Mona's research, where the results of their research show that motivation has no effect on performance. In this research, if motivation is increased, performance will automatically increase. Based on several previous studies conducted by Emia and Arifin, there were findings that the performance of Banyan Tree Bintan employees was low due to low discipline and supervision coupled with a lack of training, so this would affect customer satisfaction and automatically low employee performance. The implication of this research is that culture The discipline and motivation of this training will have an impact on increasing the performance of Banyan Tree Bintan hotel employees. The limitation of this research is that it only explains organizational culture and motivation in influencing employee performance using 80 people as respondents. For further research, you can use indicators of leadership, work environment, facilities, wages and compensation, etc., by increasing the number of respondents to get more perfect research.

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