WORK MOTIVATION, ORGANIZATIONAL CULTURE, EMPLOYEE PERFORMANCE, WORK
SATISFACTION IN MANAGEMENT OF PANDAWA BEACH TOURISM IN ADAT VILLAGE,
KUTUH BADUNG REGENCY

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ABSTRACT

This study aims to examine and analyze the effect of Work Motivation and Organizational Culture on Job Satisfaction and Employee Performance as a result of previous research gaps and differences in focus on Work Motivation and Organizational Culture on Job Satisfaction and Employee Performance. This research was conducted at the Business Unit of Pandawa Beach Tourism Area Management in the Adat Kutuh Village of Badung Regency with a population of 61 people and a sample of 60 people. All data obtained from the questionnaire distribution is feasible to use, then analyzed using a structural equation model based on variance known as Partial Least Square (PLS) analysis. The results showed that (1) work motivation had a positive and significant effect on job satisfaction, (2) organizational culture had a positive and significant effect on job satisfaction, (3) work motivation had no effect on employee performance, (4) organizational culture had a positive and significant effect on employee performance, (5) job satisfaction has a positive and significant effect on employee performance, (6) job satisfaction is not able to mediate the indirect effect of work motivation on employee performance and (7) job satisfaction is able to mediate positively and significantly on the indirect influence of culture organization of employee performance.

Keywords: Work Motivation, Organizational Culture, Job Satisfaction and Performance Employee

I. INTRODUCTION

Performance is a comparison of the work results achieved by employees with Busro's standard, (2018: 88). When the resulting performance can reach or exceed a predetermined target, then the person's performance can be said to be good, and conversely the wider the distance between the target and achievement, the person's performance can be said to be low. In line with the opinion of Dessler (2011: 41) which states that performance is work performance, that is the comparison between work results and established standards. If individual and group behaviors are met in designing an effective team work, work performance and satisfaction will increase and affect organizational productivity.

The Pandawa Beach Tourism Area Management Business Unit is an organizational unit engaged in educational tourism under the auspices of Bhaga Utsaha Manunggal Adat Village (BUMDA) Kutuh Badung Regency. The Pandawa Beach Tourism Area Management Business Unit has 61 employees consisting of Unit Managers, Secretary, Treasurer, Public Relations, Head of
Division, and Staff. Based on the number of employees that are not small, the management of the organization must pay more attention to the performance of employees in order to work optimally in order to achieve organizational goals.

The results of interviews with the Manager of the Pandawa Beach Tourism Area Management Business Unit, based on performance accountability performance data in the last four years showed a decline in the level of employee performance, this is seen from the achievement of targets that have not been set, this indicates the lack of dissatisfaction of the work of the employees towards their work.

Factors that affect performance are factors of individual variables consisting of abilities and skills, background, and demographics. The second factor influencing performance is the factor of psychological variables consisting of perception, attitude, personality, motivation, job satisfaction and job stress. The third factor that affects performance is the organizational factor which consists of leadership, compensation, conflict, power, organizational culture, organizational structure, job design, organizational design and reward system.

Employee performance will work well in achieving organizational goals that have been determined strongly influenced by work motivation factors. Work motivation is an important thing that is often mentioned by the leadership of the organization, both openly and in disguise. By providing the right work motivation, employees will be encouraged to do as much as possible in carrying out their duties, and they believe that with the success of the organization to achieve its goals and objectives, then its personal interests will be maintained as well. From interviews with several employees and researchers' observations it is true that the most dominant polemic that has occurred in the Business Unit of the Pandawa Beach Tourism Area is the presence of boredom at work, as well as lack of supervision, communication links, and giving awards / praise to employees who carry out tasks with satisfactory results from management so that motivation to work decreases.

Realizing the various things above, in this study, researchers were interested in choosing the Business Unit of Pandawa Beach Tourism Area Management as the object of research, with the aim to know the Effect of Work Motivation and Organizational Culture on Employee Performance Mediated Job Satisfaction of the Business Unit of the Management of Pandawa Beach Tourism Area in the Customary Village Kutuh Badung Regency.

II. LITERATURE REVIEW

Robbins et al (2008: 211) defines work motivation as a process that explains the intensity, direction, and perseverance of an individual to achieve his goals. Busro (2018: 51) work motivation is a driving force from within individuals to carry out certain activities in achieving goals. By providing the right motivation, employees will be motivated to do their utmost in carrying out their duties, and they believe that with the success of the organization in achieving its goals and objectives, its personal interests will be maintained as well.

Job satisfaction has an important role in supporting the achievement of agency goals. Job satisfaction contributes greatly to the effectiveness of the organization, as well as stimulating work morale and loyalty. Robbins (2008: 101), job satisfaction is a general attitude towards one's work, the difference between the amount of rewards received by workers and the amount they believe they should receive, satisfaction occurs when individual needs are met and related to the degree of liking and dislike associated with these employees is a common attitude held by employees which is closely related to the rewards that they believe they will receive after making a sacrifice. Koesmono (2005) argues that job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and is related to the work environment, type of work, compensation, relationships between colleagues, social relations at work and so on.

The factors above will ultimately affect the performance of employees in the organization. Stated by Torang (2012: 118) performance is the quantity or quality of the work of individuals or groups in the organization in carrying out the main tasks and functions which are guided by norms, operational standards, kriteria procedures and standards that have been set or applicable in the organization. According to Sultana (2012) employee performance is the extent to which members of the organization contribute to achieving organizational goals. Employees are an important source, in an organization or company, to sustain economic growth and effective performance, to optimize employee contributions to the goals and objectives of the organization or company.
HYPOTHESIS

1. Hypothesis 1 (H1): Work motivation has a positive and significant effect on job satisfaction.
2. Hypothesis 2 (H2): Organizational Culture has a positive and significant effect on job satisfaction.
3. Hypothesis 3 (H3): Work motivation has a positive and significant effect on employee performance.
4. Hypothesis 4 (H4): Organizational Culture has a positive and significant effect on employee performance.
5. Hypothesis 5 (H5): Job satisfaction has a positive and significant effect on employee performance.
7. Hypothesis 7 (H7): Job satisfaction is able to mediate organizational culture of employee performance.

III. RESEARCH METHOD

This research is an activity of providing solutions using a quantitative approach carried out by survey (Margono, 2010). Survey research with the questionnaire as the main research instrument designed in this study to explain (explanation) the relationship of the variables studied, namely: work motivation and organizational culture on job satisfaction and employee performance.

This research takes place in the Business Unit of the Pandawa Beach Tourism Area which is located on Jalan Alas Arum, Adat Kutuh Village, Kuta Selatan District, Badung-Bali Regency because researchers are part of the unit itself so it is easy to find research data. The population in this study is the entire number of Employees of the Management Unit of Pandawa Beach Tourism Area with a total of 60 people. The sampling method of this research is nonprobability sampling with the type of sample that is saturated sampling (census). The total population of the employees of the Pandawa Beach Tourism Area Management Business Unit as many as 60 respondents.

To test the hypothesis and produce a fit model, this study uses Structural Equation Modeling (SEM) with a variance based or component based approach with Partial Least Square (PLS).

IV. RESEARCH RESULT

RESULT
HYPOTHESIS TESTING

The original sample estimated value of work motivation with job satisfaction was 0.235 with a significance below 5% as indicated by a statistical value of 2.147 greater than the t-table value of 1.96 and p value = 0.032 <0.05. The original positive sample estimate value indicates that work motivation has a positive effect on job satisfaction. Based on these results it can be concluded that the first hypothesis is accepted meaning that work motivation has a significant and positive influence on job satisfaction.

The original sample estimate value of organizational culture with job satisfaction was 0.544 with a significance above 5% as indicated by a statistical value of 4.294 greater than the t-table value of 1.96 and p value = 0.000 <0.05. The original positive sample estimate value indicates that organizational culture has a positive effect on job satisfaction. Based on these results it can be concluded that the second hypothesis is accepted meaning that organizational culture has a positive and significant influence on job satisfaction.

The value of the original sample estimate work motivation with employee performance amounted to 0.210 with a significance below 5% as indicated by a statistical value of 1.599 smaller than the t-table value of 1.96 and p value = 0.111 <0.05. Based on these results it can be concluded that the third hypothesis is rejected meaning that work motivation does not have a significant effect on employee performance.

The original sample estimate value of organizational culture with employee performance was 0.385 with a significance above 5% as indicated by a statistical value of 3.496 greater than the t-table value of 1.96 and p value = 0.001 <0.05. Positive original sample estimate values indicate that organizational culture has a positive effect on employee performance. Based on these results it can be concluded that the fourth hypothesis is accepted meaning that organizational culture has a significant and positive influence on employee performance.

The original sample estimate estimated job satisfaction with employee performance amounted to 0.287 with a significance below 5% as indicated by a statistical value of 2.157 greater than the t-table value of 1.96 and p value = 0.032 <0.05. The original positive sample estimate
value indicates that job satisfaction has a positive effect on employee performance. Based on these results it can be concluded that the fifth hypothesis is accepted meaning job satisfaction has a significant and positive influence on employee performance.

Based on the recapitulation results of mediation testing results that job satisfaction (Y1) is not able to mediate positively and significantly on the indirect effect of work motivation (X1) on employee performance (Y2). These results are shown from the mediation tests carried out appear C and D effects are significant but the effect of A has no significant value. This finding gives a clue that the job satisfaction variable (Y1) is not a determining variable on the effect of work motivation on employee performance. Other information that can be delivered is that the mediating effect of the job satisfaction variable (Y1) on the indirect effect of work motivation (X1) on employee performance (Y2) is fully proven (fully mediated) in the model.

Based on the results of job satisfaction (Y1) able to mediate positively and significantly on the indirect effect of organizational culture (X2) on employee performance (Y2). These results are shown from the mediation tests carried out it appears the effects of C, D and A have significant values. The results of this study determine that organizational culture (X2) can affect employee performance through job satisfaction can be proven empirically. Based on these results can be interpreted, the better the organizational culture and good job satisfaction, the employee's performance will increase / better. Other information that can be delivered is that the mediating effect of the job satisfaction variable (Y1) on the indirect effect of organizational culture on employee performance is partial.

DISCUSSION

The results of this test indicate hypothesis 1 (H1) which states that work motivation has a significant and positive effect on job satisfaction received. This gives the meaning that good work motivation can increase job satisfaction of employees who work in the Business Unit of Pandawa Beach Tourism Area Management. This is due to the achievement of physiological needs, security needs, social needs, appreciation needs, and self-actualization needs which are indicators of work motivation variables which are processes that make employees satisfied doing obligations in the organization.

The results of this test show hypothesis 2 (H2) which states that organizational culture has a positive and significant influence on job satisfaction received. This gives meaning that a good organizational culture can increase job satisfaction of employees who work in the Business Unit of Pandawa Beach Tourism Area Management. This is due to individual initiatives, risk tolerance, clear task directions, integration, support from management, and supervision in performance.

The results of this test show hypothesis 3 (H3) which states that work motivation has a positive and significant effect on employee performance is rejected. This gives meaning that work motivation does not have a significant impact in improving the performance of employees who work in the Pandawa Beach Tourism Area Management Business Unit.

The results of this test show hypothesis 4 (H4) which states that organizational culture has a positive and significant influence on employee performance is accepted. This gives meaning that a good organizational culture can improve the performance of employees who work at the Pandawa Beach Tourism Area Management Business Unit. This is due to individual initiative in coordination, risk tolerance, clear task direction, integration in coworkers, support from management, and supervision in performance.

The results of this test show hypothesis 5 (H5) which states that job satisfaction has a positive and significant effect on employee performance received. This gives meaning that good job satisfaction can improve the performance of employees who work in the Pandawa Beach Tourism Area Management Business Unit. This is due to job satisfaction with salaries / wages received, satisfied with the work being undertaken, and the establishment of a good communication relationship between coworkers and superiors that are indicators of job satisfaction variables are things that can make employee performance improve. This test shows hypothesis 6 (H6) can be interpreted that although given high work motivation but still unable to influence employee performance through job satisfaction mediation.

The results of this test indicate hypothesis 7 (H7) can be interpreted that the better the organizational culture and job satisfaction, the employee's performance will increase / better.

V. CONCLUSIONS AND RECOMMENDATIONS
CONCLUSIONS

Based on the discussion of research results, it can be concluded that, the influence of work motivation and organizational culture on employee performance through job satisfaction as a mediating variable is as follows:

1. Work motivation has a positive effect on job satisfaction in the Business Unit of Pandawa Beach Tourism Area Management, this indicates that the better the work motivation, the better the job satisfaction will be.
2. Organizational culture has a positive effect on job satisfaction at the Pandawa Beach Tourism Area Management Business Unit, this indicates that the better the organizational culture, the better job satisfaction will be.
3. Work motivation does not affect the performance of employees at the Pandawa Beach Tourism Area Management Business Unit, this indicates that the higher or lower the work motivation will not affect the performance of the employee.
4. Organizational culture has a positive effect on the performance of employees in the Pandawa Beach Tourism Area Management Business Unit, this indicates that the better the organizational culture, the better the employee's performance will be.
5. Job satisfaction has a positive effect on the performance of employees in the Pandawa Beach Tourism Area Management Business Unit, this indicates that the better job satisfaction, the better the performance of the employee.
6. Job satisfaction is not able to mediate the indirect effect of work motivation on employee performance in the Business Unit of Pandawa Beach Tourism Area Management.
7. Job satisfaction is able to mediate positively and significantly on the indirect effect of organizational culture on employee performance in the Business Unit for the Management of the Pandawa Beach Tourism Area.

RECOMMENDATIONS

Based on these conclusions it can be suggested for optimizing accountability for achieving employee performance and job satisfaction in the Pandawa Beach Tourism Area Business Unit should pay more attention and improve a better organizational culture.

REFERENCES


