

## **THE INFLUENCE OF MOTIVATION, COMPENSATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT THE HORISON BANDUNG HOTEL**

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### **ABSTRACT**

*The purpose of this study was to determine the effect of Motivation, Compensation and Organizational culture on employee performance. The research method uses quantitative methods with descriptive and verification approaches. Data collection techniques were obtained through interview, questioner, study literature and access to the website. Populations in this study have as many as 114 employees. The research sampling technique was simple random sampling with a total sample of 54 employees. Data analysis in this study used descriptive analysis, Classical assumption test, Multiple linear regression analysis, Correlation coefficient analysis, Coefficient of determination ( $R^2$ ) and hypothesis testing with t test and F test with the help of the SPSS Program. Based on the results of the study, it is known that there is a partially significant positive influence on motivation, compensation and organizational culture on employee performance. Based on the limitations of the research at Hotel Horison Ultima Bandung and related to other 4-star hotels, the research does not show KPI hotel employees only get data from the results of questionnaires and interviews. The research contribution for Hotel Horison Ultima Bandung as the object of research, for Universitas INABA Research, and especially in the field of Human Resource Management. The novelty that this research can produce is to see the influence of motivation, compensation, and work culture, especially with the object of research at Hotel Horison Ultima Bandung.*

**Keywords:** *Motivation, Compensation, Organizational culture, Employee performance*

### **INTRODUCTION**

In this modern era, the rapid development of business in business competition requires all aspects to be able to follow the flow of its development. To be able to survive in this era of increasingly competitive global competition, companies must have a competitive strategy. Basically in a company, human resources (HR) have an important role in the continuity of the company or in other words human resources (HR) is the center of a company so that with the rapid global developments in this modern era it also demands human resources (HR) of high

quality in order to achieve the goals of the company and be able to compete with other companies. One company that runs a business in the rapid development of global business competition in this era is a company engaged in services, namely a hotel service company, one of which is Hotel Horison Ultima Bandung, Jalan located at Pelajar Pejuang No. 121 Bandung.

The initial step in this study was to conduct interviews and surveys directly to the management. Based on the interview, it was

found that the phenomenon of employee performance decreased, allegedly due to

several aspects including the level of attendance, as shown in the following table:

Table 1. Recapitalization of Attendance Rates for the October 2020-September 2021 period.

Month	Number of Employees	Working Days	Absent Days			Total Absent Days	Attendance Rate (%)
			Late	No Post In/Back (Frequency)	Alpha (Frekuensi)		
October	114	8	61	-	-	61	36,46%
November	114	8	73	-	-	73	23,96%
Desember	114	8	75	-	-	75	21,88%
January	114	8	74	-	-	74	22,92%
February	114	8	60	-	-	60	37,50%
March	114	8	51	2	-	53	44,80%
April	114	8	70	-	-	70	27,09%
May	114	8	42	3	-	45	53,13%
June	114	8	35	12	3	50	47,92%
July	114	8	39	-	-	39	59,38%
August	114	8	35	-	-	35	63,55%
September	114	8	40	-	-	40	58,33%
<b>Total working days</b>		<b>96</b>				<b>Average</b>	<b>41,41%</b>

Source: Employee attendance data

In the table above, an average employee attendance rate of 41.41% is obtained, which indicates that the employee attendance rate at the Hotel Horison Ultima Bandung in a fluctuating state tends to decrease, where every month there are always increases and decreases in employee attendance levels and this associated with Work From Home

(WFH) when enforcement of Community Activity Restriction.

Furthermore, the researcher intends to look for the possibility of the factors causing the phenomenon at the Horison Ultima Hotel Bandung by conducting a pre-survey through interviews to look for possibilities related to

the possibility of the phenomenon occurring and ensure the consistency of the employee's complaints by distributing a simple questionnaire to 24 employees. Questionnaire statements prepared by researchers based on indicators from several theories. These indicators were adjusted to several employee complaints and the results of a questionnaire recapitulated by researchers based on the most "disagree" answers.

Table 2. Pre-survey recap results of possible factors causing the phenomenon at Hotel Horison Ultima Bandung.

Causal Factor	Statement	Answer Results	
		Agree	Disagree
Motivation	Work in accordance with predetermined targets and appreciation.	29%	71%
Compensation	When the work is on target, get a bonus.	37%	63%
Organizational Culture	Participate in activities outside the company's activities.	42%	58%

Source: Pre-survey data

Based on the table above, currently 71% or 17 people feel they have problems with

motivation at work or a lack of appreciation given by the company to employees. 63% or 15 employees feel they have problems regarding compensation in the bonus indicator and 58% or 14 employees feel they have problems with the culture of the organization, they do not participate in activities outside the company for various reasons. Therefore, researchers are interested in conducting research on the Influence of Motivation, Compensation and Organizational Culture on Employee Performance at the Horison Ultima Hotel Bandung.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Definition of human resources

According to Mangkunegara (2015: 3), human resource management is a planning, organizing, implementing and supervising procurement, development, remuneration, integration, maintenance, segregation and workforce in order to achieve organizational goals..

### 2.2. Work motivation

According to Mangkunegara (2017: 93), motivation is a condition that drives

employees to be able to achieve the goals of their motives. According to Darti, Kusuma, M. (2022), it was proven to have a significant positive effect on employee performance at Hotel Platinum Balikpapan. The higher the work motivation given, the higher the influence on employee performance.

In research conducted by Sentoso, Antony. (2021), work motivation has a direct influence on employee performance with a T-Statistics value obtaining a score of 3.170 and a P-Values value of 0 which indicates this test has a positive and significant influence. This study explains that work motivation is also one of the reasons for improving employee performance with employees who want to achieve the goals achieved by the company. It is necessary to stimulate morale so that they can work even harder and to bring out all their talents and abilities. This research is also supported by Shintia Yulian. (2021), the results of the study show that there is a positive and significant influence between the variables of work motivation on employee performance.

Yudiana, Baiq Rafikasari Eka., Nasir, Mahyuddin., Suryatni, Mukmin. (2022), found the effect of work motivation on

employee performance at the Kila Senggigi Hotel which is known to have a regression coefficient of 0.408 and a calculated t value of 3.197 is greater than the t table value of 1.678 and significance value of 0.000. Based on the results of the analysis, work motivation has a positive influence on employee performance, meaning that the higher the work motivation, the better the employee performance, the lower the work motivation, the worse the employee performance.

From the results of research originating from journals related to the influence of work motivation on employee performance, it shows that there is an influence on employee performance. The better the work motivation, the better the employee's performance, so that work motivation affects security at work. One of the things to retain employees in a company is to pay attention to work motivation so that it can provide optimal performance for the company. Paying attention to work motivation so as to produce skilled employees the company has a valuable asset.

### **2.3. Compensation**

According to Hasibuan (2019: 198), Compensation is all income in the form of money, direct or indirect goods, which employees receive as compensation for services provided to the company. In research conducted by Anggraeni & Pujawan. (2021), compensation has a significant direct effect on the performance of contract workers at Harris Hotel Raya Kuta-Badung. Meanwhile, in Kurniawan's research, Andre. (2021), based on research results, compensation sometimes does not have a significant impact on employee performance. Thus, the hypothesis about the effect of compensation on performance is not proven. This shows that the compensation given is not necessarily able to improve employee performance.

Khotimah, Husnul. (2021), found that the effect of compensation on employee performance is proven to have a significant positive effect on employee performance at Hotel Platinum Balikpapan. The more compensation given, it can make employees try to produce better performance.

### **2.4. Organization culture**

According to Robbins and Judge (2018: 355), organizational culture is a system in which members share meaning and which distinguishes one organization from another. According to Meutia, Kardinah Indrianna. (2022), in his research stated that there is a relationship between organizational culture and employee performance. The results of multiple linear regression analysis show that organizational culture has a positive effect on employee performance. It reinforces elements of organizational culture such as a shared set of values that can bind an organization to its employees. This strong bond can motivate employees to exert maximum effort and effort so that employee performance is maximized.

According to Muis, Muhammad Ras., Jufrizen, J., Fahmi, Muhammad. (2018), has a positive effect on organizational culture on employee performance. This means that organizational culture partially has a significant influence on employee performance.

According to Wahyudi, Wan dedi., Tupti, Zulaspan. (2019), from the results of his

research it is believed that the organizational culture that is applied increases, the employee's performance will also increase. The results of the study show that the employees of the Aceh Tamiang Regency Education and Culture Office already have a good organizational culture. This can be seen from the employee questionnaire, most of whom believe that the work given is carried out in teamwork. Employees take their jobs seriously.

### ***2.5. Definition of employee performance***

According to Mangkunegara (2017: 9), performance is a result in terms of quality and quantity achieved by employees in carrying out the duties as responsibilities given to them.

## **METHOD**

The method in this study uses a quantitative method of descriptive and verification approaches. Primary and secondary data collection from Hotel Horison Ultima Bandung.

### ***3.1. Data collection technique***

In this study data collection was obtained

through interviews, questionnaires, literature studies and access via the website (internet).

### ***3.2. Operational variables***

X<sub>1</sub> : Motivation

X<sub>2</sub> : Compensation

X<sub>3</sub> : Organizational culture

Y : Employee Performance

### ***3.3. Population and Sample***

In this study, the employee population at Hotel Horison Ultima Bandung totaled 114 people. While the sample in this study of 114 employees was narrowed down by calculating the sample size which was carried out using the Slovin Technique so that the number of samples taken in this study were 54 respondents.

## **RESULT AND DISCUSSION**

### ***4.1. Result***

Statistically it can be calculated by analysis of determination ( $R^2$ ), t-test and F-test. The statistical value is called significant if the statistical test value is in the critical area, where H<sub>0</sub> is rejected. Conversely, if it is not significant, the statistical test value is within the accepted H<sub>0</sub> area.

**4.1.1. Determination analysis ( $R^2$ )**

Determination correlation analysis ( $R^2$ ) is used to measure which factor has the most influence on the independent variable on the dependent variable. According to Ghozali (2018: 97), "a large  $R^2$  value indicates the independent variable which has the most dominant influence on the dependent variable."

Table 3. Results of determination analysis ( $R^2$ ).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,761 <sup>a</sup>	,580	,554	5,260
a. Predictors: (Constant), Organizational Culture, Motivation, Compensation				

Source: SPSS data processing (2020)

R-Square of 0.580 or 58% indicates the effect of independent variables consisting of motivation ( $X_1$ ), compensation ( $X_2$ ) and organizational culture ( $X_3$ ) on employee performance (Y) of 0.580 or 58% while the remaining 0.420 or 42% suspected to be influenced by other factors not examined.

**4.1.2. t-Test (Partial)**

According to Ghozali (2016: 97), "The partial test is used to determine the effect of each independent variable on the dependent variable, to carry out a partial test (t test) first to determine the hypothesis." The following are the results of the partial test (t):

Table 4. t-test Results (Partial)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	2,228	7,565		,295	,770
	Motivation	,869	,385	,242	2,258	,028
	Compensation	1,081	,245	,494	4,408	,000
	Organizational Culture	,836	,139	,760	6,008	,000
a. Dependent Variable: Performance						

Source: SPSS data processing (2020)

Based on the results of the t-test above, the following significance values are obtained:

1. It is known that the significance value of the Motivation variable ( $X_1$ ) is 0.028. Because the Sig value is  $0.028 < \text{probability } 0.05$ . Meanwhile, the t-count is  $2.258 > 2.008$ , then  $H_0$  is rejected and



Ha<sub>1</sub> is accepted. That is, there is an influence of motivation (X<sub>1</sub>) on performance (Y).

2. It is known that the significance value of the compensation variable (X<sub>2</sub>) is 0.000. Because the Sig value is 0.000 < probability 0.05. Meanwhile, the t-count is 4.408 > 2.008, then H<sub>02</sub> is rejected and Ha<sub>2</sub> is accepted. That is, there is an effect of compensation (X<sub>2</sub>) on performance (Y).
3. It is known that the significance value of organizational culture variable (X<sub>3</sub>) is 0.000. Because the Sig value is 0.000 < probability 0.05. Meanwhile, the t-count is 6.008 > 2.008, then H<sub>03</sub> is rejected and Ha<sub>3</sub> is accepted. That is, there is an influence of organizational culture (X<sub>3</sub>) on performance (Y).

*4.1.3 F-Test (Simultaneous)*

According to Ghazali (2016: 96), "The F test is a test that aims whether all the independent variables included in the model have a simultaneous effect on the dependent variable."

Tabel 5. F test Results (Simultaneous)

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1907,833	3	635,994	22,985	<b>,000<sup>b</sup></b>
Residual	1383,371	50	27,667		
Total	3291,204	53			

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational Culture, Motivation, Compensation

Source: SPSS data processing (2020)

The probability value is 0.000 with a significance level of 0.05. Because the probability value is 0.000 < 0.05 (α), the research model can be used.

**4.2. Discussion**

*4.2.1. The effect of motivation on employee performance at the Horison Ultima Hotel Bandung*

Based on the results of the study, it shows that the variable Motivation (X<sub>1</sub>) has a positive and significant effect on employee performance. This is evidenced by the results of the partial Kd (X<sub>1</sub>) of 25.9%, changes in performance are caused by changes in motivation and a significant value below 0.05, which is indicated by a t-count value that is greater than the t-table value, namely 2.258 > 2.008 . In addition, the regression coefficient of the variable Motivation (X<sub>1</sub>) is



0.869 and is positive indicating that there is a unidirectional relationship between motivation ( $X_1$ ) and employee performance (Y).

#### *4.2.2. The effect of compensation on employee performance at the Horison Ultima Hotel Bandung*

Based on the results of the study, it shows that the compensation variable ( $X_2$ ) has a positive and significant effect on employee performance. This is evidenced by the results of the partial Kd ( $X_2$ ) of 16%, changes in performance are caused by changes in compensation and a significant value below 0.05 which is indicated by a t-count value that is greater than the t-table value of  $4.408 > 2.008$ . In addition, the regression coefficient of the Compensation variable ( $X_2$ ) is 1.081 and is positive indicating that there is a unidirectional relationship between Compensation ( $X_2$ ) and employee performance (Y).

#### *4.2.3. The effect of organizational culture on employee performance at the Horison Ultima Hotel Bandung*

Based on the results of the study, it shows that the organizational culture variable ( $X_3$ ) has a positive and significant effect on employee

performance. This is evidenced by the results of the partial Kd ( $X_3$ ) of 36.2%, changes in performance are caused by changes in organizational culture and a significant value below 0.05 which is indicated by a higher t-count value than the t-table value, namely  $6.008 > 2.008$ . In addition, the regression coefficient of the Organizational Culture variable ( $X_3$ ) is 0.836 with positive results indicating that there is a unidirectional relationship between Organizational Culture ( $X_3$ ) and employee performance (Y).

#### *4.2.4. The effect of motivation ( $X_1$ ), compensation ( $X_2$ ) and organizational culture ( $X_3$ ) on employee performance (Y)*

Based on the results of the study indicate that Motivation, Compensation and Organizational Culture have a positive and significant effect on employee performance simultaneously. This is evidenced by the results of the analysis of the coefficient of determination ( $R^2$ ) obtained by an R-Square value of 0.580. This indicates the effect of motivation ( $X_1$ ), compensation ( $X_2$ ), and organizational culture ( $X_3$ ) on employee performance (Y) is 0.580 or 58% while the remaining 0.420 or 42% is influenced by factors not examined. Based on the significance value, it is stated that the sig

value is below 0.05, namely  $0.000 < 0.05$  and the F-count  $> F$ -table value, namely  $22.985 > 2.79$ .

## **5. CONCLUSION**

Based on the results of research and discussion regarding the influence of motivation, compensation and organizational culture on employee performance, several conclusions can be drawn as follows:

1. Based on the responses of 54 respondents, it shows that the performance variable is considered not good with a total value of the overall response of respondents to the performance of 2,004 in the unfavorable category. The highest score is in the statement "I always work neatly" with a total score of 188 and is in the good category, while the lowest score is in the "Ability" statement that I have in accordance with my work position with a total score of 176 and is in the "poor" category. This shows that the performance of employees at the Horison Ultima Bandung Hotel in general has a low score and is in the unfavorable category.

2. Based on the responses of 54 respondents, it shows that the motivation variable is considered good with a total value of the overall response of respondents to motivation of 1,063 in the good category. The highest score on the statement There is positive communication and interaction between fellow employees and superiors is 232 and is included in the very good category, while the lowest score is on the statement Work is in accordance with predetermined targets and there is appreciation with a total score of 175 and is included in the unfavorable category. This shows that the motivation of employees at Hotel Horison Ultima Bandung in general has a good score and is included in the good category.

3. Based on the responses of 54 respondents, it shows that the Compensation variable is considered good with a total value of the overall response of respondents to Compensation of 1,420 in a good category. The highest score is in the statement "I am given old-age severance pay when I reach retirement age" with a total score of 218 and belongs to the good category, while

the lowest score is in the statement "I get a bonus when I complete work on target" with a total score of 172 and belongs to the poor category. good. This shows that employee compensation at Hotel Horison Ultima Bandung generally has a good score and is in the good category.

4. Based on the responses of 54 respondents, it shows that the organizational culture variable is considered good with a total value of the overall response of respondents to organizational culture of 3,018 in the good category. The highest score is in the statement "I have a high level of accuracy in doing work" with a total score of 226 and belongs to the good category, while the lowest score is in the statement "I always actively participate outside of office activities/activities" with a total score of 182 and belongs to the poor category. good. This shows that the organizational culture at the Horison Ultima Bandung Hotel in general has a good score and is included in the good category.
5. The results showed that motivation t-count was greater than t-table ( $2.258 > 2.008$ ). So it can be said that  $H_{01}$  is

rejected and  $H_{a1}$  is accepted. In addition, it can also be said that motivation has a positive and significant effect on performance of 0.028, which is less than 0.05.

6. The results showed that the t-count compensation was greater than the t-table ( $4.408 > 2.008$ ). So it can be said that  $H_{02}$  is rejected and  $H_{a2}$  is accepted. In addition, it can also be said that compensation has a positive and significant effect on performance of 0.000, which is less than 0.05.
7. The results showed that organizational culture t-count was greater than t-table ( $6.008 > 2.008$ ). So it can be said that  $H_{03}$  is rejected and  $H_{a3}$  is accepted. Besides that, it can also be said that organizational culture has a positive and significant effect on performance of 0.000, less than 0.05.
8. The results showed that the F-count was greater than the F-table ( $22.985 > 2.79$ ). So it can be said that Motivation, Compensation and Organizational Culture have a positive and significant effect on performance simultaneously because the significant value of Motivation, Compensation and

Organizational Culture is 0.000 less than  
0.05

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