



## The Role of the Employee Work Motivation in Mediating the Work Culture towards Their Performance

Ida Ayu Oka Martini<sup>1</sup> and I Wayan Gde Sarmawa<sup>2</sup>

1) *Fakultas Ekonomi dan Bisnis, Universitas Pendidikan Nasional, Denpasar, Bali-Indonesia*

2) *Fakultas Ekonomi, Universitas Warmadewa, Denpasar, Bali-Indonesia*

[mdayuoka@yahoo.co.id](mailto:mdayuoka@yahoo.co.id)

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**Abstract**-The rapid development of the hospitality business in Bali has led to increasingly fierce competition among hoteliers. This encourages every hotel business competing to provide the best facilities and services to maintain the continuity of its business. However, this is highly dependent on the good and bad performance of the service of the employees towards hotel consumers. Employee performance is influenced by a number of factors, including the work culture and work motivation of each employee. This research aims to determine the effect of work culture and employee motivation on the performance of non-star hotel employees in Denpasar-Bali. This research was supported by 100 randomly selected employees at 25 non-star hotels in Denpasar-Bali. Data collection is done by conducting direct interviews with prepared questionnaire guidelines. Furthermore, for the data collected, the analysis is carried out using the SmartPLS 3.0 program. The results of data analysis show that work culture has a significantly positive effect on the employee work motivation, and likewise the work motivation has a significantly positive effect on the employee performance. On the other hand, the work culture shows a more significantly positive influence on the employee performance. Based on this, it can be said that the work motivation has a role as mediating the relationship between the work culture and the employee performance partially.

**Keywords:** Employee performance; work culture; work motivation

### INTRODUCTION

The increasing number of hotels followed by an increase in high tourist arrivals such as in Bali has resulted in increasingly tight hotel business competition. Hotels are built to meet accommodation needs for tourists both domestic tourists and foreign tourists. The aggressiveness of hotel business seems to be too optimistic, so the availability of hotels/hotel rooms exceeds needs, and consequently the imbalance in hotel room occupancy rates occurs, especially in non-star hotels in Bali which tend to decline. The survey results of the Bali Central Bureau of Statistics show that hotel occupancy rates in Bali have not yet shown satisfactory conditions. This is the impact of the intense competition between hotel businesses, which each hotel competes to

provide the best facilities and services for hotel consumers. However, this is highly dependent on employee involvement to work as well as possible, because employee performance is a very important factor in determining business success in various fields. If a group of employees have good performance, it will have a positive impact on the achievement of a good company (Prawirosentono & Primasari, 2015). The choice of Denpasar city as a research location is caused by Denpasar's status as the center of government, trade as well as tourism destination so that it has a high level of complexity of competition.

### Work Culture – Work Motivation

Work culture is a person's beliefs, morals, attitudes and work behavior in carrying out work activities (Dastjerdi & Pour, 2012). Work

culture is able to provide encouragement to someone to do work activities (Sinha, Singh, Gupta, & Dutt, 2010). Work culture is seen as an important factor, because it is able to give changes from traditional ways of working to a more modern ones (Iriani & Herlina, 2011). According to Raverkar (2016) work culture has the potential to influence work motivation on employees (Raverkar, 2016).

A number of research results have proven the influence of work culture on employee work motivation. (Sinha et al., 2010), (Nempung, 2013), and (Ehimen, Mordi, & Ituma, 2014) in their research findings, suggest that the work culture shows a significantly positive influence on the employee work motivation. Other research findings that are in line with the results of these studies are those conducted (Kausar, 2014; Oredein & Akinriolu, 2013; Raverkar, 2016), which reveal that the work culture has a significantly positive effect on the employee work motivation.

Hypothesis 1: Work culture has a significantly positive effect on the employee work motivation

Hypothesis 2: Work culture has a significantly positive effect on employee performance

#### **Work Motivation - Employee Performance**

Motivation is capable of spurring the employees to work hard to achieve their goals (Rivai & Sagala, 2011). Motivation is one of the vital concepts and has a very important role, which is able to directly influence the employee performance in an organization (Ali, Abrar, & Haider, 2012; Broni, 2012). Olawepo and friends (2013) stated that work motivation is a tool to improve employee performance (Olawepo, Ofoegbu, & Ibojo, 2013). This is reinforced by (Ahiabor, 2014; Kreitner & Kinicki, 2014; Mazlomi et al., 2014; Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014; Zammer, Ali, Nisar, & Amir, 2014) which explains that the work motivation is one of the factors that can influence the improvement of the employee performance.

A number of research findings have revealed that the employee work motivation has a significantly positive effect on their performance, such as (Ahmed et al., 2010; Asim & Masood, 2013; Chintaloo & Mahadeo, 2013; Saleh, Dzulkifli, Abdullah, & Ariffin, 2011; Springer, 2011; Susan, Gakure, Kiraithe, & Waititu, 2012), who found that significantly positive the employee performance could be influenced by their work

motivation.

Hypothesis 3: Work motivation has a positively significant effect on the employee performance

#### **Work Culture - Work Motivation - Employee Performance**

Based on the description in the previous section that there is a significantly positive influence between the work culture and the work motivation (Ehimen et al., 2014; Kausar, 2014; Nempung, 2013; Oredein & Akinriolu, 2013; Raverkar, 2016; Sinha et al., 2010), both the work culture and the work motivation have a significantly positive effect on employee motivation (Ahmed et al., 2010; Asim & Masood, 2013; Chintaloo & Mahadeo, 2013; Saleh et al., 2011; Springer, 2011; Susan et al., 2012). Thus it can tentatively claimed that the work motivation acts as an aspect mediating between the work culture and the employee performance.

Hypothesis 4. Work motivation plays a role as mediating the relationship between the work culture and the employee performance.

#### **METHODS**

The sample supporting the research amounted to 100 employees which included 25 non-star hotels located around Denpasar-Bali city. In each of the hotels selected as research sites, four employees with different jobs were selected. Determination of the employees selected as the research respondents in each hotel was done by applying accidental sampling technique.

The work culture indicator in this research refers to the idea of (Suparyadi, 2015) which consists of nine indicators which are divided into two dimensions, namely dimensions of work attitude and dimensions of work behavior. The measurement of the employee work motivation is referred to the theory of (Saleem & Mahmood, 2010) which consists of eight items, while the measurement of the employee performance is based on the theory of (Mathis & Jackson, 2011) which consists of five items. The measurements on each indicator were conducted using a Likert scale with a range of 1-5, wherein, scale 1 = strongly disagree, 2 = disagree, 3 = doubt, 4 = agree, and 5 = strongly agree.

Data analysis was carried out using the SmartPLS 3.0 program. Testing was done in three stages, namely evaluation of measurement model, evaluation of structural model, and testing of hypotheses with a

significance level of 0.05. Evaluation of measurement model was based on convergent validity, discriminant validity, Cronbach's Alpha and composite reliability. Meanwhile, testing the structural model was done based on the R-Square, Q-Square, and Goodness of Fit (GoF) coefficients. The results of the validity of the research data based on convergent validity are declared valid if the coefficient of loading factors ranges from 0.5-0.6 and is significant (Chin, 1998). Discriminant validity testing is based on the coefficient of Average Variance Extracted (AVE) with a value greater than 0.50 (Bagozy & Yi, 1988). Research data can be stated reliable, if the Cronbach's Alpha coefficient and composite reliability is greater than 0.70 (Hair, Black, Babin, & Anderson, 2010).

## RESULTS AND DISCUSSION

### Testing validity, reliability, and fit models

The convergent validity test results based

on coefficient of outer loading show values ranging from 0.592 to 0.931. This means that all items are valid (because the outer loading coefficient is > 0.50). The convergent validity test, which is seen through the coefficient of average variance extracted (AVE) shows that all indicators used in the research model are valid, because they meet the above AVE requirements of 0.50.

Reliability test can be seen through Cronbach's Alpha coefficient and composite reliability. The results of data analysis show that the Cronbach's Alpha coefficient shows a value between 0.818 - 0.895 and composite reliability shows a value between 0.874-0.916. Reliability requirements based on Cronbach's Alpha and Composite Reliability are above 0.70 and have been met, so the research data is said to be reliable. This is shown in Table 1.

**Table 1**  
Cronbach's Alpha, Composite Reliability, dan Average Variance Extracted (AVE)

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Budaya kerja	0,895	0,916	0,553
Motivasi kerja	0,878	0,905	0,552
Kinerja karyawan	0,820	0,880	0,585

The strong or weak influence of the work culture and the work motivation on the employee performance is seen through the R-Square coefficient (R22), Q-Square Predictive Relevance (Q22), and Goodness of Fit (GoF). The results of the data analysis show that the

R22 value of the influence of the work culture on the work motivation is 0.455, while the R22 of the influence of the work culture and the work motivation on the employee performance is 0.821. This is shown in Table 2.

**Table 2**  
R-Square Influence of Work Culture and Work Motivation on Employee Performance

Variable	R-Square
Work Culture	
Work Motivation	0,455
Employee Performance	0,821

Based on this, the influence of the work culture on the work motivation and the influence of the work culture and the work motivation on the employee performance is strong, because the value of R22 is above 0.26 and is classified as a strong influence. Furthermore, testing the accuracy of the research model based on Q-Square Predictive Relevance (Q22), is shown below:

$$Q2 = 1 - (1 - R_{12})(1 - R_{22})$$

$$Q2 = 1 - (1 - 0,455)(1 - 0,821)$$

$$Q2 = 1 - [(0,545)(0,179)]$$

$$Q2 = 1 - (0,097555)$$

$$Q2 = 0,9024$$

Referring to the criteria proposed by Chin (1998), the Q22 value of 0.9024 is strong, where the model can provide predictive accuracy of 90.24%, prediction errors of only 9.76%. When viewed from Goodness of Fit (GoF), the values are as follows:

$$GoF = \sqrt{(AVE \times R2)}$$

$$GoF = \sqrt{\{(0,553 + 0,552 + 0,582) / 3\} \times \{(0,455 + 0,821) / 2\}}$$

$$GoF = \sqrt{(1,687 / 3) \times (1,276 / 2)}$$

$$GoF = \sqrt{(0,562 \times 0,638)}$$

$$GoF = \sqrt{(0,358556)}$$

$$GoF = 0,5988$$

Based on the criteria stated by (Aker, D'Ambra, & Ray, 2011) where GoF has a value greater than 0.36, the model can be said to be relatively strong. Through three assessments of the feasibility of the model, it turns out that all of them state that the model is

at a high level of feasibility.

**The Testing Hypothesis of the Effect of Work Culture, Work Motivation, and Employee Performance**

The testing results on the effect of work culture, work motivation, and employee performance is shown through Figure 1, and strengthened by Table 3.

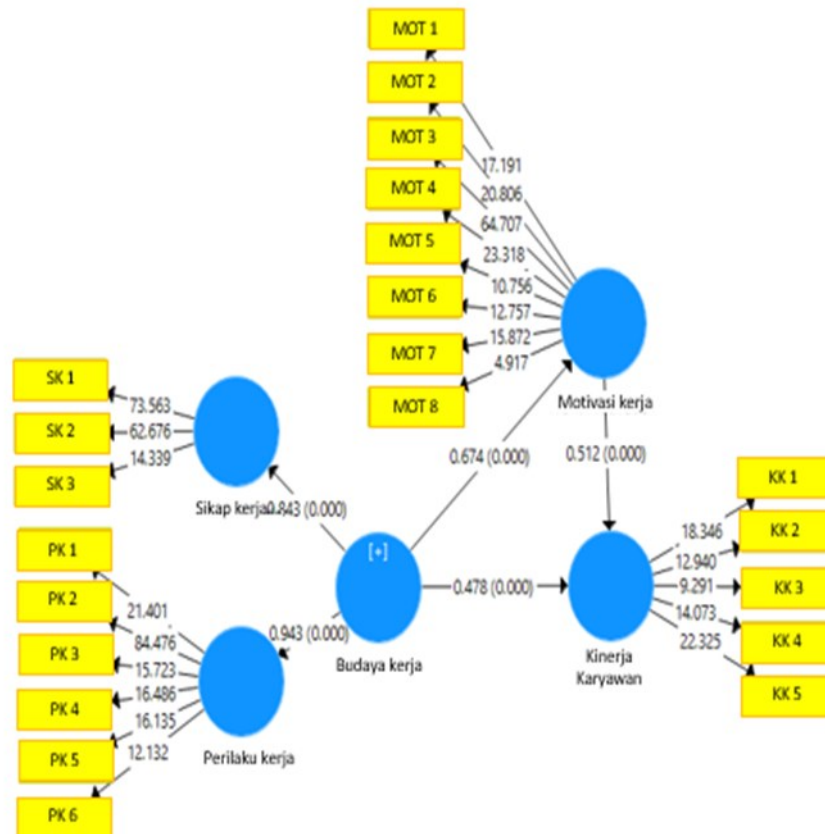


Figure 1

Relationship between work culture, work motivation, and employee performance at non-star hotels in Denpasar-Bali

Table 3

The Effect of work culture and work motivation on the employee performance

Hypothesis	Relations between Variables	Effect	p-value	Notes
H1	Work culture → Work motivation	0,674	0,000	accepted
H2	Work culture → Employee performance	0,478	0,000	accepted
H3	Work motivation → Employee performance	0,512	0,000	accepted
H4	Work culture → Work motivation → Employee performance	0,345	0,000	accepted

In Figure 1 and Table 3, it can be seen that work culture is significantly positive influencing the work motivation, with a path coefficient of 0.674 and p-value of 0.000 < 0.05. This means that the employee's work culture that is stronger can significantly improve their performance. The work culture

also shows a significantly positive effect on the employee performance. This is indicated by the path coefficient which is of 0.478 with a large p-value of 0.000 < 0.05. It means that is a work culture that is getting stronger can actually improve employee performance. On the other hand it also appears that the work

motivation shows a significantly positive effect on the employee performance. This illustrates that the increasingly strong work motivation can encourage the strong performance improvements for non-star hotel employees in Denpasar-Bali. Thus the employee work motivation can act as a mediator of the relationship between the work culture and the employee performance. Because the influence of the work culture on the work motivation and the employee performance is significantly positive and so is the effect of the work motivation on the employee performance is significantly positive, the mediating role of the work culture is partial.

The results of this research were able to confirm a number of results of previous studies which found that work culture was significantly positive affecting work motivation. In addition to this, the results of this research also confirm the results of previous studies, which stated that work culture can influence employee performance positively significant. Also, it confirms the existing theory that the influence of employee work motivation on employee performance is positively significant.

## CONCLUSION

The results of the research conclude that work culture has a significant effect on work motivation, as well as work culture has a significant effect on employee performance. In other parts, the work culture shows a significant influence on the employee performance. Thus, the employee motivation has a strong role in mediating the relationship between the work culture and the employee performance at the non-star hotels in Denpasar-Bali. The work motivation is able to bridge the strengthening of the influence of the work culture on the employee performance. Therefore, it is very important to integrate the employee motivation with their work culture in an effort to maintain and improve the employee performance at non-star hotels in Denpasar-Bali.

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