



THE INFLUENCE OF ORGANIZATIONAL CULTURE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract

This study investigates the critical link between human capital and organizational success by examining the influence of organizational culture and work motivation on employee performance. We hypothesize that job satisfaction plays a mediating role in this interplay. Employing a quantitative approach with 90 respondents at Hotel Grandhika Pemuda Semarang, Indonesia, we analyze data using multiple linear regression. Our findings reveal a significant positive influence of both organizational culture and work motivation on job satisfaction. Furthermore, all three variables demonstrate a robust impact on employee performance. Notably, job satisfaction emerges as a significant mediator, underscoring its crucial role in translating positive organizational factors into improved performance. These findings highlight the multifaceted nature of human capital management. To optimize employee performance, organizations like Hotel Grandhika Pemuda Semarang should prioritize fostering a positive organizational culture, nurturing employee motivation, and cultivating a sense of job satisfaction among their workforce.

Keywords

service quality; product quality; price; customer satisfaction

INTRODUCTION

Human resources play a pivotal role in ensuring the sustainability of an organization or company. The performance of each individual within the workforce must be carefully evaluated to avoid hindrances to the company's goals. Employees are invaluable assets, and their performance directly contributes to the achievement of organizational objectives. Therefore, the quality of human resource accomplishments is paramount for the progress of any company or organization. As highlighted by (Brury, 2016), achievement stems from the diligent execution of tasks with both quality and quantity, aligning with the responsibilities entrusted to each employee.

Effective leadership is instrumental in enhancing employee performance and ultimately driving company profitability. A robust organizational culture serves as a pillar of support for the company's

overarching goals, whereas a weak or negative culture may impede progress or lead to conflicts. According to (Rahayu et al., 2017), work motivation acts as a catalyst, igniting an individual's enthusiasm for their work. However, motivation levels may fluctuate in response to various factors encountered in the workplace, subsequently impacting employee performance and, by extension, the organization. Job satisfaction, on the other hand, is a subjective perception influenced by factors such as job fulfillment, interpersonal relationships, and individual values.

Hotel Grandhika Pemuda Semarang, in collaboration with Adhi Karya Tbk, stands as a testament to the importance of effective human resource management. The data presented, detailing employee attendance rates from 2019 to 2022, serves as a tangible reflection of the level of employee performance within the organization.

THEORETICAL FOUNDATION

Human Resource Management

Human resources are construed as the pivotal driving force within a company, possessing the inherent capacity to foster growth and actively bolster productivity in the pursuit of organizational goals. As posited by (Ambarwati & Mandasari, 2021), Human Resource Management (HRM) encompasses the formulation and implementation of policies and practices aimed at effectively mobilizing human capital. This includes various facets of HRM such as recruitment, selection, training, recognition, and performance evaluation activities.

Employee Performance

Employee performance, as elucidated by (Ginting, 2018), denotes the outcomes achieved by individuals in the execution of their assigned duties. Furthermore, employee achievement, as expounded by the same author, pertains to the realization of predetermined goals through planned actions undertaken by individuals possessing requisite abilities, qualifications, motivation, and interests. The treatment and valuation of employees by organizations significantly influence their attitudes and behaviors in the pursuit of achievements. Performance indicators, as delineated by (Ginting, 2018), encompass dimensions such as quality, quantity, timeliness, and cooperative engagement. Additionally, (Nabawi, 2019) introduces two additional indicators, namely the fulfillment of duties and responsibilities.

Organizational Culture

Organizational culture, according to (Feri et al., 2020), serves as the cohesive fabric binding members of an organization, characterized by shared values and explicit norms dictating acceptable conduct and communication within the organizational framework. The taxonomy proposed by (Surya, 2022) delineates seven key indicators of organizational culture, encompassing attributes like Innovation, Attention to Detail, Results-orientation, People orientation, Team orientation, Aggressiveness, and Stability.

Work Motivation

Work motivation, as elucidated by (Ki'i & Jaenab, 2022), embodies the inherent drive within individuals, which may be intrinsically developed or externally influenced by monetary and non-monetary rewards, thereby exerting a significant impact on performance outcomes. Work motivation, as further expounded by the same authors, encompasses the impetus driving employees to effectively channel their skills and competencies towards fulfilling organizational objectives in alignment with expectations.

Job Satisfaction

Job satisfaction, as defined by (Brury, 2016), encapsulates the favorable emotional disposition and intrinsic fulfillment derived from one's occupation. It embodies a sense of contentment stemming from the alignment of employee expectations with their job roles, thereby exerting a direct influence on emotional well-being. The multidimensional construct of job satisfaction, as outlined by (Sekartini, 2016), encompasses factors such as satisfaction with the job itself, salary, promotion opportunities, supervision, and collegial relationships. Additionally, (Nabawi, 2019) introduces an additional indicator, namely satisfaction with the work environment, to comprehensively gauge employee satisfaction.

HYPOTHESES DEVELOPMENT

The Influence of Organizational Culture on Job Satisfaction

Organizational culture serves as the bedrock of workplace norms and values, shaping employee attitudes and behaviors. Hakim (2016) posited that a robust organizational culture fosters alignment among employees, encouraging them to embody organizational values in their work. This alignment cultivates job satisfaction, as employees feel a sense of belonging and purpose within the organization. Ardana et al. (2012) provided empirical evidence supporting this assertion, demonstrating a significant positive relationship between organizational culture and employee job satisfaction. Consequently, it can be hypothesized:

H1: Organizational culture has a significant positive effect on employee job satisfaction.

The Effect of Work Motivation on Job Satisfaction

Work motivation acts as a driving force behind employee engagement and commitment to organizational goals. Employees who are motivated tend to experience higher levels of job satisfaction, as their intrinsic or extrinsic rewards align with their professional aspirations. Dewi & Kartika (2018) found empirical support for this relationship, highlighting the positive impact of work motivation on job satisfaction. Therefore, a hypothesis can be proposed:

H2: Work motivation has a significant positive effect on employee job satisfaction.

The Influence of Organizational Culture on Employee Performance

A strong organizational culture provides a framework for employee development and goal alignment, thereby enhancing overall performance. Ardianto et al. (2021) demonstrated a significant positive effect of organizational culture on employee performance, underscoring the pivotal role of culture in shaping workplace outcomes. Hence, it can be hypothesized:

H3: Organizational culture has a significant positive effect on employee performance.

The Effect of Work Motivation on Employee Performance

Motivated employees are more likely to exert effort and achieve optimal performance outcomes. Alfiansyah (2022), Dipatmodjo et al. (2021), Ratmayani & Hartono (2018), and Bramanta et al. (2022) provided empirical evidence supporting the positive impact of work motivation on employee performance. Therefore, a hypothesis can be posited:

H4: Work motivation has a significant positive effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction serves as a crucial determinant of employee performance,

influencing factors such as engagement, productivity, and retention. Anggraeni & Rosdiana (2022) demonstrated a significant positive effect of job satisfaction on employee performance, highlighting the importance of fostering a satisfying work environment. Consequently, it can be hypothesized:

H5: Job satisfaction has a significant positive effect on employee performance.

The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction

Organizational culture indirectly influences employee performance through its impact on job satisfaction. Rachmawati & Alamsyah (2022) revealed a positive relationship between organizational culture, job satisfaction, and employee performance, suggesting that a conducive organizational culture enhances job satisfaction, thereby fostering improved performance outcomes. Hence, a hypothesis can be proposed:

H6: Organizational culture has a significant positive effect on employee performance mediated by job satisfaction.

The Effect of Work Motivation on Employee Performance Mediated by Job Satisfaction

Similarly, work motivation indirectly influences employee performance through its impact on job satisfaction. Fian Ardiaz, Achmad Sudiro, and Noermijati (2017) found a positive relationship between work motivation, job satisfaction, and employee performance. Therefore, it can be hypothesized:

H7: Work motivation has a significant positive effect on employee performance mediated by job satisfaction.

FORMULATION OF HYPOTHESES

H1 : Organizational culture has a significant positive effect on employee job satisfaction.

H2 : Work motivation has a significant positive effect on employee job satisfaction.

Table 1.
Employee Attendance Rate (2020-2022)

Years	Number of Employees (People)	Number of Working Days (Day)	The number of working days it should be (Day)	Number of working days lost (Day)	Employee Attendance Rate (%)	Employee Absenteeism Rate (%)
2020	56	12936	13440	9	96,3%	3,8%
2021	62	14260	15004	12	95,0%	5,0%
2022	62	13950	15004	17	93,0%	7,0%

Source: Data on Employee Attendance Rate of Hotel Grandhika Pemuda Semarang in period (2020-2022)

H3 : Organizational culture has a significant positive effect on employee performance.

H4 : Work motivation has a significant positive effect on employee performance.

H5 : Job satisfaction has a significant positive effect on employee performance.

H6 : Organizational culture has a significant positive effect on employee performance

mediated by job satisfaction.

H7 : Work motivation has a significant positive effect on employee performance mediated by job satisfaction.

analysis, and interpretation. By utilizing this method, researchers can objectively measure and analyze the relationships between variables, providing empirical evidence to support hypotheses.

Population and Sample

The population in research refers to the entire group of individuals or entities that possess specific characteristics under investigation (Sugiyono, 2018). In this study, the population comprises employees within the target organizational setting. These employees represent the pool from which the sample will be drawn. A sample, on the other hand, is a subset of the population selected for study purposes. The selection of a sample is typically guided by sampling techniques to ensure representativeness and generalizability of findings. Utilizing probability sampling techniques, such as the Slovin formula, the study aims to include a

POPULATION AND SAMPLE RESEARCH METHODS

In the realm of organizational research, selecting appropriate research methods is crucial for obtaining reliable and valid results. This study adopts a quantitative approach, which employs numerical data for collection,

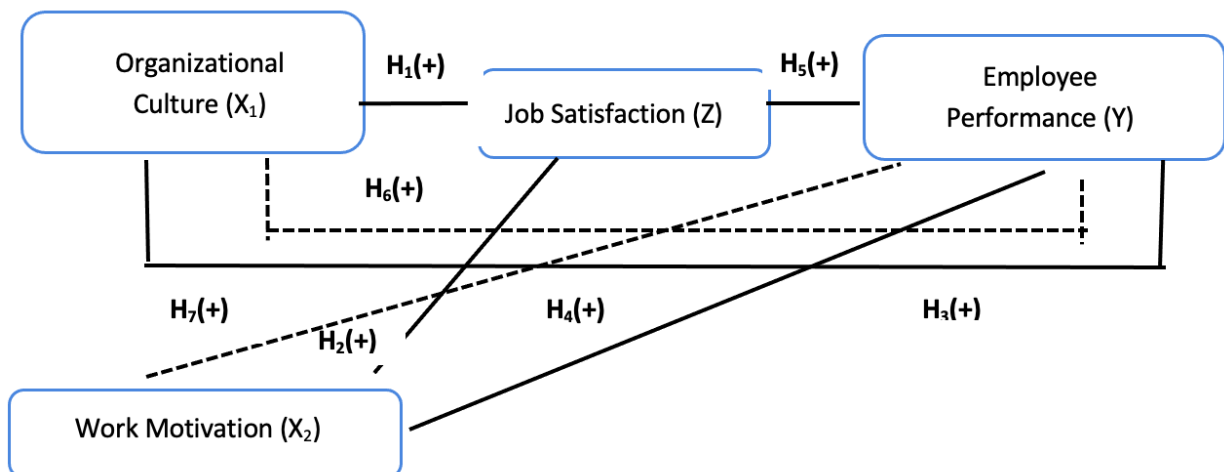


Figure 1.
Theoretical Framework of Thought

TABLE 2.
Summary of research variables and definitions

No	Name Variable	Definition Variable	Indicator
1	Organizational Culture	Organizational culture is a pattern of beliefs and organizational values that are imbued by all members in doing work as the right way to understand, think about, and feel related problems, so that it will become a value or rule in the organization.	1. Innovation and risk-taking courage 2. Attention to detail. 3. Result-oriented 4. Human-oriented 5. Team-oriented 6. Aggressively Stable.
2	Work Motivation	Work motivation is something that moves people, making sure that people are moving in the direction you want or what you want to do.	1. Performance 2. Awards 3. Challenges 4. Responsibility 5. Development 6. Involvement 7. Opportunity
3	Job Satisfaction	Job satisfaction is a sense of fulfillment of employee expectations for the work they have which can directly impact employee emotions.	1. Satisfaction with the work itself 2. Satisfaction with salary 3. Satisfaction with promotions 4. Satisfaction with Supervision 5. Satisfaction with colleagues 6. Satisfaction in the work environment
4	Employee Performance	Employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or not exceed the time limit provided so that the goal will be in accordance with company morals and ethics.	1. Quality 2. Quantity 3. Punctuality 4. Cooperation 5. Implementation of duties 6. Responsibility

Source: Previous Research 2016-2019

sample of 90 employee respondents. This sample size is deemed sufficient for capturing the diversity of perspectives and experiences within the population, thus enhancing the robustness of the study's findings.

Data Sources and Types

The data collection process plays a pivotal role in quantitative research, as it provides the empirical foundation upon which analyses and conclusions are built. In this study, data will be primarily sourced through the administration of questionnaires to the

Table 3
Normality Test Results One-Sample Kolmogorov Smirnov

		Unstandardized Residual	Unstandardized Residual
N		88	88
Normal Parameters ^{a,b}	Mean	.0000000	.0000000
	Std. Deviation	1.28066216	2.05399811
Most Extreme Differences	Absolute	.089	.084
	Positive	.089	.083
	Negative	-.055	-.084
Test Statistic		.089	.084
Asymp. Sig. (2-tailed)		.080 ^c	.177 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: processed primary data (2023)

Table 4
Regression Multicollinearity Test Results 1

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational Culture	,319	3,139
Work Motivation	,561	1,782

Source: processed primary data (2023)

Table 5
Regression Multicollinearity Test Results 2

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational Culture	,295	3,392
Work Motivation	,519	1,928
Job Satisfaction	,354	2,826

Source: processed primary data (2023)

Table 6
Regression Heteroscedasticity Test Results 1

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	5,979	2,571		2,325	,022
Organizational Culture	,081	,104	,122	,779	,438
Work Motivation	-,145	,129	-,188	-1,120	,266

Dependent Variable: Job Satisfaction

Source: processed primary data (2023)

selected sample of employee respondents. A questionnaire is a structured instrument comprising a set of written questions designed to elicit specific information from participants. By employing questionnaires, researchers can systematically gather data on key variables, including organizational culture, work motivation, job satisfaction, and employee performance. The use of standardized survey instruments ensures consistency and comparability of responses across participants, thereby facilitating rigorous data analysis and interpretation.

Furthermore, the questionnaire will be designed to capture both quantitative and qualitative data, allowing for a comprehensive understanding of the research constructs. Quantitative data, represented by numerical values, will enable statistical analyses to test hypotheses and

identify patterns or relationships between variables. Meanwhile, qualitative data, in the form of open-ended questions or comments, will provide additional insights into participants' perceptions, attitudes, and experiences. This mixed-methods approach enhances the depth and richness of the research findings, contributing to a more nuanced understanding of the phenomena under investigation.

In summary, by employing a quantitative research approach, utilizing probability sampling techniques, and employing structured questionnaires for data collection, this study aims to gather robust empirical evidence to examine the relationships between organizational culture, work motivation, job satisfaction, and employee performance within the target organizational setting. Through rigorous

Table 7
Regression Heteroscedasticity Test Results 2

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4,472	1,026			4,359	,000
Organizational Culture	-,100	,060	-,303		-1,682	,096
Work Motivation	,036	,056	,088		,650	,517
Job Satisfaction	-,022	,050	-,073		-,447	,656

Source: processed primary data (2023)

Table 8
Regression Test Results 1

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-,063	2,257			-,028	,978
Organizational Culture	,329	,126	,299		2,604	,011
Work Motivation	,310	,118	,227		2,622	,010

Dependent Variable: Job Satisfaction
Source: processed primary data (2023)

Table 9
Regression Test Results 2

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	3,941	1,948			2,024	,046
Organizational Culture	,264	,113	,282		2,328	,022
Work Motivation	,412	,106	,355		3,888	,000
Job Satisfaction	,331	,094	,389		3,513	,001

Dependent Variable: Employee Performance
Source: processed primary data, 2023

Table 10
Test Results T Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-,063	2,257			-,028	,978
Organizational Culture	,329	,126	,299		2,604	,011
Work Motivation	,310	,118	,227		2,622	,010

Dependent Variable: Job Satisfaction
Source: processed primary data, 2023

methodological procedures and careful data analysis, the study endeavors to contribute valuable insights to the existing body of knowledge in organizational behavior and management.

Research Object, Sample Unit, Population and Sample

In this study, Hotel Grandhika Pemuda Semarang serves as the primary research

object, with a focus on its employees as the sample unit. The population, defined as the broader group possessing characteristics relevant to the study, forms the context within which the investigation takes place. Employing a simple random sampling technique, a sample size of 90 individuals was determined from the population of Hotel Grandhika Pemuda Semarang, ensuring a

Tabel 11
Hasil Uji t Persamaan 2

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	3,941	1,948			2,024	,046
Organizational Culture	,264	,113	,282		2,328	,022
Work Motivation	,412	,106	,355		3,888	,000
Job Satisfaction	,331	,094	,389		3,513	,001

Dependent Variable: Employee Performance
Source: processed primary data, 2023

Table 12
Coefficient of Determination Equation 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,804 ^a	,646	,634	1,777

- a. Predictors: (Constant), Work Motivation, Organizational Culture
b. Source: processed primary data, 2023

Table 13
Coefficient of Determination of Equation 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,800 ^a	,641	,623	1,534

- a. Predictors: (Constant), Job Satisfaction, Work Motivation, Organizational Culture
b. Source: processed primary data, 2023

representative subset without stratification or hierarchical considerations.

Data types and sources play a crucial role in shaping the study's methodology. Quantitative data, characterized by numerical values derived from statistical procedures or measurements, are primarily utilized. The primary data source utilized in this study is derived directly from the target population, facilitated through the administration of questionnaires to respondents, ensuring a direct acquisition of pertinent information. Descriptive analysis, as outlined by Ghazali (2018), forms the backbone of the analytical framework employed in this study. This method aims to provide a comprehensive overview and understanding of the phenomenon under investigation, utilizing Likert scale statements to gauge attitudes, opinions, and perceptions regarding social phenomena.

The validity test serves as a critical assessment tool to ascertain the credibility of the questionnaire employed. Statistical measures such as the Pearson correlation

coefficient are utilized to evaluate the validity of statements within the questionnaire, with positive correlations indicating validity. Furthermore, the reliability test is employed to assess the stability of the measuring instrument, with a reliability coefficient exceeding the threshold of 0.60 indicating reliability, as per Sugiyono's (2018) recommendation. Additionally, various statistical tests such as the normality test, multicollinearity test, and heteroscedasticity test are conducted to ensure the robustness and validity of the analytical framework employed in the study.

Finally, multiple linear regression analysis serves as the central analytical tool, enabling the exploration of relationships between organizational culture, work motivation, job satisfaction, and employee performance. This analysis facilitates the examination of the predictive accuracy of the research model, elucidating potential influences between independent and dependent variables. To determine the accuracy of predictions whether there is an

influence between the independent variable and the dependent variable, the following research model is used:

$$Z = a + b_1X_1 + b_2X_2 + e$$
$$Y = a + b_1X_1 + b_2X_2 + Z + e$$

Where:

Z = Job Satisfaction

Y = Employee Performance

a = Constant

b₁, b₂, b₃ = Coefficient

X₁ = Organizational Culture

X₂ = Work Motivation

e = Error / glitch error

In the calculations that have been carried out, the path coefficient, the calculated t value and the significance level are as follows:

The result of the table equation above, can be expressed as follows:

$$Z = 0.299 X_1 + 0.227 X_2$$

The result of the table equation above, can be expressed as follows:

$$Y = 0.282 X_1 + 0.355 X_2 + 0.389 Z$$

T-test

Based on the analysis of the t-test results, it is evident that both Organizational Culture (X₂) and Work Motivation (X₃) have significant effects on Job Satisfaction (Z) among employees at Hotel Grandhika Pemuda Semarang. Firstly, regarding Organizational Culture, the calculated significance value (sig) of 0.001 is below the predetermined alpha level of 0.05, indicating statistical significance. Additionally, the t-count value of 2.604 exceeds the critical t-table value (1.98) for the given degrees of freedom. Consequently, the rejection of the null hypothesis (H₀) and acceptance of the alternative hypothesis (H₁) suggest a positive and significant influence of Organizational Culture on Job Satisfaction. Similarly, for Work Motivation, the significance value (sig) of 0.010 is below the alpha level of 0.05, and the t-count value of 2.622 surpasses the critical t-table value (1.98) for the relevant degrees of freedom. Consequently, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁)

is accepted, indicating a statistically significant positive effect of Work Motivation on Job Satisfaction. In essence, both Organizational Culture and Work Motivation contribute significantly to the level of Job Satisfaction among employees at Hotel Grandhika Pemuda Semarang, as determined by the t-test analysis.

Based on the t-test results presented, we can discern the impact of organizational culture (X₂), work motivation (X₃), and job satisfaction (Z) on employee performance (Y) at Hotel Grandhika Pemuda Semarang. Firstly, examining the influence of organizational culture (X₂) on employee performance, the statistical analysis reveals a significant value of 0.022, falling below the predetermined alpha level of 0.05. Moreover, the t-count value of 2.328 exceeds the critical t-table value of 1.98 for the given degrees of freedom. Consequently, the null hypothesis (H₀) is rejected in favor of the alternative hypothesis (H₁), indicating a positive and significant effect of organizational culture on employee performance. Moving on to the effect of work motivation (X₃) on employee performance, the statistical examination unveils a significant value of 0.000, again below the alpha level of 0.05. Additionally, the t-count value of 3.888 surpasses the critical t-table value, leading to the rejection of H₀ and acceptance of H₁. This signifies a positive and significant impact of work motivation on employee performance at Hotel Grandhika Pemuda Semarang. Furthermore, exploring the influence of job satisfaction (Z) on employee performance, the analysis demonstrates a significant value of 0.001, lower than the predetermined alpha level. Similarly, the t-count value of 3.513 exceeds the critical t-table value, prompting the rejection of H₀ in favor of H₁. This indicates a positive and significant effect of job satisfaction on employee performance within the organizational context.

Coefficient of Determination (R²)

The Coefficient of Determination (R²) is a crucial metric used to gauge the extent to which a model can elucidate variations in the

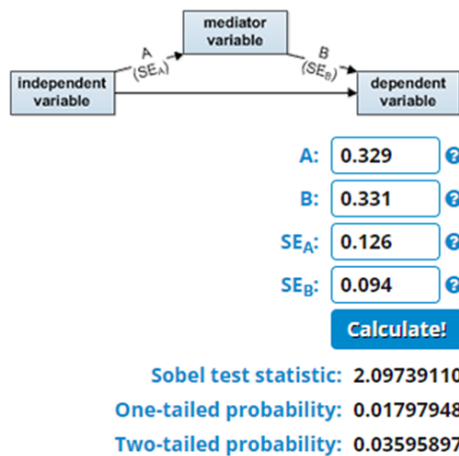


Figure 2.
Sobel Test Organizational Culture on Employee Performance Through Job Satisfaction

dependent variable. In this study, the R² value obtained is 0.804, indicating that 80% of the variance in Job Satisfaction can be accounted for by Organizational Culture and Work Motivation. The remaining 20% of Job Satisfaction variance is attributed to other unaccounted variables outside the model's scope. This suggests that while Organizational Culture and Work Motivation play significant roles in determining Job Satisfaction, there are additional factors influencing it.

Sobel Test

Similarly, the R² value for the model encompassing Organizational Culture, Work Motivation, and Job Satisfaction is reported as 0.800. This indicates that 80% of the variance in Employee Performance can be explained by these factors. However, the remaining 20% of the variance in Employee Performance is influenced by other unspecified variables not considered in the model. Therefore, while Organizational Culture, Work Motivation, and Job Satisfaction collectively contribute significantly to Employee Performance, there are other factors at play that also impact it. Moreover, the Sobel test, employed to assess the mediating effect of variables such as consumer satisfaction, aids in understanding how intervening variables influence the relationship between independent and dependent variables. This test provides a method for evaluating the

mediation hypothesis and discerning the extent to which intervening variables influence the primary relationships within the model, as outlined by Ghazali (2018). The sobel test is performed to test the indirect influence of variables X to Y through M. The sobel test is calculated using the following formula:

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

Information:

Sa : Standart error X-Z

Sb : Standart error Z-Y

b : Z-Y regression coefficient

a : X-M regression coefficient

To test the significance of indirect influence partially, it is calculated by the following formula (Ghozali, 2018) whereas if the z test is greater than 1.96 (absolute z-value standard) then mediation effect occurs. Sobel test requires a large number of samples, if the sample is small, this Sobel test becomes less precise.

The influence of organizational culture (X₂) on employee performance (Y) through job satisfaction (Z) as an intervening variable

The influence of organizational culture (X₂) on employee performance (Y) through job satisfaction (Z) as an intervening variable is assessed using the Sobel statistical test. The obtained Sobel test statistic for Organizational Culture on Employee

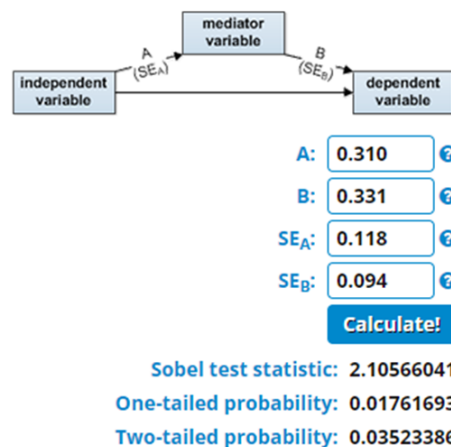


Figure 3.
Sobel Test Work Motivation on Employee Performance Through Job Satisfaction

Performance Through Job Satisfaction is 2.097, which exceeds the critical value of 1.96. Additionally, the p-value of 0.0 indicates statistical significance. This suggests that Job Satisfaction effectively mediates the relationship between Organizational Culture and Employee Performance. In other words, the influence of Organizational Culture on Employee Performance is partially explained by its impact on Job Satisfaction.

The effect of work motivation (X3) on employee performance (Y) through job satisfaction (Z) as an intervening variable
 Similarly, the effect of work motivation (X3) on employee performance (Y) through job satisfaction (Z) as an intervening variable is evaluated using the Sobel statistical test. The Sobel test statistic for Work Motivation on Employee Performance through Job Satisfaction is calculated as 2.105, exceeding the critical value of 1.96. Furthermore, the p-value of 0.0 indicates statistical significance. This implies that Job Satisfaction effectively mediates the relationship between Work Motivation and Employee Performance. Thus, the influence of Work Motivation on Employee Performance is partially mediated by its impact on Job Satisfaction.

Conclusion

Based on the comprehensive analysis and discussion conducted in this study, several key conclusions can be drawn, firstly, it is evident that organizational culture

significantly influences job satisfaction among employees at Hotel Grandhika Pemuda Semarang. This finding underscores the importance of fostering a positive organizational culture to enhance employee satisfaction levels within the workplace.

Secondly, the study reveals a significant positive relationship between work motivation and job satisfaction among employees at the hotel. This highlights the crucial role of fostering high levels of work motivation to positively impact employee job satisfaction. Furthermore, the results demonstrate that both organizational culture and work motivation significantly contribute to the performance of employees at Hotel Grandhika Pemuda Semarang. This emphasizes the need for cultivating favorable organizational cultures and promoting strong work motivation to enhance overall employee performance levels.

Moreover, the analysis indicates that job satisfaction plays a pivotal role in influencing employee performance at the hotel. The higher the level of job satisfaction among employees, the greater the likelihood of achieving maximum performance outcomes. Additionally, it is found that job satisfaction acts as a successful mediator between organizational culture and employee performance, as well as between work motivation and employee performance. This suggests that improving organizational culture and enhancing work motivation can

indirectly enhance employee performance by increasing job satisfaction levels.

In conclusion, this study highlights the intricate interplay between organizational culture, work motivation, job satisfaction, and employee performance at Hotel Grandhika Pemuda Semarang. By understanding and addressing these dynamics, organizations can take proactive steps to create conducive work environments, foster motivation, and ultimately optimize employee performance and satisfaction levels.

Limitations

While this study provides valuable insights into the relationship between organizational culture, work motivation, job satisfaction, and employee performance at Hotel Grandhika Pemuda Semarang, it is essential to acknowledge its limitations. Firstly, the study was conducted solely within the context of one specific hotel, which may limit the generalizability of the findings to other hospitality establishments or different industries. Additionally, the data collection process relied heavily on self-reported measures, such as questionnaires, which could introduce response bias or social desirability bias. Moreover, the study's cross-sectional design may hinder the ability to establish causality between the variables examined. Future research employing longitudinal or experimental designs could provide deeper insights into the causal relationships identified in this study.

Suggestions

Despite these limitations, several suggestions can be made based on the findings of this study. Firstly, organizations within the hospitality industry, including Hotel Grandhika Pemuda Semarang, should consider conducting regular salary reviews and adjustments to ensure that employee compensation remains competitive and commensurate with industry standards. Additionally, efforts should be made to implement training and development programs aimed at enhancing employee work performance and increasing vigilance levels. Furthermore, the establishment of effective supervisory processes and mechanisms can help monitor employee

performance more closely, identify areas for improvement, and provide necessary support and guidance to employees. Finally, future research endeavors should aim to address the identified limitations by employing diverse samples, utilizing more robust research designs, and exploring additional variables that may influence employee performance in the hospitality sector. By addressing these limitations and implementing the suggested recommendations, organizations can strive towards fostering a conducive work environment that promotes employee satisfaction, motivation, and performance excellence.

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