

Employee Performance: The Role of Organizational Culture, Satisfaction and Motivation

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Abstract

Purpose: This study aimed to examine the effects of organizational culture, job satisfaction, and work motivation on employee performance in the hotel service sector. Given the inconsistent findings of previous studies, this study clarifies the relative contributions of these variables within the hospitality industry context.

Methodology: This study adopted a quantitative survey approach. Data were collected from 112 hotel employees across various departments using a structured questionnaire measured on a five-point Likert scale. The data were analyzed using multiple regression analysis with SPSS version 27.

Results: The findings show that organizational culture, job satisfaction, and work motivation positively and significantly affect employee performance. The regression model explained 62.1% of the variance in employee performance. Organizational culture had the strongest influence, followed by job satisfaction and work motivation.

Conclusions: Employee performance in the hospitality industry is influenced by organizational values, job satisfaction, and employee motivation. Hotel management should strengthen a service-oriented organizational culture, improve employee satisfaction, and maintain motivation to enhance service performance.

Limitations: This study is limited to the hotel service sector and uses a modest sample size, which may restrict its generalizability. Future studies should involve broader hospitality settings, larger sample sizes, and additional variables.

Contributions: This study provides empirical insights into the organizational and psychological factors that shape employee performance in the hospitality industry. It also offers practical directions for hotel managers through service-oriented culture, fair rewards, career development, and employee engagement programs.

Keywords: *Employee Performance, Hospitality Industry, Job Satisfaction, Organizational Culture, Work Motivation*

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1. Introduction

The success of achieving corporate targets cannot be separated from effective and efficient human resource management. Human resources are a key determinant of organizational progress because employees contribute ideas, skills, experience, attitudes, creativity, and work behavior that directly

influence organizational outcomes ([Gautama & Edalmen, 2020](#)). When employee potential is managed properly, organizations can improve productivity, service quality, and competitiveness ([Riyono, Hidayat, Irvan, Irwan, & Ayu, 2023](#)). One of the main objectives of sound human resource management is to ensure that employees perform well. Employees with strong performance are highly valuable assets for organizations in achieving their goals. Continuous improvement in human resource performance is essential for companies, and achieving this improvement requires supporting factors, one of which is motivation that can encourage employees' work enthusiasm in order to attain the results and objectives set by the company ([Hadi, Wa, Hasbullah, Surya, Desmon, & Cn, 2026](#); [Rifdha, Oktavia, Pasaribu, & Salianto, 2024](#); [Sari, Thoibah, Ayenti, & Sofi, 2024](#); [Wiyono, Wahyuningsih, Rohayati, & Wulandari, 2026](#)).

The success of achieving corporate targets cannot be separated from effective and efficient human resource management. Human resources are a key determinant of organizational progress because employees contribute ideas, skills, experience, attitudes, creativity, and work behavior that directly influence organizational outcomes ([Gautama & Edalmen, 2020](#)). When employee potential is managed properly, organizations can improve their productivity, service quality, and competitiveness ([Riyono et al., 2023](#)). Therefore, employee performance remains a central concern in human resource management because it reflects the extent to which employees can complete tasks, meet organizational standards, and support company objectives.

Employee performance is shaped by several organizational and individual factors, such as work motivation, job satisfaction, organizational culture, work environment, work discipline, leadership style, employee competence, and training. [Hadi et al. \(2026\)](#) explain that competence, work experience, work environment, motivation, and discipline contribute to performance because these factors influence how employees carry out their responsibilities and adapt to the organizational expectations. Work motivation also plays an important role in encouraging enthusiasm, consistency, and employees' willingness to support organizational goals ([Rifdha et al., 2024](#)). In line with this view, [Sari et al. \(2024\)](#) found that motivation can improve performance by strengthening effort, commitment, and responsibility at work. Furthermore, competence and discipline help employees perform according to established procedures, standards and organizational requirements ([Wiyono et al., 2026](#)).

The issue of employee performance becomes more specific in the hotel sector because hotels depend heavily on direct service. Hotel employees interact with guests, respond to complaints, coordinate with other departments, and represent the organization's image through daily service behavior. This sector differs from manufacturing or administrative work because hotel employees must maintain emotional control, communication quality, service speed, teamwork, discipline, and consistency in the guest service. Therefore, employee performance in hotels requires separate study because a decline in employee performance can directly affect guest satisfaction, hotel reputation, repeat visits, and business sustainability.

Work motivation is one of the most relevant factors in explaining employee performance in service-based organizations. Motivation encourages employees to work with greater energy, responsibility and commitment. [Harefa, Dompak, Salsabila, and Lodan \(2025\)](#) explain that work motivation influences performance because it is related to employees' needs and willingness to contribute to organizational goals. [Widigdo and Ali \(2025\)](#) also showed that motivation and job satisfaction can improve employee performance when supported by positive work behavior. In the hotel context, motivation is important because employees must maintain service quality under work pressure, shift schedules, guest complaints, and routine service demand. [Karim, Morin, and Binur \(2025\)](#) stated that motivation, discipline, and competence can improve performance by encouraging employees to work more effectively. This view is supported by [Rahmawati and Sultoni \(2024\)](#), who emphasized that motivation shapes work enthusiasm and positive behavior. [Perwitasari, Pahrudin, Wahyuni, Lermatan, and Sugiyanto \(2025\)](#) also explained that motivation, competence, and organizational commitment can strengthen employee performance through engagement, while [Yuliasari and Nurhayaty \(2024\)](#).

found that motivation and discipline affect employee performance through clear work goals and responsibility.

Organizational culture also plays an important role in shaping employee behavior. Organizational culture reflects the shared values, beliefs, norms, and practices that guide employees in fulfilling their responsibilities. [Iskamto \(2023\)](#) explained that organizational culture influences employee performance because it shapes communication, work attitudes, and task implementation. [Vasumathi, Vasudevan, Razak, and Mohammad \(2025\)](#) also found that organizational culture can affect employee performance through organizational support and internal work conditions. In the hotel sector, organizational culture may help create consistent service standards across departments, such as the front office, housekeeping, food and beverage, and administration. [Hofstede \(2011\)](#) argue that organizational culture can be managed to encourage employees to work in accordance with organizational goals and strategies. [Shahzad, Luqman, Khan, and Shabbir \(2012\)](#) also state that a strong organizational culture can improve performance by binding employees socially and encouraging cooperation. However, culture may not always directly influence individual performance when employees are more strongly affected by immediate work motivation and job satisfaction.

Job satisfaction is another important factor that can improve employee performance. Employees who are satisfied with their jobs tend to exhibit stronger morale, discipline, loyalty, and enthusiasm in performing their duties. Job satisfaction may arise from fair compensation, supportive supervision, positive co-worker relationships, career development opportunities, and meaningful job characteristics. [Kasih \(2023\)](#) showed that organizational communication and career development can influence job satisfaction, while [Kurniawanto, Rahmadi, and Wahyudi \(2022\)](#) indicated that the work environment is related to employee satisfaction. In the hotel sector, job satisfaction is highly relevant because employees often face demanding guests, irregular working hours, and pressure to deliver excellent service. When employees feel satisfied, they are more likely to provide friendly, responsive, and reliable services.

Although many previous studies have examined the effects of motivation, organizational culture, and job satisfaction on employee performance, their findings remain inconsistent. [Nugroho, Sudrajat, and Wulandhari \(2023\)](#) found that job satisfaction and employee engagement affect employee performance and turnover intentions. [Widigdo and Ali \(2025\)](#) also argue that job satisfaction improves employee performance when supported by work discipline. However, [Ihsan, Liswandi, and Pambelum \(2024\)](#) found that leadership style, motivation, and internal communication influence work effectiveness through job satisfaction, indicating a more complex relationship. [Maharani and Budiono \(2023\)](#) also showed that job satisfaction does not always directly determine employee outcomes because it may interact with organizational climate, stress, and turnover intention.

In the context of organizational culture, [Logahan and Aesaria \(2014\)](#) found that culture can have a significant negative effect on employee performance, while [Rizal, Pebrianggara, and Ansori \(2018\)](#) found that employee performance is not influenced by organizational culture. In contrast, [Praharsyarendra, Sukmawati, and Dirdjosuparto \(2020\)](#) found that organizational culture can positively affect performance, and [Karimah and Nurhayati \(2023\)](#) showed that organizational culture and leadership can improve employee performance through clear direction and support. Similar inconsistencies appear in motivation studies. [Sulaeman and Sugiarto \(2024\)](#); [Sinaga, Kadir, and Mardiana \(2020\)](#) found that motivation has a positive and significant effect on employee performance, while [Julianry, Syarief, and Affandi \(2017\)](#) found that motivation does not affect employee performance.

These inconsistent findings indicate a significant research gap. Previous studies have mostly examined employee performance in general organizational settings, while fewer studies have compared the relative effects of organizational culture, job satisfaction, and work motivation, specifically in the hotel service sector. This gap is important because the hotel sector has distinctive work characteristics, including direct guest interaction, service immediacy, emotional labor, interdepartmental coordination, irregular work schedules, and strong dependence on employee

attitudes during service delivery. Therefore, findings from other sectors may not fully explain employee performance in the hotel industry. The contextual novelty of this study lies in its focus on hotel employees from various departments as units of analysis. This study not only examines whether organizational culture, job satisfaction, and work motivation influence employee performance but also clarifies which factor has the strongest contribution in the hospitality context. Therefore, this study aims to investigate the effects of organizational culture, job satisfaction, and work motivation on employee performance in the hotel service sector. The findings are expected to enrich the empirical discussion on human resource management in the hospitality industry and provide practical directions for hotel managers to improve employee performance through motivation, satisfaction, and organizational support strategies.

2. Literature Review and Hypotheses Development

2.1 Organizational Culture

Job satisfaction reflects employees' positive emotional evaluations of their work. [Safitri and Krisnandi \(2025\)](#), defined job satisfaction as a positive emotional attitude shown through enjoyment of work, morale, discipline, and work achievement. [Pratama, Chandra, and Ahadi \(2026\)](#) also explain that job satisfaction can influence employee performance because satisfied employees tend to show stronger commitment and better work behavior. In organizational practice, job satisfaction is related to several factors, including job characteristics, compensation fairness, career opportunities, supervisory support, and co-worker support. These factors shape how employees evaluate their jobs and how strongly they are willing to contribute to organizational objectives.

The relationship between job satisfaction and employee performance has received strong attention in the human resource management literature. [Locke and Latham \(2002\)](#) explain that motivation and goal achievement are closely linked to employees' work attitudes, while [Ryan and Deci \(2024\)](#) emphasize that employees perform better when their work supports autonomy, competence, and relatedness. [Aguinis and Burgi-Tian \(2023\)](#) also state that performance management requires organizations to align employee behavior with strategic goals. [Delery and Roumpi \(2017\)](#) add that human resource practices can create competitive advantages when employees are managed as valuable human capital. These perspectives indicate that job satisfaction can contribute to performance because satisfied employees are more likely to show effort, loyalty, and willingness to support the organization's goals.

However, the effect of job satisfaction on performance is not uniform. In some contexts, satisfied employees may perform better because they feel valued, supported and motivated. In other contexts, satisfaction may not automatically improve performance when organizational systems, leadership, or reward mechanisms do not encourage productive behaviors. This issue is relevant in the hotel sector because employees may feel satisfied with certain aspects of their work, such as coworker support, but still face pressure from irregular schedules, demanding guests, or limited career advancement. Therefore, job satisfaction must be examined as an important predictor of employee performance in hospitality organizations.

2.2 Work Motivation

Work motivation refers to the internal and external forces that encourage employees to act, persist, and direct their efforts toward work goals. [Soetrisno \(2016\)](#) explains that motivation is a driving factor behind individual activity because people work based on certain needs and desires. [Ryan and Deci \(2020\)](#) view motivation as a fundamental element of human activity because it determines the strength and direction of individual behavior. [Yadav \(2023\)](#) defines motivation as a set of reasons that determine individual engagement in specific behaviors, whereas [Chandan \(2014\)](#) describes it as a combination of factors that influence behavioral change. [Reeve \(2024\)](#) also explains that motivation is rooted in basic needs and the desire to increase enthusiasm and reduce discomfort.

Motivation can be divided into intrinsic and extrinsic types. [Moreen, Letangule, Chirchir, and Sylvia \(2025\)](#) explain that extrinsic motivation comes from factors outside the task, such as compensation, working conditions, job security, promotion opportunities, and the work environment. Intrinsic

motivation stems from internal factors such as achievement, recognition, personal growth, and the opportunity to demonstrate ability. [Shaikh, Pathan, and Khoso \(2018\)](#) also emphasize that extrinsic motivation can influence employee performance because external rewards and work conditions may encourage employees to work harder. In the hotel sector, both intrinsic and extrinsic motivations are important because employees need recognition, fair treatment, career prospects, and supportive work conditions to maintain service quality. Compared to organizational culture and job satisfaction, work motivation may have a more direct relationship with employee performance because motivation affects employees' immediate efforts and persistence. Employees with strong motivation tend to show greater responsibility, better discipline, and a stronger willingness to complete tasks. This relationship is especially relevant in hotels, where employees must respond quickly to guest needs, maintain emotional stability, and deliver consistent services. Therefore, work motivation is expected to be one of the strongest predictors of employee performance in this study.

2.3 Employee Performance

Employee performance refers to the quality and quantity of work achieved by employees while carrying out their assigned tasks. [Jalagat \(2016\)](#) explains that employee performance is important not only for organizational growth but also for individual development. [Effendi, Muhammad, and Anggarini \(2025\)](#) defines performance as the work outcomes achieved by employees based on ability, experience, seriousness, and time. In this study, employee performance is understood as employees' ability to work effectively, collaborate with others, demonstrate job competence, comply with procedures, and deliver services according to organizational standards. Performance is also closely related to how organizations manage their resources and evaluate work outcomes. [Natsir, Ode, Irfana, Pulungan, and Sihite \(2024\)](#) explains that effective relationships between organizations and their resources can improve efficiency and effectiveness.

[Mousa, Ali, and Gurler \(2024\)](#) argue that organizational strategies are designed based on performance objectives. [Humairah, Irawan, and Ibrahim \(2023\)](#) also state that effective resource management can support better organizational performance. In human resource management, performance appraisal is used to evaluate job-related attributes, behaviors, and outcomes. [Listiani and Liswara \(2026\)](#) explain that performance appraisal helps organizations measure employee behavior and work outcomes, while Armstrong, as cited in [Priansa \(2014\)](#), states that performance management systems commonly use rating mechanisms to assess the quality of employee performance. In the hotel industry, employee performance is not limited to the completion of technical tasks. It also includes responsiveness, service behavior, teamwork, compliance with procedures, communication, and the ability to maintain guest satisfaction. Therefore, organizational culture, job satisfaction, and work motivation are relevant variables because they shape employee behavior and performance in daily service activities.

2.4 Relationships among Variables and Hypothesis Development

Organizational culture can influence employee performance when employees clearly understand organizational values, norms, and practices. [Iskamto \(2023\)](#) argues that organizational culture is linked to staff performance because organizational practices are embedded in the culture. [Kim and Jung \(2022\)](#) also stated that organizational culture can enhance employee performance when employees understand the values and practices that must be maintained. [Bulach, Lunenburg, and Potter \(2016\)](#) emphasized that clear values and practices can improve employee performance because employees understand the expected behavior. [Ningsih, Akib, and Nasrullah \(2024\)](#) also suggest that organizational culture is related to performance, while [Jumady \(2023\)](#); [Budiono \(2024\)](#) show that organizational culture can influence motivation, satisfaction, commitment, and employee performance. However, previous findings also suggest that culture may not always directly affect performance because its influence can depend on employee acceptance, organizational support, and daily management practices. Based on this argument, the first hypothesis is formulated as follows:

H₁: Organizational culture has a positive and significant effect on employee performance

Job satisfaction is expected to influence employee performance because satisfied employees tend to demonstrate stronger work morale, commitment, discipline, and responsibilities. [Gazi, Yusof, Islam,](#)

[and Amin \(2024\)](#) state that job satisfaction is important because it affects organizational outcomes and employee performance. However, prior studies have shown different results. [Yandri and Alfian \(2024\)](#) found that job satisfaction does not always have a positive and significant relationship with employee performance in the hotel sector. In contrast, [Putra, Supardi, and Dharmanto \(2025\)](#) found that motivation and job satisfaction have positive and significant effects on employee performance. These differences indicate that job satisfaction needs to be retested in the hotel context because work pressure, guest interaction, and service demands may affect how satisfaction translates into better performance. Based on this argument, the second hypothesis is formulated as follows:

H₂: Job satisfaction has a positive and significant effect on employee performance

Work motivation is expected to significantly affect employee performance because it encourages employees to exert greater effort and persistence. [Rachman \(2022\)](#) emphasized that motivation can influence performance, although it is not the only factor that determines employee outcomes. Vroom expectancy theory, as explained by [Filipova \(2023\)](#), states that employees will exert greater effort when they believe that their effort will lead to good performance appraisals, rewards, promotions, and the achievement of personal goals. [Sulistamtama, Setiawan, and Yuniawan \(2024\)](#) also demonstrate that intrinsic motivation is related to employee performance. In the hotel sector, motivated employees are more likely to maintain service quality, respond to guest needs, and perform beyond the minimum standards. Based on this argument, the third hypothesis is formulated as follows:

H₃: Work motivation has a positive and significant effect on employee performance

3. Methodology

This study employed a quantitative research approach with a survey design to examine the relationships between organizational culture, job satisfaction, work motivation, and employee performance in the hotel sector. A quantitative approach was considered appropriate because it allowed for the objective measurement and statistical testing of the relationships among variables. Quantitative survey design is widely used in management and organizational research to analyze causal relationships using structured instruments ([Desintaputri & Harsono, 2025](#)).

The respondents in this study were 112 hotel employees. The respondents were selected using a purposive sampling technique because this study required participants with direct experience in hotel operations and service delivery. The criteria for respondents included active hotel employees, employees involved in daily operational or service activities, and employees willing to complete the questionnaire. This sampling technique was considered appropriate because the study focused on employees who could provide relevant information about organizational culture, job satisfaction, work motivation, and employee performance based on their actual work experience. Data were collected using a structured questionnaire designed to capture respondents' perceptions of organizational culture, job satisfaction, work motivation, and employee performance. The indicators in the questionnaire are presented in Table 1.

Table 1. Indicator of the questionnaires

Variables	Indicators (Dimensions)
Employee Performance	Teamwork and Collaboration
	Service effectiveness and efficiency
	Job competence and skills
	Compliance with procedures and policies
Organizational Culture	Self-discipline and rule adherence
	Goal orientation and strategic planning
	Interpersonal respect and openness
	Emphasis on quality, creativity and productivity
	Communication and cooperation

Variables	Indicators (Dimensions)
Job Satisfaction	Job characteristics and personal growth
	Compensation fairness
	Career advancement opportunities
	Supervisory support
	Coworker support
Work Motivation	Leadership encouragement (extrinsic motivation)
	Work enthusiasm and willingness
	Commitment and effort dedication
	Self-efficacy and skill improvement

The questionnaire employed a five-point Likert scale, ranging from very dissatisfied to very satisfied, to measure respondents' levels of agreement and perceptions toward each statement. The Likert scale was chosen because it is widely used in marketing and service research to quantify attitudes, perceptions, and behavioral tendencies consistently and reliably ([Koo & Yang, 2025](#)). Prior to the regression analysis, the questionnaire was examined to ensure that it met the required validity and reliability criteria. The validity test was performed using Pearson product-moment correlation by comparing each item's correlation score with the r-table value at the 0.05 significance level. The results confirmed that all items measuring organizational culture, job satisfaction, work motivation, and employee performance fulfilled validity requirements.

Thus, all questionnaire items were appropriate for subsequent statistical analysis. Reliability testing was performed using Cronbach alpha to assess the consistency of the items within each variable. The instrument was considered reliable when Cronbach alpha was > 0.70 . Table 2 showed that all variables exceeded this threshold, indicating that the questionnaire had good internal consistency and was reliable for measuring the constructs examined in this study.

Table 2. Reliability test results

Variables	Cronbach Alpha	N of Items	Description
Organizational Culture	0.806	5	Reliable
Job Satisfaction	0.763	6	Reliable
Work Motivation	0.845	8	Reliable
Employee Performance	0.865	4	Reliable

Data were collected using Google Forms to facilitate efficient distribution and enable respondents to complete the questionnaire conveniently. This method also allowed for broader accessibility and minimized data collection errors, as responses were recorded automatically in a digital format. The data obtained from the questionnaire were processed using multiple regression analysis to evaluate the individual and joint effects of organizational culture, job satisfaction, and work motivation on employee performance. All statistical analyses were performed using SPSS version 27 for Windows. Multiple regression analysis was applied because it allows researchers to identify the contribution of each independent variable to the dependent variable while considering the presence of other predictors in the model ([Cedaryana & Safria, 2025](#)). The statistical procedures included validity and reliability tests, model summary assessment, ANOVA/F-test, regression coefficient analysis, standardized beta interpretation, t-test analysis, and significance testing.

4. Results and Discussions

This study involved 112 respondents from the hotel industry in Indonesia. Prior to hypothesis testing, a descriptive analysis was conducted to obtain an overview of the research variables, namely, organizational culture, job satisfaction, work motivation, and employee performance. The descriptive results indicate that respondents generally perceived organizational culture, job satisfaction, work

motivation, and employee performance at favorable levels. This condition reflects that hotel employees have relatively positive perceptions of workplace values, job-related satisfaction, motivational support, and their performance in carrying out service responsibilities.

A multiple regression analysis was conducted to examine the effects of organizational culture, job satisfaction, and work motivation on employee performance. The regression results are presented in the model summary, ANOVA/F-test, and regression coefficient tables. This form of reporting was used to provide a complete explanation of the explanatory power of the model, simultaneous effect, partial effects, and relative strength of each independent variable.

Table 3. Model summary

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.788	0.621	0.610	1.18535
a. Predictors: (Constant), X_3 , X_2 , X_1				
b. Dependent Variable: Y				

Table 3 shows an R Square value of 0.621. This means that organizational culture, job satisfaction, and work motivation explain 62.1% of the variance in the employee performance. The remaining 37.9% is explained by other variables outside the regression model, such as leadership style, work environment, compensation system, employee engagement, training, career development and other organizational factors. The R value of 0.788 also indicates a strong relationship between the independent variables and the employee performance. Therefore, the regression model has adequate explanatory power for analyzing employee performance in the hotel service sector.

Table 4. ANOVA/F-test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	248.505	3	82.835	58.955	0.000
Residual	151.745	108	1.405		
Total	400.250	111			
a. Predictors: (Constant), X_3 , X_2 , X_1					
b. Dependent Variable: Y					

Table 4 shows the ANOVA test produced an F-value of 58.955, with a significance level of 0.000. Because the significance value is below 0.05, organizational culture, job satisfaction, and work motivation have a significant simultaneous effect on employee performance. This result shows that the regression model is appropriate for explaining employee performance and that the three independent variables collectively contribute to it. Thus, employee performance in the hotel sector can be understood through the combined roles of organizational culture, job satisfaction, and work motivation.

Table 5. Regression coefficients

Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	t	Sig.
(Constant)	-8.412	1.764	—	-4.768	0.000
X1	0.497	0.059	0.503	8.393	0.000
X2	0.458	0.056	0.489	8.203	0.000
X3	0.302	0.048	0.376	6.302	0.000
Dependent Variable: Y					

Based on Table 5, the regression equation can be written as follows: Employee Performance = -8.412 + 0.497 Organizational Culture + 0.458 Job Satisfaction + 0.302 Work Motivation. The coefficient value for organizational culture was 0.497, with a standardized beta of 0.503, a t-value of 8.393, and a significance value of 0.000. Since the significance value is below 0.05, organizational culture has a

positive and significant influence on employee performance. Thus, H1 is accepted. This suggests that a stronger organizational culture can improve employee performance. In the hotel industry, well-defined organizational values, adherence to rules, mutual respect, effective communication, teamwork, quality orientation, and clear service standards can support employees in performing their duties consistently and efficiently.

Job satisfaction had a regression coefficient of 0.458, a standardized beta value of 0.489, a t-value of 8.203, and a significance value of 0.000. Since the significance value is less than 0.05, job satisfaction positively and significantly affects the performance of employees. Therefore, H2 is accepted and supported. This finding shows that employees with higher job satisfaction are more likely to perform better. Job satisfaction can strengthen commitment, morale, discipline, and positive service behaviors. In the hotel setting, satisfaction with fair compensation, supervisor support, career development opportunities, coworker relationships, and job characteristics can increase employees' readiness to deliver quality services.

Work motivation showed a regression coefficient of 0.302, with a standardized beta value of 0.376, a t-value of 6.302, and a significance value of 0.000. Since the significance value is below 0.05, work motivation has a positive and significant effect on employee performance. Thus, H3 is accepted. This result indicates that motivated employees tend to demonstrate greater effort, enthusiasm, and responsibility in completing their work. In hotel operations, motivation supports employees in maintaining service quality, responding to guest needs, completing tasks consistently, and taking the initiative to achieve organizational goals.

Based on the standardized beta values, organizational culture has the strongest effect on employee performance, with a beta value of 0.503. This shows that organizational culture is the most influential variable in this regression model. Job satisfaction ranked as the second strongest predictor, with a beta value of 0.489, while work motivation followed with a beta value of 0.376. These results indicate that employee performance in the hotel service sector is influenced by the combined role of organizational values, job satisfaction, and work motivation, with organizational culture providing the largest relative contribution to employee performance.

4.1 Discussion

The findings of this study show that organizational culture, job satisfaction, and work motivation have positive and significant effects on employee performance in the hotel industry. These results indicate that employee performance is shaped not only by individual motivation but also by the organizational environment and employees' satisfaction with their work. The R-squared value of 0.621 confirms that these three variables explain 62.1% of the variance in employee performance. This means that the model has adequate explanatory power for understanding the performance of hotel employees. In the hospitality context, this finding is relevant because employee performance depends on service consistency, direct guest interaction, teamwork, discipline, and the ability to respond to customers' needs.

Organizational culture has a positive and significant effect on employee performance. This finding supports the view that shared values, work norms, communication patterns, discipline, and quality orientation can guide employees in performing their duties well. In the hotel sector, organizational culture is important because service quality depends on consistent behavior across departments, including the front office, housekeeping, food and beverage, and administration. This result is consistent with [Iskamto \(2023\)](#), who found that organizational culture contributes to employee performance by shaping work behavior and responsibility. This also supports [Vasumathi et al. \(2025\)](#), who showed that organizational culture can improve employee performance when supported by internal organizational conditions.

The significant effect of organizational culture also aligns with [Ningsih et al. \(2024\)](#), who stated that organizational culture is related to the performance of employees. Similar evidence was found by [Jumady \(2023\)](#), who showed that organizational culture, work environment, and motivation contribute

to employee performance. [Budiono \(2024\)](#) also emphasized that organizational culture can influence motivation, satisfaction, commitment, and employee performance. These studies strengthen the argument that culture is not only a set of values but also a practical mechanism that shapes daily behavior. In hotels, this mechanism is reflected in service standards, employee discipline, communication routines, teamwork, and responsiveness to guests.

However, this finding differs from [Rizal et al. \(2018\)](#), who found that organizational culture did not influence employee performance. It also differs from [Logahan and Aesaria \(2014\)](#), who reported that organizational culture could negatively affect employee performance. This difference may be because the hotel sector has a stronger dependence on service behavior than many other organizational settings. In hotels, cultural values are directly connected to guest services, employee appearance, communication style, punctuality, and interdepartmental coordination. Therefore, organizational culture becomes more visible in the daily performance outcomes. This explains why the organizational culture appears to be the strongest predictor in this study.

Job satisfaction also has a positive and significant effect on employee performance. This finding indicates that employees who are satisfied with their jobs tend to show better work outcomes. Job satisfaction can encourage stronger morale, discipline, loyalty and commitment. In the hotel sector, satisfaction may stem from fair compensation, supportive supervisors, good co-worker relationships, career opportunities, and meaningful job characteristics. Satisfied employees are more likely to provide friendly, responsive, and reliable services because they feel valued by the organization.

This finding is consistent with [Widigdo and Ali \(2025\)](#), who found that job satisfaction can improve employee performance when supported by work discipline. This also supports [Nugroho et al. \(2023\)](#), who showed that job satisfaction and employee engagement affect employee performance. [Sanjaya and Indrawati \(2023\)](#) also found that job satisfaction, work motivation, and employee commitment influence employee performance. These findings show that job satisfaction consistently strengthens employee performance across different organizational settings. In the hotel context, this relationship becomes more important because employees face direct customer demands, emotional labor and high service expectations.

At the same time, the finding differs from [Ihsan et al. \(2024\)](#), who showed that job satisfaction may work through more complex relationships involving leadership style, motivation, and internal communication. This also differs from [Maharani and Budiono \(2023\)](#), who found that job satisfaction does not always directly determine employee outcomes because it may interact with organizational climate, stress, and turnover intention. This difference may occur because job satisfaction in hotels is closely linked to service behavior. When hotel employees feel satisfied, they may immediately express it through better communication, stronger service orientation, and consistent task completion. Therefore, job satisfaction in the hospitality sector can directly affect performance.

Work motivation also had a positive and significant effect on employee performance. This result indicates that motivated employees tend to work with greater effort, enthusiasm and responsibility. In hotel operations, motivation helps employees maintain service quality, respond quickly to guest needs, complete tasks consistently and show initiative during service delivery. This finding supports [Rachman \(2022\)](#), who emphasized that motivation can influence performance, although it is not the only factor determining employee outcomes. This finding also aligns with [Sulistamtama et al. \(2024\)](#), who found that intrinsic motivation is related to employee performance.

This result is also consistent with [Sulaeman and Sugiarto \(2024\)](#), who found that motivation has a positive and significant effect on employee performance. [Sinaga et al. \(2020\)](#) also stated that work motivation plays an important role in improving employee performance because motivated employees tend to show stronger effort and responsibility. These findings support the argument that motivation is a key psychological factor in employee performance. In the hotel sector, motivation is particularly important because employees must maintain professional services even when they face guest complaints, shift schedules, workload pressure, and routine service demands.

However, this finding differs from [Julianry et al. \(2017\)](#) who found that motivation did not affect employee performance in a certain organizational context. This difference may be explained by sector characteristics. In hospitality work, motivation can be more directly reflected in performance because employees interact with customers in real time. Motivated employees are more likely to show initiative, patience, friendliness, and problem-solving behaviors. These behaviors are central to the hotel's performance. Therefore, motivation remains an important predictor, even though its beta value is lower than that of organizational culture and job satisfaction in this study.

The standardized beta values show that organizational culture is the strongest predictor of employee performance, followed by job satisfaction and motivation. This finding suggests that the hotel sector requires a strong service-oriented culture as the foundation for performance improvement. Motivation and satisfaction remain important, but they may become more effective when supported by clear organizational values, consistent service standards and positive workplace norms. This result extends previous studies by showing that organizational culture can become more dominant in hospitality settings because culture directly shapes service behavior and promotes interdepartmental cooperation.

Overall, the findings have practical implications for hotel management. Managers should strengthen the organizational culture by communicating service values clearly, enforcing consistent work standards, improving teamwork, and building respectful communication across departments. Hotel management should also improve job satisfaction through fair compensation, supportive supervision, transparent career paths and better co-worker support. In addition, work motivation should be strengthened through recognition, performance-based rewards, leadership encouragement, training opportunities, and employee-engagement programs. These actions can help hotels improve employee performance in a more integrated manner because they simultaneously address organizational, attitudinal, and motivational factors at the same time.

5. Conclusions

5.1 Conclusion

This study concludes that organizational culture, job satisfaction, and work motivation have positive and significant effects on employee performance in the hotel industry. Among the three variables, organizational culture showed the strongest relative contribution, followed by job satisfaction and work motivation. These findings indicate that employee performance in hotels is shaped not only by individual psychological factors but also by organizational values, service norms, communication patterns, discipline, and cooperation that guide employees in their daily work. From a managerial perspective, the findings suggest that hotel management should strengthen a service-oriented organizational culture while improving employee satisfaction and motivation. Managers can translate these findings into practical actions by developing clear service standards, applying fair reward systems, providing transparent career paths, offering regular training, improving supervisory support, and creating employee-engagement programs. These actions can help employees feel valued, motivated, and aligned with organizational goals, which can improve service quality and employee performance.

5.2 Research Limitations

Despite these contributions, this study has several limitations. The sample was limited to 112 employees in the hotel service sector, which may restrict the generalizability of the findings to other hospitality organizations or service industries. In addition, this study used a cross-sectional design and could not capture changes in employee behavior, satisfaction, motivation, and organizational culture over time.

5.3 Suggestions and Directions for Future Research

Future studies should involve larger and more diverse samples across different hotels, regions, and hospitality business types to strengthen the generalizability of the findings. Longitudinal research is also recommended to examine how organizational culture, job satisfaction, and work motivation influence employee performance over time. Further studies should include additional variables, such as leadership style, work environment, employee engagement, organizational commitment,

compensation, and training effectiveness, to provide a broader explanation of employee performance in the hospitality industry.

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Author Contributions

The research was initiated and designed by GN, who also collected the data, performed the data analysis, and prepared the initial draft of the manuscript. IKS provided continuous academic supervision, strengthened the theoretical framework and critically reviewed the manuscript to ensure its intellectual quality. AM contributed to the management and analysis of the research data and interpretation of the findings. The IMDA supported the literature review process, improved the clarity of the manuscript through careful editing and revision, and ensured that the final manuscript was properly prepared for submission.

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