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Job Satisfaction in Pt Nitya Pariwisata Mandiri, Badung

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ABSTRACT- This study aims to determine the effect of organizational culture and motivation on job satisfaction and its effect on employee performance at PT. Nitya Wisata Mandiri, Badung. The population used in this study were all employees of PT. Nitya Wisata Mandiri, Badung, which numbered 90 people. The data analysis technique used is Partial Least Square (PLS) using Smart PLS software. The results of this study indicate that organizational culture has a direct or indirect effect on employee performance. Motivation has an indirect effect on employee performance. Organizational culture has a positive and significant effect on job satisfaction. Motivation has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. So it is suggested that the company can continue to maintain the consistency of a good organizational culture, then the company is advised to design a motivation system that can reach all employees, and the company should always make job satisfaction a consideration in an effort to improve employee performance.

Keywords: organizational culture, motivation, job satisfaction, and performance

1. INTRODUCTION

The influence of the development of the tourism industry has made the pressure of business competition tighter, many business actors engaged in the tourism industry in Bali provide targets to their companies so that they are able to have good performance both in terms of sales and service. Accommodation is a tourism service industry which is quite complicated to manage, which provides various facilities that can be used by its guests 24 hours a day. In addition, the tourism accommodation business can also support the activities of business actors who are on business trips or tourists when traveling to visit tourist destination areas, and require a place to stay, eat and drink as well as entertainment. One of the things that must be considered in an effort to achieve these targets is the process of achieving them, in accordance with the performance standards applied and desired by the business actor. The tourism industry is a fast growing industry in Bali. The development of the tourism industry has penetrated into various fields, for example the fields of accommodation, food and beverage, to recreational places or activities.

Sinambela, (2012: 3) suggests that employee performance is defined as the employee's ability to perform a particular skill. According to Flippo (1998: 11) the factors that influence

employee performance are motivation, job satisfaction, leadership, intensive giving, organizational culture, ¹⁶work discipline, and employee abilities (education and training).

Organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations Robbins and Judge ⁴²(2013). Based on previous research conducted by Koesmono (2014), it was found that all organizational culture has a positive effect on teacher performance. Likewise, research conducted by Van Dung (2020) states that organizational culture was found to have a positive impact on company operational performance. In contrast to the results of this study in a study written by Wiwiek (2016), it is argued that organizational culture does not significantly affect employee performance. Likewise, Bangun et al (2018) argue that organizational culture does not affect employee performance.

¹⁷According to Kreitner and Kinicki (2008), motivation is a collection of psychological processes that cause movement, direction, and persistence of voluntary attitudes that lead to goals. In achieving good performance, motivation is described as an inner strength that encourages individuals to act on something (Kiruja and Makuru, 2013). Based on research conducted by Kofi et al (2016), it is stated that motivation is the key to improving nurse performance. Likewise, Anwar et al (2017) argue that teacher motivation affects teacher performance. In contrast to the results of this study in a study written by Muchtar (2016) ¹⁰which shows that motivation does not significantly affect employee performance.

Job satisfaction is an evaluation that describes someone's feelings of attitude, happy, ¹³or unhappy, satisfied, or dissatisfied at work (Rivai, 2005). Gibson et al (1994) revealed that there is a reciprocal relationship between job satisfaction and employee performance. High job satisfaction is a sign that a well-managed organization is basically the result of effective ³⁷behavior management. As in research conducted by Seingtia and Pila-Ngarm (2016) which found a significant positive relationship between organizational satisfaction and performance. Supported by research conducted by Indarti et al (2017) which shows that job satisfaction has a significant positive effect on performance. In contrast to the results of this study in a study written by Hidayah and Tobing (2019) who found that job satisfaction did not significantly affect performance. ¹⁸Free with this study, Pawirosumarto et al (2018) in their research found that job satisfaction does not have a significant effect on performance.

According to Wibowo (2008: 299) job satisfaction is a positive or negative attitude by individuals towards their work. Job satisfaction can be formed through organizational culture which in turn will also improve employee performance (Kotter and Heskett, 1992). In an effort to improve employee performance, the application of a good organizational culture is one that is able to give a positive impression to employees. As in research on organizational culture and satisfaction conducted by Ramli (2019) which shows that organizational culture has a positive influence on organizational satisfaction. Agreeing with this study, Meng and Berger (2019) also found a strong influence between organizational culture on job satisfaction. In contrast to the results of this study, in a study written by Hidayat et al (2018), in his research, he did not find an influence between organizational culture and ²⁷job satisfaction. Then Andi et al (2019) in their research stated that organizational culture has no significant effect on job satisfaction.

Robbins and Coulter (2010) argue that motivation is the willingness to make high-level efforts to achieve organizational goals which are conditioned by the ability of the business to satisfy the needs of a number of individuals. This is evidenced in research from Gheitani (2018) which shows that intrinsic motivation has a positive relationship with job satisfaction. Supported by research conducted by Priarso et al (2018) also found a significant effect of motivation on job satisfaction. In contrast to the results of this study, in a study written by and Iskandar (2015) power motivation does not have a significant effect on job satisfaction. Based on previous studies as described above, it can be concluded that there are various differences in findings from the influence of organizational culture, motivation, and job satisfaction variables on employee performance. analyze the influence of organizational culture and motivation on employee performance, through job satisfaction as a mediating variable.

PT Nitya Pariwisata Mandiri is a company engaged in tourism accommodation management services. The complexity of managing tourism accommodation has created a new need for business actors who have very high mobility, to meet these needs business actors who provide tourism accommodation management services have emerged. Where this type of business offers services for tourism accommodation management to tourism accommodation property owners. Where the performance of the management service industry like this really depends on the level of income generated which is adjusted to the target agreed upon with the property owner. Sales data and targets from properties managed by PT Nitya Pariwisata Mandiri in 2019 are presented in Table 1.

Table 1
Sales Data of PT Nitya Pariwisata Mandiri in 2019

Month	Target	Realization	%
January	244.215.554	194.394.238	-20%
February	190.679.271	258.943.947	36%
March	290.765.530	274.380.819	-6%
April	298.053.450	312.920.369	5%
May	279.686.193	345.112.210	23%
June	331.847.173	358.273.749	8%
July	399.256.358	392.208.924	-2%
August	569.339.481	432.178.863	-24%
September	556.214.295	399.850.471	-28%
October	459.318.749	375.075.950	-18%
November	455.828.255	384.389.357	-16%
December	368.101.889	246.845.544	-33%
Total	4.443.306.198	3.974.574.441	-11%

Source: PT Nitya Pariwisata Mandiri (data processed by the author)

Table 1 shows that in 2019 it was almost evenly distributed every month PT Nitya Pariwisata Mandiri did not reach the sales target agreed upon with property owners, then after being

calculated until the end of 2019 sales from PT Nitya Pariwisata Mandiri did not succeed in achieving the sales target with a deficiency percentage of 11% of the agreed target. This is an indication of a decline in the performance of PT Nitya Pariwisata Mandiri. If this is allowed to happen on an ongoing basis, it will not be good for the sustainability of the company. Human resource development in the company must be prioritized to improve performance, develop an organizational culture that supports innovation and is flexible (Rivai, 2009). A good organizational culture must be able to improve the performance of both individuals and organizations.

The hope of each company is to be better in the future, just as expected by PT Nitya Pariwisata Mandiri. In accordance with these objectives, the owner of PT Nitya Pariwisata Mandiri made changes to his company in early 2019, where these changes were made in terms of business management from previously leading to companies carrying the theme of local culture that is thick with the culture of deliberation and consensus, now changes are made leads to a foreign corporate culture with an international standard that is more oriented towards standards and professionalism,

Employees have a very important role in producing maximum organizational performance through their productivity. Companies that are responsive to change will be able to successfully face every threat, and can take advantage of it as an opportunity for the organization. One of the factors that encourage increased employee productivity is work motivation, such as meeting needs, both external (fulfillment of primary needs, food, clothing, and adequate housing as well as an adequate environment) and internal needs (the desire of employees to place themselves in career positions. satisfactory). It must be realized that one of the main reasons someone becomes an employee or works in a company is the desire to fulfill their daily needs or in other words, their economic needs.

PT Nitya Pariwisata Mandiri strives to provide the best for employees so that employee performance is effective so that it has a positive impact on organizational performance. In this case, this includes the provision of incentives which are one of the motivating factors for employees to improve their performance for the company. Handoko (2011: 176) argues that the purpose of the incentive system is essentially to increase employee motivation to achieve organizational goals. Data on the number of incentives provided to employees by PT Nitya Pariwisata Mandiri in 2019 is presented in Table 2.

Table 2 shows that in 2019 in the distribution of incentives, there was an average increase and decrease which was quite different, for example in January to February the incentive distributed decreased by 35% and this continued in the following months. This is an indication of the ups and downs of employee motivation in terms of up selling products to help increase revenue from the company.

Table 2
PT Nitya Tourism Mandiri Incentive Sharing Data in 2019

Month	2019	Fluctuation	%
January	2.784.779	0	0%
February	1.809.813	-974.966	-35%
March	2.761.421	951.608	53%

April	2.566.685	-194.736	-7%
May	2.946.055	379.370	15%
June	3.583.160	637.105	22%
July	3.988.191	405.031	11%
August	4.238.942	250.751	6%
September	3.893.278	-345.664	-8%
October	4.082.873	189.595	5%
November	2.883.063	-1.199.809	-29%
December	2.962.235	79.172	3%
Average	3.208.375		

Source: PT Nitya Pariwisata Mandiri (data processed by the author)

The average incentive distribution for employees is Rp. 3,208,375, -. Based on this number, it is quite low compared to the number of employees owned by PT Nitya Pariwisata Mandiri which amounted to 90 people. Based on the results of observations, it was found that the incentive distribution was not for all employees but was a calculation of the employee's commission that helped increase the company's income, so that the employees who were more dominant in getting the incentive were employees who had direct contact with guests. This has resulted in employee dissatisfaction with regulating the provision of incentives. This indicates that motivation for employees who consider employee job satisfaction can affect organizational performance.

Satisfaction in the job itself, salary, recognition, the relationship between supervisor and workforce, and opportunities for advancement. Each dimension produces an overall feeling of satisfaction with the work itself, but work also has a different definition for others (Mathis and Jackson, 2000). According to Wibowo (2008: 299) job satisfaction is a positive or negative attitude by individuals towards their work. Job satisfaction can be formed through organizational culture which in turn will also improve employee performance (Kotter and Heskett, 1992). In an effort to improve employee performance, the application of a good organizational culture is one that is able to give a positive impression to employees. Schein (2002) views organizational culture as a pattern of fundamental assumptions that are shared in an organization, especially in solving the problems at hand. These patterns become something certain and are socialized to new members in the organization. PT Nitya Wisata Mandiri's job satisfaction survey data in 2019 is presented in table 3.

Table 3 shows that the results of the employee job satisfaction survey at PT Nitya Pariwisata Mandiri in 2019 were 73.1%, this indicates that the job satisfaction of PT Nitya Pariwisata Mandiri employees can still be improved, especially in matters related to organizational culture (engagement, communication, change management, and behavior change) and motivation (recognition) which are important factors in increasing job satisfaction at PT Nitya Pariwisata Mandiri.

Table 3
PT Nitya Pariwisata Mandiri Job Satisfaction Survey Data in 2019

Criteria	%
<i>Engagement</i>	68,8%
<i>Growth & Development</i>	90,0%
<i>Communication</i>	50,0%
<i>Recognition</i>	68,8%
<i>Teamwork/Involvement</i>	70,0%
<i>Change Management</i>	58,3%
<i>Quality</i>	80,0%
<i>Manager Effectiveness</i>	81,3%
<i>Future Vision</i>	87,5%
<i>Diversity</i>	75,0%
<i>Leadership</i>	81,3%
<i>Behaviour Change</i>	66,7%
<i>Employee Satisfaction Value</i>	73,1%

Source: PT Nitya Pariwisata Mandiri (data processed by the author)

The results of the survey⁵³ were reinforced by several things that happened to PT Nitya Pariwisata Mandiri, where based on the results of the interviews it was known that in addition to dissatisfaction with the provision of incentives which was more dominant for employees who had direct contact with guests, there was also some dissatisfaction with several management policies such as the policy of using uniforms, religious holidays, religious ceremonial holidays, and justice in setting work schedules. Hope from employees that the management of PT Nitya Pariwisata independently is able to apply aspects of organizational culture that can be understood together which can give a positive impression to employees which will automatically provide satisfaction to employees for their work which will also have a good impact on employee performance.

Based on the descriptions that have been stated previously,⁴⁷ this study will examine the influence of organizational culture and motivation on organizational performance through job satisfaction. The research title of this thesis is: "The Influence of Organizational Culture and Motivation on Employee Performance Through Job Satisfaction as a Mediation Variable at PT Nitya Pariwisata Mandiri, Badung"

2. LITERATURE REVIEW

A good organizational culture will certainly give a positive impression to all members of the organization which will make members of the organization feel satisfied with their work, job satisfaction can be developed by a fair division of labor, wages that are in accordance with the structure, objective performance appraisal of course will give a good spirit. positive to all

members of the organization, where this positive spirit can unite all members of the organization to jointly achieve organizational goals, one of which is to achieve good employee performance.

Organizational culture and motivation both have very important roles in influencing employee performance through job satisfaction. A good organizational culture will provide comfort for employees and good motivation will encourage employees to do their best for the company, however, both in shaping the company culture and providing motivation to employees, it would be nice to consider employees a positive impression of their work so that employees can feel satisfied with work, so that job satisfaction can provide a positive spirit, it makes employees to improve their performance.

Sinambela, (2012: 3) suggests that employee performance is defined as the employee's ability to perform a particular skill. According to Flippo (1998: 11) the factors that influence employee performance are motivation, job satisfaction, leadership, intensive giving, organizational culture, work discipline, and employee abilities (education and training).

Organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations Robbins and Judge (2013). Based on previous research conducted by Koesmono (2014), conducted on lecturers at the University of Economics and Private Management in East Surabaya, found that organizational culture all has a positive effect on teacher performance. Likewise, research conducted by Van Dung HA (2020) states that organizational culture was found to have a positive impact on company operation performance. However, there are findings that contradict these studies between the relationship between organizational culture and performance. In a study written by Wiwiek (2016), it is argued that organizational culture has no significant effect on employee performance.

According to Kreitner and Kinicki (2008) motivation is a collection of psychological processes that cause movement, direction, and persistence of voluntary attitudes that lead to goals. In achieving good performance, motivation is described as an inner strength that encourages individuals to act on something (Kiruja and Makuru, 2013). Based on research conducted by Kofi et al (2016), it is stated that motivation is the key to improving nurse performance. Likewise, Anwar et al (2017) argue that teacher motivation affects teacher performance. Some researchers suggest different results on research related to motivation and performance, such as research written by Muchtar (2016) which shows that motivation does not significantly affect employee performance.

Job satisfaction is an evaluation that describes someone's feelings of attitude, happy or unhappy, satisfied, or dissatisfied at work (Rivai, 2005). Gibson et al (1994) revealed that there is a reciprocal relationship between job satisfaction and employee performance. High job satisfaction is a sign that a well-managed organization is basically the result of effective behavior management. As in research conducted by Seingtia and Pila-Ngarm (2016) which found a significant positive relationship between organizational satisfaction and performance. Supported by research conducted by Indarti et al (2017) which shows that job satisfaction has a significant positive effect on performance. However, this is not the case with research conducted by Hidayah and Tobing (2019) which found that job satisfaction did not

significantly affect performance. Agreeing with this research, Pawirosumarto et al (2018) in his research found that job satisfaction does not have a positive and significant effect on performance.

According to Wibowo (2008: 299) job satisfaction is a positive or negative attitude by individuals towards their work. Job satisfaction can be formed through organizational culture which in turn will also improve employee performance (Kotter and Heskett, 1992). In an effort to improve employee performance, the application of a good organizational culture is one that is able to give a positive impression to employees. As in research on organizational culture and satisfaction conducted by Ramli (2019) which shows that organizational culture has a positive influence on organizational satisfaction. Agreeing with this study, Meng and Berger (2019) also found a strong influence between organizational culture on job satisfaction. In contrast to this study, Hidayat et al (2018) in their research did not find an influence between organizational culture and job satisfaction. Then Andi et al (2019) in their research stated that organizational culture has no significant effect on job satisfaction.

Robbins and Coulter (2010) argue that motivation is the willingness to make high-level efforts to achieve organizational goals which are conditioned by the ability of the business to satisfy the needs of a number of individuals. This is evidenced in research from Gheitani (2018) which shows that intrinsic motivation has a positive relationship with job satisfaction. Supported by research conducted by Priarso et al (2018) also found a significant effect of motivation on job satisfaction. However, there are differences with research conducted by Astuti and Iskandar (2015) that power motivation does not have a significant effect on job satisfaction.

Hypothesis

H1: Organizational culture has a positive effect on employee performance

H2: Motivation has a positive effect on employee performance

H3: Job Satisfaction has a positive effect on Employee Performance

H4: Organizational Culture has a positive effect on Job Satisfaction

H5: Motivation has a positive effect on Job Satisfaction

3. RESEARCH METHODS

3.1 Research Location and Time

The research location is a place or object for a research to be held. The objects of this research are motivation, organizational culture, employee performance, and job satisfaction. Based on the background, there are phenomena that support this research conducted at PT Nitya Pariwisata Mandiri, Badung. The research was conducted from the second week of January 2021.

3.2 Population and sample

The population in this study were 90 employees at PT Nitya Pariwisata Mandiri. The sampling method in this study is the census method, in which the entire population is sampled (Agung and Yuesti, 2019), so that the sample of this study is the entire population, namely all employees at PT Nitya Pariwisata Mandiri, totaling 90 people.

3.3 Identification of variables and research measurement scale

The variables used in this research are: Endogenous variable (Y), which consists of Job Satisfaction (Y1) which consists of 3 indicators, and Employee Performance (Y2) which consists of 6 indicators. The next is Exogenous variable (X), which includes: Organizational Culture (X1) which consists of 7 indicators, Motivation (X2) which consists of 6 indicators. The scale used in this study is the Likert scale. According to Agung and Yuesti (2019), scale likert is scale which contains 5 levels of perception of answers with choices: Score 1 = Strongly Disagree (STS), Score 2 = Disagree (TS), Score 3 = Disagree (KS), Score 4 = Agree (S), Score 5 = Strongly Agree (SS).

3.4 Data Collection and Research Instruments

The method used to collect data In this study, the questionnaire method (questionnaire) is a data collection technique that is carried out by giving a set of questions or written statements to the respondent for the answer (Agung and Yuesti, 2019). The scale used to measure the above variables is the Likert scale. The answer in the questionnaire contains a series of statements formulated according to the object being studied, namely the variable leadership, competence, organizational commitment and employee performance variables.

3.5 Data analysis

The inferential analysis method used in this study is to test the measurement model and structural model simultaneously with available analysis data of 90 of the distribution. questionnaire. To test the hypothesis and produce a model worth it (fit), this study uses Structural Equation Modeling (SEM) with a variance based or component based approach with Partial Least Square (PLS). When the structural model to be analyzed meets the recursive model and variable latency has indicators that are formative, reflective or mixed, so the most appropriate approach to use is PLS.

4. RESEARCH RESULTS AND DISCUSSION

4.1 Hypothesis Testing Results

8 Direct Effect Testing

The basis used in testing the hypothesis is the value contained in the output result of inner weight. The results of hypothesis testing in this study are presented in Table 4.

Table 4

Hypothesis Testing Results

Relationship between variables	Original Sample (O)	T Statistics (O / STDE)	Conclusion
Organizational Culture -> Performance	0.236	2,453	Hypothesis Accepted
Motivation -> Performance	0.214	1,904	Hypothesis Denied

Job Satisfaction -> Performance	0.358	2,498	Hypothesis Accepted
Organizational Culture -> Job Satisfaction	0.410	4,604	Hypothesis Accepted
Motivation -> Job Satisfaction	0.457	5,157	Hypothesis Accepted

Source: processed data, 2020

Table 4 shows that the results of hypothesis testing can be described as follows:

1. Testing Hypothesis 1 (H1): The Influence of Organizational Culture on Employee Performance.

Hypothesis 1 (H1) states that organizational culture has a positive effect on performance. This can be seen in the path coefficient value of 0.358 and the T-statistic value of 2.498 or more than 1.96. Thus hypothesis 1 (H1) culture has a positive and significant effect on performance is accepted, meaning that the higher the organizational culture, the better the performance.

2. Testing Hypothesis 2 (H2): The Effect of Motivation on Employee Performance.

Hypothesis 2 (H2) states that motivation has a positive effect on employee performance. This can be seen in the path coefficient value of 0.214 and the T-statistic value of 1.904 or less than 1.96. Thus, hypothesis 4 (H4) that motivation has a positive and significant effect on employee performance is rejected, meaning that motivation has no effect on employee performance.

3. Testing Hypothesis 3 (H3): The Effect of Job Satisfaction on Employee Performance.

Hypothesis 3 (H3) states that satisfaction has a positive effect on employee performance. The result of the parameter coefficient test between job satisfaction and employee performance shows a positive and significant effect with a coefficient value of 0.358 and a T-statistic value of 2.498. The T-statistic value is above the critical value of 1.96 so, hypothesis 3 (H3) job satisfaction has a positive and significant effect on employee performance, which means that the higher the job satisfaction, the higher the employee's performance.

4. Testing Hypothesis 4 (H4): The Influence of Organizational Culture on Job Satisfaction.

Hypothesis 4 (H4) states that organizational culture has a positive effect on job satisfaction. This can be seen in the path coefficient value of 0.410 and the T-statistic value of 4.604 or more than 1.96. Thus, hypothesis 3 (H3) that organizational culture has a positive and significant effect on job satisfaction is accepted, meaning that the higher the organizational culture, the higher the job satisfaction.

5. Testing Hypothesis 5 (H5): The Effect of Motivation on Job Satisfaction.

Hypothesis 5 (H5) states that motivation has a positive effect on job satisfaction. This can be seen in the path coefficient value of 0.457 and the T-statistic value of 5.157 or more than 1.96. Thus hypothesis 5 (H5) that motivation has a positive and significant effect on job

satisfaction is accepted, meaning that the higher the motivation, the higher the job satisfaction.

b. Examination of Mediation Variables

This examination will examine the mediating role of knowledge transfer variables on the indirect influence of organizational dimensions and leadership on organizational performance. As for the indirect examination in this study, the results of the analysis can be presented in table 5

Table 5
Recapitulation of Test Results

No.	Mediation of Knowledge Transfer Variables on	Effect				Information
		(a)	(b)	(c)	(d)	
1	Organizational Culture -> Performance	0.236 (sig)	0.387 (sig)	0.410 (sig)	0.358 (sig)	Partial Mediation
2	Motivation -> Performance	0.214 (no sig)	0.374 (sig)	0.457 (sig)	0.358 (sig)	Full Mediation

Source: processed data, 2020

Information that can be obtained from table 5 of the results of mediation testing, among others.

1. Job satisfaction is able to mediate indirect cultural influences organization on performance. These results are shown from the mediation test performed that the effects A, C, and D have a significant value. The results of this test indicate that organizational culture can affect employee performance through job satisfaction that can be proven empirically. Other information that can be conveyed is the mediating effect of job satisfaction variables on the indirect effect of organizational culture on employee performance in the form of partial mediation. Based on this, it can be concluded that the better the organizational culture in the company with good job satisfaction, can improve employee performance.

2. Job satisfaction is able to mediate the indirect effect of motivation on employee performance. This result shows that from the mediation test conducted, it appears that the effect of A has an insignificant value, but C and D have a significant value. The results of this test determine that motivation can affect employee performance through job satisfaction that can be proven empirically. Other information that can be conveyed is the mediating effect of job satisfaction variables on the indirect effect of motivation on employee performance is full mediation. Based on this it can be concluded that the better the motivation in the company with good job satisfaction too, can improve employee performance. This finding is an indication that job satisfaction is a determining variable in the influence of motivation on employee performance.

Information obtained from table 5 shows that the organizational culture variable on performance has the greatest effect, namely 0.382 compared to the motivation variable on

performance which only has a total effect of 0.378. These results provide an indication that performance is determined by the organizational culture within the company. The organizational culture that is applied in the company is able to directly and indirectly improve employee performance. Other findings obtained by organizational culture within the company will be able to improve employee performance if this is accompanied by good job satisfaction. According to the results of the assessment of each effect, it can be said that organizational culture increases job satisfaction and will improve employee performance.

Table 6
Direct, Indirect and Total Effect Calculations

No	Variable Relationships	Live Effects	Indirect Effect	Total Effect
1	Organizational Culture -> Performance	0.236	0.147	0.382
2	Motivation -> Performance	0.214	0.164	0.378
3	Job Satisfaction -> Performance	0.358	-	0.358
4	Organizational Culture -> Job Satisfaction	0.410	-	0.410
5	Motivation -> Job Satisfaction	0.457	-	0.457

Source: processed data, 2020

4.2 Discussion

1. Organizational culture Take effect Against Performance

Based on the results of the analysis, it shows that organizational culture has a positive and significant effect on performance. These results mean that the better the company organizational culture that is applied to employees, especially with results-oriented, thus will be able to improve employee performance at PT Nitya Pariwisata Mandiri.

These findings are in accordance with the theory of Robbins (2002), which states that a strong organizational culture is needed to increase job satisfaction and employee performance which in turn will also affect the overall organizational performance. The results of the study according to Khana and Afzalb (2011) found that Organizational Culture has a positive and significant influence on Organizational Performance. Koesmono (2014) in the study found that all organizational culture has a positive and significant effect on teacher performance. Nikpour (2016) in his research stated that Organizational Culture has an effect either directly or indirectly on Organizational Performance.

The results of the research by Nazariana et al (2017) show that Organizational Culture has an effect on Organizational Performance. Likewise, research conducted by Van Dung HA

(2020) states that organizational culture was found to have a positive impact on company operational performance.

8 Motivation No. Take effect Against Performance

Based on the results of the analysis, it shows that motivation has no effect on performance. This is due to motivation, especially in recognizing employee performance, which should be able to give a positive impression to employees so as to increase employee job satisfaction, but what happened to PT Nitya Pariwisata Mandiri in terms of providing motivation for recognition of employee performance is given in the form of incentives it turns out that employees who directly interact with guests are more dominant. This creates a negative impression that results in employees being less satisfied with employees in terms of providing incentives. Then, if we look at the number of employees, we can see that the employees who have direct contact with the dominant guest from the Front Office and F & B. This is supported by the motivation theory by Robbins and Coulter (2010) arguing that motivation is the willingness to do high-level efforts to achieve organizational goals that are conditioned by the ability of the business to satisfy the needs of a number of individuals, where if the form of motivation given is not able to give a positive impression. triggering employee dissatisfaction, it will affect employee performance.

The results of this study are in line with research conducted by Bright (2007) which states that public service motivation does not significantly affect the performance of public service employees. Then Arifin (2015) which shows that motivation does not have a significant effect on teacher performance. Then Muchtar (2016), which shows that motivation does not significantly affect employee performance. Then Siahaan and Bahri (2019) in their research stated that motivation does not have a significant effect on employee performance. Then these studies are supported by research from Hamid et al (2020) which shows that motivation does not significantly affect employee performance.

8 Job satisfaction Take effect Against Performance

Based on the results of the analysis, it shows that job satisfaction has a positive and significant effect on performance. This result means that the higher the company employee job satisfaction, especially with satisfaction oriented work situations, will be able to improve employee performance at PT Nitya Pariwisata Mandiri.

This is supported by the theory of job satisfaction by Gibson et al (1994) which reveals that there is a reciprocal relationship between job satisfaction and employee performance. High job satisfaction is a sign that a well-managed organization is basically the result of effective behavior management. The results of the study according to Seingtia and Pila-Ngarm (2016) which found a significant positive relationship between job satisfaction and performance. Supported by research conducted by Indarti (2017) which shows that job satisfaction has a significant positive effect on performance.

Fai Yuen et al (2018) stated that job satisfaction has an effect on performance. In line with this research, Al-Dalahmed et al (2018) in their writing found that job satisfaction has a direct and indirect effect on performance. Then Rinny (2020) also found that job satisfaction has a positive and significant effect on employee performance.

4. Organizational culture Take effect Against Job Satisfaction

Based on the results of the analysis, it shows that organizational culture has a positive and significant effect on job satisfaction. These results mean that the better the company the organizational culture that is applied to employees, especially with results-oriented, thus will be able to increase employee job satisfaction at PT Nitya Pariwisata Mandiri.

This is supported by the theory of job satisfaction by Kotter and Heskett (1992) which states that job satisfaction can be formed through organizational culture which in turn will also improve employee performance. The results of the study according to Im Young (2016) which found that organizational culture and job satisfaction have a positive and significant relationship. Then in line with this study Al-Sada et al (2017) found that organizational culture has a positive relationship with job satisfaction.

Ramli (2019) which shows that organizational culture has a positive influence on organizational satisfaction. Supported by this study, Meng and Berger (2019) found a strong influence between organizational culture and job satisfaction. Likewise, research conducted by Ali Soomro and Shah (2019) states that organizational culture has an influence on job satisfaction.

8 Motivation Take effect Against Job Satisfaction

Based on the results of the analysis, it shows that motivation has a positive and significant effect on job satisfaction. These results mean that the better the company the motivation given to employees, especially in the form of recognition of employee work, thus will be able to increase employee job satisfaction at PT Nitya Pariwisata Mandiri.

This is supported by the motivation theory of Robbins and Coulter (2010) arguing that motivation is the willingness to make high-level efforts to achieve organizational goals conditioned by the ability of these businesses to satisfy the needs of a number of individuals. The results of the research according to Kjeldsen and Hansen (2016) in their writing found that motivation has a positive and significant effect on job satisfaction. Then Gheitani (2018), which shows that intrinsic motivation has a positive relationship with job satisfaction.

Hidayat et al (2018) in their research stated that motivation has a positive and significant effect on work readiness. Supported by research conducted by Priarso et al (2018) also found a significant effect of motivation on job satisfaction. Then in line with these studies, Idiegbeyan-Ose (2019) also found motivation has a positive and significant effect on job satisfaction.

4.3 Research Implications

1) Theoretical Implications

The results of this study have strengthened existing theories and empirical findings, especially studies that prove the influence of organizational culture and motivation on satisfaction work and its impact on improving employee performance.

2) Practical Implications

The results of this study can be used in decision making in the field of human resource management in the tourism accommodation sector. This study describes a relationship between organizational culture, motivation, and job satisfaction on performance, where

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organizational culture variables and job satisfaction dominate and have a significant influence on the performance of employees of PT Nitya Pariwisata Mandiri. Motivation has no significant effect on performance employees. This is because the form of motivation creates dissatisfaction among employees of PT Nitya Pariwisata Mandiri. It would be nice to motivate employees, the management of PT Nitya Pariwisata Mandiri to consider the aspect of job satisfaction as one of the priorities.

Result research This finds that employee performance will increase if the company is able to provide a form of motivation that is able to give a positive impression on employees so Upgrade employee job satisfaction. Employees who are satisfied with the form of motivation given by the company that will cause employees to work well, which means that they will improve their performance. The results of this study are expected to become empirical evidence for future research could used as a reference in human resource management related to organizational culture, motivation, job satisfaction, and performance.

4.4 Research Limitations

The limitations that can be conveyed from this study are based on the timing of the research relatively short (cross-sectional) and also limitations in terms of meetings with respondents due to the ongoing pandemic. This limitation certainly has an impact on the low overall disclosure of the relationship of the variables studied. If the model is applied at other times and conditions, it is possible to obtain different results.

In addition to developing indicators that are more relevant or can be examined more deeply on each variable, there are also many factors that determine employee performance. This is because efforts to improve employee performance are quite crucial in an era that is increasingly dynamic and uncertain like today.

5.CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the research results above, the following conclusions can be formulated:

1. Organizational culture has a positive and significant effect on performance. These results mean that the better the company organizational culture that is applied to employees, especially with results-oriented, thus will be able to improve employee performance at PT Nitya Pariwisata Mandiri. Attention to detail and team orientation has little impact on organizational culture, possibly because the properties managed by PT Nitya Pariwisata Mandiri are in different locations so paying attention to details and working together as a team will be quite difficult to materialize.
2. Motivation has no significant effect on performance. This is due to motivation, especially in recognizing employee performance, which should be able to give a positive impression to employees so as to increase employee job satisfaction, but what happened to PT Nitya Pariwisata Mandiri in terms of providing motivation for recognition of employee performance is given in the form of incentives it turns out that employees who directly interact with guests are more dominant. This creates a negative impression that results in employees being less satisfied with employees in terms of providing incentives. Then if we

look at the number of employees, we can see that there are 33 employees who have direct contact with the dominant guests from the Front Office and F&B Service departments. These incentives, so it can be said that 63.33% of the employees of PT Nitya Pariwisata Mandiri are not satisfied with the provisions of the incentive distribution, which is a form of motivation for the company to acknowledge the performance of its employees.

3. Job satisfaction has a positive and significant effect on employee performance. This result means that the higher the company employee job satisfaction, especially with satisfaction oriented work situations, will be able to improve employee performance at PT Nitya Pariwisata Mandiri. The work obtained has a small effect on employee performance, this may still have something to do with providing incentives that create a negative impression on employees.⁶³ So it can be said that PT Nitya Pariwisata Mandiri has the opportunity to increase the job satisfaction of its employees by improving the form of its incentives²⁷

4. Organizational culture has a positive and significant effect on job satisfaction. These results mean that the better the company the organizational culture that is applied to employees, especially with results-oriented, thus will be able to increase employee job satisfaction at PT Nitya Pariwisata Mandiri.²⁸

5. Motivation has a positive and significant effect on job satisfaction. This result means that the better the company the motivation it gives to employees especially a form of recognition of the results of employee work, thus will be able to increase employee job satisfaction at PT Nitya Pariwisata Mandiri.

5.2 Suggestions

Suggestions that can be given by researchers based on the results of this study are as follows:

1. PT Nitya Pariwisata Mandiri must maintain the existing organizational culture and be consistent with the orientation that the work of the employees will improve employee performance. It is recommended that the management of PT Nitya Pariwisata Mandiri begin to optimize the supervision and activities with all employees which are useful for familiarizing all employees so that they can form a solid team, so it will be very good to improve the quality of implementing organizational culture at PT Nitya Pariwisata Mandiri.
2. PT Nitya Pariwisata Mandiri should consider the aspect of job satisfaction as one of the considerations in motivating employees, namely by ensuring that the form of motivation provided is to provide employees with equal opportunities for all employees. So that it will create a positive impression on employees which will increase employee job satisfaction so that it will be an energy driving employees to perform even better.
3. PT Nitya Pariwisata Mandiri must maintain the work situation to remain conducive so that it will increase employee job satisfaction which of course will improve employee performance. To increase employee satisfaction with the work provided by the company PT Nitya Pariwisata Mandiri as well as designing an incentive system that provides equal opportunities for all employees to get incentives.
4. PT Nitya Pariwisata Mandiri must maintain an existing organizational culture and be consistent with the orientation of the work results of the employees which will create a positive impression on employees and then increase employee job satisfaction.

5. PT Nitya Pariwisata Mandiri should increase the motivation of its employees by designing an incentive system that provides equal opportunities for all employees to get incentives, so that it will improve the negative impression that employees previously thought of turning into a positive impression which will certainly erase previous dissatisfaction which will increase satisfaction. employee work because employees are satisfied with the recognition of work results obtained by employees.

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