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The Influence of Physical Work Environment and Organizational Culture on Work Motivation and Employee Performance at Ibis Styles Bali Denpasar Hotel

Ni Made Intan Cahaya Indah D.P¹, I Gede Riana²*Fakultas EkonomidanBisnis, Universitas Udayana (Unud), Bali, Indonesia*

ABSTRACT: This study aims to explain the influence of physical work environment and organizational culture on work motivation and the effect of physical work environment, organizational culture and work motivation on employee performance. This study was conducted at the Ibis Styles Bali Denpasar Hotel by using a saturated sample of 51 employees. Data analysis technique used is path analysis. The results obtained showed that all hypotheses were accepted. (1) physical work environment has significant positive effect on work motivation, (2) organizational culture positive and significant effect on work motivation, (3) work motivation has a positive and significant effect on employee performance, (4) physical work environment has a positive and significant effect on employee performance, and (5) organizational culture has a positive and significant effect on employee performance.

Keywords: *physical work environment, organizational culture, work motivation, employee performance*

I. INTRODUCTION

Hotels are one of the organizations engaged in services that also need performance to measure their success. Sainaghi (2010) summarizes the performance indicators used in the hospitality industry are occupancy rates, customer satisfaction, service quality, and profits. Based on interviews with Front Office Managers that one of the things that determines the number of hotel guests is employee performance.

The occupancy level of Ibis Styles Bali Denpasar hotel from year to year has not reached the target. There was a decrease in the percentage of occupancy rates, in 2015 and 2016 that was 3.03%. Although the percentage of occupancy is above 50%, the percentage of occupancy is still not in accordance with the target set by the hotel (Ibis Styles Bali Denpasar Hotel, 2018).

Hotels maintain and increase the number of guest visits that stay is to provide the best service to every guest who stays at the Ibis Styles Bali Denpasar Hotel so that guests are impressed and feel the money they spend is worth the service they get and is pleased to come back to stay. However, in its implementation there are still complaints from guests who stay overnight due to less than optimal performance from employees. The decline in employee performance can be seen from the guest complaint made by a guest on one of the hotel sites, trust you.

Employee performance is one of the important things in a company. Mudiarta and Sariyathi (2011), stated that the success of an organization or company in achieving its goals can be seen from its performance. Job performance means work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization legally, is not against the law and in accordance with moral ethics (Sedarmayanti, 2007:21).

Tuan (2011) asserts that employee work motivation is an important thing that must be considered by company managers, because work motivation can provide a large and powerful influence in improving employee performance. According to Nugraheny (2009) that work motivation really influences someone in developing their competence. Work motivation is an expertise in directing employees and organizations to want to work successfully, so that employee desires and organizational goals are simultaneously achieved.

Performance can also be influenced by the physical work environment. Sowmya and Panchanatham (2011) argue that if a company wants to create a comfortable work environment situation, it should pay more attention to the arrangement of workspaces such as the placement of work equipment, lighting, noise, and comfort which can later improve employee performance so they feel comfortable working in the room. The comfort of the work environment is not only from the factors of work facilities that are met, but from the convenience of communicating and working with fellow team members. Comfortable facilities include adequate

space for work, interior aesthetics of the workspace, lighting, comfort with adequate ventilation and air circulation, inconspicuous noise levels, ergonomic visuals.

Many factors affect employee performance in addition to motivation and physical work environment, namely organizational culture (Sudarmanto, 2009:29). According to Maith (2015) organizational culture makes a company to succeed and become more stable, more advanced, more anticipatory to environmental changes.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Performance means the achievement or achievement of someone related to the task given to him. The work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, does not violate the law and in accordance with moral ethics (Sedarmayanti, 2007:260). According to Cascio (2013:693) performance as a way to ensure that employees stay focused by paying attention to objectives, measures and assessments.

Sedarmayanti (2011:26) states that the physical work environment is all physical conditions that occur around the workplace that can affect employees directly or indirectly. The work environment involves all aspects that act and react to the body and mind of an employee.

Robbins (2015:355) argues that organizational culture is a shared perception shared by members of the organization or a system of shared meanings shared by members of the organization or a system of shared meanings valued by the organization. Organizational culture is the value described in the policies of an organization. Value is the difference between one organization and another. According to Rizky et al. (2014) organizational culture is the values developed in an organization, where those values are used to direct the behavior of employees. Abdullah and Arisanti (2010) state that organizational cultural ties are created by the community both in the family, organization, business and nation.

Motivation is only aimed at human resource management (Riyanto et al. 2017). Renah&Setyadi (2014) states that motivation is an inner state that energizes, activates or stimulates and directs behavior towards certain goals. Widnyana et al. (2016) argues that motivation is a series of processes that evoke, direct and maintain human behavior towards certain achievements. According to Syamsuri (2017) motivation can also be interpreted as a driving force that is intended as a natural impulse to satisfy and sustain life. Motivation is the force that drives a person to take an action or not is essentially there internally and externally which can be positive or negative to direct very dependent on the toughness of the leader (Ardana et al. 2012:193).

A comfortable and conducive physical work environment will be able to make employees more enthusiastic in working (Simamora et al. 2016). This is supported by (Rayka et al. 2014) which states the work environment has a significant effect on work motivation. This shows that the work environment is a force that drives the spirit inside and outside him both in the form of reward and punishment. Wicaksono (2013) describes the work environment which consists of lighting, color, air, sound, leadership and work relationships influence the work motivation of the Regional Water Supply Company Tirta Equator Pontianak. Research by (Hendra et al. 2016) states that the physical work environment has a positive and significant influence on the work motivation of employees of the Atria Hotel and Malang Conference. Sudana Research (2015) at Grand Puncak Sari Restaurant Kintamani has a positive and significant influence on the physical work environment on motivation. Based on the description, the hypothesis can be summarized as follows :

H₁: Environmental physical work is significant and positive impact on work motivation

Organizational culture becomes very important for the organization itself. If the organizational culture has harmony with employees in the organization. Work motivation in employees will appear so that it can improve performance. Research by Sinha et al. (2010) that organizational culture positively influences motivation. Catania and Raymond (2013) research data in Malttese states that organizational culture factors can increase employee motivation in each company. This indicates a positive and significant relationship between organizational culture and motivation. In line with research Guo et al. (2014) states that organizational culture has a positive and significant effect on motivation. According to Patnaik (2011) in his research entitled "Organizational Culture: The Key to Effective Leadership and Work Motivation" states there is a positive and significant influence between organizational culture and motivation. Based on the description, the hypothesis can be formulated as follows:

H₂: Organizational culture has a positive and significant effect on work motivation

Research conducted by Zameer et al. (2014) found that the role of work motivation is vital to improve employee performance in the beverage industry in Pakistan. Larasati and Gilang (2014) states that motivation has a positive and significant effect on employee performance. Agiel (2013) states that there is a significant influence of work motivation on the performance of PDAM Surakarta employees. Muogbo (2013) states that providing motivation to workers in an organization can significantly influence the performance of workers in

Anambra State Nigeria. According to Riska (2013) motivation has the most influence on employees at the Dharma Usadha General Hospital, there is a positive influence on work motivation on performance if the employee is able to work hard, proactive, loyal and highly disciplined and is responsible for his work and duties. In line with research by Omolo (2014) states that there is a positive and significant influence of work motivation on employee performance at banks in Pakistan. Based on the description, the hypothesis can be formulated as follows:

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

Imran et al. (2012), the work environment has a positive and significant relationship to employee performance. Therefore the work environment is very influential on performance, it can be said that the working environment is important to support performance for the better. In Tulenan research (2015) that the physical work environment has a positive effect on employee performance. This means that more satisfying the physical environment for employees will improve performance. Research from Tresna (2014) states that the physical work environment has a positive effect on employee performance at the Puri Raja KutaBadung Hotel. Heny's research (2015) states that the work environment has a positive effect on the performance of civil servants in the Madiun DPRD Secretariat. Naharuddin and Sadegi (2013) physical work environment has a positive and significant relationship to employee performance. Research conducted by Wahyuningsih (2014) shows that the physical work environment influences performance positively and significantly. Research by Norianggono (2014) shows that the physical work environment influences performance positively and significantly. Based on the description, the hypothesis can be formulated as follows:

H₄: The physical work environment has a positive and significant effect on employee performance

Organizational culture is able to move the conscience and mind to do things better. Research by Trang(2013) states that organizational culture has a positive and significant influence on employee performance. In order to realize an appropriate organizational culture applied to an organization, it is necessary to have the support and participation of all members within the scope of the organization. Winardi et al. (2012) and Mohamed and Abukar(2013) found that organizational culture had a positive and significant effect on employee performance. The study is in line with research conducted by Widyaningrum (2011) and Syauta et al. (2012), that organizational culture has a positive and significant effect on employee performance. Ibrahim (2013) states that there is a positive correlation between organizational culture and employee performance. Based on the description, the hypothesis can be formulated as follows:

H₅: Organizational culture has a positive and significant effect on employee performance.

III. METHODS

This research is an associative research that is to find out the relationship between two or more variables. In this study discusses the influence of the physical work environment on work motivation, the influence of organizational culture on work motivation, the influence of work motivation on employee performance, the influence of the physical work environment on employee performance and the influence of organizational culture on employee performance. The location of this study is in the Ibis Styles Bali Denpasar Hotel, located at JalanTeuku Umar 183 DauhPuri, Denpasar Barat. The objects of this study are physical work environment variables, organizational culture and work motivation and performance at the Ibis Styles Bali Denpasar Hotel. The independent variable in this study is the physical work environment and organizational culture, the dependent variable used in this study is work motivation and employee performance. Types of data based on their nature used in this study are: 1) Quantitative data in this study are respondents' opinions on statements that include physical work environment variables, organizational culture, work motivation and employee performance 2) Qualitative data in this study are qualitative data that is compiled with scoring method. Data sources of this study are: 1) Primary sources in this study are respondents who provide an assessment of the statements contained in the questionnaire regarding the variables in the study, 2) Secondary sources in this study are institutions or related parties that publish data cited related research topic. On this study researchers used a questionnaire as data collection techniques Likert scale includes data score answer a questionnaire designed by indikat o r of each variable with five (5) points "Strongly Agree", "Disagree", " Enough Agree ", "Agree", and "Strongly Agree" to the respondent. The population used is all employees of Ibis Styles Bali Denpasar Hotel, amounting to 51 people who are permanent employees. The number of samples used in this study were 51 respondents. The sample collection method in this study is to use non-probability sampling, namely the saturation sampling technique. The research data was collected with a questionnaire instrument. The data analysis technique used in this study uses descriptive statistical analysis, the classic assumption test to test the equation model which includes a normality test, a multicolliniarity test, and a heteroscedasticity test. A nalysis such inferential statistical analysis of the path that is preceded by testing research instruments namely; validity test and reliability test.

IV. RESULT AND DISCUSSION

1.1 Characteristics of respondents

Based on the sex of the respondents, it was dominated by men with 33 people (64.7%) and women as many as 18 people (35.3%). Characteristics by category of respondent's age, it can be seen that the respondents aged 18-28 years as many as 28 people (55%), aged 29-38 years as many as 18 people (35.3%), > 39 years as many as five people (9.8%). Judging from the percentage of age, respondents aged 18-28 years are the dominant productive age who have high work motivation. Based on the latest level of education, it can be seen that respondents who have the last high school / vocational education are 8 people (15.7%), Diploma 1 as many as 10 people (19.6%), Diploma 2 as many as 13 people (25.5%), Diploma 3 as many as 13 people (25.5%), and S1 as many as 7 people (13.7%).

1.2 Instrument Testing Results

Validity test is done with the help of SPSS program by calculating the correlation. The validity test results show that all instruments used to measure the research variables have a Pearson Correlation above the value of 0.3 so that the overall indicators used are valid. The reliability test results show that each variable has a Cronbach Alpha coefficient of more than 0.6. This shows that all variables in this study were stated to be reliable

1.3 Classical Assumption Test

The classic assumption test conducted in this study is the normality test, multicollinearity test, and heterokedsticity test.

The normality test aims to test whether in the residuals of the regression model that are made are normally distributed or not. This study uses the Kolmogorov-Smirnov non-parametric statistical test.

Table 1: Normality Test Result Regression Model 1

	<i>Unstandardized Residual</i>
N	51
<i>Kolmogorov-Smirnov Z</i>	0.690
<i>Asymp. Sig. (2-tailed)</i>	0.728

Source: (Primary Data Processed), 2019

Equation 1 is a test on the regression model of environmental variables to the physical work and organizational culture of work motivation. Based on sis analysis, the 2-tailed significant value of 0.728 is greater than 0.05. H₀ shows that the data used in this study expressed ber normal distribution

Table 2: Normality Test Result Regression Model 2

	<i>Unstandardized Residual</i>
N	51
<i>Kolmogorov-Smirnov Z</i>	1.072
<i>Asymp. Sig. (2-tailed)</i>	0.201

Source: (Primary Data Processed), 2019

Equation 2 is a test on the regression model of physical work environment, organizational culture and work motivation variables on employee performance. Based on sis analysis, 2-tailed significant value of 0.201 is greater than 0.05. H₀ shows that the data used in this study expressed ber normal distribution.

Multicollinearity test aims to test whether the regression model has a correlation between independent variables. A good regression model if there is no correlation between independent variables.

Table 3: Test Result Multicollinearity Model 1

Variabel	<i>Tolerance</i>	VIF
Physical work environment(X1)	0.220	4.551
Organizational culture (X2)	0.220	4.551

Source: (Primary Data Processed), 2019

Based on the results of the analysis presented, it can be seen that the tolerance value of the independent variable is greater than 0.10, 0.220 and the VIF value is less than 10, which is 4.551. This shows that the two variables do not contain symptoms of multicollinearity.

Table 4: Test Result Multicollinearity Model 2

Variabel	Tolerance	VIF
Motivasi Kerja (Y1)	0.183	5.464
Lingkungan Kerja Fisik (X1)	0.143	6.977
Budaya Organisasi (X2)	0.143	6.970

Source: (Primary Data Processed), 2019

Based on the results of the analysis presented, it can be seen that the tolerance value of the free bell variable is greater than 0.10 and the VIF value is less than 10. This shows that the three variables do not contain multicollinearity symptoms.

Heteroscedasticity test aims to test whether in the regression model there is an unequal variance from the residuals of one observation to another. A good regression model is a regression model without heteroscedasticity.

Table 5: Test Result Heteroskedasticity Regression Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.641	0.850		0.755	0.454
Physical work environment	0.066	0.094	0.216	0.709	0.482
Organizational culture	-0.027	0.076	-0.109	-0.358	0.722

Source: (Primary Data Processed), 2019

Based on the results of the analysis in Table 5, the significance value of the physical work environment variable is 0.482 greater than 0.05 and the significance value of the organizational culture variable is 0.722 greater than 0.05. This shows that there is no heteroscedasticity in the regression model

Table 6: Test Result Heteroskedasticity Regression Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.074	0.473		2.273	0.028
Work Motivation	0.014	0.057	0.081	0.242	0.810
Physical Work Environment	0.027	0.052	0.196'	0.518	0.607
Organizational Culture	-0.060	0.057	-0.402	-1.062	0.294

Source: (Primary Data Processed), 2019

Table 5 shows that the significance value of each variable namely work motivation has a significance value of 0.810, the physical work environment has a significance of 0.607, and organizational culture has a significance value of 0.294 which is greater than 0.05 so that the regression model is declared free from symptoms of heteroscedasticity.

1.4 Path Analysis Test

Models that have passed the classical assumption test will then be analyzed the magnitude of influence between variables using path analysis techniques. Testing equation 1 is to find out the magnitude of the influence of the physical work environment and organizational culture on work motivation. The results of the analysis are as follows:

Table 7: Path Analysis Regression Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.976	1.195		-0.817	0.418
Physical Work Environment	0.409	0.132	0.362	3.104	0.003

<i>Organizational Culture</i>	0.541	0.107	0.590	5.059	0.000
$R^2 : 0.857$	F statistik: 143.271		Sig. F: 0.000		

Source: (Primary Data Processed), 2019

Based on the analysis results that have been presented, the following equation is obtained:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Y_1 = 0.362 + 0.590 + e_1 \dots \dots \dots (1)$$

The results of Table 7 show that the beta coefficient value of the physical work environment and organizational culture is 0.362 and 0.590 with a significance value of 0.000 which is less than 0.05 so that the physical work environment and organizational culture are stated to influence work motivation positively and significantly.

Table 8: Path Analysis Regression Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.529	0.720		-0.735	0.466
Physical work environment	0.248	0.086	0.228	2.870	0.006
Organizational culture	0.481	0.079	0.545	6.056	0.000
Work motivation	0.223	0.086	0.232	2.579	0.013
$R^2 : 0.946$	F statistik: 271.864		Sig. F: 0.000		

Source: (Primary Data Processed), 2019

Based on the analysis results that have been presented, the following equation is obtained:

$$Y_2 = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Y_1 + e_2$$

$$Y_2 = 0.228X_1 + 0.545X_2 + 0.232Y_1 + e_2 \dots \dots \dots (2)$$

Testing equation 2 is to see the effect of physical work environment variables, organizational culture and work motivation on employee performance. The results of Table 8 show that the beta coefficient values of the physical work environment, organizational culture and work motivation are 0.228, 0.545 and 0.232 with a significance value of 0.000 less than 0.05 so that the physical work environment, organizational culture and work motivation are stated to positively influence performance and significant.

To find out the number of variants of variables not explained by the physical work environment and organizational culture in the model can be seen through the value of the error variable with the R square value of the regression equation 1 of 0.857 so that work motivation is influenced by the physical work environment and organizational culture by 85.7 percent and the remaining 14.3 is influenced by other factors not included in the model. The value of R square in the regression equation 2 is 0.946 so that the number of physical work environment, organizational culture and work motivation variables on employee performance is 94.6 percent and the remaining 5.4 percent is influenced by other factors not included in the model.

The coefficient of total determination is used to find out how much variation in the dependent variable will be able to be explained by the variation of the independent variable while the rest is explained by other variables outside the model used. A total determination value of 0.992 means that 99.2 percent of employee performance variables are influenced by physical work environment, organizational culture and work motivation variables while the remaining 0.8 percent is explained by other factors not included in the model.

V. HYPOTHESIS AND RESULT

Effect of physical work environment on work motivation

The results showed that physical work environment variables influence work motivation where the atmosphere of a comfortable and conducive physical work environment can make employees more motivated to work (Simamora et al. 2016). This is supported by (Rayka et al. 2014) which states the work environment has a significant effect on work motivation. This shows that the work environment is a force that drives the spirit inside and outside him both in the form of reward and punishment. Wicaksono (2013) explains the work environment which consists of lighting, color, air, sound, leadership and work relationships affect work motivation.

Effect on organizational culture on work motivation

Air is based on the analysis the influence of organizational culture on work motivation shows that organizational culture has positive and significant impact on work motivation. Strong organizational culture needs to achieve company success. Catania and Raymond (2013) in their research at Maltese states that organizational culture factors can increase employee motivation in every company. This indicates a positive and significant relationship between organizational culture and motivation. In line with research Guo et al. (2014) states that organizational culture has a positive and significant effect on motivation.

Effect of work motivation on employee performance

Based on analysis of the effect of work motivation on employee performance showed that the variables of motivation work influence on employee performance where increasingly higher work motivation will increase the performance of employees. Research conducted by Zameer *et al.* (2014) found that the role of work motivation is vital to improve employee performance. Larasati and Gilang (2014) states that motivation has a positive and significant effect on employee performance.

Effect of physical work environment on employee performance

Hypothesis testing results of the influence of the physical work environment on employee performance shows that the better the physical work environment of workers will make the creation of high performance. This result is consistent p no Tulenan study (2015) that the physical work environment has a positive effect on employee performance. This means that more satisfying the physical environment for employees will improve performance. Research from Tresna (2014) states that the physical work environment has a positive effect on employee performance at the Puri Raja KutaBadung Hotel.

Effect of organizational culture on employee performance

Air is based on the analysis the influence of organizational culture on employee performance showed that organizational culture memiliki positive and significant impact on work motivation. This means that the stronger the creation of organizational culture in the company will make the creation of high performance. The results of this study are consistent with the results of previous studies that said organizational culture can help employee performance, because it creates an extraordinary level of motivation for employees to provide their best ability to take advantage of the opportunities provided by the organization. Organizational culture is able to move the conscience and mind to do things better. Research by Trang (2013) states that organizational culture has a positive and significant influence on employee performance. In order to realize a suitable organizational culture applied to an organization, it is necessary to have the support and participation of all members in the scope of the organization. Winardi et al. (2012) and Mohamed and Abukar (2013) found that organizational culture had a positive and significant effect on employee performance.

VI. CONCLUSION

Based on the results of data analysis and discussion that has been presented, the conclusions of the results of this study are as follows : 1) physical work environment has a positive and significant effect on work motivation , 2) organizational culture has a positive and significant effect on work motivation , 3) work motivation has a positive and significant effect on employee performance , and 4) physical work environment has a positive and significant effect on employee performance 5) organizational culture has a positive and significant effect on employee performance

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