



**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND MOTIVATION ON
EMPLOYEE PERFORMANCE IN SINDANG RERET HOTEL, CIKOLE LEMBANG,
WEST BANDUNG REGENCY**

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Abstract

This research is motivated by circumstances where employee performance is not optimal. Not yet optimal organizational culture and motivation are the basis for not optimal performance of hotel and restaurant employees at Sindang Reret Cikole Lembang, West Bandung Regency. The influence of organizational culture and motivation on employee performance at the hotel and restaurant Sindang Reret Cikole Lembang, West Bandung Regency is the aim of this research. Descriptive and verification research are used in this research. Descriptive survey and explanatory survey are the methods in this determination. Saturated samples were used as the population in this study which were all 106 employees of the hotel and restaurant Sindang Reret Cikole Lembang, West Bandung Regency. Path analysis is used as a method of analysis in this study. The conclusion from this research is that organizational culture has a direct influence on employee performance by 1.18% and a direct influence of motivation on employee performance by 4.96%. Simultaneously, the influence of independent variables on employee performance is 27.2% and other factors influence the remaining 72%.

Keywords: Culture Organization, Motivation and Performance Employees

PENDAHULUAN

Bandung Raya, especially with West Java, generally has a very significant business potential in the hospitality sector. It was recorded that in Bandung Raya there were 11,000 hotel rooms in 2011, with an estimated growth of 15,500 in 2012.

With the existing potential, it has not been balanced with the potential for a tourist destination that is worth visiting. This of course must be responded to by the government to improve and improve the quality of these tourist destinations, such as: Kawah Putih, Tangkuban Parahu and or Maribaya which until now the condition of these tourist destinations needs to be addressed.

7 million local tourists who visit West Java annually out of 41 million tourists per year nationally. For international tourists visiting

West Java around 425,000 people, out of a total of 17 million annually nationally.

According to the West Java Provincial Tourism Office, the data on tourist visits to tourist attractions in West Java in 2018, 1,567,684 tourists were visiting West Bandung Regency, a very significant number because West Bandung is the area resulting from the expansion of the Bandung district and is a new area, almost can compete with tourist visits to West Bandung district.

Facilities and accommodation are a necessity that must be fulfilled to facilitate tourists visiting and traveling in West Bandung Regency considering its potential. 26.54% of tourist locations are in the district. West Bandung is located in the district. Lembang, so Lembang has many tourist destinations compared to other sub-districts in West



Bandung district. Tangkuban Parahu Mountain Nature Park (TWA), Maribaya, Camping Ground, Floating Market and Farm House are tourist destinations located in Lembang sub-district.

Table 1. Tourist Attractions Hotels and Restaurants in Lembang District

No	Desa/Kecamatan	Hotel		Restoran/Rumah Makan	Tempat wisata
		Bintang	Melati/Penginapan		
1	Gudang Kahuripan	-	12	11	-
2	Wangunsari	-	-	-	-
3	Pagerwangi	-	-	-	1
4	Mekarwangi	-	2	1	-
5	Langensari	-	1	2	1
6	Kayuambon	-	2	-	1
7	Lembang	3	5	11	1
8	Cikahuripan	1	3	3	1
9	Sukajaya	-	2	2	-
10	Jayagiri	2	10	16	-
11	Cibogo	1	7	4	-
12	Cikole	-	4	6	1
13	Cikidang	-	-	-	-
14	Wangunharja	-	-	-	1
15	Cibodas	-	2	3	3
16	Suntenjaya	-	-	-	-
Jumlah		7	50	59	10

It can be seen that the star hotels in Kab. West Bandung as many as 7 hotels (3 of which are in Lembang sub-district) and 50 inns. Based on information from PHRI West Java, the room occupancy rate as of June 2019 in West Bandung district was 64% if you saw the conditions last year there was a decrease of 8.6%. This indicates that the decline in occupancy rates is due to the level of hotel competition in West Bandung Regency which is getting tighter due to the emergence of new hotels. These conditions certainly spur every hotel to improve optimal service so as to invite guests to stay and enjoy the services provided by the hotel. Of course this is inseparable from the performance of the hotel itself, especially the performance of its employees.

Hotel Sindang Reret is one of the hotel and family restaurant businesses that is Raden Intan Medya Ratna Pury: The Influence of Organizational Culture and Motivation on Employee Performance at Hotel Sindang Reret Cikole Lembang, West Bandung Regency present enlivening the treasury of accommodation services in the village of Cikole, Lembang district. The Sindang Reret Cikole Lembang hotel and restaurant, which was founded in 1989, is one of the accommodation facilities for tourists or tourists visiting Lembang, especially for hunters of tourist destinations, especially with their families.

The hotel services business carried out by Hotel and Restaurant Sindang Reret Cikole cannot be separated from the business competition with similar hotels in the West Bandung Regency area, so the main key in winning the business competition is how to improve performance through organizational culture and employee motivation so that customers are satisfied when using the products and services provided by Hotel and Restaurant Sindang Reret Cikole, West Bandung Regency. but in reality, Researchers get several comments that come from one of the online booking portals, where guests or customers who come to the Hotel and Restaurant Sindang Reret Cikole West Bandung Regency provide comments on the performance of employees obtained while staying at the Hotel and Restaurant Sindang Reret Cikole, West Bandung Regency. Initial survey activities conducted by researchers took samples of opinions or comments from guests or customers who stayed at Beach Hotel and Restaurant Sindang Reret Cikole, West Bandung Regency from an online travel agency, consumer reviews can be seen as follows:

a. A consumer with the initials "N" who commented that "the taste of the food was disappointing, not according to expectations. Ordering grilled butter squid thought it had a



burnt taste turned out to be like cap cay. I regret having dinner with my client here”.

b. A consumer with the initial’s “S” gave a review “I went to the restaurant during long week end. The service was bad because I think there were understaff. I had to wait almost an hour for the food and still some food didn’t show up. The waiter also doesn’t bother to clean up the dirty table not until we ask her to”.

c. The consumer with the initial “M” gave a review “very poor service when I complained about the noise from the military training facility, they laughed at me and after asking my money back the called the police. I will not advise anyone to stay there. Very unfriendly staff with no accountability”.

From the first comments of consumers, it can be interpreted that there are still problems in service performance, especially in the restaurant sector, from the first comment it can be seen that the food ordered does not match the expectations or expectations of the consumer and for the second comment it appears that consumers are disappointed because of the slow service for the food they order. and restaurant waiters or waiters do not have the initiative to clean and clear up the table so that dirty dishes and utensils on the table make it uncomfortable for guests.

For review no.3 it can be explained that consumers complain about the crowds Raden Intan Medya Ratna Pury: The Influence of Organizational Culture and Motivation on Employee Performance at Hotel Sindang Reret Cikole Lembang, West Bandung Regency that occur around the Sindang Reret hotel and restaurant but hotel employees and staff cannot resolve these complaints, maybe they do not have mental skills when facing such conditions

Consumer comments from the results of the online review ultimately have an impact on the performance of the hotel and restaurant Sindang Reret Cikole Lembang, especially in achieving organizational goals. It is further feared that this condition will have an impact on the achievement of organizational work targets

associated with the growing business divisions owned by the hotel and restaurant Sindang Reret.

The Problem

Based on the employee appraisal data obtained from the Human Resource Corporate Hotel and Sindang Reret Restaurant, it is known that for the employee appraisal of the hotel and restaurant Sindang Reret Cikole Lembang, out of 106 employees who received a good rating of 79 and a Sufficient rating of 27 people. In general, the employees of the Sindang Reret Cikole Lembang hotel and restaurant are in the good category but there are still employees who get an Enough assessment, meaning their performance must be improved.

Ideally, all employees get a very good assessment to be able to provide perfect service to customers or visiting guests, of course, this is the homework of the hotel and restaurant management at Sindang Reret Cikole Lembang.

As stated earlier, Hotel and Restaurant Sindang Reret Cikole Lembang is a family business. The number of employees and employees employed is the family and relatives of the owner of Sindang Reret. The disadvantage of this family business is that there are frequent conflicts of interest. If there is a conflict between family members in the company, they often do not admit their mistakes and accuse each other. Usually, conflicts that are not resolved often have an impact on employees who are in one organization.

The next weakness is that the placement of personnel is not by their abilities. Some important positions in this organizational structure are usually occupied by family members. Sometimes, the ability or area of expertise of the member is often incompatible with the position he or she is occupying, a lack of understanding and sensitivity to duties, causing frequent job rotation. This certainly has a huge impact on employee performance, because this will affect changes in organizational structure. The last drawback of a



family business is that it is difficult to do business management. In this organization, it is still difficult to place between business and family, both of them are still very strong to influence each other.

Research Focus

In this opportunity, the research focus is limited to the variables of organizational culture and work motivation, which will affect employee performance.

Research Questions

Based on the identified issues, the research questions are formulated as follows:

1. What is the condition of the organizational culture of employees at the Sindang Reret Cikole Lembang hotel and restaurant?
2. What is the condition of employee motivation at the Sindang Reret Cikole Lembang hotel and restaurant?
3. What is the condition of employee performance at the Sindang Reret Cikole Lembang hotel and restaurant?
4. How do organizational culture and employee motivation influence employee performance at the Sindang Reret Cikole Lembang hotel and restaurant?

Research Objectives

The objectives of this research are to determine:

1. The condition of organizational culture at the Sindang Reret Cikole Lembang hotel and restaurant.
2. The current condition of employee motivation at the Sindang Reret Cikole Lembang hotel and restaurant.
3. The condition of employee performance at the Sindang Reret Cikole Lembang hotel and restaurant.
4. The impact of organizational culture and employee motivation on employee performance at the Sindang Reret Cikole Lembang hotel and restaurant, either separately or as a whole.

Research Limitations

The limitations faced in this research are categorized into two scopes: data limitations (bureaucracy) and time limitations as follows:

1. Data Limitations (Bureaucracy) The request for factual data in this research poses a challenge because the management seems closed to providing data to support this study.
2. Time Limitations Data collection and data gathering were conducted by the author in October 2019, and these time limitations slightly constrain the material and content of this research.

Research Benefits

The benefits obtained from conducting this research are:

1. Theoretical Benefits The results from this research can serve as a reference supported by theory to understand why organizational culture and motivation impact employee performance.
2. Practical Benefits For several individuals or institutions, the research findings are expected to provide some advantages, specifically: a. For the Author To gain a deeper understanding of the impact of organizational culture and employee motivation on the performance of employees at the Sindang Reret Cikole Lembang hotel and restaurant in West Bandung Regency. b. For the Sindang Reret Cikole Lembang Hotel and Restaurant, West Bandung Regency To help provide an overview of the conditions of organizational culture and employee motivation in improving employee performance for the advancement of the company.

Given the importance of work motivation in realizing organizational goals, it is very necessary to increase work motivation at the hotel and restaurant Sindang Reret Cikole Lembang, West Bandung Regency. High



employee work motivation is evidenced by a good record of attendance and also has good achievements. Employees who do not achieve this will never reach psychological maturity.

Table 2. Description of Employee Motivation at Hotel and Restaurant Sindang Reret Cikole Lembang

Dimensi	Mean	Kriteria
<i>Motivasi Individual</i>	2,825	Cukup Baik
<i>Motivasi Organisasi</i>	3,325	Cukup Baik

Source : processed 2019

The findings illustrate that the level of motivation is still in the quite good category, meaning that the effectiveness of the majority's motivation is still not effective, especially in the aspect of individual motivation. Indication of less-than-optimal performance of hotel employees Sindang Reret Cikole West Bandung Regency, caused by low individual employee motivation, with several indications as follows:

- Unharmoniously co-workers,
- Income or salary and incentives that do not match the workload.
- There is no clear future or the absence of future guarantees such as BPJS health and employment pension insurance.

From these indications, it can be ascertained that it will affect the motivation of employees in carrying out their work. Employees will be well motivated and even perform well if the main needs are as indicated.

Based on the results of interviews with HRD of the Sindang Reret hotel, Cikole Lembang, it was also known that employee motivation was also indicated to have decreased, this was supported by it being strengthened by the increase in employee turnover (2017-2018) which could see on the table in bottom:

Table 3. Employee Turn Over Data at Hotel and Restaurant Sindang Reret Cikole Lembang

Year	Total employees beginning year	Total employee in	Total Employee out	Total employee end-year	Turnover Rate
2017	96	15	11	72	5,40%
2018	94	14	9	67	7,19

Source: HR Corporate Sindang Reret 2019

Information obtained from the HRD department shows that employee turnover is caused by employees working at other companies, lack of appreciation from the Raden Intan Medya Ratna Pury: The Influence of Organizational Culture and Motivation on Employee Performance at Hotel Sindang Reret Cikole Lembang, West Bandung Regency company, and no career development prospects. Information obtained from HRD shows that there are a number of reasons why employees resign from work, including that employees have moved to other companies, appreciation for employees is not optimal, and there is no clear career path, and there are problems related to the relationship between employees and leaders. less harmonious so that it disrupts working conditions.

The initial survey was carried out on 20 people, it is known that the organizational culture that prevails and occurs in the Sindang Reret Hotel and Restaurant Cikole Lembang can be seen in table 4.

Table 4. Organizational Culture at Hotel and Restaurant Sindang Reret Cikole Lembang

Dimensi	Mean	Kriteria
Parochial Culture	3,415	Dominan
Professional culture	3,125	Dominan

Source: compiled 2019

LITERATURE REVIEW

1. Human Resource Management

Management is needed to cultivate the potential that exists in



humans. Managerial science that is implemented in this context is the science of Human Resource Management (HRM), which is a system that is interrelated with one another and has a variety of activities. For example, mistakes in making decisions to fulfilment employee needs have resulted in employment problems, trade union relations, compensation, placement, and social compliance. The company's human resources will be helped if there is involvement of human resources as a whole.

The achievement of the goals set by the company is carried out through job analysis, termination of employment, compensation, promotion, development, and job evaluation, which are related to planning, organizing leaders, and controlling activities which are human resource management processes (Panggabean, 2007: 24) One of the important assets for the company is human resources. Cherrington (1995) in Jacob (2012) human resources have functions:

1. Staff or Employment Planning, Drawing and selecting human resources are three important activities of this function. The need for human resources is the responsibility of the company manager. Along with its development, the human resources department has an important position in managing human resources for company development. Recruitment of labor is the main function of the HRD department, but the involvement of other departments is needed in the context of preparing job specification descriptions to streamline the recruitment process. The recruitment process is carried out through a process of

interviewing, testing and tracing applicants' backgrounds.

2. Performance Evaluation Employee performance

Evaluation is the responsibility of the manager and employee performance appraisal is the responsibility of the HRD department and is carried out for every part or area throughout the company. Appropriate performance design and good performance standards must be provided by HRD to managers through training.

3. Compensation Rewards or compensation for employees

Important in its implementation, it requires coordination between HRD and management. Policies related to employee salary increases are the responsibility of the manager, while a good salary structure is the responsibility of HR. There needs to be a balance between benefits and payment of rights to employees. Employee rights include salary, bonuses, incentives and profit sharing be accepted by employees, while benefits. Including insurance health, leave and insurance Soul etc. HRD has a responsibility un to ensure that among similar companies, the same compensation must be given by predetermined provisions (for example UMR).

4. Training and Development (Training and Development)

Development and Training (Development and Training) is very necessary for companies. HRD is tasked with helping managers become good trainers for their employees. Designing and designing employee training and development programs as needed by the company for new employees or employees who are already working. HRD is



also responsible for evaluating the effectiveness of the training and development. In addition, HRD is also tasked with terminating employment as a form of restructuring for the effectiveness of company performance.

5. Employee Relations

Usually in developing companies that have a labor union, HRD serves as a facilitator and bridges the interests of employees (labor unions) and the company. Regarding its duties, HRD is responsible for dealing with labor unions as a company representation. If there is a conflict between the employee and the company, the HRD will make the approval, and if the agreement has been agreed, the HRD ensures the manager manages the agreement to avoid bad practices so that demonstrations and strikes do not occur. A trade union will not exist if the employees feel that they have been cared for, and the welfare and future of the employees are guaranteed.

6. Safety and Health Work

Safety is something that must be carried out by companies to prevent work accidents and unwanted events. Employees must also understand and work with work safety first. If occupational safety and health have been understood by both parties, both companies and employees, the number of work accidents can be anticipated and occupational health will increase. HRD is in charge and responsible for organizing training programs related to work safety, conducting assessments & correcting situations that are deemed to pose a danger to workers and making reports when work accidents occur.

7. Assessment Employees (Personal Research)

Knowing the background of employees is a priority because it will affect the effectiveness of the institution. HRD is tasked with conducting assessments of both employees and companies and making adjustments. Inventory of problems such as work delays, absences, employee dissatisfaction recruitment processes and procedures. Decisions regarding the company's adjustment policies for changes or no changes.

2. Organizational culture There are three things contained in organizational culture, the first is culture which is a perception, which is abstract and non-physical. This is accepted and understood by employees because of the experience they get in the organization. Second, organizational culture is descriptive, which is a link between the definition and acceptance of these cultures.

Regardless of the likes and dislike. Third, the occurrence of individual differences in organizations, but there is a tendency for similarities in defining the organizational culture which we call collective adoption Robbins and Mary Coulter over Bahasa Bob Sabran and Devri (2010).

A good organizational culture will certainly be correlated with an increase in employee motivation, the emergence of trust, norms, values, loyalty and a sense of belonging so that a good image will emerge about the employee and his organization. In other words, the organization increases the potential of employees to win the competition. In the end, organizational learning will act as an encouragement



for employees in carrying out their duties.

3. Motivation

Motivation based on expert opinion:

- a. The meaning of motivation is an activity in the form of encouragement from within (Drive) and finally doing self-adjustment" (Abraham S in Mangkunegara, 2012)
- b. Motivation is a factor of encouragement and direction towards individual desire and behavior to carry out an activity "(Maribot Tua Efendi Harianja (2011: 320)
- c. Motivation is an encouragement to the stages of the human behavior process to achieve a goal. Components in motivation include elements of showing intensity, maintaining, directing and arousing "(Wibowo, 379: 2010)
- d. Motivation is an activated lever. If it is activated at certain moments, especially when there is an urgency to achieve goals "(Hezberg in AM Sardiman (2011: 73)

By the above statement, motivation can be defined as a joint effort to achieve common goals in the organization and is a driving force from the organization or company to employees so that employees can work optimally so that organizational goals can be achieved. Raden Intan Medya Ratna Pury: The Influence of Organizational Culture and Motivation on Employee Performance at Hotel Sindang Reret Cikole Lembang, West Bandung Regency

4. Employee performance

Performance is an individual's achievement during a certain period in the context of carrying out tasks based on targets that have been agreed upon by all (Veithzal, 2005: 97). Employee performance is not limited to reports or information as a basis for career development or incentives for companies. But as a basis for motivation for employees to avoid reduced performance.

The strengths and weaknesses of employees can be identified through a performance appraisal conducted by the company for their career plans and development. Performance appraisal is an assessment of work behaviour, work results and employee personality traits, with the assumption of good performance as material for employment decision-making (Munandar, 2008: 287) Performance appraisal is carried out with consideration as an objective evaluation for the organization.

Performance appraisals can also be the basis for determining incentives, salary increases and employee career advancement.

5. Framework



RESEARCH METHODS

This study uses a descriptive research method with a quantitative approach. The purpose of descriptive research is to make



systematic, factual, and accurate explanations of the facts and characteristics of a particular population or area and to gather information about the status of an existing symptom, namely the state of symptoms according to what they were when the study was conducted (Arikunto, 2005).

This study also argues that quantitative research methods as stated by Sugiyono (2015: 23) the use of quantitative methods must be based on positive characteristics and be able to control certain samples or individuals, collect data using the instrument under study, analyze data, and determine one goals that were set from the start.

The population in this study were those taken and used in this study were all 106 employees of the hotel and restaurant Sindang Reret Cikole Lembang.

In this study, researchers used descriptive survey techniques and explanatory survey. Saturated samples were used as the population in this study which were all 106 employees of the hotel and restaurant Sindang Reret Cikole Lembang, West Bandung Regency. Path analysis is used as a method of analysis in this study.

The stages of data analysis activities in this study are as follows:

1. Examining all data collected, both primary and secondary data. Qualitative primary data in the form of interviews, observations and documentation. Meanwhile, secondary data is qualitative data in the form of PT.Sindang Reret's profile followed by the selection of data related to the substance of the research.
2. To process the data that had been obtained from the field, the researchers conducted the analysis data from the questionnaire, data analysis was carried out to determine whether the data was valid, reliable and consistent. To validate the

instrument, it is done through the product moment.

3. This study uses path analysis techniques. (Donald Cooper, 2010), to test the reliability using the Cronbach's Alfa formula using computer software.

Description related to the hypothesis, framework and research paradigm; thus the path analysis method becomes the method used to test this hypothesis. In its implementation, make a picture of the hypothesis into a path diagram. Path analysis is used to determine the effect partially or simultaneously. Reasons and basics for using path analysis:

- a. Able to provide depth and clarity of correlation between variables.
- b. Suitable for knowing the cause-and-effect relationship.
- c. Suitable to total sample more from 10 respondents and data processing is exploratory and data could be observed in a manner live in field

RESULTS AND DISCUSSION

Hypothesis 1: Testing substructure 1, which is Organizational Culture and Motivation on Performance. This can be illustrated as follows:

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,828	2,098		2,301	,022
X1	,458	,051	,414	8,995	,000
X2	,136	,025	,223	5,506	,000

a. Dependent Variable: Y

Table 4 Partial Hypothesis Recapitulation

Struktur	Koefisiens jalur	t – hit.	t- table	P- value	Kesimpulan
$\rho_{Y_1X_1}$	0,414	8,995	1,98	0,000	H ₀ di tolak terdapat pengaruh yang positif dan signifikan antara X ₁ terhadap Y
$\rho_{Y_1X_2}$	0,223	5,506	1,98	0,000	H ₀ di tolak terdapat pengaruh yang positif dan signifikan antara X ₂ terhadap Y

Source: Data Processed



Hypothesis 2

Simultaneous Test of Organizational Culture (X1) and Motivation (X2) on Performance (Y)

The combined effect of Organizational Culture and Motivation on Performance using the hypothesis is as follows:

$$H_0 : \rho_{Y, X_1} = \rho_{Y, X_2} = 0$$

There is an effect of Organizational Culture and Motivation on Performance

$$H_1 : \rho_{Y, X_1} \neq \rho_{Y, X_2} \neq 0$$

There is no effect of Organizational Culture and Motivation on Performance

To test whether there is a strong simultaneous effect of Organizational Culture and Motivation on Performance, one can refer to the results of the F test as follows.

Table 5 Simultaneous Test

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2731,636	2	910,545	156,509	.000 ^b
Residual	1134,477	101	5,818		
Total	3866,113	104			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on the data processing, the calculated F value is 156.509, where the criterion for rejecting H0 is if the F value is greater than the F table value ($F_0 > F_{table}$). With degrees of freedom $v_1=2$ and $v_2=106-2-1$, and a confidence level of 95%, the F table value is 2.36. Since 156.509 is greater than 2.36, H0 is rejected, meaning it can be concluded that there is an effect of the variables Organizational Culture and Motivation on Performance.

a. Overview of Organizational Culture at Hotel and Restaurant Sindang Reret Cikole Lembang

The statement with the lowest average is in the Dimension Inovbreastfeeding and the courage to take risks that is Coworker support

with an average value 3.09. This is of course very important to be paid attention to by the management of Hotel and Restaurant Sindang Reret Cikole Lembang, because in working it is necessary to cooperate between members and help each other in achieving organizational goals.

Descriptions of Motivation at Hotel and Restaurant Sindang Reret Cikole Lembang

Based on the results of data processing, effect of the variable Motivation variable is on Organizational Culture and Motivation, there is the lowest average, namely the salary dimension of the statement "eligibility" which gets an average of 3.18, meaning that the employee's salary is still lacking by hotel employees so that it can interfere with employee performance in carrying out their duties.

c. The Influence of Organizational Culture and Motivation on Performance Hotel and Restaurant Employees Sindang Reret Cikole Lembang

Either Partially or Simultaneously - The Influence of Organizational Culture on Performance Based on the results of data processing, Organizational Culture influences performance of 19.71%. This result is classified as low, this means that the high and low performance does not depend on the organizational culture of the Hotel and Restaurant Sindang Reret Cikole Lembang. - Effect of Motivation on Performance Based on the results of data processing, motivation contributes the lowest effect, this does not mean that motivation has no effect on performance, but motivation has a weak impact on performance. - The Influence of Organizational Culture and Motivation on Performance The result of the calculation of the coefficient of determination (R squared) which is expressed as a percentage illustrates the contribution of all independent variables, namely Organizational Culture (X1) and Motivation (X2) in determining the variation in Performance (Y) is



27.2%. Meanwhile, other factors that were not researched and contributed to the performance of the beautiful beaches of Pangandaran hotels were shown by the value of $PyC1 = 0.728$ or 72.8%. This shows that there are still many other factors that affect performance apart from the organizational culture and motivation variables, namely promos, discounts and so on.

CONCLUSION

1. Organizational Culture Conditions in Hotel and Restaurant Sindang Reret Cikole Lembang

The results of this study concluded that the Organizational Culture Variable was in the Good Enough criteria. From the results of the data processing data, it can be concluded that the Organizational Culture Variable is in the Good Enough criteria. Organizational culture consists of six dimensions, namely Inovasi and courage to take risks, attention to details, work orientation, member orientation, team orientation, and aggressiveness. The statement with the lowest average is found in the dimension of innovation and the courage to take risks, namely peer support.

2. Current Conditions of Employee Motivation at Hotel and Restaurant Sindang Reret Cikole Lembang

Based on the research results, it can be concluded that the Motivation Variable is in the Good Enough criteria. The indicator with the lowest average value is appropriateness.

3. Employee Performance Conditions at Hotel and Restaurant Sindang Reret Cikole Lembang

Based on the research results, Organizational Culture has an influence on performance by 19.7%. This means that the level of performance does not depend on organizational culture factors.

4. The Influence of Organizational Culture and Employee Motivation on Employee Performance in Hotel and Restaurant Sindang Reret Cikole Lembang

Viewed separately or as a whole Based on the results of the study, motivation contributes the lowest effect, this does not mean that motivation has no effect on performance, but motivation has a weak impact on performance.

The Influence of Organizational Culture and Motivation on Performance based on research results, Organizational Culture (X1) and Motivation (X2) in determining the simultaneous variation on performance (Y) is 27.2%. Meanwhile, other factors that were not researched and contributed to the performance at Regency Hotel and Restaurant Sindang Reret Cikole Lembang were 72.8%. This shows that there are still many other factors that affect performance apart from the organizational culture and motivation variables, namely promotions, discounts, employee competence, organizational culture, and so on.

SUGGESTION

Some aspects need to be addressed as follows:

1. Based on the results of the study on Organizational Culture as a whole it is categorized as quite good. However, on average, it only scores 19.7%, so further research is necessary.
2. Based on the results of the research conducted, the variables studied did not fully influence performance. This means, many other variables affect performance that need to be studied further. Therefore, researchers suggest for further research to examine other factors or variables that affect performance so that it can deepen the research focus so that there is continuity to previous research such as: promotion strategies, marketing mix etc.

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