

## The effect of organizational culture on employee satisfaction In Mercure Resort Sanur

I Putu Windu Tejayadi<sup>1</sup>, I Nengah Laba<sup>2</sup>, Gede Yoga Kharisma Pradana<sup>3</sup>

<sup>1,2,3</sup>Sekolah Tinggi Pariwisata Bali Internasional (STPBI), Indonesia

Email: <sup>1</sup>[tejayadiwindhu@yahoo.com](mailto:tejayadiwindhu@yahoo.com), <sup>2</sup>[laba@stpbi.ac.id](mailto:laba@stpbi.ac.id), <sup>3</sup>[yoga@stpbi.ac.id](mailto:yoga@stpbi.ac.id)

### Abstract

When the organizational culture works optimally at a hotel it should have a significant effect on the satisfaction of all parties, including employee satisfaction. Thus the hypothesis of this study confirms that organizational culture significantly influences employee satisfaction at Mercure Resort Sanur, Denpasar, Bali. All primary data were obtained through 48 respondents using the instrument in the form of a questionnaire. All data were analyzed quantitatively to determine the magnitude of the influence of organizational culture on employee satisfaction Mercure Resort Sanur. The results showed that the organizational culture of employee satisfaction at Mercure Resort Sanur had a significant effect. The significance level of the organizational culture of employee satisfaction at Mercure Resort Sanur reaches 0.002, smaller than alpha 0.05. Thus, the research hypothesis is proven.

Keywords: organizational culture, employee satisfaction, Mercure Resort Sanur.

### Introduction

Indonesia is an archipelago consisting of islands that have natural beauty, unique culture and customs in each region (Suryaningsih, 2012). To build a good tourism sector, in each region, efforts must be made to support the tourism sector so that the attractiveness and uniqueness of an area can be exposed and attract tourists. Traveling activities are the target of tourism activities (Pradana, 2017).

At present, the tourism sector plays an important role in national development, besides that it is also a source of foreign exchange (Suryaningsih, 2012). The role of government is also very important in the business of income generation, one of which is in the tourism sector. Considering tourism activities are labor intensive and at the same time as spreaders of equitable development in certain areas.

Regional tourism in Bali is very well known both in Indonesia and abroad. Bali tourism is known because the island of the gods has a variety of tourist attractions (Suryaningsih, 2012). The diverse attractions include Bali's tourist attractions, traditional arts, customs, Balinese traditional architecture and of course the tropical nature in Bali that attracts tourists to visit Bali. The island of Bali is known for its

unique Balinese culture (Ruastiti *et al*, 2018). Balinese culture has become a uniqueness in the development of Bali tourism (Karmini *et al*, 2019).

The development of Bali tourism is increasingly rapid along with the growth of Bali's business and tourism business that is welcomed by tourist visits to Bali. Not a few residents of Bali are involved as tourism actors in the development of Bali tourism such as being a hotel employee, restaurant employees, tour guides, traders in the art market and craftsmen. Not a bit of effort and tourism business in Bali requires professional tour operators to win the market in tourism.

Professionalism requires the establishment of competencies through human resource management. Human Resource Management is a strategy in implementing management functions, namely planning, organizing, leading and controlling (POAC) in every operational activity or function of human resources starting from the process of withdrawal, selection, training and development, placement which includes promotion, demotion and transfers, performance appraisal, compensation, industrial relations to termination of employment to increase the productive contribution of human resources to achieving organizational goals more effectively and efficiently (Sofyandi, 2009: 6). The relationship between tourism potential and HR management at Mercure Resort Sanur has an important role in the hospitality business to support the acceleration of tourism development and the expansion of economic opportunities.

Mercure Resort Sanur's organizational culture applies Accor Hotels Values in everyday life which is also combined with Mercure Touch which consists of Guest Passion, Respect, Innovation, Trust, Spirit of Conquest and Sustainable Performance, where it is explained that as a hotel employee Mercure Resort always prioritizes guest comfort each, always innovating to compete in the tourism business in the field of hospitality, always believing in the ability of employees so that the spirit of conquering all problems arises, achieving satisfying employee performance on an ongoing basis. In addition, in the management of HR (Human Resources) this requires employees to keep abreast of Accor Hotels standards in seeking training to always be held both internally and externally so as to achieve the quality of employees who have competitiveness both locally and globally. The increasing competition in tourism requires hotel business owners Mercure Resort Sanur to try to maintain the quality of service and enhance its excellence in the context of hospitality

business partnerships. In addressing global economic opportunities in the tourism sector, Mercure hotels feel called to maintain service quality by improving the quality of human resources in the local organizational culture.

Robbins and Coulter in Ardana *et al* (2009: 167) argues that "organizational culture or organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of members of the organization". Culture builds on practice and value (Pradana, 2018). In most organizations, shared values and shared practices have developed rapidly along with the times and greatly influenced the mechanism of an organization. The linkage of service quality with organizational culture is very important because where a hotel is required to be able to create a conducive organizational culture for the work environment and optimal quality of service quality to guests.

Corporate leaders in both profit-oriented and non-profit oriented organizations are obliged to pay attention to and be morally responsible for the job satisfaction of their employees (Ida Ayu and Agus S, 2008). The organizational culture that works well can increase work satisfaction of an employee. Job satisfaction is a combination of psychological, physiological and environmental conditions that causes a person to be honest and satisfied with his work (Neog and Barua, 2014). High employee job satisfaction will have an impact on improving employee performance and productivity in achieving organizational goals.

The organization requires competent and integrity personnel for social security (Pradana, 2019). Likewise, various types of organizations including internal factors that influence the nature of the employees themselves, such as competence, skills, attitudes, mental maturity, commitment, integrity, awareness, and motivation (Ida Ayu and Agus S, 2008). While the environmental external factors in question are good and harmonious relations between the hotel and the local community. In addition, the hotel must be able to receive well and positively the arrival of new employees in accordance with established regulations. If both the internal and external factors of the environment have gone well, then it can determine employee job satisfaction.

Employee job satisfaction indicates whether or not their desires are fulfilled for the work undertaken if the work environment of an employee does not get what is expected. Among them, can be in the form of justice in the opportunity of promotion,

good income, co-workers and pleasant superiors and satisfaction with the work itself can be ascertained the poor performance of employees.

The appearance of the results of employee performance on the condition of 4-star class Mercure hotels is the starting point of research conducted on the impact of organizational culture and physical environment on employee job satisfaction at Mercure Resort Sanur. The physical environment of a 4-star hotel that is almost perfect in a hospitality business should mediate the achievement of adequate employee satisfaction in the synergy of organizational culture in a hotel. However, it turns out that most of the employees still often complain about their duties related to the factors of work themselves, salaries, bonuses, promotion of work and work environment so as to produce a performance that is not optimal. It became phenomenal when such employee complaints were interpreted not as a problem in implementing organizational culture at Mercure Resort Sanur. In this regard, it is interesting to reveal that the extent to which organizational culture influences the level of employee satisfaction at Mercure Resort Sanur.

Mercure Resort Sanur's organizational culture with the concept of Family Business that has the value to create service standards and has produced core values that should be followed by every employee who works at Mercure Resort Sanur to achieve the mission of the hotel. The core values are applied as follows:

1. Guest Passion, which is a guest who becomes a reference for Mercure Resort Sanur in determining the goals of the vision and mission to be achieved.
2. Sustainable Performance, namely Mercure Resort Sanur will not reduce service quality under any conditions.
3. Spirit of Conquest, how to instill in employees at the hotel for curiosity and learn something new about the ideas they have.
4. Innovation, namely hotels apply local culture, building architecture and existing facilities.
5. Trust, we support and respect each other. We believe in our commitment.
6. Respect, we enjoy a blend of all life and we are proud of the differences that exist. We give priority to whoever the guest is and do not look at anything.

According to Riani (2011), organizational culture includes ways of thinking, feeling and reacting based on the organization or those in parts of the organization. The strength that plays a role in maintaining organizational culture is the practice of

selection in final decisions, top management, and socialization of employees in the culture of the organization. Wood, *et al* (2001: 391), organizational culture is expressed as a trusted system and value developed by organizations where it guides the behavior of members of the organization itself. Therefore, organizational culture summarizes the basic patterns that are accepted together as a review to apply, behave, be stylish, adapt and unite all parts of the organization. So it can be affirmed that the organizational culture in this study is how the origin of certain procedures is organized, then developed and used based on cultural values and shared interests as references by members of the next organization.

Robbins and Judge (2008) suggested that job satisfaction is a general attitude of an individual to his work. Work requires interaction with co-workers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often far from ideal and other similar things. This means that an employee's assessment of his satisfaction or dissatisfaction with work is a complicated addition of a number of elements of work that are discrete or distinguished and separated from each other.

Sylvana (2002: 4) suggests that job satisfaction is part of the motivation process. The satisfaction of organizational members can be related to the performance and results of their work and the rewards and penalties they receive. Therefore, the level of job satisfaction in the organization can be indicated by results such as the attitude of members of the organization, changes in the work of members of the organization, absenteeism or absenteeism, delay, and the usual occurrence in an organization.

Koesmono (2005: 28) suggests that a manager will be very concerned about aspects of job satisfaction because it has a moral responsibility whether it can provide a satisfying environment to its employees and believes that the behavior of satisfied workers will make a positive contribution to the organization. Managers feel their business and performance are successful when fairness in awards provides a level of job satisfaction and performance. A balanced work situation will increase feelings in control of work life and general job satisfaction, so managers have a responsibility to increase the work satisfaction of their subordinates in order to make a positive contribution to the organization.

Mangkunegara (2005: 120) suggests that there are two factors that influence job satisfaction, namely the factors that exist in the employee and the work factor. The factors that exist in employees are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perception, and work attitudes. While the work factors are the type of work, organizational structure, rank (class), position, quality of supervision, financial guarantees, opportunities for promotion, social interaction and work relations.

### Research methods

The research was conducted at Mercure Resort Sanur. Mercure Resort Sanur is a four-star hotel located in the Sanur area and is about 11 km from Ngurah Rai Airport. The full address of the Mercure Resort Sanur is on Mertasari Street, Sanur, Denpasar City, Bali, Indonesia.

This research is centered on organizational culture and employee satisfaction. Formally, this study seeks to prove the level of significance of the influence of organizational culture on employee satisfaction which ideally has a significant effect on the system.

Primary data is obtained from respondents by using questionnaires based on determining the sample of the population. The population of this study came from all sales marketing and guest experiences Mercure Resort Sanur. Determination of the sample was carried out quota and random with the formula  $n = N: (N \times d^2) + 1$  and succeeded in obtaining a total of 48 respondents. The primary data set was supplemented by the acquisition of secondary data from the document study. All data were analyzed quantitatively using multiple linear regression analysis using the formula, analysis of the coefficient of determination based on the formula  $D = R^2 \times 100\%$  and the SPSS program.

### Discussion

This study is actually a statistical analysis using the SPSS program, obtaining the following results. It uses multiple linear regression analysis techniques with interaction tests in calculating statistics. The dependent variable used in this study is Employee Satisfaction while the independent variables are Organizational Culture

and Physical Environment. From the results of multiple linear regression tests, the regression equation can be obtained as follows.

Table 1. Results of Multiple Linear Regression Analysis

$$\text{Employee Satisfaction} = 0,893 + 0,259 \text{ Organizational Culture}$$

R<sup>2</sup> test or determination test is an important measure in regression because it can inform whether or not the estimated regression model or in other words the number can measure how closely the regression line is estimated by the actual data. The coefficient of determination (R<sup>2</sup>) reflects how much variation of the dependent variable Y can be explained by the independent variable X. The test results of determination (R<sup>2</sup>) in table 2.

Table 2  
Determination Analysis Results (R<sup>2</sup>)

Model Summary <sup>b</sup>	
R Square	Adjusted R Square
.628	.612

a. Predictors: (Constant), LFK, BO

b. Dependent Variable: KK

Based on table 1, the R<sup>2</sup> number is 0.628 or (62.8%). This shows that the percentage of contribution to the influence of organizational culture and physical work environment on job satisfaction is 62.8%. In other words, the variable of job satisfaction can be explained or influenced by organizational variables of the organization and the physical work environment of 62.8%, while the remaining 37.2% is explained or influenced by other variables not examined.

The statistical test F basically shows whether all the independent variables intended in the model have a simultaneous influence on the dependent variable. Testing is done using significance level 0.05 ( $\alpha = 5\%$ ) with a significant value  $\leq 0.05$ , the hypothesis is accepted. The following are the results of the F test as follows.

Table 3  
Simultaneous Analysis Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	288.427	2	144.213	37.990	.000 <sup>b</sup>
	Residual	170.823	45	3.796		
	Total	459.250	47			

a. *Dependent Variable:* Kepuasan Karyawan

b. *Predictors: (Constant)* Budaya Organisasi.

Based on the significant results above it shows a value of 0,000 and less than 0.05. This regression model can be used to predict employee satisfaction or it can be stated that organizational culture (simultaneous) affects employee satisfaction. Thus, the hypothesis on H3, namely "organizational culture and physical environment has a positive effect on employee satisfaction at Mercure Resort Sanur simultaneously" was accepted.

The statistical test T basically shows how far the influence of one independent variable individually explains the dependent variable. Testing is done using significance level 0.05 ( $\alpha = 5\%$ ) with a significant value  $\leq 0.05$ , the hypothesis is accepted. The following results from the statistical t-test are as follows:

Table 4. Results of Partial Analysis

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	B	Std. Error	Beta		
(Constant)	-.893	3.591		-.249	.805
Budaya Organisasi	.259	.077	.419	3.355	.002

a. *dependent variable:* employee satisfaction

The test between each independent variable with the dependent variable shows the following results.

The variable of organizational culture shows the parameter coefficient value of 0.259 with a significance level of 0.002 (smaller than alpha 0.05). This means that the organizational culture variable has a significant effect on the employee satisfaction variable. So that it can be stated that the H1 hypothesis is "organizational culture has a positive effect on employee satisfaction at Mercure Resort Sanur, accepted".



The following can be presented in the discussion of the results of research on the effect of organizational culture on employee satisfaction. Given the initial phenomenon that occurred at Mercure Resort Sanur, such as organizational culture that has had an influence on employee satisfaction is actually a matter that must be corrected. Repairs are needed especially in terms of indicators that are in accordance with the respondent's statement. The hypothesis of the organizational culture variable can be affirmed namely organizational culture has a positive effect on employee satisfaction at Mercure Resort Sanur significantly (H1), which in this study turned out to be accepted. With another meaning, the research hypothesis is proven. It can be reviewed in table 4 regarding the variable organizational culture which has a significant level of 0.002 smaller than alpha 0.05. This means that organizational culture consisting of risk-taking, individual/team orientation, stability , and final objectives have a significant influence on employee satisfaction.

## Conclusion

Based on the results of the analysis in the previous chapter on the discussion of organizational culture and physical environment on employee job satisfaction at Mercure Resort Sanur, the overall conclusion that can be drawn from this study is that organizational culture has significant influence on employee satisfaction. The significance level is 0.002 which is smaller than alpha 0.05. Thus, it is understood that despite employee complaints in Mercure Resort Sanur, organizational culture turned out to still have a significant effect on employee satisfaction at Mercure Resort Sanur.

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