

## Motivation, Environment, and Culture as Determinants of Employees' Performance at Maya Ubud Resort and Spa

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**ABSTRACT:** Employee performance is a critical factor in ensuring service quality within the hospitality industry, particularly in luxury resort settings where expectations are high. However, limited research has examined how internal organizational factors influence performance in this context. This study aims to examine the effect of work motivation, work environment, and organizational culture on employee performance at Maya Ubud Resort and Spa in Bali. A quantitative method was employed, using data collected from employees with a minimum of two years of tenure through a structured questionnaire. The results indicate that work motivation and work environment both have a positive and significant impact on employee performance, while organizational culture does not show a significant direct effect. The model developed in this study explains approximately 82% of the variance in employee performance. These findings suggest that enhancing motivation and improving work conditions are essential for boosting employee effectiveness. Although organizational culture did not exhibit a direct influence, its potential long-term or indirect effects may be relevant for further study. The research offers practical insights for human resource development in the hospitality sector, particularly in designing strategies that align internal organizational factors with employee performance improvement goals.

**Keywords:** Work Performance, Work Environment, Organizational Culture, Employee Performance, Human Resources.



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## INTRODUCTION

Bali's position as a premier tourist destination in Indonesia continues to drive the expansion of the hospitality sector, particularly in culturally rich areas such as Ubud ([Kachroo-Levine, 2023](#)). With increasing visitor demand, luxury resorts are under growing pressure to maintain service excellence as a source of competitive advantage. [Hornby \(1974\)](#) defines a resort as a place where tourists visit with the purpose of enjoying the natural resources and attractions the location has to offer. In this context, human resource performance is not merely operational, it is strategic. Sustaining high-quality service requires more than infrastructure or branding. It depends largely on how well employees perform in fast-paced, service-oriented environments. As competition

intensifies, understanding the organizational factors that influence employee performance becomes critical for long-term success in the hospitality industry.

Maya Ubud Resort and Spa is one of the leading luxury hotels in Bali and depends strongly on the skills and dedication of its employees. High employee performance is important for keeping service quality at a high level, but it doesn't happen by itself. Internal factors like motivation, the work environment, and organizational culture are believed to affect how well employees and teams perform. However, there is still limited research that looks closely at these factors in the context of luxury hotels in Indonesia. This study aims to explore how these internal factors influence employee performance at Maya Ubud Resort and Spa.

Employee performance reflects the extent to which individuals effectively fulfill their roles in achieving organizational objectives. [Linggayanti et al. \(2024\)](#) identify six key indicators relevant to performance in service contexts: quantity of work, quality, timeliness, effectiveness, independence, and teamwork. In hospitality, these dimensions are directly linked to customer satisfaction and organizational reputation, making performance a core concern for management in maintaining service reliability. Employee performance, or job performance, can be defined as the outcomes achieved by employees in carrying out the tasks and responsibilities assigned to them. These outcomes can be assessed in terms of quality, quantity, and effectiveness ([Indrastuti, 2020](#)). [Suryani et al. \(2021\)](#) describe employee performance as the work outcomes achieved by individuals, based on the standards, criteria, and indicators established by the organization as a whole.

Motivation, both intrinsic and extrinsic, plays a central role in influencing employee behavior and productivity. [Robbins & Judge \(2015\)](#) define motivation as the intensity, direction, and persistence of effort toward achieving a goal. In service industries, motivated employees tend to be more engaged and resilient under pressure. While prior studies such as Shahzadi et al. (2014) confirm that recognition and reward systems enhance performance, there remains limited insight into how these dynamics unfold in Indonesian luxury resort settings.

The work environment includes physical, psychological, and social dimensions that affect employee experience. [Aulia & Trianasari \(2021\)](#) emphasize that safe, comfortable, and communicative workplaces enhance job satisfaction and improve performance. In hospitality, where frontline staff face high demands and emotional labor, the quality of the work environment can be a decisive factor in service delivery and employee well-being.

Organizational culture refers to the shared norms and values that shape collective behavior. [Robbins & Judge \(2015\)](#) explain that culture serves as a guiding mechanism that fosters identity and alignment within organizations. In hospitality contexts, Pradnyana & Widyastini (2023) argue that strong cultures contribute to consistent service behavior and employee cohesion. However, empirical evidence on the direct impact of organizational culture on performance in Indonesian resorts remains limited, calling for further investigation.

This study aims to examine the influence of work motivation, work environment, and organizational culture on employee performance at Maya Ubud Resort and Spa, both partially and simultaneously. By identifying the extent to which each variable affects performance, the

study contributes to a more nuanced understanding of internal performance drivers in the luxury hospitality sector. It also provides practical insights into human resource management in designing strategies that strengthen service delivery through organizational support.

## **METHOD**

This study employed a quantitative correlational design to examine the relationship between work motivation, work environment, and organizational culture, and their influence on employee performance. A quantitative approach was chosen to allow for statistical generalization and objective measurement of variable relationships, which are central to the research objective.

The research was conducted at Maya Ubud Resort and Spa in Gianyar, Bali, during June–July 2025. The population consisted of 305 employees. [Cresswell \(2012\)](#) stated that population refers to the group of individuals who are observed and studied. Given the practical constraints of surveying the entire population, purposive sampling was used to select respondents who met specific criteria. This sampling method was deemed appropriate because it ensured that participants had sufficient organizational experience to provide meaningful responses. The inclusion criteria were:

1. Permanent employment status (excluding trainees).
2. Minimum of two years of continuous service at the resort.

Based on internal HR data, 143 employees met these criteria. From this pool, 30 participated in a pilot test, and the remaining 113 were included in the main study.

Data were collected through a structured questionnaire developed from established theoretical indicators for each variable. The instrument used a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The questionnaire was distributed via Google Forms to increase accessibility and minimize disruption to work routines. Prior to distribution, the instrument was pilot tested for clarity and consistency. All items were found to be valid and reliable, indicating sound measurement quality.

Descriptive statistics were used to summarize participant characteristics and general response patterns. To examine the influence of the independent variables on employee performance, multiple linear regression was conducted using SPSS software. Statistical significance was evaluated at the 5% level ( $\alpha = 0.05$ ).

This study acknowledges certain methodological limitations. The use of self-report questionnaires may introduce response bias, and online distribution could exclude employees with limited digital access or comfort. However, these limitations were mitigated by targeting respondents with adequate tenure and familiarity with organizational systems.

## RESULT AND DISCUSSION

The validity test aimed to determine whether each item in the questionnaire accurately measured the intended construct. Item validity was evaluated using Pearson's product-moment correlation. An item was considered valid if the correlation coefficient ( $r$ ) exceeded the critical value of 0.361 ( $df = 28, \alpha = 0.05$ ). Items that did not meet this threshold were excluded from the final instrument.

**Table 1.** Validity Test Result

| Variables                     | Statement | Corrected item – total correlation | Description |
|-------------------------------|-----------|------------------------------------|-------------|
| <b>Employee performance</b>   | Item 1    | 0.741                              | Valid       |
|                               | Item 2    | 0.882                              | Valid       |
|                               | Item 3    | 0.725                              | Valid       |
|                               | Item 4    | 0.882                              | Valid       |
|                               | Item 5    | 0.882                              | Valid       |
|                               | Item 6    | 0.780                              | Valid       |
|                               | Item 7    | 0.835                              | Valid       |
|                               | Item 8    | 0.788                              | Valid       |
|                               | Item 9    | 0.874                              | Valid       |
|                               | Item 10   | 0.907                              | Valid       |
|                               | Item 11   | 0.864                              | Valid       |
|                               | Item 12   | 0.735                              | Valid       |
|                               | Item 13   | 0.859                              | Valid       |
|                               | Item 14   | 0.850                              | Valid       |
|                               | Item 15   | 0.871                              | Valid       |
|                               | Item 16   | 0.889                              | Valid       |
|                               | Item 17   | 0.823                              | Valid       |
|                               | Item 18   | 0.859                              | Valid       |
| <b>Work motivation</b>        | Item 19   | 0.923                              | Valid       |
|                               | Item 20   | 0.849                              | Valid       |
|                               | Item 21   | 0.782                              | Valid       |
|                               | Item 22   | 0.923                              | Valid       |
|                               | Item 23   | 0.685                              | Valid       |
|                               | Item 24   | 0.860                              | Valid       |
|                               | Item 25   | 0.862                              | Valid       |
|                               | Item 26   | 0.923                              | Valid       |
|                               | Item 27   | 0.914                              | Valid       |
| <b>Work environment</b>       | Item 28   | 0.812                              | Valid       |
|                               | Item 29   | 0.788                              | Valid       |
|                               | Item 30   | 0.850                              | Valid       |
|                               | Item 31   | 0.758                              | Valid       |
|                               | Item 32   | 0.776                              | Valid       |
|                               | Item 33   | 0.872                              | Valid       |
| <b>Organizational culture</b> | Item 34   | 0.875                              | Valid       |
|                               | Item 35   | 0.667                              | Valid       |
|                               | Item 36   | 0.834                              | Valid       |
|                               | Item 37   | 0.815                              | Valid       |

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| Variables | Statement | Corrected item – total correlation | Description |
|-----------|-----------|------------------------------------|-------------|
|           | Item 38   | 0.875                              | Valid       |
|           | Item 39   | 0.773                              | Valid       |
|           | Item 40   | 0.748                              | Valid       |
|           | Item 41   | 0.791                              | Valid       |
|           | Item 42   | 0.777                              | Valid       |
|           | Item 43   | 0.866                              | Valid       |
|           | Item 44   | 0.886                              | Valid       |
|           | Item 45   | 0.736                              | Valid       |
|           | Item 46   | 0.809                              | Valid       |
|           | Item 47   | 0.827                              | Valid       |
|           | Item 48   | 0.815                              | Valid       |
|           | Item 49   | 0.671                              | Valid       |
|           | Item 50   | 0.764                              | Valid       |
|           | Item 51   | 0.706                              | Valid       |
|           | Item 52   | 0.866                              | Valid       |
|           | Item 53   | 0.872                              | Valid       |
|           | Item 54   | 0.894                              | Valid       |

Source: the data were analyzed using SPSS version 31, 2025

Reliability testing was conducted using Cronbach's alpha to measure internal consistency. A Cronbach's alpha value of 0.70 or higher was considered acceptable, indicating that the set of items reliably measured the respective variable.

**Table 2.** Reliability Test Result

| Variables              | Cronbach's Alpha | Description     |
|------------------------|------------------|-----------------|
| Employee performance   | 0.978            | Highly reliable |
| Work motivation        | 0.966            | Highly reliable |
| Work environment       | 0.934            | Highly reliable |
| Organizational culture | 0.976            | Highly reliable |

Source: the data were analyzed using SPSS version 31, 2025

The normality test was conducted to examine whether the residuals from the multiple linear regression model were normally distributed. Although normality of residuals is not a strict requirement for regression analysis, it is necessary for ensuring the accuracy of hypothesis testing, particularly the t-test and F-test in small samples. It can be seen on Table 3.

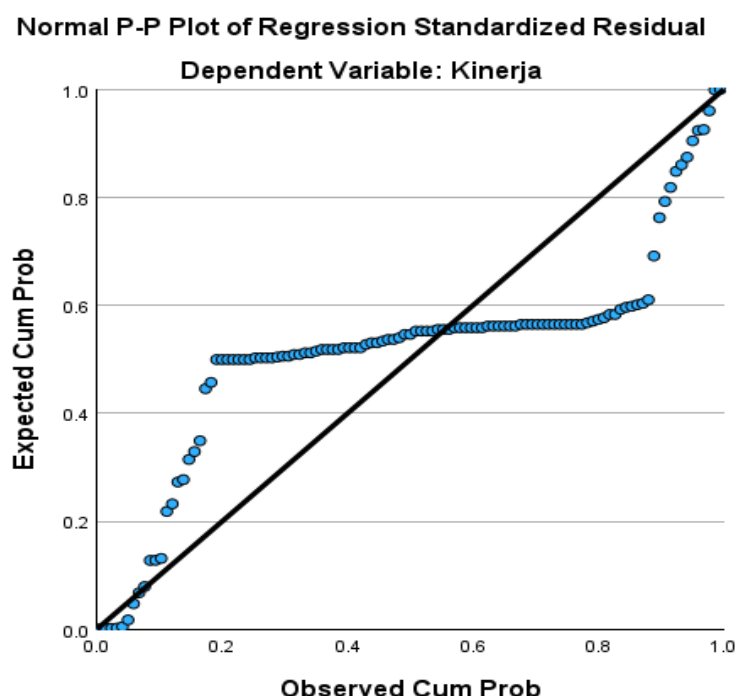
**Table 3.** Normality Test Result

|                         | Kolmogorov-Smirnov <sup>a</sup> |     |      |
|-------------------------|---------------------------------|-----|------|
|                         | Statistic                       | df  | Sig. |
| Unstandardized Residual | .314                            | 113 | .000 |

Source: the data were analyzed using SPSS version 31, 2025

The Kolmogorov-Smirnov test results show a significant value of 0.000 ( $p < 0.05$ ), indicating that the residuals are not normally distributed. Although this violates the assumption of normality, multiple regression is considered robust to such deviations, especially when the

sample size exceeds 100 (Ghozali, 2018). Furthermore, visual inspection of residual plots (Figure 1) did not reveal severe skewness or kurtosis. Therefore, the analysis proceeds, acknowledging that slight non-normality does not substantially threaten result validity in large samples.



**Figure 1.** P-Plot of Regression Residuals

Source: the data were analyzed using SPSS version 31, 2025

To assess multicollinearity, the tolerance and variance inflation factor (VIF) values were evaluated (Table 4). The tolerance values for all independent variables exceed 0.10, with scores of 0.456 for work motivation, 0.451 for work environment, and 0.969 for organizational culture. Similarly, all VIF values are well below the critical threshold of 10, with scores of 2.191, 2.217, and 1.031 respectively.

**Table 4.** Multicollinearity Test Result

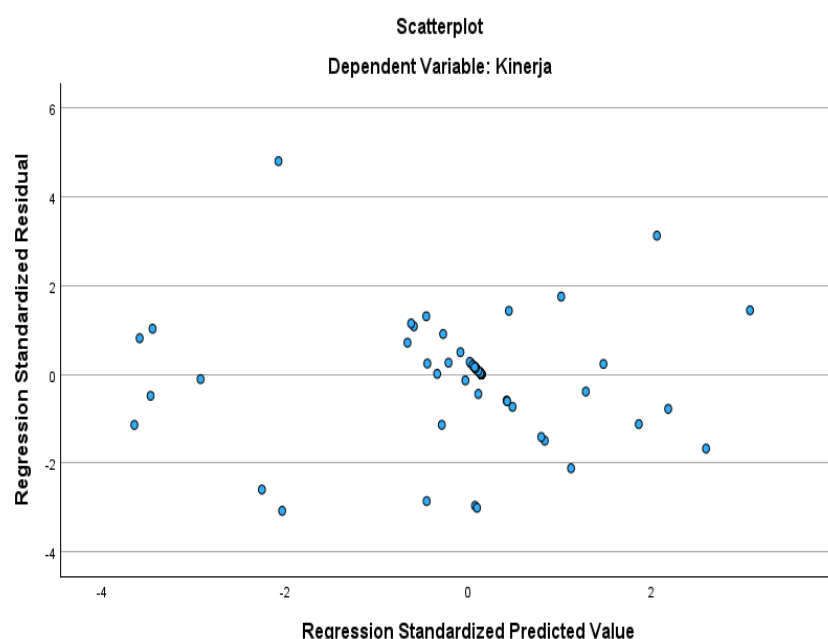
| Independent Variables  | <i>Collinearity Tolerance</i> | <i>Statistics VIF (Variance Inflation Factor)</i> |
|------------------------|-------------------------------|---------------------------------------------------|
| Work motivation        | 0.456                         | 2.191                                             |
| Work environment       | 0.451                         | 2.217                                             |
| Organizational culture | 0.969                         | 1.031                                             |

Source: the data were analyzed using SPSS version 31, 2025

These results indicate that there is no serious multicollinearity among the independent variables, and the regression model does not suffer from redundancy due to high intercorrelation.

The heteroscedasticity test was conducted using a scatterplot of standardized residuals against standardized predicted values (Figure 1). The plot shows that the residuals are scattered

randomly around the horizontal axis, with no discernible pattern or systematic structure. This indicates that the variance of residuals is consistent across different levels of predicted values.



**Figure 2.** Heteroscedasticity Test Result

Source: the data were analyzed using SPSS version 31, 2025

The absence of a clear funnel shape or any clustering of residuals at specific values suggests that heteroscedasticity is not present in the regression model. Therefore, it can be concluded that the assumption of homoscedasticity is met, and the regression analysis does not suffer from unequal variance of residuals.

The model explains 82.8% of the variance in employee performance ( $R^2 = 0.828$ ), and the adjusted  $R^2$  value of 0.823 confirms this after controlling for sample size and number of predictors.

**Table 5.** Coefficient of Determination

| <i><b>R Square</b></i> | <i><b>Adjusted R Square</b></i> |
|------------------------|---------------------------------|
| <b>0.828</b>           | <b>0.823</b>                    |

Source: the data were analyzed using SPSS version 31, 2025

This is a notably high  $R^2$  for behavioral research, where values above 0.5 are often considered strong. This suggests that the combined effects of work motivation, work environment, and organizational culture have substantial explanatory power for employee performance in this context.

The F-test was conducted to examine the joint effect of work motivation, work environment, and organizational culture on employee performance. The results, as shown in Table 6, reveal a significant F-value of 175.120 ( $p < 0.001$ ). This result strongly rejects the null hypothesis ( $H_0$ ) and supports the alternative hypothesis ( $H_4$ ), confirming that work motivation, work

environment, and organizational culture together have a significant impact on employee performance.

**Table 6.** F-Test Result

| ANOVA <sup>a</sup> |                                                          |                |     |             |         |                    |
|--------------------|----------------------------------------------------------|----------------|-----|-------------|---------|--------------------|
| Model              |                                                          | Sum of Squares | df  | Mean Square | F       | Sig.               |
| 1                  | Regression                                               | 54.076         | 3   | 18.025      | 175.120 | <.001 <sup>b</sup> |
|                    | Residual                                                 | 11.220         | 109 | .103        |         |                    |
|                    | Total                                                    | 65.295         | 112 |             |         |                    |
| a.                 | Dependent Variable: Performance                          |                |     |             |         |                    |
| b.                 | Predictors: (Constant), Culture, Motivation, Environment |                |     |             |         |                    |

Source: the data were analyzed using SPSS version 31, 2025

Subsequent to the F-test, individual t-tests were performed to assess the partial effects of each independent variable on employee performance. The result can be observed from Table 7.

**Table 7.** T-Test Result

| Coefficients <sup>a</sup> |                                 |                     |                           |                                      |       |        |
|---------------------------|---------------------------------|---------------------|---------------------------|--------------------------------------|-------|--------|
| Model                     |                                 | Unstandardized<br>B | Coefficient<br>Std. Error | Standardized<br>Coefficients<br>Beta | t     | Sig.   |
| 1                         | (Constant)                      | 1.828               | .534                      |                                      | 3.422 | <0.001 |
|                           | Motivation                      | .377                | .052                      | .430                                 | 7.314 | <0.001 |
|                           | Environment                     | .484                | .053                      | .545                                 | 9.215 | <0.001 |
|                           | Culture                         | -.018               | 0.24                      | -.030                                | -.739 | .461   |
| a.                        | Dependent Variable: Performance |                     |                           |                                      |       |        |

Source: the data were analyzed using SPSS version 31, 2025

The effect of work motivation on performance is statistically significant ( $\beta = 0.377$ ,  $p < 0.001$ ), suggesting that higher motivation leads to improved performance. The effect size indicates a moderate-to-strong influence within the organizational context.

The work environment also shows a significant and even stronger effect ( $\beta = 0.484$ ,  $p < 0.001$ ), indicating that a supportive and structured work setting is a major contributor to employee performance. This result highlights the practical importance of environmental factors in shaping productive behavior.

Organizational culture, however, does not significantly influence employee performance in this study ( $\beta = -0.018$ ,  $p = 0.461$ ). While culture is often cited as a driver of long-term organizational outcomes, its impact may not be directly observable in short-term performance metrics or may be overshadowed by more immediate factors like motivation and environment.

This non-significant result could also suggest that the existing cultural practices at the resort are either too diffuse to influence performance uniformly or are already internalized and thus exert limited variation across individuals. It also raises the possibility that culture interacts with other

variables not included in this model (e.g., leadership style or organizational structure), which might be explored in future research.

### **The Influence of Work Motivation on Employee Performance**

The regression analysis reveals that work motivation significantly influences employee performance at Maya Ubud Resort and Spa ( $p\text{-value} < 0.001$ ,  $\beta = 0.377$ ). This result aligns with Vroom's Expectancy Theory (1964, as cited in Lunenburg, 2011), which posits that employees are motivated to perform well when they believe that effort leads to performance and performance leads to desirable rewards. In line with [Robbins & Judge \(2015\)](#), motivation acts as a psychological driver that can enhance individual output when properly aligned with organizational goals.

Contextually, this finding resonates with the nature of work in the hospitality industry, where employee performance is often tied to service quality, guest satisfaction, and incentive-based evaluations. At Maya Ubud, where employees frequently interact with international guests, clear performance expectations and reward systems (e.g., bonuses, commendations) likely reinforce the motivation performance link. Motivation may stem from a combination of intrinsic factors (such as pride in delivering Balinese hospitality) and extrinsic ones (such as financial incentives and recognition).

This study supports the findings of [Diah & Nugraheni \(2021\)](#) who emphasized the role of motivation in enhancing employee performance in hotels. However, their emphasis on organizational support as a motivational driver contrasts with the findings here, where motivation appears to be more individually driven. Similarly, [Majid et al. \(2021\)](#) identified a strong relationship between motivation and performance, especially when mediated by job satisfaction, an aspect not explored in this study but worth considering in future research.

### **The Influence of Work Environment on Employee Performance**

The work environment is found to have the strongest influence on employee performance ( $p\text{-value} < 0.001$ ,  $\beta = 0.484$ ), indicating that employees at Maya Ubud are particularly responsive to their immediate surroundings. This aligns with the views of [Robbins & Judge \(2015\)](#), who identify the physical and social environment, including leadership qualities, coworker relations, and workspace design as key determinants of employee behavior.

In the context of Maya Ubud, the resort's emphasis on luxury service and Balinese ambiance likely creates high standards for environmental conditions. Clean workspaces, supportive team dynamics, and well-defined roles may foster a sense of pride and belonging among employees. These factors, supported by [Danna & Griffin \(1999\)](#), contribute to an environment conducive to optimal performance.

Comparatively, the results mirror those of [Munardi et al. \(2021\)](#); [Gultom et al. \(2021\)](#); [Jahroni & Darmawan \(2022\)](#); [\(Zhenjing et al., 2022\)](#); [Sutaguna et al. \(2023\)](#); [Sumarta et al. \(2024\)](#), who

concluded that a healthy work environment directly enhances productivity in hospitality settings. The strong influence found here may also reflect the high service standards expected at Maya Ubud, where environmental stressors (e.g., unclear instructions, staff shortages) could have immediate performance consequences. However, studies such as [Ningsih et al. \(2022\)](#); [Pratama & Sutapa \(2021\)](#) suggest that the work environment may not always be a significant factor, highlighting that contextual variables such as organizational size, leadership style, or guest demographics can moderate its impact.

### **The Influence of Organizational Culture on Employee Performance**

This study found that organizational culture does not significantly influence employee performance at Maya Ubud Resort and Spa ( $p\text{-value} = 0.461$ ,  $\beta = -0.018$ ). This contradicts the theoretical assertions of [Robbins & Judge \(2015\)](#) and [Hofstede et al. \(2010\)](#), who suggest that culture forms the foundation of shared values, behaviors, and expectations that drive performance of the employees.

This unexpected result invites further theoretical unpacking. In high-context cultures like Indonesia, especially within Balinese society, workplace behavior is often shaped more by traditional values, community obligations, and interpersonal harmony than by formal organizational culture statements. The principle of *menyama braya* (treating other people as our family), strong respect for hierarchy, and indirect communication may result in employees following social or customary norms rather than formal corporate values.

At Maya Ubud, it is possible that the formal culture promoted by management, such as international service standards or company vision statements, is not fully internalized by frontline employees. Instead, performance may be more directly influenced by tangible aspects like leadership behavior, task clarity, or guest feedback. These disconnects between cultural ideals and daily work realities could explain why culture appears statistically insignificant.

Moreover, while organizational culture may shape long-term identity and cohesion, it may not directly affect short-term performance metrics, especially when other factors (such as workload, training, or supervision) play a more immediate role. This divergence from prior findings, such as those of [Syardiansah et al. \(2020\)](#); [Prihatini & Kurnia \(2022\)](#); [Baihaqi & Saifudin, \(2021\)](#); [Ridho et al. \(2024\)](#); [Gultom et al. \(2021\)](#) that highlight the need to consider local cultural dimensions and sector-specific nuances when interpreting the role of culture.

Future studies might employ qualitative methods to examine how employees at Maya Ubud *experience* organizational culture and whether it aligns with the official values promoted by leadership. The use of Hofstede's dimensions could further elucidate how cultural congruence, or lack thereof affects outcomes in Balinese hospitality contexts.

### **Simultaneous Influence of Work Motivation, Work Environment, and Organizational Culture on Employee Performance**

Although organizational culture did not show a significant partial effect, the combined analysis reveals that work motivation, work environment, and organizational culture together have a

significant simultaneous influence on employee performance. It supported by the theory from [Robbins & Judge \(2015\)](#) that stated the employees' performance influenced by work motivation, work environment, and organizational culture. [Herawati et.al. \(2022\)](#) also found that simultaneously the work motivation, work environment, and organizational culture affected the employees' performance. This suggests that performance outcomes in the hospitality sector are shaped by the interaction of multiple organizational factors rather than by isolated elements.

From a practical standpoint, this finding implies that management strategies should not prioritize only one area, such as motivation or environment, but instead adopt a more integrated approach. Enhancing motivation through incentives, ensuring a supportive work environment, and cultivating shared cultural values may work together to reinforce each other and drive performance more effectively.

Theoretically, this supports the view that employee performance is a multifaceted construction, influenced by both tangible (e.g., environment, rewards) and intangible (e.g., cultural alignment) factors. It also highlights the importance of contextualizing organizational behavior models within specific industries and cultural settings. In the case of Maya Ubud Resort, while culture alone may not significantly drive performance, it still contributes as part of a broader organizational ecosystem that collectively impacts outcomes.

## CONCLUSION

This study examined the effects of work motivation, work environment, and organizational culture on employee performance at Maya Ubud Resort and Spa. The findings suggest that both work motivation and work environment exert significant and positive partial influences on employee performance. Employees who are motivated and operate within a conducive work setting tend to demonstrate higher levels of productivity. In contrast, organizational culture does not appear to have a significant partial effect when assessed independently, indicating that cultural values may not yet be deeply internalized or directly reflected in individual performance outcomes. However, when considered collectively, the three variables; work motivation, work environment, and organizational culture demonstrate a statistically significant simultaneous effect on the employee performance, underscoring the complex and interdependent nature of organizational dynamics in the hospitality sector. It is important to clarify, however, that this collective significance does not imply equal weight or individual influence among all predictors.

Based on the result and discussion above, this study offers several implications, both theoretical and practical, for the development of knowledge in organizational behavior as well as managerial practices in the hospitality industry.

This study supports existing theories suggesting that motivation and work environment are key drivers of employee performance, such as those proposed by [Robbins & Judge \(2015\)](#), Herzberg's two-factor theory, and [Maslow \(1954\)](#)'s hierarchy of needs. These findings highlight the importance of meeting employees' psychological needs and providing a supportive work setting to enhance performance.

However, the lack of a significant effect from organizational culture when assessed individually raises questions about how culture operates in this setting. This may suggest that cultural values at Maya Ubud Resort are not yet fully embedded or influential in work behavior. It also points to the possibility that the impact of culture on performance depends on how well those values are communicated, understood, and practiced. Future research could explore whether culture influences performance through indirect pathways such as employee engagement or leadership style.

For managers at Maya Ubud Resort and similar hospitality organizations, this study offers several useful takeaways:

1. Prioritize employee motivation. Motivation can be strengthened through recognition, reward systems, career development opportunities, and regular feedback. Motivated employees are more likely to be committed and perform well.
2. Improve the work environment. A comfortable and supportive workplace both physically and socially was found to have the strongest influence on performance. Attention should be given to cleanliness, safety, teamwork, and mutual respect.
3. Approach cultural initiatives with caution. Although organizational culture was not a significant predictor in this study, it should not be ignored entirely. Culture may still shape long-term behavior or influence other outcomes not captured in this research. Managers may consider reinforcing cultural values through practical efforts like onboarding sessions or internal communication but with the understanding that such effects may take time to materialize.

This study, while offering valuable insights into the factors influencing employee performance at Maya Ubud Resort and Spa, is not without its limitations. First, the use of a cross-sectional research design means that data were collected at a single point in time. As a result, the findings may not fully capture the dynamic or long-term effects of variables such as organizational culture, which might require a longer period to influence employee performance. Second, the study was conducted within a single resort, which limits the generalizability of the results to other hospitality settings with different organizational structures, cultures, or management styles.

Additionally, the study focused on three independent variables, while other relevant factors, such as leadership style, compensation, or employee engagement, were not included. These omitted variables may also play a significant role in shaping employee performance. Lastly, the measurement of variables relied on self-reported data, which can be subject to bias and may not reflect actual behavior or outcomes.

Acknowledging these limitations is important to provide context for the study's conclusions and to guide future research in addressing these gaps more comprehensively.

Based on the conclusions drawn from this study, the following suggestions are proposed:

1. For the management of Maya Ubud Resort and Spa, it is recommended to use the findings of this study as a basis for designing work programs and policies that enhance employee motivation. This may include structured career development, fair recognition systems, and

- targeted training aligned with employee needs. Additionally, efforts should be made to maintain a safe and supportive work environment that facilitates employee performance.
2. The resort's management is also encouraged to evaluate the implementation of its organizational culture, ensuring that the cultural values promoted are not only aligned with the company's vision and mission but are also relevant to employee expectations. Regular internal workshops, interdepartmental knowledge-sharing sessions, and inclusive feedback mechanisms can help internalize cultural values and improve their practical relevance in daily operations.
  3. For future researchers, it is suggested to conduct similar studies in hospitality businesses with different organizational characteristics or scales, and to consider including additional variables such as job satisfaction or compensation. Further studies may also benefit from exploring the specific dimensions of organizational culture in more depth to identify which aspects have the most influence on employee performance. Considering the negative result found in this study, such analysis would help refine cultural strategies in the hospitality context. Incorporating moderating or mediating variables, such as organizational commitment or job satisfaction, may also enrich future research models and provide deeper insights.

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