Organizational Culture, Work Motivation, and Work Effectiveness
(Case Study on Hotels in Tomohon and Tondano)

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ARTICLE INFORMATION

ABSTRACT

The purpose of this study is to determine the influence of organizational culture and work motivation both partially and simultaneously on the effectiveness of employee work in five hotels in Tomohon And Tondano Cities. For the method used in this study, namely the quantitative method using a sample of 73 employees, and to analyze the data in this study, multiple regression analysis was used. The results found in this study, namely organizational culture and work motivation, both partially and collectively, affect the effectiveness of employee work. Presumably, with the conduct of this study, parties from the five hotels in Tomohon and Tondano Cities can fix the shortcomings that affect the effectiveness of employee work as explained in this study, as well as for subsequent researchers who will conduct research with the same variables and objects as those in this study, not plagiarizing from this study, but rather it only makes this research a reference or reference.

Keywords: Organizational Culture, Work Motivation, and Work Effectiveness.

INTRODUCTION

In achieving organizational goals, it cannot be denied that the human resources section is one of the very important factors. Human resources can be interpreted as a key that can open the main road door of an organizational development process in the form of an institution or in the form of a company. Basically, every human being in the organization is a thinker, planner or driver in an effort to achieve the goals of each organization. Research conducted by Aryani, Sapta, and Sujana (2021) stated that by implementing organizational culture will shape the character of employees from within by carrying out tasks and achieving organizational goals.

Each organization has a "personality" that will form distinctive traits that are different from its other organizations. A typical personality is certainly not formed when an organization is established. Every organization butuh time in the process of personality formation in order to grow, develop, and be established. It can be said that in each of these developments, each organization will find its identity that will make it different from other organizations, andthus the organization will have its own traits or personality.

As previously explained, development in an organization is very dependent on human resources, this includes effectiveness in the organization, because human resources in the organization are part of having duties and responsibilities to manage other resources in the organization, for that good human resource management is needed in an organization, for effectiveness in the organization.

According to Pasolong (2010), "an organization can be said to be effective if the valuesand objectives of the organization in the vision of the organization have been achieved", as well as according to (Gibson, Ivancevich, Donnelly Jr., & Konospaske, 2005), who said "effectiveness is the achievement of targets that will indicates the degree of effectiveness". These opinions affirm that, basically, work effectiveness can be said to be the achievement of goals efficiently, or it can also be an effort that has been made by an organization or company in terms of energy, cost or time, so as to be able to achieve a satisfactory value of the goals that has been established by the organization or company.

Umam (2012) suggested that the factors that influence organizational effectiveness are as follows: 1. The existence of clear goals; 2. Organizational structure; 3. There is community support or participation; 4. There is a value system adopted. Effectiveness occurs when an organization does something right, an organizationmay be efficient but cannot be said to be effective in achieving organizational goals. "The closer an organization is to its goals, the more effective it is, and the more members receive those core values (Ahadi, 2010). According to Sigit (2003) "effectiveness is a continuum that ranges from effective to less effective, moderate, highly effective, to ineffective. Effectiveness is the extent to which goals (organizations) can be achieved and achieve the targets to be achieved in an organization".

Looking at the previous opinions above, it can be explained that one of the factors that can affect work effectiveness is organizational culture, thus encouraging researchers to further examine how the level of influence of organizational culture on the work effectiveness of employees. (Hasibuan, 2003) also revealed that, "effectiveness is the condition where the level of perfection of work success has been in accordance with the previously established plan". To ensure success in efforts to increase the effectiveness of the work of employees in an organization, it is important to influence the structure in an organization so that it can directly lead to the quality and quantity of work, as well as in the use of time and human resources. (Robbins & Coulter, 2010), also said that "effectiveness is an activity carried out directly to assist the organization in achieving

various organizational goals". The most basic relationship is that a person in an organization will only be accepted by various parties such as management, co-workers, or superiors in the organization, if he is willing and able to make adjustments in his actions and behaviors, which reflect the culture of the organization.

Work effectiveness is very necessary because with this effectiveness it will be known how far they are able to carry out the assigned tasks. Whereas in an organization, the work effectiveness of employees is still very low, the lack of quality of work of employees makes the work not optimal and the determination of the working time of employees greatly decreased, so that the goals are not completed on time due to a lack of work discipline from employees. The culture below in the organization is not suitable for work effectiveness with other fellow employees.

It can be said that everyone who comes to an organization with their own "personal culture" must immediately learn the culture of the organization concerned to adapt or adjust to what they have to do. One of the objectives of the selection process is to obtain a picture of whether a person is willing and able to make the necessary adjustments or not. Although in reality, management will not ignore and will consider the personal culture adopted by the members of the organization, individual conditioning is not necessary because, in the end, it is the organizational culture that plays a more important role in an organization than personal culture.

In addition to organizational culture, motivation is also a variable that has an important role in increasing work effectiveness because if employees are motivated both by the leader and by motivation from within themselves, then this will have a positive impact on their work. The cities of Tomohon and Tondano are the cities where the five hotels that are the objects of this research are located. The five hotels in question are Grand Master Resort Tomohon, Jhoanie Hotel, Hotel Villa Emitta Tomohon, Yama Resort Tondano, and Tulip Inn Tomohon. Based on the results of a pre-survey conducted by researchers, the problem of decreasing employee effectiveness is caused by the organizational culture of the five hotels, which still have serious problems because the culture that is applied within the scope of work of employees at these hotels is rather difficult to absorb, understand, and carry out. by each of its employees. In addition, this is also related to the lack of motivation both from within employees as well as from outside sources such as leaders and co-workers, so that the effectiveness of employees' work decreases.

Based on the main problems in the five hotels to be studied, namely regarding work effectiveness and two factors, namely organizational culture and work motivation, which are considered to have a major influence on the main problem, the researchers want to conduct research with Work Effectiveness as a Dipendent Variable and Organizational Culture and Employee Work Motivation as independent Variables.

LITERATURE REVIEW

Work Effectiveness
Definition of Work Effectiveness
Effectiveness is defined as a measure of success in achieving organizational goals. An organization is said to be effective if it achieves the goals it was formed to achieve. In this case, effectiveness is the level of organizational achievement in the short and long term. The organization is effective when it meets customer satisfaction, achieves organizational vision, fulfills aspirations, generates profits for the organization, develops the organization's human resources and aspirations, and has a positive impact on society outside the organization. The word effective is absorbed from English which means success or something well done. Effectiveness will always have a close relationship between the result to be achieved or the expected result and the result

achieved or actually achieved Effectiveness means the influence over a success, or efficacy. In other words, effectiveness indicates the extent to which the results will be obtained, in accordance with predetermined or established goals and targets.

According to (Bungkaes, Posumah, & Kiyai, 2013), "Effectiveness is the relationship between output and goals". Based on this, Effectiveness can be said to be a measure of the extent to which the level of output obtained, or it can be the extent to which organizational policies and procedures can achieve predetermined goals. Meanwhile, according to Ravianto in Masruri and Muazansyah (2014), "Effectivity is how well the work is done, the extent to which people produce outputs as expected." This means that the work can be
said to be effective, if the work can be completed with good planning, in cost, quality, and time.

Sumanth in (Darsono & Siswandoko, 2011) explains that effectiveness is how well the goals can be achieved. They are achievements compared to those that might be achieved, appropriately maintaining quality. Furthermore, according to Stoner in (Darsono & Siswandoko, 2011), "Effectiveness is a broad concept that includes various factors inside and outside the organization, which are related to the level of success of the organization in an effort to achieve organizational goals or objectives".

Employee work effectiveness is a person's general attitude or condition that is positive towards his organizational life. Work effectiveness is needed to be able to get the goals and objectives set by the organization. According to Hasibuan (2003), "Work effectiveness is a condition that shows the level of success of management activities in achieving goals, including quantity of work, quality of work, and timeliness in completing work, as well as good quality of work". According to Abdurahmat in Tumbelaka and Kaligis (2023), "Effectiveness is the conscious use of resources, facilities, and infrastructure in a specific amount to produce a specific number of jobs on time".

Based on several opinions about the effectiveness of employee work, the author can conclude that employee work effectiveness is the role and performance of employees in a work process in order to achieve success in the organization. It can also be said that effectiveness is closely related to how the implementation of all core tasks, the timeliness of implementation, and the process of achieving goals, as well as active participation, are also connecting factors between goals and results obtained, as well as those that show the degree of conformity between the goals to be achieved and the results.

Aspects of Work Effectiveness
(Muasaroh, 2010) Effectiveness can be explained by examining aspects that include: (1) aspects of tasks or functions, that is, the organization or institution can be said to be effective if the task or function is implemented, and also the learning program will be said to be effective if the tasks and functions can be properly performed, and participants are able to learn well; What is meant by a program or plan is a learning plan that has been programmed. If everything that has been planned can be implemented, then the program or plan can be said to run effectively; (2) Aspects of Rules and Regulations. The effectiveness of a program can also be seen from whether the rules that have been set can function or not in the process of activities carried out. This aspect includes rules related to those that provide learning as well as people who learn. If these rules are implemented and implemented properly, it shows that they have been effectively enforced; and (3) Aspects of ideal conditions or goals. A program of activities can be said to be effective from the point of view of the results achieved if the ideal conditions or main objectives of the program have been achieved

(Hasibuan, 2010) suggests that there are several things that need to be considered in measuring the effectiveness of an organization, including;

Planning
Planning can be interpreted as the art of how to plan a workforce effectively and efficiently, so that it can be in accordance with what is needed by the organization or company.

Organizing
Organizing is an activity to manage all existing employees by establishing how labor relations, division of labor, integration, delegation of authority, and coordination in an existing organizational chart. A good organization will contribute and help the achievement of goals effectively.

Directing
Directing is how to direct existing employees to be able to work together, and be able to work effectively and efficiently, in contributing to achieving what is the goal that the organization, employees, or society want to achieve.

Control
Control is an activity to control existing employees so that they are able to carry out the established rules and carry out work according to the existing plan. Control on employees can include discipline, attendance, how they behave, how they work together, and how the process of carrying out work; and how they maintain the situation in a work environment.

Discipline
Discipline is a process of activities to be able to maintain or even improve the mental, physical, and loyalty conditions of employees so that they can or are able to work well together.

Development
Development is a process or activity to improve the theoretical, technical, conceptual, and even moral skills of each existing employee through training and applied education.

Factors Affecting Work Effectiveness
According to (Kotrba, 2010), There are several factors that can affect the effectiveness of work, namely:

Organizational Characteristics
Characteristics of the organization may consist of technology and organizational structure. The technology here can be said to be the mechanism of a company how to turn raw materials into finished goods. With the right technology, it will support the smooth running of an organization to achieve the goals that have been set. Meanwhile, what is meant by structure is a relatively permanent relationship, such as that which exists or is found in the organization, which relates to the composition of existing human resources. The structure can include the process of how the organization organizes groups or people, to be able to carry out or complete work. In addition, it is also necessary to be able to place the right people according to the right place.

Environmental Characteristics
The internal environment and the external environment are also stated to have a direct influence on achieving effectiveness. The achievement of the relationship between the environment and the organization is seen to be highly dependent on key variables, namely the accuracy of the perception of existing environmental conditions, the predictability of environmental conditions, as well as the degree of rationalism of the

organization. These factors are said to affect the ability of organizations to adapt to environmental changes.

Worker Characteristics

In reality, each member of the organization is the most important factor influencing effectiveness, since in the long run any behavior they perform, will hinder or favor the achievement of the goals of the organization. Every employee or worker is a resource that will be directly related to the management of every resource in the company or organization. Therefore, the behavior of employees or workers greatly influences the achievement of goals that have been set by the organization.

Management Policies and Practices

There is an increase in the complexity of the technological process environment, the tasks and roles of management in coordinating the work process and workers in order to achieve the sustainability of an organization will become increasingly difficult.

Organizational culture
Understanding Organizational Culture

Organizations are formed or established basically to achieve certain goals. Therefore, the success of the organization will be demonstrated by how the organization's ability to be able to achieve existing or predetermined goals. The success of an organization in meeting the goals that have been set will be largely determined by the internal and external factors that exist (Kaligis, 2023). Organizational culture, according to Stephen Robbins, "is a general perception held by members of the organization, a system of shared meaning. Organizational culture is concerned with how employees perceive the characteristics of an organizational culture, not whether they like them or not" (Kaligis, 2023). While Schein in (Gibson et al., 2005) defines culture as a "pattern of basic assumptions that have been determined or developed to learn ways to integrate, which have functioned well and therefore must be taught to new members as a way of learning It's great to think about, see, and feel interested in the problem". These various definitions of corporate culture conclude how corporate culture greatly influences various aspects of business life.

Robbins (2006) in Tumbelaka and Kaligis (2023) argues that "Organizational culture as a system variable in organizations, although difficult to determine or elaborate carefully, these variables actually exist, and are usually broken down by employees into common forms". A further statement from Robbins, Judge, Angelica, Cahyani, and Rosyid (2008) in Tumbelaka and Kaligis (2023) says "there is widespread agreement that organizational culture refers to a system of shared meanings embraced by members of the organization, which will distinguish the organization from other organizations. This system of shared meaning, when observed more closely, is a series of main characters valued by that organization". In other words, organizational culture is the values formed from the main characters adopted in an organization and then understood and run by members of the organization which ultimately distinguishes the organization from other organizations.

Based on (Robbins, 2006) in Tumbelaka and Kaligis (2023) the essential characteristics that together catch the pith of organizational culture are:
"Innovation and risk-taking: The extent to which employees are encouraged to be innovative and take risks.
Attention to detail: The extent to which employees are expected to demonstrate precision (accuracy), analysis, and attention to detail.
Result orientation: The extent to which management focuses on results, rather than on the techniques and processes used to achieve those results.

People orientation: the extent of management decisions in taking into account the impact of results on people within the organization.
Team orientation: The extent to which work activities are organized on a team basis, not on an individual basis.
Aggressiveness: The extent to which those people are aggressive and competitive, rather than relaxed.
Steadiness: The extent to which organizational activities emphasize maintaining the status quo rather than growth".

Robbins (2002) in Tumbelaka and Kaligis (2023) says that "the formation of organizational culture starts from the philosophy of the founder of the organization. This further greatly affects the criteria used in the process of accepting new employees. The actions of top management form a general climate of acceptable and unacceptable behaviors. How new employees socialize will depend on the level of success achieved in adjusting the values adopted by the new employees with the values in the organization during the selection process and with the wishes of management related to socialization methods".

To see further how the function of culture in an organization Robbins (2006) in Tumbelaka and Kaligis (2023) divides cultural functions in an organization into several parts, namely:
"Culture plays a role in setting boundaries, namely creating clear differences between organizations from one another. Conveying a sense of identity to members of the organization. Culture makes it easier to come up with a commitment to something broader than one's own self-interest. Improving the stability of the social system. Culture is the social glue that helps unify the organization by providing the right standards for what employees should say and do. Culture serves as a meaning-making mechanism and a controlling mechanism that guides and shapes the attitudes and behaviors of employees".

"The more members of the organization accept the core values and the greater their commitment to those values, the stronger the culture. A strong culture has a great influence on the behavior of its members, a strong culture will have a great influence on the behavior of the members of the organization, because the high level of togetherness and intensity will create an internal climate of high behavior control."

Organizational culture can not be separated from the general cultural context that exists in society. "Organizational culture is the philosophy that underlies organizational policies, the rules of the game to get along, and the feelings or climate brought about by the physical preparation of the organization" (Kaligis, 2023). Based on the above definition, it can be concluded that employee organizational culture is how every employee in an organization must pay attention to the characteristics and appearance of each employee as well as the cooperation of each employee in order to give a good impression at work as well as in the organization.

Work motivation
Understanding Work Motivation
According to (Hamalik, 1992), "understanding motivation is a change in energy in oneself or a person's personality which is characterized by the emergence of feelings and reactions to achieve goals". According to Sardiman (2006), "Definition motivation is a change in energy in a person which is characterized by the emergence of feelings and preceded by a response to the existence of a goal". (Mulyasa, 2003), said that "Motivation is a driving or pulling force that causes behavior towards a certain goal. Students will be serious because they have high motivation".

GR Terry explained that "motivation is a desire that exists in a person that stimulates him to take various actions". Morgan et al. in Marwansyah and Mukaram (2002) explain that: "motivation is a force that controls and moves a person to take action or behavior that is directed at a particular goal". Barton and Martin in Marwansyah and Mukaram (2000) explain that "motivation is a force that drives behavior that gives direction to behavior and underlies the tendency to continue to show that behavior."

(Djamarah & Zain, 2002) "defines motivation as a change in energy in a person which is characterized by the emergence of feelings and preceded by a response to the existence of a goal. Changes in energy in a person are in the form of real activity, in the form of physical activity. Because someone has certain goals and activities, then someone has a strong motivation to achieve them with all the efforts he can put forth to achieve them".

RESEARCH METHOD

In this study, the method used was a causal associative research method. The purpose of this research method used is to find out the relationship or influence of two or more variables than that. Compared with descriptive and comparative research , studies that use this method have a better level of accuracy, due to the ability to build a theory that can serve to predict, explain and control an existing symptom. A reliable and appropriate result for the area or object of research that has certain quantities and characteristics is one thing that demonstrates a reliable and appropriate conclusion, then the conclusion was drawn.

The population used in this study was all employees totaling 217 employees in five hotels in Tomohon and Tondano. The study used a sample of 73 employees in five hotels in the cities of Tomohon and Tondano as a sample. The researcher used the sampling formula by (Kaligis & Rawis, 2023), which is a simple random sampling (SRS) approach.

$$n = \frac{N}{N(d)^2 + 1}$$

Information:
N = population size
n = minimum sample size
d = set precision = 10%

$$n = \frac{217}{217.0{,}1^2 + 1}$$
$$n = \frac{217}{217.0{,}01 + 1}$$
$$n = \frac{217}{2 + 1} = \frac{217}{3} = 72{,}3$$

Then the number of samples studied amounted to 72.3, or rounded up to 73 people.

RESULTS

The results of data analysis were obtained after the researcher got the answers from each questionnaire shared with respondents, and then processed using multiple regression analysis, the results obtained were as follows:

Table 1. Partial test (t test)

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.372	.055		5.212	.002
	Organizational culture	.611	.078	.722	11,627	.000
	Work motivation	.457	.081	.218	4,580	.000

a. Dependent Variable: Work Effectiveness

Based on the results of the above analysis, it is known that partially organizational culture and work motivation have a significant effect on work effectiveness. This result can also mean that the better the organizational culture is able to be understood and applied, it will also increase the effectiveness of existing work, or vice versa when employees are unable to understand and apply organizational culture properly, it will also reduce the ability to achieve work effectiveness in each employee who is the object of research today. As with organizational culture, work motivation that is not obtained or employees who have low work motivation will make work effectiveness difficult to achieve, and vice versa if employees have high work motivation will make work effectiveness easy to achieve.

Table 2. Simultaneous Test (F Test)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4830.147	2	1915.203	62,487	.000[b]
	Residual	358,544	69	4.322		
	Total	5188,691	71			

a. Dependent Variable: Work Effectiveness
b. Predictors: (Constant), Organizational Culture, Work Motivation

Based on the ANOVA table above, it can be seen that the arithmetic f is 62.487 > f the table is 3.12, the sig value is 0.000 0.05, then it accepts Ha and rejects H0. Thus, there is a significant influence between organizational culture and work motivation on work effectiveness in the five hotels in Tomohon and Tondano City.

Table 3. Correlation Coefficient and Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910[a]	.829	.826	2.329

a. Predictors: (Constant), Organizational Culture, Work Motivation

Based on the table above, it can be seen that the R value is 0.910, which means that there is a very strong relationship between organizational culture and work motivation to the work effectiveness of employees in five hotels in Tomohon and Tondano. In addition to looking at the level of relationships between variables, the table above also provides information that the R Square value of 0.829 means that organizational culture and work

motivation have a contribution of 82.9% to the work effectiveness of employees of the five hotels in Tomohon and Tondano that are the objects of this study. This is if it can be explained that together the variables of organizational culture and work motivation will greatly affect the work effectiveness of employees.

DISCUSSION

Based on the results of the analysis of the described data, it is known that, in part or simultaneously, organizational culture and work motivation have a significant effect on the work effectiveness of employees in five hotels in Tomohon and Tondano City . That is, if organizational culture and work motivation are improved, then the effectiveness of the work of employees also increases.

This research shows that the employees of the five hotels studied have not been able to understand and apply the existing organizational culture properly so that it directly affects the work effectiveness of these employees, as previously explained in the literature review and background, that "an organization can be said to be effective if the values and goals of the organization in the organizational vision have been achieved" (Pasolong, 2010), whereas if it talks about the achievement of values, it will also be directly related to the ways or rules that exist in the company or organization, and some experts define it as organizational culture, such as (Wibowo, 2010) who said that "Organizational culture is the philosophy that underlies organizational policies, the rules of the game that must be followed, and the feelings or climate generated by the physical preparation of the organization", this is also what has been proven by the results of partial regression analysis tests that organizational culture greatly affects the effectiveness of employee work in each hotel studied.

The subsequent results of this study prove that the work motivation owned by each existing employee is still low, making the work effectiveness of the hotel employees in this study also not very good. These results also corroborate existing opinions that "motivation is the force that controls and moves a person to take actions or behaviors directed towards a specific goal" (Morgan et al. in Marwansyah & Mukaram, 2002), and (Sumanth in Darsono & Siswandoko, 2011) who "explain that effectiveness is how well goals can be achieved". These opinions agree that there is a motivation that a person needs in carrying out actions to achieve certain goals while the effectiveness of work itself is a measure of how good the achievement of goals that have been set, in other words, when the employee does not get the impetus to achieve the goals of the company or organization that has been set, then the measure of effectiveness or achievement of goals will be farther than expected or set such companies or organizations. This can be proven directly from the results of the partial regression analysis test in this study.

The results of the analysis obtained if the variables Organizational Culture and Work motivation are tested simultaneously their effect on work effectiveness show directly and clearly the two variables together will greatly affect the effectiveness of employee work, this also confirms the results previously obtained from the partial regression analysis test, that employees who cannot understand and apply organizational culture well, and the lack of work motivation obtained will further reduce the work effectiveness of every employee in the organization or company. It can be said directly that together the variables of organizational culture and work motivation greatly affect the effectiveness of work.

CONCLUSION

Based on the results of research and studies that have been previously described, it can be concluded that partially or separately organizational culture affects the work effectiveness of employees significantly, the results of the study explain that this influence can be seen from employees who are not able to understand well the organizational culture in the five hotels studied. For further results, it is clear that work motivation also gets the same results, which affect the effectiveness of employee work significantly, as can be seen from employees who feel that they do not get more encouragement in doing work. In the simultaneous influence test, it further strengthens the two previous results where organizational culture and work motivation together affect the work effectiveness of employees who work in the five hotels chosen as the current research site, so it can be concluded that organizational culture and work motivation are variables that determine whether or not work effectiveness is achieved in the current research site, The better the organizational culture can be understood and even applied by every existing employee, the more it will help increase work effectiveness, as well as the high or low work motivation owned by each employee will help in achieving work effectiveness.

From each research result obtained, it can be suggested to the management in the five hotels that are the research sites to be more able to provide an understanding of the existing organizational culture to each employee, so that they are able to apply the existing organizational culture better, as well as providing motivation to each employee is something important for the company to achieve good work effectiveness. For further research, it can be suggested that trying to look at other variables that are not used at this time, the influence of age or length of work of employees may also be used as a consideration for future research.

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DECLARATION OF CONFLICTING INTERESTS
The authors declared no potential conflicts of interest.

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