

Organizational Climate, Organizational Culture and Employee Performance: The Mediating Role of Job Satisfaction

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Abstract: This study aims to analyze the effect of organizational climate and culture on employee performance by mediating job satisfaction. This study includes quantitative research using a questionnaire in data collection. The population in this study were employees of a 3-star hotel in Malang. The sampling technique used non-probability sampling with consecutive sampling types and 146 respondents were selected according to the characteristics of the study. The data analysis technique uses SEM (Structural Equation Modeling, PLS). The study results indicate the two independent variables have different effects on the dependent variable, particularly organizational climate which affects employee performance, while organizational culture does not directly affect employee performance. The results of mediation testing show that job satisfaction provides a mediating role both on the influence of organizational climate and culture on employee performance. This study proposes that hotel management needs to continue to maintain a positive organizational climate and organizational culture so that employees can consider job satisfaction which has an impact on employee performance.

Keywords: Organizational climate, organizational culture, job satisfaction, employee performance

INTRODUCTION

Besides being known for education, Malang is also famous as a tourist city with various types of tourism such as nature tourism, cultural tourism, thematic tourism, and culinary tourism that are highly attractive to local and international tourists. In 2016 was a significant surge in the number of tourists from the preceding year; it was recorded that the number of domestic tourists from Malang was 3,987,074 citizens, while 9,535 foreign tourists visited Malang. The development of the tourism industry in Malang city was followed by the development of the accommodation industry, with many hotels popping up around tourism locations. According to Statistics Indonesia data, 3-star hotels in Malang shows the highest number of hotels compared to other star hotels. This phenomenon makes hotels survive amid hotel competition which is increasingly developing in Malang. This condition is a challenge for tourism performers such as the hotel industry to provide excellent service to contend with other tourism upholders.

The best service to contend with other hotels requires reliable human resources. One way to compete in the accommodation industry is to strive to improve performance effectiveness or maximize the utilization of human resources (Gabcanova, 2012; Plessis et al., 2015; Lawler & Bordeau, 2007). Evans and Lindsay (2014) state that the values of a hotel sprawl in its human resources, particularly the representation of employees in carrying out their responsibilities and work.

Developing employee performance is a dominant factor to maintain hotels achieve their goals, such as improving customer satisfaction, service quality, customer loyalty, and brand vision (Tsui et al., 2013). The performance of the employee must be understood to determine the best way to raise worker productivity and suffice the demands in the hospitality business.

The contemporary phenomenon is that it is still required to raise employee performance due to the intense competition within hotels; moreover, numerous new hotels are starting to rise. Based on data from the Department of Human Resources for 3-star hotel Malang in 2021, there are still fluctuations in employee performance but manage to increase every year. The medium employee performance data becomes an evaluation for hotel management and becomes the fascination of researchers to find out the factors that affect the ups and downs of employee performance.

Several researchers have observed and proven the circumstances that can affect employee performance in an association; it is necessary to pay attention to the internal organization, including organizational climate, organizational culture, and job satisfaction. The conceptual relationship between organizational climate and employee performance based on Li and Mahadevan (2017); Manik (2016) which reveal that organizational climate has a notable positive effect on employee performance. This indicates that if there is an improvement in organizational climate, employee performance will also improve. However, if the organizational climate degrades slightly, employee performance will also fade. Otherwise, according to Kaya and Baskaya (2016) prove that organizational climate does not affect employee performance.

Organizational culture represents a decisive role in generating engagement and improving performance (Deal & Kennedy, 1983; Lok & Crawford, 1999). However, the importance of the industry as a factor in determining organizational culture has received little attention (Tepeci & Bartlett, 2002). The correlation between organizational culture and employee performance in the study by Sihombing et al (2018); Shahzad (2014); Arifin et al (2019) reveal that organizational culture affects employee performance. The inconsistency of study results regarding the impact of organizational culture on employee performance conferred by Pawirosumarto et al. (2017) and Harwiki (2016) obtained the opposite that organizational culture did not affect employee performance.

The outcome of research findings on the relationship within variables that are still diverse provides a gap for study to be carried out by adding different variables, particularly examining the influence of organizational climate and organizational culture on employee performance both directly or among mediating variables. This study command adds a mediating variable of job satisfaction to bridge the relationship between organizational climate and organizational culture on employee performance. Job satisfaction is a substantial issue in the hospitality industry because of its related impacts on other outcomes such as job performance, turnover intention, affective commitment, and employee performance (Koo et al., 2020; Prabowo et al., 2018).

The results of the numerous findings that carry the importance of this research to be carried out by building seven hypotheses, including 1) organizational climate has a significant effect on employee performance, 2) organizational culture has a

significant effect on employee performance, 3) organizational climate has a significant effect on job satisfaction, 4) organizational culture has a significant effect on job satisfaction, 5) job satisfaction has a significant effect on employee performance, 6) job satisfaction reconciles the effect of organizational climate on employee performance, and 7) job satisfaction reconciles the influence of organizational culture on employee performance.

METHODS

Participant

This research involved explanatory research. Primary contact with human resource development (HRD) is done by assigning a research authorization. After being approved, the researcher reached directly with HRD to discuss the technical research conducted. Seven out of ten 3-star chain hotels in Malang have received study permissions. This study used a survey method that used a questionnaire as the main instrument to collect data. Respondents of this study were regular employees and contract employees at 3-star hotels in Malang. The questionnaires were distributed to employees who had worked for more than one year. The questionnaires were distributed offline; they were given to seven HRD 3-star hotels in Malang, then distributed to hotel employees with a predetermined period time, obtained a total of 146 questionnaires after the researchers classified according to the research criteria. The demographic distribution of respondents is shown in Table 1.

Table 1. Demographic Distribution of Respondents

Characteristics	Categories	Frequencies	Percentages
Gender	Male	100	68.5%
	Female	46	31.5%
Employee Status	Regular Employee	18	12.3%
	Contract Employee	128	87.7%
Position Level	Staff	116	79.5%
	Supervisor	13	8.9%
	First-line Manager	17	11.6%
Working Period	1-5 years	104	71.2%
	6-10 years	21	14.4%
	11-15 years	3	2.1%
	16-20 years	5	3.4%
	21-25 years	2	1.4%
	26-30 years	6	4.1%
	> 30 years	5	3.4%

Measurement

The measurement of the research instrument uses a five-point Likert scale from strongly disagree (1) to strongly agree (5). Organizational climate is measured using four dimensions adopted by (Davidson, 2000) developed by Datta and Singh (2018). An example of parts includes "My chief pays attention to what I say as an employee". Organizational culture is regulated by the four pillar dimensions by Cameron and Quinn (2011). Each cultural society includes three items about hotel characteristics and strategic emphases adopted by Lee and Kim (2017) in line with Lund (2003).

An example of a part is “At the hotel I work for, it is essential to work as a team”. Furthermore, to measure job satisfaction, it was adopted from the Minnesota Satisfaction Questionnaire (MSQ) that was sourced by Weiss et al. (1967). An example of a part is “I have the chance to do things for others”. Ultimately, employee performance is measured using five indicators by Welbourne et al. (2017) One of the items included “At the hotel where I worked, I followed the Standard Operating Procedure”.

Data analysis

Structural equation model (SEM)-partial least squares (PLS) used to determine relationships in observed concepts and measure the value of indicator measurements and evaluate large and complex models (Ghozali & Latan, 2015). Research hypothesis testing is done after verifying Convergent Validity, Discriminant Validity, and Composite Reliability (outer model) on each indicator of the four constructs. This study uses the Goodness of Fit model (GoF) to evaluate the feasibility of the model by identifying the value of the R-Square (R^2) and the predictive relevance of the Q-Square (Q^2) to assess how well the observation scores generated by the model and the estimated parameters are (Ghozali & Latan, 2015). The value of Q^2 is between 0 to 1; The closer the value to 1 indicates the model shows a higher level of accuracy, on the contrary, the farther away from the value 1 or closer to the value 0, the model is declared the level of accuracy is getting weaker. Furthermore, to examine the mediating impact in the PLS method, a bootstrap approach is used (Hair et al., 2016).

RESULTS & DISCUSSIONS

Measurement model (Outer Model)

The measurement analysis model in SEM-PLS is used to determine the validity and reliability of a construct. To assess the validity of the construct, one can use the test of concurrent validity and discriminant validity. Evaluation of construct reliability using construct reliability test. The concurrent validity of the measurement model was evaluated based on the correlation between item scores/component scores and construct scores. The measurement indicator should be high if the correlation value exceeds 0,70 with the measured construct. However, the loading value of 0,50 or 0,60 can be categorized as valid (Chin, 1998). Discriminant validity is calculated using cross-loading among the criterion that if the value of the loading factor in a corresponding indicator is greater than the correlation value of the item with other indicators, the item is declared valid. Composite reliability is a calculation that can be used to test the reliability of the construct with the condition that the composite reliability is worth more than 0.7 then the construct is declared reliable.

The results of the concurrent validity test show that all items based on the organizational climate, organizational culture, job satisfaction, and employee performance variables have a loading value above 0.6 and have met the minimum criteria for the AVE value, which is greater than 0.5. Therefore, all parts in each variable are declared valid. The results of the discriminant validity test reveal that overall, the parts produce a loading factor value that is greater than the cross-loading

on other variables. Hence the indicators and items that measure the dimensions and related indicators can be declared valid. The value of composite reliability from all variables. Particularly organizational climate, organizational culture, and employee performance which has a value greater than 0.7, and can be concluded that all variables in the study are declared reliable.

Structural model (Inner Model)

Structural model examination (inner model) attends to evaluate the accuracy of the model (goodness of fit model) within the study's conceptual framework. The integrity of fit in PLS analysis is done by using R-Square (R^2) and Q-Square predictive relevance (Q^2); the fitness model presents a good value if Q^2 score resembling 1 (Ghozali & Latan, 2015). The goodness of fit model results can be seen in Table 2.

Table 2. The Result of R-Square and Q-Square

Endogenous	R Square
Job Satisfaction	0.537
Employee Performance	0.582
$Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$	
$Q^2 = 1 - [(1 - 0.537) (1 - 0.582)] = 0.807$	

Source: PLS output results (2021)

The value of R^2 on job satisfaction of 0.537 indicates that this value proves the enrichment of organizational climate and culture to job satisfaction of 53.7%; the remaining 46.3% is a contribution from other variables that are not part of the model studied. The R^2 value on employee performance is 0.582, indicating that the enrichment of organizational climate, organizational culture, and job satisfaction to employee performance is 58.2%. The remaining percentage of 41.8% is the contribution of other variables that are not a concern in this study.

The result of Q-Square predictive relevance (Q^2) bestows a value of 0.807 (80.7%). This can indicate that the diversity of employee performance variables can be explained by the overall model of 80.7%, in other words, the contribution of organizational climate and organizational culture, and job satisfaction to employee performance as a whole is 80.7%. In comparison, the remaining 19.3% is the contribution of other variables not presented in this study.

Hypothesis Testing

The bootstrap resampling method using 500 sub-samples is used by interpreting the proposed hypothesis (Hair et al., 2016). The guidelines for testing the hypothesis can be viewed through the results of the p-value and t-statistical values, which measure all path coefficient values for each connection between variables, explaining significant and insignificant relationships. Figure 1 shows that largest of the variables are related to each other on the designed path. Referring to the model, seven hypotheses were tested by using the p-value criteria ≤ 0.05 and t-statistics must be more numerous than the value of the t-table (1.96). In Table 3, the ratio results reveal that 6 hypotheses are accepted and 1 hypothesis is rejected. Organizational climate affects employee performance ($\beta = 0.225$, $t = 2.078$, and the p-value is 0.038 therefore H1 is accepted. Organizational culture and employee performance do not

have a significant relationship ($\beta=0.256$, t- statistics 1.946, and the p-value is 0.052); therefore, H2 is rejected. Organizational climate bestows a significant influence on job satisfaction ($\beta = 0.250$, t-statistics is 2.033, and the p-value is 0.043). Organizational culture further bestows a significant influence on job satisfaction ($\beta=0.526$, t-statistics is 4.345, and the p-value is 0.000). Job satisfaction establishes a significant relationship with employee performance ($\beta = 0.369$, t-statistics is 3.950, and the p-value is 0.000). Therefore, H3, H4, and H5 were accepted. Furthermore, job satisfaction reconciles the relevance of organizational climate to employee performance ($\beta = 0.092$, t-statistics is 2.233 and the p-value is 0.026) and job satisfaction reconciles the relevance of organizational culture to employee performance ($\beta = 0.194$, t-statistics is 2.372 and the p-value is 0.018). Consequently, H6 and H7 are accepted.

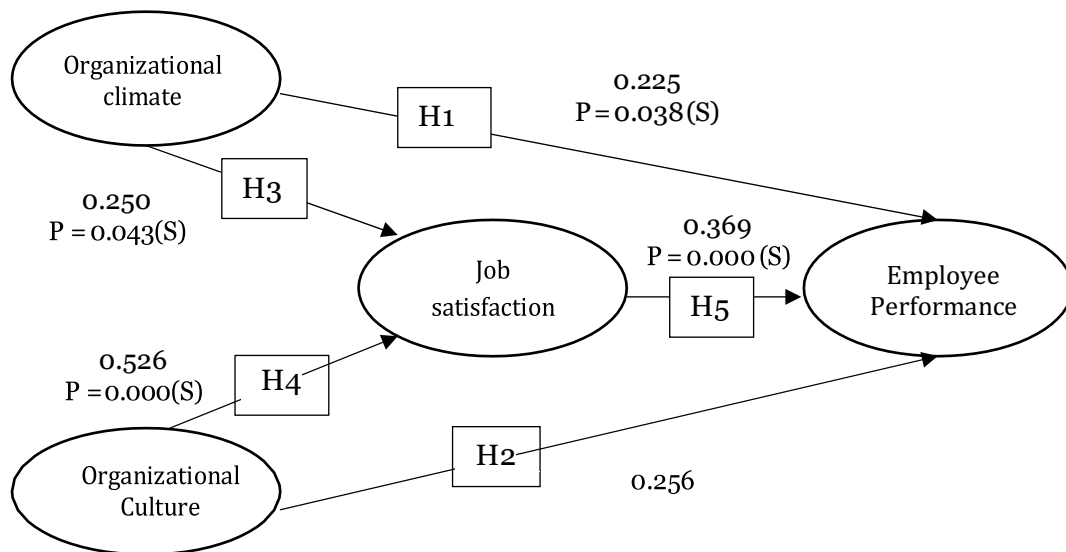


Figure 1. The Result of Structural Model in *Partial Least Squares*

Table 3. The Results of Hypothesis Testing for Partial Least Squares Structural Models

Association	Path Coefficient	t-stats	p-values	Description
Organizational climate → Employee performance	0.225	2.078	0.038	Significant Accepted
Organizational culture → Employee performance	0.256	1.946	0.052	Not Significant Rejected
Organizational climate → Job satisfaction	0.250	2.033	0.043	Significant Accepted
Organizational culture → Job satisfaction	0.526	4.345	0.000	Significant Accepted
Job satisfaction → Employee performance	0.369	3.950	0.000	Significant Accepted
Organizational climate → Job satisfaction → Employee performance	0.092	2.233	0.026	Significant Accepted
Organizational culture → Job satisfaction → Employee performance	0.194	2.372	0.018	Significant Accepted

The Impact of Organizational Climate on Employee Performance

Organizational climate affects employee performance, indicating that employee performance can improve due to depriving of organizational climate. The employees at 3-star hotels in Malang assume the climate developed according to employee perceptions and the climate considered by employees reveals that the hotel environment where they work is quite conducive so that it affects employee behavior positively. The following research conducted that job characteristics and roles, leadership, workgroups, and organizational subsystems will have an impact on the performance of hotel employees. The significant relationship between the two variables can be viewed from the hotel's business in creating and building employee performance according to the work environment so that a conducive organizational climate is created. The establishment of a positive organizational climate is indicated by the harmonization and solidarity between employees and hotel management. The results of this study raise the existing research findings (Li & Mahadevan, 2017; Manik, 2016; Obeng et al., 2021)

The Impact of Organizational Culture on Employee Performance

The results of the study indicate that organizational culture in 3-star hotels in Malang does not immediately affect employee performance, which implies that organizational culture cannot directly improve employee performance. Findings that align with (Harwiki, 2016) and (Pawirosumarto et al., 2017) state that organizational culture does not affect employee performance. Furthermore, the results of the study that has done at 3-star hotels in Malang City, the occurrence of organizational culture in encouraging the performance of existing employees do not have an effect as it should due to the cause of the ineffectiveness of organizational culture on employee performance is relevant to Maslow's theory, particularly, employees who are still in the position of their basic needs or psychological needs. The employees are further concerned with financial rewards than non-financial. Culture is identical to non-financial so that employees ignore to the existence of the organizational culture.

The Impact of Organizational Climate on Job satisfaction

Organizational climate influences job satisfaction; this indicates that a positive organizational climate can improve job satisfaction. The employees of 3-star hotels in Malang City perceive that if the climate developed according to what employees feel, it reveals that the hotel environment where they work will positively affect employee behavior at work, if this condition occurs it will increase job satisfaction, it was supported by (Kaya et al., 2010) that a positive organizational climate will eliminate obstacles to employee job satisfaction. Therefore, employees feel a favorable climate, characterized by group cooperation, an environment of friendliness, and warmth at work. Good interactions between employees will develop solidarity at work and ultimately make employees consider job satisfaction. Concerning the association between organizational climate and job satisfaction has been conducted by (Castro & Martins, 2010; Rahimic, 2013; Tsai, 2014) determining that organizational climate affects job satisfaction.

The Impact of Organizational Culture on Job satisfaction

The results of this study indicate that organizational culture affects job satisfaction, implying that organizational culture is one of the important and providing variables that can raise job satisfaction. The employees at a 3-star hotel in Malang perceive that the utilization of organizational culture that has been created at work will increase job satisfaction. The vital relationship between the two variables can be viewed from the organizational culture that can become a reference by including values that are bestowed by members of the organization and taught to members when working so that employees can feel satisfied with the work they are doing. The results of this study following previous research conducted by Al-Sada et al. (2017); Sami et al. (2011); Tran (2020), discovered that organizational culture affects job satisfaction.

The Impact of Job Satisfaction on Employee Performance

According to the study, it is known that job satisfaction affects employee performance, indicating that the higher the job satisfaction of employees at a 3-star hotel in Malang, the employee's performance will also be more beneficial. This condition is maintained by the hotel management, who regularly strives to make employees perceive job satisfaction. Job satisfaction considered by employees of 3-star hotels in Malang is closely related to employee perceptions of joy at work. Job satisfaction is required to improve employee performance because perceived job satisfaction can optimize employee performance. This study confirmed that satisfied employees are more disposed to achieve higher performance. The study results strengthened by Hanzaae and Mirvaisi (2013); Siengthai and Pila-Ngarm (2017); Syardiansah et al. (2020) which observed that job satisfaction affects employee performance.

The Role of Job Satisfaction as a Reconciliation on the Effect of Organizational Climate on Employee Performance

Job satisfaction is confirmed to play as a mediating variable between organizational climate and employee performance. Organizational climate variables on job satisfaction and on employee performance revealed significant results. The linear influence of organizational climate on employee performance has conferred effective, so it can be concluded that the role of job satisfaction in this study is partial mediation. The hotel employees have a good understanding of their work and the climate felt by employees reveals that the hotel environment where they work is quite conducive so that it affects employee behavior positively in the organization; this is reflected in intuitive co-workers between departments and leaders who employees consider to be more concerned about implementing support to their employees. This can ease achievement in developing work, and being a driving factor for job satisfaction impacts the performance of hotel employees running correctly.

The Role of Job Satisfaction as a Reconciliation on the Effect of Organizational Culture on Employee Performance

Job satisfaction is established to play as a mediating variable between organizational culture and employee performance. The analysis results revealed that the organizational culture variable on job satisfaction and job satisfaction on employee performance bestows a significant effect. However, organizational culture vessels

directly affect performance, so it can be concluded that the role of job satisfaction in this study is complete mediation. This determines that organizational culture, including job satisfaction, can play a role in developing the performance of 3-star Hotel employees in Malang.

The organizational culture is more tending to one culture or a compound of several cultures in the hotel that can design perceptions of job satisfaction so that the performance of hotel employee gains. The well-being of an employee related to organizational culture is when employees are integrated and reliant on the values that are enhanced and believed in (Tarba et al., 2019). The employees who perceive job satisfaction because their perception is in line with the organizational culture (Behery et al., 2012) state that obvious correlation between organizational culture and job satisfaction directions increase employee performance.

CONCLUSIONS

According to the result of the study, it can be concluded that: Firstly, organizational climate can encourage employees' work so that it has an impact on improving employee performance. Secondly, organizational culture has not been authorized to promote employee performance. This is because it is related to Maslow's theory, precisely the position of basic needs, characteristics of respondents, working period, and age of respondents. Thirdly, A positive organizational climate can develop solidarity at work and make employees perceive job satisfaction. Fourthly, the organizational culture developed and utilized well at 3-star Hotels in Malang City can affect job satisfaction. Next, Job satisfaction perceived by employees can affect employee performance; this condition is established by hotel management, who always strives for employees to feel job satisfaction. Then, job satisfaction plays a role in determining a conducive organizational climate and can affect the performance of hotel employees. Lastly, Job satisfaction can strengthen organizational culture in assessing the performance of hotel employees.

Concerning the management of 3-star hotels in Malang, First, requires to modify the organizational climate more conducive by paying attention to hotel leadership. Organizational leaders demand to provide support in the form of attention, encouragement in routine sharing, and alternative solutions that occur to generate pleasant harmonization. Secondly, Organizational culture in 3-star hotels in Malang is supposed to maintain a group or family hotel culture; particularly, the hotel environment is continuously developed through employee involvement in various activities, teamwork, and openness. Thirdly, Job satisfaction at 3-star Hotels Malang requires efforts to maintain intrinsic factors to engage employees' wants for meaning and personal growth. On the other hand, keeping factors extrinsic also needs to be done to circumvent the emergence of dissatisfaction in employees. Lastly, 3-star hotels in Malang need to conduct periodic evaluations related to implementing SOPs to manage employee performance developments.

As in previous studies, this study has several deficiencies that need refinement for future research purposes. The limitations of this research are: Firstly, Developing and delivering questionnaires by respondents took more time than the researcher's objective because at the same time the respondent was working and the

Covid-19 pandemic caused employees to be temporarily laid off, and the work schedule was uncertain for employees. Secondly, entering data needs more time and accuracy because employees who are less than one year old also participate in filling out the questionnaires distributed by researchers, some of the information is incomplete on the identity of the respondents and the answers, so that they cannot be used as research data. Further research can be done by combining and reviewing other variables in the scope of human resources that have not been involved in this study. Finally, to broaden the generalization of the results of this study can be conducted by expanding the number of hotels as respondents.

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