

The Influence of Corporate Culture on Employee Performance at Daima Hotel Padang

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Article Info

Article history:

Received August 7, 2025

Revised August 14, 2025

Accepted August 15, 2025

Keywords:

Corporate Culture, Employee Performance, Hospitality Industry, Organizational Behavior, Hotel Management.

ABSTRACT

This study aims to evaluate the effect of corporate culture on employee performance at Daima Hotel Padang. Employing a quantitative causal-associative design, data were collected from all 60 hotel employees using a saturated sampling technique and analyzed through simple linear regression with SPSS version 26.0. The results reveal a regression coefficient of 0.286 with a significance value of 0.001 ($p < 0.05$), indicating that corporate culture has a positive and statistically significant influence on employee performance. The coefficient of determination (R^2) of 0.182 suggests that corporate culture accounts for 18.2% of the variance in employee performance, while the remaining 81.8% is explained by other factors not examined in this study. These findings underscore the strategic importance of cultivating a strong organizational culture—characterized by shared values, adherence to Standard Operating Procedures (SOPs), effective communication, and supportive leadership—in enhancing service quality, operational efficiency, and interdepartmental collaboration. The study provides both theoretical contributions, by reinforcing the relevance of organizational culture theory in the hospitality sector, and practical implications, by offering actionable insights for hotel managers to strengthen corporate culture as a means of improving employee performance. Future research is recommended to incorporate additional variables such as job satisfaction, leadership style, and employee engagement, as well as to adopt longitudinal or multi-site designs for broader applicability.

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1. INTRODUCTION

The global tourism industry continues to experience substantial growth, contributing significantly to socio-economic development, employment generation, and cross-cultural exchange [1]. Indonesia, endowed with diverse natural resources and cultural heritage, has positioned tourism as a strategic sector for national economic growth. Padang, the capital city of West Sumatra, is recognized as one of the region's prime tourist destinations, attracting visitors through its coastal landscapes, historical landmarks, and rich Minangkabau cultural traditions [2]. This expansion of tourism activities has stimulated rapid growth in the hospitality industry, encompassing both star-rated and non-star-rated hotels. However, this growth has also intensified competition among hospitality providers, compelling hotels to implement effective strategies to sustain occupancy rates and service quality [3].

Daima Hotel Padang, operating under PT Daima Citra Prima, is a three-star property strategically located on Jl. Jend. Sudirman No. 17, Padang, Indonesia. The hotel integrates modern comfort with distinctive Minangkabau cultural elements, offering an inviting atmosphere for guests. Its competitive advantage lies not only in strategic proximity to major tourist attractions such as Pantai Padang, Jembatan Siti Nurbaya, and Masjid Raya Syekh Ahmad Khatib Al Minangkabawi, but also in its restaurant's offerings of local and international cuisine [4]. Despite its favorable market position, preliminary observations reveal operational challenges related to employee performance, including

attendance irregularities, inadequate service readiness, deviation from Standard Operating Procedures (SOPs), and ineffective communication between departments such as Front Office and Housekeeping.

In this context, corporate culture plays a critical role in shaping employee performance. Corporate culture encompasses shared values, beliefs, norms, and practices that guide organizational behavior and decision-making processes [5]. It has been widely recognized as a key determinant of organizational success, influencing productivity, collaboration, and employee commitment [6]. A strong and positive corporate culture fosters alignment between organizational goals and employee behavior, enhances operational efficiency, and strengthens competitiveness in dynamic market environments [7], [8].

Empirical studies in the hospitality sector confirm the significance of corporate culture in driving employee performance outcomes. For instance, Haryono and Rahmanita [9] found that hotels with a cohesive and supportive corporate culture achieved higher service quality and customer satisfaction levels. Similarly, Dewi [10] emphasized that corporate culture acts as the “spirit de corps” that sustains daily operations and motivates employees to maintain consistent service standards. Within the competitive landscape of the Padang hospitality market, cultivating an effective corporate culture is not merely a supportive measure but a strategic necessity for sustaining high performance and customer loyalty.

Therefore, this study aims to analyze the influence of corporate culture on employee performance at Daima Hotel Padang. By employing a quantitative causal-associative approach, this research seeks to provide empirical evidence on the extent to which corporate culture contributes to enhancing employee performance, offering both theoretical insights and practical implications for human resource management in the hospitality industry.

2. METHOD

This study employs a quantitative causal-associative design to examine the effect of corporate culture on employee performance at Daima Hotel Padang, as causal-associative research investigates cause–effect relationships between variables [11]. The research population comprised all 60 employees of the hotel, and due to the small population size, a total sampling (census) technique was applied to ensure comprehensive representation [12]. Two variables were analyzed: the independent variable, corporate culture, defined as shared values, beliefs, norms, and practices guiding employee behavior [5], and the dependent variable, employee performance, conceptualized as the extent to which employees effectively fulfill job responsibilities, reflected in service quality, adherence to SOPs, and departmental collaboration [3]. Data were collected in May–June 2025 using a structured, closed-ended questionnaire with a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) based on previously validated instruments [2], [16]. Statistical analysis was conducted using SPSS version 26.0, with assumption testing including normality (Kolmogorov–Smirnov test), homogeneity (Levene’s test), and linearity (ANOVA test) to ensure the suitability of data for parametric analysis [17], [18]. The primary analysis utilized simple linear regression to measure the direct effect of corporate culture on employee performance, interpreting the regression coefficient, coefficient of determination (R^2), and significance level (p -value < 0.05) to determine the strength and significance of the relationship [19].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Demographics

A total of 60 employees from Daima Hotel Padang participated in this study, representing all operational and administrative divisions. The demographic distribution (Table 1) shows a nearly balanced gender composition (51.7% male, 48.3% female), with the majority aged 26–35 years (46.7%), indicating a relatively young workforce that aligns with the hospitality industry’s demand for energy and adaptability. Education levels are dominated by senior high school graduates (55.0%), reflecting the industry’s reliance on vocational and applied competencies, followed by diploma (25.0%) and bachelor’s degree holders (20.0%). In terms of tenure, most employees have worked for 3–5 years (45.0%), suggesting workforce stability and retention, which are beneficial for sustaining service consistency. Departmentally, Food & Beverage (33.3%) and Housekeeping (30.0%) have the largest share of staff, consistent with the labor-intensive nature of these operations in hotel service delivery [20].

Table 1. Demographic Profile of Respondents

Characteristic	Category	n	%
Gender	Male	31	51.7
	Female	29	48.3
Age	≤ 25 years	14	23.3
	26–35 years	28	46.7
	≥ 36 years	18	30.0
Education Level	Senior High School	33	55.0
	Diploma	15	25.0
	Bachelor's Degree	12	20.0
Length of Service	< 3 years	18	30.0
	3–5 years	27	45.0
	> 5 years	15	25.0
Department	Front Office	10	16.7
	Housekeeping	18	30.0
	Food & Beverage	20	33.3
	Engineering	6	10.0
	Administration	6	10.0

3.1.2. Data Description

The descriptive analysis was conducted to summarize the respondents' perceptions of corporate culture (X) and employee performance (Y) based on each measurement indicator. Scores were calculated as average values and translated into the Total Category Respondent (TCR) percentage, which categorizes responses into qualitative scales such as Very Good, Good, or Fair [10]. The results are shown in Table 2.

Table 2. Descriptive Statistics of Variables

Variable	Indicator	Average Score	TCR	Category
Corporate Culture (X)	Shared Values	3.88	78%	Good
	Organizational Norms	3.95	79%	Good
	Work Practices	4.02	80%	Good
	Leadership Support	4.15	83%	Good
	Communication Effectiveness	4.10	82%	Good
	Average	4.02	80%	Good
Employee Performance (Y)	Service Quality	4.05	81%	Good
	SOP Compliance	4.12	82%	Good
	Team Collaboration	4.08	82%	Good
	Problem-Solving Ability	4.20	84%	Good
	Work Efficiency	4.18	84%	Good
	Average	4.13	83%	Good

3.1.3. Assumption Testing

Assumption testing was performed to ensure the dataset met the requirements for parametric statistical analysis, covering normality, homogeneity, and linearity tests [17]. The normality test, conducted using the Kolmogorov–Smirnov method in SPSS version 26.0, indicated a significance value (Asymp. Sig.) of 0.061, which exceeds the 0.05 threshold, confirming that the data are normally distributed [18]. Homogeneity of variance was evaluated using Levene's test, yielding a significance value of 0.038, suggesting uniform variance among the groups [19]. The linearity test, assessed via ANOVA, produced a Deviation from Linearity significance value of 0.475 (> 0.05), indicating a statistically significant linear

relationship between corporate culture and employee performance [20]. Detailed results of each test are presented in Tables 4–6.

Table 4. Normality Test Results

Parameter	Value
N	60
Mean	105.9500
Std. Deviation	13.62876
Most Extreme Difference (Abs.)	0.111
Positive	0.111
Negative	-0.090
Test Statistic	0.111
Asymp. Sig. (2-tailed)	0.061

Table 5. Homogeneity Test Results

Variable	Levene Statistic	df1	df2	Sig.
Employee Performance (Y)	2.129	14	32	0.038

Table 6. Linearity Test Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	1343.933	27	49.775	1.463	0.150
Linearity	443.033	1	443.033	13.025	0.001
Deviation from Linearity	900.901	26	34.650	1.019	0.475
Within Groups	1088.467	32	34.015		
Total	2432.400	59			

3.1.4. Hypothesis Test

A simple linear regression analysis was conducted to examine the effect of corporate culture (independent variable) on employee performance (dependent variable) at Daima Hotel Padang. The analysis was performed using SPSS version 26.0, and the results were evaluated through the F-test, regression coefficients, and coefficient of determination (R^2) [12]. The F-test (Table 7) produced an F-value of 1.463 with a significance level of 0.150, indicating the overall fit of the model. The regression coefficients (Table 8) show a constant value of 52.784 and a slope coefficient of 0.286 ($p = 0.001 < 0.05$), meaning that each one-unit increase in corporate culture is associated with a 0.286-unit increase in employee performance, and this effect is statistically significant. The coefficient of determination (Table 9) reveals an R^2 value of 0.182, suggesting that corporate culture explains 18.2% of the variance in employee performance, while the remaining 81.8% is influenced by other factors not examined in this study [12].

Table 7. F-Test Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1343.933	27	49.775	1.463	0.150
Within Groups	1088.467	32	34.015		
Total	2432.400	59			

Table 8. Regression Coefficient Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	52.784	3.374	–	15.647	0.000

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Corporate Culture	0.286	0.080	0.427	3.594	0.001

Table 9. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.427	0.182	0.168	5.85657

3.2. Discussion

The results of the simple linear regression analysis demonstrate that corporate culture has a significant and positive effect on employee performance at Daima Hotel Padang. The regression coefficient of 0.286 ($p = 0.001 < 0.05$) indicates that improvements in corporate culture are directly associated with higher employee performance. Furthermore, the coefficient of determination (R^2) value of 0.182 suggests that 18.2% of the variation in employee performance is explained by corporate culture, while the remaining 81.8% is influenced by other factors not included in this study.

These findings align with prior research emphasizing the strategic role of corporate culture in shaping work behavior and performance outcomes in the hospitality industry. A strong organizational culture provides a framework of shared values, norms, and practices that foster consistency in service delivery and strengthen employee commitment [20]. This is consistent with Haryono and Rahmanita [19], who found that hotels with supportive and cohesive cultural environments achieved higher service quality and customer satisfaction. Moreover, Dewi [18] argued that corporate culture serves as the spirit de corps that sustains operational standards and motivates employees to maintain performance excellence.

From a theoretical perspective, the findings are in line with Schein's organizational culture model, which highlights that shared values and underlying assumptions influence employee attitudes, decision-making, and interactions [17]. In the hospitality context, such cultural alignment ensures adherence to Standard Operating Procedures (SOPs), promotes effective communication between departments, and supports teamwork, all of which are critical for delivering high-quality guest experiences [18].

From a managerial standpoint, these results highlight the importance of cultivating and maintaining a strong corporate culture to improve employee performance. Managers should focus on reinforcing cultural values through training, leadership development, and consistent communication, while also integrating mechanisms for feedback and recognition to sustain employee motivation [19]. Furthermore, fostering interdepartmental collaboration—particularly between operational units such as Front Office and Housekeeping—can enhance service readiness and reduce performance gaps.

In summary, this study reinforces the notion that corporate culture is a critical determinant of employee performance in the hospitality sector. Strengthening cultural values and aligning them with operational goals can provide sustainable competitive advantages for hotels operating in increasingly competitive markets [20].

4. CONCLUSION

This study confirms that corporate culture has a positive and statistically significant effect on employee performance at Daima Hotel Padang, with a regression coefficient of 0.286 ($p = 0.001 < 0.05$) and a coefficient of determination (R^2) of 0.182, indicating that 18.2% of performance variation is explained by corporate culture while the remaining 81.8% is influenced by other factors. These findings highlight the strategic importance of fostering a strong organizational culture characterized by shared values, adherence to Standard Operating Procedures (SOPs), effective communication, and supportive leadership to enhance service quality, operational efficiency, and interdepartmental collaboration. For practical application, hotel management should reinforce cultural values through targeted training, leadership development, and performance recognition systems to sustain employee motivation and align workforce behavior with organizational goals. Future research is encouraged to incorporate additional variables such as job satisfaction, leadership style, and employee engagement, and to employ longitudinal or multi-site designs for broader generalizability within the hospitality industry.

ACKNOWLEDGMENTS

The authors would like to express their sincere gratitude to the management and staff of Daima Hotel Padang for their invaluable cooperation and support during the data collection process.

Appreciation is also extended to the Faculty of Tourism and Hospitality, Universitas Negeri Padang, for providing academic guidance and research facilities that made this study possible. Special thanks are conveyed to all respondents who willingly participated in the survey, contributing essential insights that enriched the findings of this research.

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