

# The Impact of Organizational Culture, Dual Roles, and Work Environment on Hotel Performance with Work Effectiveness as a Mediating Variable (Case Study of MaxOne Hotel Jakarta Post-Acquisition)

Rekke Juwita\*<sup>1</sup>, Nurbaeti<sup>2</sup>, Fetty Asmaniaty<sup>3</sup>, Myrza Rahmanita<sup>4</sup>  
<sup>1,2,3,4</sup>Trisakti Tourism Institute

\*Corresponding Author Email [rekkeku@gmail.com](mailto:rekkeku@gmail.com)

## Abstract.

**Background.** The corporate culture, work environment, and dual functions of each corporation vary. For organizations that are acquired by another, employees must experience a meaningful impact. Organizational culture, work environment, and dual roles are vital, as these factors significantly contribute to the advancement of the organization, especially in the hotel industry. These three criteria can ascertain the efficacy of employee performance and the overall operational success of the hotel.

**Aims.** This research investigates these five variables. This study aimed to examine the impact of these variables. The study was carried out in five hotels affiliated with the Artotel Group: Nite and Day Mangga Besar, All Nite and Day Kebon Jeruk, Zia Sanno Menteng, MaxOne Kramat, and MaxOne Sabang.

**Methods.** The method used was SEM PLS, with the samples studied being hotel employees. The sampling technique used in this study is Non-Probability Sampling.

**Result.** The results of this study indicate that the variables of organizational culture, dual positions, and work environment influence hotel performance through work effectiveness, serving as an intervening variable.

## Implementation.

**Keywords:** Organizational culture, dual positions, work environment, hotel performance, work effectiveness.



© 2025 The Author(s). This article is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source.

## INTRODUCTION

The existence of hotels in supporting the development of the tourism industry in Jakarta is indeed essential. This aligns with the statement by Nunuk & Andhi (2020) in Yudian & Dewi (2022), which states that good hotel accommodation is always a consideration for tourists when deciding to visit a tourist location, as it is related to the availability of a place to stay and the pursuit of comfort. Hotel accommodation has indeed become an essential part of the tourism industry, which is equivalent to accessibility and attractions in supporting the tourism industry.

As a rapidly developing city, the presence of a hotel in Jakarta is undoubtedly essential, as it serves as a place to stay and conduct business meetings. One of the Group Hotels in Jakarta is MaxOne. MaxOne itself is part of MPHG (Milestone Pacific Hotel Group).

Milestone Pacific Hotel Group is one of the local hotel operators in the hospitality industry in Indonesia that has been in business from 2011 to 2022, before being acquired by Artotel Group. The classification of hotels under the auspices of Milestone Pacific Hotel Group is explained through the following image:



Figure 1 Brand Hotel MPHG

Source: MPHG, 2024

MaxOne Hotels itself is one of the local hotel chains in Indonesia with many two-star hotels or more, and is known for its budget hotel concept. MaxOne itself is unique in terms of its appearance, which appears more straightforward, distinctive, and friendly. Over time, MaxOne was acquired by Artotel Group, making MaxOne a part of Artotel Group.

During the acquisition process, it was discovered that there were multiple positions at MaxOne Hotel, such as Human Resources, which also serves as General Manager, and Human Resources, which also oversees Finance. Based on the researcher's observations, this phenomenon is often observed due to several factors: the hospitality business remains unpredictable, strict control over staff allocation, and budget efficiency for salaries. The existence of concurrent positions can certainly have both advantages and disadvantages. Additionally, the acquisition also established a new work culture. At MaxOne Hotels, before the acquisition, there was an issue with work culture, which is evident in the compliance factor, as the Standard Operating Procedure applied at MaxOne was not consistently followed overall. Additionally, in terms of agility, MaxOne was unable to adapt to the changes that occurred. For example, there is no digitally integrated system implemented in each property in MaxOne. In terms of innovation, MaxOne has not achieved any meaningful breakthroughs in its endeavors to tackle complex and challenging tasks. As for consistency, MaxOne has not been able to implement the applicable SOPs consistently. Due to the four factors above, the business sustainability of MaxOne was not well realized; therefore, MaxOne was later acquired by Artotel Group. After being acquired by Artotel Group, a new work environment was created, which, of course, can affect work effectiveness and, in turn, impact hotel performance.

The acquisition indirectly established a novel organizational culture at MaxOne Hotel. The new organizational culture has a significant influence on work effectiveness and impacts the hotel's performance due to its tight interaction. Tjiharjadi, 2007.

Robbins, in Romadhan & Hartono (2021), elucidated that the founders' vision generally influences company culture as it embodies their core principles. Subsequently, company culture will evolve during the personnel selection phase. Managers typically choose employees not solely based on their qualifications, but also on their ability to integrate effectively within the firm. Organizational culture serves as a framework for guiding all activities within an organization. (Deal and Kennedy) as cited in (Hajjad, 2023). Currently, this is not applicable to MaxOne Hotel

Rekke Juwita

DOI 10.62885/toursci.v2i5.778

Jakarta, as a new organizational culture has been implemented following the company's acquisition, which has impacted the work efficiency of MaxOne Hotel employees.

Before the acquisition, MaxOne was a hotel that implemented the concept of wholehearted service, relying on three main pillars called Max's Soul, which consisted of happiness, warmth, and love. MaxOne also has its service principle, Our Meaning, which means MaxOne strives to provide maximum service to its customers. Then, Our Soul, which means MaxOne always tries to provide services that are warm and full of love. Next is Our Philosophy, which means MaxOne loves its customers as much as it loves itself. The last is Our People, which is the core of all services. After the acquisition, the Artotel Group not only focuses on service alone, but also prioritizes teamwork, transparency, responsibility, maintaining trust, and a commitment to quality and excellence.

As mentioned earlier, MaxOne Hotel is one of the companies that also experienced problems due to changes in organizational culture. These problems have an unfavorable impact on employee effectiveness, ultimately affecting hotel performance. In addition to concurrent positions and organizational culture, the work environment also affects work effectiveness.

Based on this description, the researcher is then interested in conducting research at MaxOne Hotel Jakarta which consists of: Nite and Day Mangga Besar, All Nite and Day Kebun Jeruk, Zia Sanno Menteng, MaxOne Sabang and MaxOne Kramat, because of the phenomena described above, as well as during the HR Due Diligence Audit before the acquisition was carried out and the location also facilitates the research process. The title of this research is "The Effect of Organizational Culture, Dual Position, Work Environment on Hotel Performance with Work Effectiveness as an intervening variable (Case Study at MaxOne Hotel Jakarta Post Acquisition)".

## **THEORETICAL FOUNDATION**

### **Organizational Culture**

Organizational culture serves as a distinguishing identity amongst organizations based on their qualities. Organizational culture constitutes the fundamental values of an organization, encompassing beliefs, norms, and learning methodologies for its members. It serves as the cohesive element and defining trait that differentiates the organization from others. (Triatna) in (Rijanto & Mukaram, 2018). The definition of organizational culture, as articulated by Kreitner

Rekke Juwita

DOI 10.62885/toursci.v2i5.778

| 358

and Kinicki (2014) in Rijanto and Mukaram (2018), pertains to the shared values and beliefs that form the foundation of a company's identity.

The Indicators of Organizational Culture, according to Sulaksono in Romadhan & Hartono (2021). Indicators of organizational culture can be stated as follows:

**1. *Decisive & Compliance***

In general, compliance refers to the extent to which individuals accept or reject the requests of others. Compliance itself originates from the word "obey," which means adhering to rules and orders and being disciplined. In a decisive organizational culture, compliance means adhering to all activities by the policies, provisions, rules, and regulations that apply within the organization.

**2. *Agility***

The ability to move quickly and deftly. Agility is a concept frequently employed in the world of business and management. This concept refers to an organization or individual's ability to adapt quickly to changes in their surrounding environment.

**3. *Courageous***

The ability to do something challenging. Dare to take on more challenges and do something out of their comfort zone.

**4. *Consistent***

Consistency can be defined as attitudes and actions that remain unchanged, always in harmony. Consistency is typically characterized by harmony, continuity, order, and a lack of variation. In organizational culture, consistency refers to activities that are carried out continuously, resulting in the formation of a culture.

**5. *Progressive & Future Proof***

Activities are ongoing and anticipate future events. Progressive and future-proof can also be described as changes that increase or progress over time.

**Dual Positions**

Astina (2016) explained that dual positions in the industrial world are doing more than one job or task. In this case, the dual position in question is that there are functions that have more than one responsibility, as happens at MaxOne Hotel, where Human Resources acts also as Finance and

vice versa. Aisyah & Pristyadi (2021) explained that dual positions are also referred to as dual careers, which is the condition of a worker who assumes responsibility for two jobs and at the same time. Such dual positions actually expose a worker to issues that can put their career at risk, as it is unclear which career path they will pursue. For an organization/company, such a dual career is disadvantageous, because one or both positions will become victims. Such conditions are difficult to avoid because efficiency in carrying out work is significantly higher when a person holds only one position rather than two or more positions simultaneously.

The impact of concurrent positions, according to several researchers, varies. Some of them expressed pros and cons, which can be seen in the evaluation results. According to researchers, the impact of multiple positions on the organization is very positive because it can minimize time and costs. However, the impact on individuals can be said to be negative, as it can lead to cognitive overload, depression, stress, and mental fatigue, thereby hindering employee productivity (Petroutsatou & Sifiniadis, 2018).

Similar to Spink's (Aisyah, 2021) research, concurrent positions can be analyzed from two distinct perspectives: Cognitive Science and Information Science. Cognitive science pertains to the methods by which individuals execute tasks. Information science encompasses the execution of many tasks through the application of technology. Spink's research suggests that, from the perspective of cognitive science and human factors, parallel tasks can have adverse effects on performance, leading to a decline in the primary task's efficiency and an increase in errors. These adverse effects can also influence employees' stress levels.

Conversely, numerous case studies have investigated and determined that dual responsibilities can enhance productivity. Multitenancy has been shown to enhance individual performance during virtual meetings. Virtual meetings are frequently used to unite individuals from various regions of the country or nation and foster ideas to achieve an organization's objectives.

There is a Dual Position Indicator that can be measured according to Nasekhah (2017), who describes the indicators of concurrent positions as follows:

### **1. Pressure**

Pressure in dual positions can be interpreted as a condition that requires a person to complete a task or job in a challenging situation. These challenging situations can be in the form of tight deadlines, high performance demands, or situations that require quick decisions.

## **2. Burden Borne from Two or More Jobs**

The burden borne from two or more jobs can be interpreted as additional responsibilities or duties that must be carried out by someone who holds two or more positions. The burden can take the form of tasks that require more time and energy, or tasks that necessitate different skills or knowledge.

## **3. Overlapping Work**

Overlapping work is when a person holds two or more positions that have the same or interrelated responsibilities or tasks. Overlapping jobs can lead to conflicts of interest and a lack of clarity in task execution.

## **Work Environment**

The work environment is a setting where individuals perform their responsibilities, which in turn influences their ability to execute assigned tasks. The work environment encompasses the conditions surrounding employees that can influence their job performance. Sadar Mayanti characterizes the work environment as encompassing all tools, materials, and the surrounding conditions that employees encounter. Mardiana elucidated that the work environment constitutes the setting in which employees do their everyday tasks. (Pranitasari, Trianah, & Taufik, 2018).

An optimal work environment is supportive. A supportive work environment is essential for fostering improved performance outcomes. A pleasant work environment can be established by effective communication between supervisors and subordinates, as well as among the subordinates themselves. The organization must cultivate a strong sense of trust among subordinates, ensuring that employees perceive an absence of mutual suspicion and instead foster a supportive environment. If established in this manner, a favorable work atmosphere will be simpler to cultivate. The aforementioned factors will subsequently foster increased job motivation among employees, facilitating the effective utilization of each employee's contributions. A favorable work environment necessitates alignment between leaders and subordinates over the vision of security and comfort it offers to all individuals within it. The company values and attends

to its employees, and reciprocally. This can subsequently result in enhanced staff motivation and improved company performance (Enny, 2019).

Indicators of the work environment comprise six indicators. (Lestary & Harmon, 2017):

- a. **Air Temperature.** Air temperature exhibits significant individual variability. Air temperature has a significant influence on the work environment, particularly on the human body's efforts to maintain its optimal temperature.
- b. **Humidity.** Humidity is the amount of water contained in a room expressed as a percentage. Humidity has a relationship with air temperature.
- c. **Air Circulation.** Air circulation is something that must be considered in an organization because employees spend most of their time in their work area. Air exchange determines the physical freshness of employees.
- d. **Noise Level.** Noise level refers to the condition of unwanted sounds that are disturbing and potentially harmful. In the work environment, a noise level refers to a condition where sounds occur that interfere with workers' activities. Ways to overcome it include muffling and blocking, among others.
- e. **Lighting.** Lighting is important and central to performing work actions. A work environment with reasonable and appropriate lighting will enhance the quality of work. The characteristics of good lighting are: sufficient light, no glare, appropriate color, and even distribution.

### **Relationships between employees**

Relationships between employees are essential in the work environment because it is certain that employees will interact with one another, so good working relationships are necessary. Therefore, if a conflict arises, it will be detrimental to both employees and the workplace itself.

### **Work Effectiveness**

Effectiveness is the entire process within an organization, encompassing implementation, division of labor, and delegation of authority, to ensure that the organization's main objectives are achieved. Effectiveness is also closely related not only to the proper use of resources, funds and work infrastructure, but also to the achievement of predetermined goals and objectives within the time limit set for achievement. (Najib, 2019).

Work effectiveness is also associated with a state of a person doing physical and mental activities to achieve desired results or consequences (Hareffa & Larosa, 2021). Then, Maryani et al. (2021) stated that work effectiveness refers to the completion of work within a specified timeframe. (Dwinanda, Zulhj, & Islam, 2023).

Indicators of Work Effectiveness according to Setres in Monica & Samosir (2021). There are three indicators of work effectiveness, as follows:

1. **Work Achievement.** Work achievement refers to the completion of work tasks assigned by predetermined targets, some of which may even exceed the originally set targets.
2. **Job Satisfaction.** Job satisfaction is a worker's assessment of how well their overall job meets their needs. Job satisfaction, according to Slamet, is a crucial condition that every worker should possess. When these humans can interact with their work environment, they will work with whole motivation and earnestness until organizational goals are achieved.
3. **Self-Adjustment.** Adaptability is a mental attitude that enables one to adjust to their environment, thereby fostering better working relationships. The key to organizational success is the cooperation of organizational members. To work effectively with other members, a member needs to adapt so that the relationship between them can run smoothly. The ability to adapt is inseparable from the ability to respond effectively to work situations and conditions within the organization.

## **Hotel Performance**

Hotel performance is a mechanism that facilitates success, generally associated with a company's capacity to attain its goals. (Vala, 2017). The principal factor influencing a firm's success is the existence or lack of strategic management, which focuses on establishing long-term organizational objectives and formulating plans to ensure the company achieves its goals. (Aremu & Olodo, 2015).

The advantages of performance, as articulated by Wibowo (2016), extend beyond the immediate outcomes of human resources. Performance must consider the advantages or effects of work outcomes. The outcomes of work can yield beneficial effects for the organization. The accomplishment of an individual in reaching their objectives can enhance motivation, resulting in additional advancements in organizational performance. Nonetheless, the repercussions of an

individual's success may be detrimental; for instance, excessive pride in their achievements might result in behavioral modifications that undermine a productive work environment.

The indicators of hotel performance are as follows:

1. **Sales Volume.** The greater the sales volume, the more it can be an indicator that the business is running smoothly and the products/services are being accepted by consumers.
2. **Increased Consumers.** A large sales volume will undoubtedly attract many consumers. Additionally, you need to understand how these consumers are aware of your business, whether through newspapers, social media, the internet, websites, or advertisements.
3. **Profit Real.** Businesses are not only able to provide salaries to employees and owners, but also to generate real profits. Real profit is the cash left over after accounting for all obligations to pay salaries to all business stakeholders.

## METHODS

This investigation is a quantitative analysis. The data from this study were gathered, processed, and analyzed. Sugiyono (2015). Quantitative data refers to numerical data or data that is measured in numerical terms. Quantitative data refers to information that is typically studied using statistical methods.

This study has five factors: the independent variables Organizational Culture (X1), Dual Position (X2), and Work Environment (X3), which are linked to the intervening variable Work Effectiveness (Z) to assess the dependent variable Hotel Performance (Y).

The subjects of this study were employees of MaxOne Hotel across five sites in Jakarta. This study employs a Non-Probability Sampling approach, specifically purposive sampling. Purposive sampling is a sampling method that selects data sources based on specific criteria. (Sugiyono, 2009; Arikunto, 2010; Rosdianto, 2017).

In this study, researchers employed saturated samples as the subjects of investigation. Saturated samples encompass the entire population within the research locale and are used as the research sample. The research sample comprises 107 employees from five MaxOne hotels located in Jakarta, which serve as the research sites.

## RESULTS AND DISCUSSION

### Convergent Validity Test

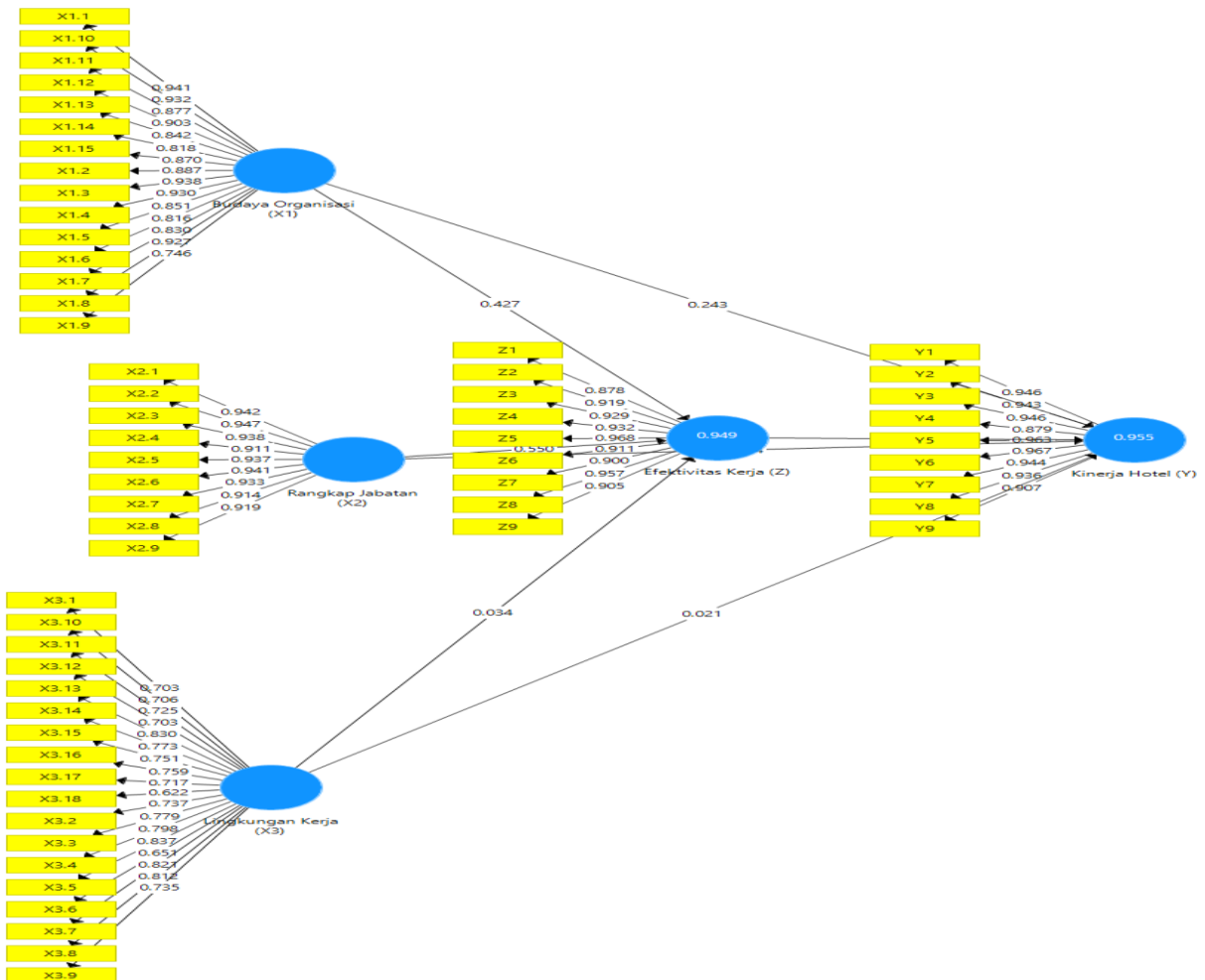


Figure 1 Outer Loadings 1

Source, Results of Researcher Data Processing, 2024

Based on the outer loading processing in Table 1, two indicators were found to have an outer loading value smaller than 0.7 ( $<0.7$ ), indicating that these two indicators do not possess sufficient convergent validity in measuring the construct. These indicators are X3.18, which can facilitate the establishment of good working relationships after acquisition, and X3.6, which can function

well when the air humidity in the work environment is optimal. Indicator X3.18 focuses on the ability of employees to establish effective working relationships with colleagues, thereby preventing conflicts, particularly following an acquisition. Meanwhile, indicator X3.6 assesses how well employees can work in optimal air humidity conditions in their work environment.

This means that the indicator is not entirely relevant or strong enough in representing the construct being measured. Additionally, if the questions or statements in the indicator are unclear or ambiguous, respondents may have differing understandings, resulting in inconsistent answers and low outer loading values. Indicators can also be irrelevant in the specific context of the study. For example, the indicator on air humidity (X3.6) may not be considered important by respondents in their work context, and thus may not reflect sufficient construct variance. In addition, respondents with widely varying backgrounds, experiences, or perceptions provide different answers, thereby reducing the consistency of responses for the indicator.

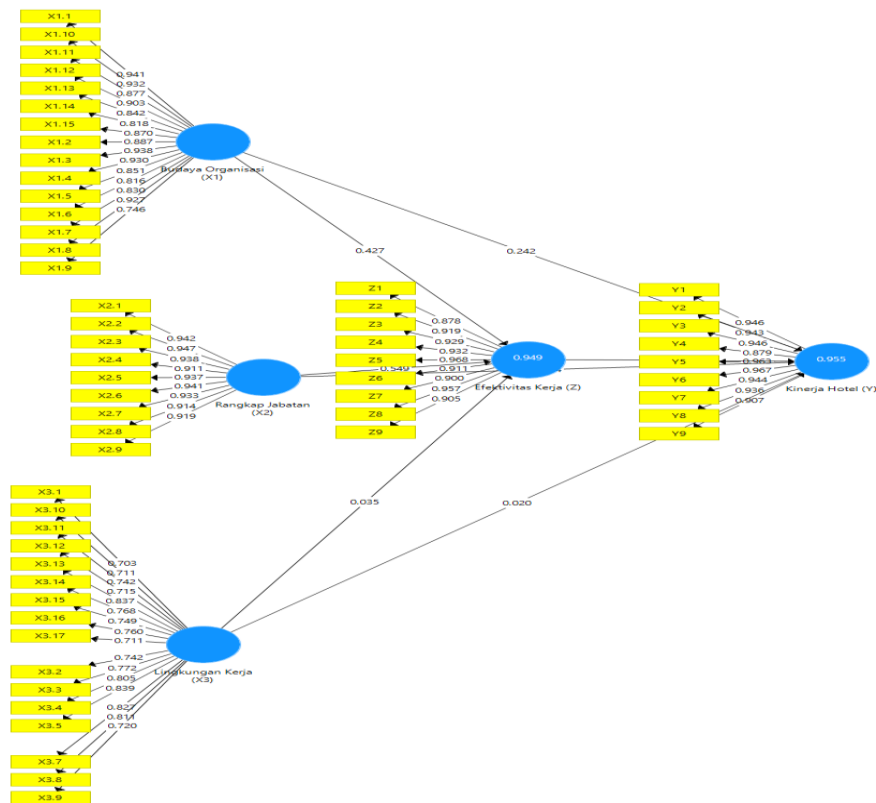


Figure 2

According to Figure 2, the results of the second test on Outer Loadings yielded a value exceeding 0.7 (>0.7). Thus, it may be stated that these indicators exhibit strong convergent validity. A high outer loading number signifies a good correlation between the indicators and the measured construct, indicating that the current indicators effectively assess the construct. A measurement model exhibiting strong convergent validity can be deemed valid and reliable, hence enhancing the dependability of the analytical data for further interpretation in research.

**Table 3 Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
<b>Organizational Culture (X1)</b>	0.766
<b>Concurrent Position (X2)</b>	0.867
<b>Work Environment (X3)</b>	0.885
<b>Work Effectiveness (Z)</b>	0.851
<b>Hotel Performance (Y)</b>	0.878

Source, Results of Researcher Data Processing, 2024

Table 3 displays the Average Variance Extracted (AVE) values for various research variables, specifically Organizational Culture (X1), Work Environment (X3), Dual Position (X2), Work Effectiveness (Z), and Hotel Performance (Y). The Average Variance Extracted (AVE) value serves as the primary metric for evaluating the convergent validity of the constructs within the measurement model. An AVE score of 0.5 signifies that the construct exhibits strong convergent validity, indicating that over 50% of the variance in the indicators can be explained by the construct (Hair et al., 2017).

The AVE score of 0.766 for the Organizational Culture construct (X1) indicates strong convergent validity, as 76.6% of the variance in indices assessing Organizational Culture is explained by this construct. The Work Environment (X3) has the most excellent AVE value of 0.885, indicating that 88.5% of the variance in the indicators assessing Work Environment can be explained by this construct, thereby demonstrating that the indicators are highly coherent and pertinent in expressing the construct. The Dual Position construct (X2) demonstrates strong convergent validity, evidenced by an AVE value of 0.867, indicating that this construct accounts for 86.7% of the variance in the indicators assessing Dual Position.

Work Effectiveness (Z) possesses an AVE score of 0.851, signifying that this construct demonstrates exceptional convergent validity, as 85.1% of the variance in indicators assessing Work Effectiveness is explicable by this construct. Hotel Performance (Y) exhibits robust convergent validity, with an AVE score of 0.878, indicating that this construct accounts for 87.8% of the variance in measures assessing Hotel Performance.

Overall, all constructs in this study have AVE values that are well above the 0.5 threshold, indicating that each construct has excellent convergent validity. This means that the indicators used to measure each construct are highly relevant and consistent in representing the intended construct. With this strong convergent validity, the measurement model used in the study can be considered valid, making the analysis results more reliable and suitable for further interpretation in the study (Hair et al., 2022).

**Reliability Test**

Reliability refers to the degree to which a measurement device yields consistent and steady data when employed repeatedly under the same conditions. The reliability test aims to verify that indicators measuring specific constructs consistently reflect those constructs. The primary techniques for assessing reliability are Cronbach's Alpha and Composite Reliability (CR).

**Cronbach’s Alpha**

Cronbach's Alpha quantifies internal consistency by indicating the degree of correlation among indicators within a construct. Cronbach's Alpha values range from 0 to 1, with values of 0.7 indicating good reliability and those above 0.8 indicating exceptional reliability (Nunnally & Bernstein, 1994; Hair et al., 2017).

**Table 4 Cronbach’s Alpha**

Variable	Cronbach's Alpha
<b>Organizational Culture (X1)</b>	0.978
<b>Concurrent Position (X2)</b>	0.981
<b>Work Environment (X3)</b>	0.983
<b>Work Effectiveness (Z)</b>	0.953
<b>Hotel Performance (Y)</b>	0.978

Source, Results of Researcher Data Processing, 2024

Table 4 displays the Cronbach's Alpha coefficients for the five research variables: Organizational Culture (X1), Work Effectiveness (Z), Hotel Performance (Y), Work Environment (X3), and Dual Position (X2). Cronbach's Alpha is a reliability metric that indicates the degree of correlation among indicators within a construct. Cronbach's Alpha values range from 0 to 1, with values above 0.7 indicating good reliability and those above 0.8 denoting exceptional reliability (Hair, Hult, Ringle, & Sarstedt, 2022).

The Organizational Culture construct (X1) exhibits a Cronbach's Alpha value of 0.978, indicating exceptional reliability with indicators that demonstrate high consistency among themselves. The Work Effectiveness construct (Z) demonstrated exceptional dependability, as evidenced by a Cronbach's Alpha score of 0.978, indicating substantial consistency among the indicators assessing Work Effectiveness. The Hotel Performance (Y) construct exhibits the most excellent Cronbach's Alpha value of 0.983, signifying that it is measured with exceptional reliability and that the indicators demonstrate a high degree of consistency among themselves. The Work Environment (X3) exhibits a Cronbach's Alpha rating of 0.953, indicating exceptional reliability with consistently accurate reflections of the construct. The Dual Position construct (X2) exhibits a Cronbach's Alpha value of 0.981, indicating exceptional dependability with indications of great consistency among the items.

All variables in this study have exceptionally high Cronbach's Alpha values, much exceeding the 0.7 threshold, which signifies strong reliability. This indicates that the metrics employed to assess each construct exhibit excellent consistency and reliability. The robust dependability indicates that the measurement equipment used in this investigation is both valid and reliable, thereby enhancing the credibility of the analytical results for further interpretation in the research.

### **Composite Reliability**

Composite Reliability (CR) provides a more thorough assessment of internal consistency than Cronbach's Alpha, as it takes into account the factor weight (loading) of each indicator. CR levels of 0.7 signify strong reliability, and values surpassing 0.8 are deemed excellent—Hair et al. (2022).

**Table 5 Composite Reliability**

Variable	Composite Reliability
<b>Organizational Culture (X1)</b>	0.980
<b>Concurrent Position (X2)</b>	0.983
<b>Work Environment (X3)</b>	0.985
<b>Work Effectiveness (Z)</b>	0.957
<b>Hotel Performance (Y)</b>	0.981

Source: Primary Data Processing Results, 2024

Table 5 displays the Composite Reliability values for the five research variables: Organizational Culture (X1), Work Effectiveness (Z), Hotel Performance (Y), Work Environment (X3), and Dual Position (X2). Composite dependability (CR) is a metric of internal consistency dependability that surpasses Cronbach's Alpha by accounting for the factor weight (loading) of each indication. The Composite dependability value spans from 0 to 1, where values exceeding 0.7 denote outstanding dependability, and those surpassing 0.8 signify exceptional reliability (Hair, Hult, Ringle, & Sarstedt, 2022).

The Organizational Culture construct (X1) exhibits a Composite Reliability rating of 0.980, signifying exceptional reliability with indicators that demonstrate high consistency among themselves. The Work Effectiveness construct (Z) demonstrates exceptional reliability, evidenced by a Composite Reliability rating of 0.981, signifying substantial consistency among indicators assessing Work Effectiveness. The Hotel Performance construct (Y) exhibits the greatest Composite Reliability rating of 0.985, signifying that it is measured with exceptional reliability and that the indicators demonstrate considerable consistency among themselves. The Work Environment (X3) exhibits a Composite dependability rating of 0.957, signifying exceptional dependability with indications that consistently reflect the construct. The Dual Position construct (X2) exhibits a Composite Reliability rating of 0.983, signifying exceptional reliability with highly consistent signs.

All variables in this study exhibit a Composite Reliability score significantly beyond the 0.7 threshold, indicating strong reliability. The indicators employed to assess each component exhibit good consistency and reliability. The robust dependability indicates that the measurement equipment employed in this investigation are both valid and dependable, hence enhancing the credibility of the analytical results for further interpretation in the research.

### **Hypothesis testing**

Hypothesis testing within structural models aims to determine the statistical significance of the relationships among the model's variables. This hypothesis test is conducted with path analysis within Structural Equation Modeling (SEM).

The prevalent significance threshold ( $\alpha$ ) is 0.05 or 5%. This indicates a 5% probability that the reported outcomes are solely due to random variation. If the t-statistic exceeds the crucial value (e.g., 1.96 at a 5% significance level), the alternative hypothesis (H1) is accepted. If the p-value is less than 0.05, the alternative hypothesis (H1) is accepted. If the t-statistic exceeds 1.96 or the p-value is less than 0.05, the alternative hypothesis is accepted, indicating a substantial link between the variables. If the t-statistic value is less than or equal to 1.96 or the p-value is greater than or equal to 0.05, the null hypothesis is accepted, indicating no meaningful association between the variables.

**Table 6 Hypothesis testing**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Organizational Culture (X1) -> Work Effectiveness (Z)	0.427	0.426	0.093	4.583	0.000
Organizational Culture (X1) -> Hotel Performance (Y)	0.242	0.251	0.093	2.599	0.010
Efektivitas Kerja (Z) -> Hotel Performance (Y)	0.299	0.268	0.139	2.151	0.032
Work Environment (X3) -> Work Effectiveness (Z)	0.235	0.234	0.121	2.714	0.007
Work Environment (X3) -> Hotel Performance (Y)	0.220	0.220	0.125	3.784	0.003
Concurrent Position (X2) -> Work Effectiveness (Z)	0.549	0.549	0.095	5.812	0.000
Concurrent Position (X2) -> Kinerja Hotel (Y)	0.444	0.465	0.148	2.995	0.003
Organizational Culture (X1) -> Work Effectiveness (Z) -> Hotel Performance (Y)	0.128	0.119	0.074	2.722	0.002
Work Environment (X3) -> Work Effectiveness (Z) -> Hotel Performance (Y)	0.111	0.110	0.009	2.208	0.010
Concurrent Position (X2) -> Work Effectiveness(Z) -> Hotel Performance (Y)	0.164	0.142	0.072	2.284	0.023

Source: Primary Data Processing Results, 2024

Table 6 displays the outcomes of the t hypothesis test on the direct impacts of various factors on Work Effectiveness (Z) and Hotel Performance (Y). The findings indicate that all examined interactions exert a significant influence. Organizational Culture (X1) significantly impacts Work Effectiveness (Z), evidenced by a T Statistics value of 4.583 and a P Value of 0.000, and also affects Hotel Performance (Y), indicated by a T Statistics value of 2.599 and a P Value of 0.010. Work Effectiveness (Z) significantly influences Hotel Performance (Y), evidenced by a T Statistics value of 2.151 and a P Value of 0.032. The Work Environment (X3) significantly impacts Work Effectiveness (Z) and Hotel Performance (Y), evidenced by T Statistics of 2.714 and 3.784,

and P Values of 0.007 and 0.000, respectively. Ultimately, Dual Position (X2) exerts a substantial impact on Work Effectiveness (Z) and Hotel Performance (Y), evidenced by T Statistics of 5.812 and 2.995, respectively, and P Values of 0.000 and 0.003, respectively.

The Original Sample (O) value signifies the magnitude and orientation of the effect, with all effects being affirmative. Organizational Culture (X1) exerts a significant positive impact on Work Effectiveness (Z) with an Original Sample value of 0.427, and a moderate positive effect on Hotel Performance (Y) with an Original Sample value of 0.242. Work Effectiveness (Z) exerts a moderate positive influence on Hotel Performance (Y), evidenced by an Original Sample value of 0.299. Likewise, Work Environment (X3) exerts a moderate positive influence on Work Effectiveness (Z) and Hotel Performance (Y), with Original Sample values of 0.235 and 0.220, respectively. The Dual Position (X2) exerts a significant favorable impact on Work Effectiveness (Z) and Hotel Performance (Y), with Original Sample values of 0.549 and 0.444, respectively.

Hypothesis t-test for the mediating influence (indirect effects) of Work Effectiveness (Z) on the link between Organizational Culture (X1), Work Environment (X3), and Job Title (X2) concerning Hotel Performance (Y). The findings indicate that Work Effectiveness (Z) strongly mediates the relationship between Organizational Culture (X1) and Hotel Performance (Y), evidenced by a T-statistic value of 2.722 and a P-value of 0.002. This indicates that the influence of Organizational Culture on hotel performance through work effectiveness is positive and modest, with an Original Sample value of 0.128. Moreover, Work Effectiveness strongly mediates the influence of Work Environment (X3) on Hotel Performance (Y), evidenced by a T-statistic value of 2.208 and a P-value of 0.010. The effect is positive and moderate, with an Original Sample value of 0.111.

Finally, Job Effectiveness significantly mediates the effect of Dual Position (X2) on Hotel Performance (Y), with a T-statistic value of 2.284 and a p-value of 0.023, indicating a moderate positive mediating effect with an Original Sample value of 0.164. These results demonstrate that Job Effectiveness significantly enhances Hotel Performance by influencing Organizational Culture, Work Environment, and Dual Position.

The results indicate that Organizational Culture, Work Effectiveness, Work Environment, and Job Title significantly impact Work Effectiveness and Hotel Performance. This signifies that the employed research model is both valid and dependable for elucidating the relationship between

variables in this situation. (Hair, Hult, Ringle, & Sarstedt, 2022; Henseler, Ringle, & Sinkovics, 2009).

**Table 7: Direct Effects**

Hip.	Hypothesis	T Statistics	T Tabel	P Values	Inf
H1	Organizational Culture (X1)-> Work Effectiveness (Z)	4.583	1,97	0.000	Accepted
H2	Concurrent Position (X2) -> Work Effectiveness (Z)	5.812	1,97	0.000	Accepted
H3	Work Environment (X3) -> Work Effectiveness (Z)	2.714	1,97	0.007	Accepted
H4	Organizational Culture (X1)-> Hotel Performance (Y)	2.599	1,97	0.010	Accepted
H5	Concurrent Position (X2) -> Hotel Performance (Y)	2.995	1,97	0.003	Accepted
H6	Work Environment (X3) -> Hotel Performance (Y)	3.784	1,97	0.003	Accepted
H7	Work Effectiveness (Z) -> Hotel Performance (Y)	2.151	1,97	0.032	Accepted

Source: Primary Data Processing Results, 2024

Hypothesis 1: The influence of Organizational Culture (X1) on Work Effectiveness (Z). The p-value for the impact of Organizational Culture (X1) on Work Effectiveness (Z) is 0.000, with a T-value of 4.583 and a positive path coefficient of 0.427. Given that the p-value is <0.05, the T value exceeds 1.97, and the path coefficient is positive, the null hypothesis (H0) is rejected while the alternative hypothesis (H1) is accepted. It can be inferred that Organizational Culture exerts a positive and significant influence on Work Effectiveness, indicating that a unit increase in the Organizational Culture variable will result in a 0.427 rise in Work Effectiveness.

Hypothesis 2: The Impact of Dual Position (X2) on Work Effectiveness (Z). The p-value for the impact of concurrent positions (X2) on work effectiveness (Z) is 0.000, with a T-value of 5.812 and a positive path coefficient of 0.549. Given that the p-value is <0.05, the T-value exceeds 1.97, and the path coefficient is positive, the null hypothesis (H0) is rejected while the alternative hy-

pothesis (H1) is accepted. It can be inferred that concurrent positions exert a positive and significant influence on work effectiveness, indicating that a unit increase in the concurrent position variable will result in a 0.549 rise in work effectiveness.

Hypothesis 3: The Influence of Work Environment (X3) on Work Effectiveness (Z). The p-value for the impact of Work Environment (X3) on Work Effectiveness (Z) is 0.007, with a T-value of 2.714 and a positive path coefficient of 0.235. Since the p-value is  $<0.05$ , the T-value exceeds 1.97, and the path coefficient is positive, H0 is rejected and H1 is accepted. The Work Environment exerts a positive and significant influence on Work Effectiveness, indicating that a unit increase in the Work Environment variable results in a 0.235 rise in Work Effectiveness.

Hypothesis 4: The Impact of Organizational Culture (X1) on Hotel Performance (Y). The p-value for the impact of Organizational Culture (X1) on Hotel Performance (Y) is 0.010, with a T-value of 2.599 and a positive path coefficient of 0.242. Given that the p-value is  $<0.05$ , the T value exceeds 1.97, and the path coefficient is positive, the null hypothesis (H0) is rejected while the alternative hypothesis (H1) is accepted. It can be inferred that Organizational Culture exerts a positive and significant influence on Hotel Performance, indicating that a unit increase in Organizational Culture will result in a 0.242 rise in Hotel Performance.

Hypothesis 5: The Impact of Concurrent Position (X2) on Hotel Performance (Y). The p-value for the influence of Concurrent Position (X2) on Hotel Performance (Y) is 0.003, with a T-value of 2.995 and a positive path coefficient of 0.444. Given that the p-value is  $<0.05$ , the T value exceeds 1.97, and the path coefficient is positive, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. It can be concluded that concurrent positions exert a positive and considerable influence on hotel performance; specifically, an increase of one unit in the concurrent position variable results in a 0.444 rise in hotel performance.

Hypothesis 6: The Impact of Work Environment (X3) on Hotel Performance (Y). The p-value for the impact of Work Environment (X3) on Hotel Performance (Y) is 0.000, with a T-value of 3.784 and a positive path coefficient of 0.220. The p-value is less than 0.05, the T-value exceeds 1.97, and the path coefficient is positive; therefore, H0 is rejected and H1 is accepted. The Work Environment exerts a positive and significant influence on Hotel Performance, indicating that a unit increase in the Work Environment variable results in a 0.220 rise in Hotel Performance.

Hypothesis 7: The impact of Work Effectiveness (Z) on Hotel Performance (Y). The p-value for the impact of Work Effectiveness (Z) on Hotel Performance (Y) is 0.032, accompanied by a T-value of 2.151 and a positive path coefficient of 0.299. Since the p-value is less than 0.05, the T-value exceeds 1.97, and the path coefficient is positive, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. It can be inferred that Work Effectiveness positively and significantly influences Hotel Performance, indicating that a unit increase in Work Effectiveness results in a 0.299 rise in Hotel Performance.

All investigated hypotheses demonstrate a significant effect, with T-statistics exceeding 1.97 and P-values below 0.05. This indicates that the variables of Organizational Culture, Work Effectiveness, Work Environment, and Dual Position have a significant impact on Work Effectiveness and Hotel Performance. These results validate the research paradigm used, demonstrating a robust and significant link between the dependent dimensions within this context.

**Table 8 Indirect Effects**

Hip.	Hipotesis	T Statistics	T Tabel	P Values	Inf.
H8	Organizational Culture (X1)-> Work Effectiveness (Z)-> Hotel Performance (Y)	2.722	1,97	0.002	Accepted
H10	Work Environment (X3) -> Work Effectiveness (Z)-> Hotel Performance (Y)	2.208	1,97	0.010	Accepted
H9	Concurrent Position (X2) -> Work Effectiveness (Z)-> Hotel Performance (Y)	2.284	1,97	0.023	Accepted

Source: Primary Data Processing Results, 2024

The following is an explanation of each indirect effects hypothesis based on Table 8:

Hypothesis 8: The influence of Organizational Culture (X1) on Hotel Performance (Y) mediated by Work Effectiveness (Z). The p-value for the impact of Organizational Culture (X1) on Hotel Performance (Y) via Work Effectiveness (Z) is 0.002, with a T-value of 2.722 and a positive path coefficient of 0.128. Given that the p-value is <0.05, the T-value exceeds 1.97, and the path coefficient is positive, H0 is rejected and H8 is accepted. Organizational Culture exerts a favorable and significant influence on Hotel Performance via Work Effectiveness; specifically, a unit increase

in Organizational Culture correlates with a 0.128 enhancement in Hotel Performance through improved Work Effectiveness.

Hypothesis 9: The Influence of Dual Position (X2) on Hotel Performance (Y) Mediated by Work Effectiveness (Z). The p-value for the impact of Concurrent Position (X2) on Hotel Performance (Y) via Work Effectiveness (Z) is 0.023, accompanied by a T-value of 2.284 and a positive path coefficient of 0.164. Since the p-value is  $<0.05$ , the T-value exceeds 1.97, and the path coefficient is positive,  $H_0$  is rejected and  $H_9$  is accepted. It can be inferred that concurrent positions exert a positive and significant influence on hotel performance via work effectiveness, indicating that for each unit increase in the concurrent position variable, hotel performance will rise by 0.164 due to enhanced work effectiveness.

Hypothesis 10: The influence of Work Environment (X3) on Hotel Performance (Y) mediated by Work Effectiveness (Z). The p-value for the influence of Work Environment (X3) on Hotel Performance (Y) via Work Effectiveness (Z) is 0.010, with a T-value of 2.208 and a positive path coefficient of 0.111. Since the p-value is  $<0.05$ , the T-value exceeds 1.97, and the path coefficient is positive,  $H_0$  is rejected and  $H_{10}$  is accepted. The Work Environment exerts a positive and considerable influence on Hotel Performance via Work Effectiveness; specifically, a unit increase in the Work Environment variable results in a 0.111 rise in Hotel Performance through enhanced Work Effectiveness. The findings of the indirect hypothesis test indicate that Work Effectiveness (Z) strongly mediates the impact of Organizational Culture (X1), Dual Position (X2), and Work Environment (X3) on Hotel Performance (Y). All examined hypotheses exhibited T Statistics over 1.97 and P Values below 0.05, signifying statistical significance. This suggests that Job Effectiveness significantly contributes to enhancing Hotel Performance via the impact of these variables.

## **CONCLUSION**

### **Conclusion**

The Conclusion chapter in this research summarizes the research results and provides an understanding of the research contribution to the area of Maxone Hotel Performance studied. In this chapter, the researcher summarizes the main findings of the study, relates them to the research

objectives, and provides insight into how the findings can be applied or integrated into existing theory and practice.

1. **Organizational culture influences work effectiveness.** Post-acquisition, the organizational culture at MaxOne remains inclusive and supportive of enhancing employee work effectiveness. The values of mutual respect, open communication, cooperation, responsibility, and commitment between employees create a comfortable work environment, reduce stress, and encourage productivity.
2. **Multiple positions affect work effectiveness.** An increase in workload that is not managed correctly can reduce work effectiveness. Post-acquisition, MaxOne management must ensure that multiple positions are managed effectively by striking a balance between workload and individual ability to maintain work quality.
3. **The work environment influences Work Effectiveness.** The work environment at MaxOne following the acquisition is conducive to enhancing work effectiveness. Good relationships between employees and comfortable physical conditions in the workplace create motivation, reduce stress, and increase productivity.
4. **Organizational culture influences hotel performance.** The organizational culture at MaxOne, post-acquisition, is characterized by values of mutual respect, open communication, cooperation, responsibility, and commitment that support employee development and innovation, ultimately improving overall hotel performance.
5. **Multiple positions affect hotel performance.** Concurrent positions at MaxOne post-acquisition enhance hotel performance by ensuring a fair distribution of tasks and providing adequate support from Management to employees.
6. **Work Environment Affects Hotel Performance.** A good work environment at MaxOne post-acquisition improves hotel performance because employees feel comfortable, motivated, and supported by a positive environment, which has an impact on service quality and guest satisfaction.
7. **Work Effectiveness Affects Hotel Performance.** The effectiveness of employee work at MaxOne, following the acquisition, improves hotel performance. Employees who work efficiently provide better service, increase guest satisfaction, and help hotels stay competitive.

8. **Organizational Culture through Work Effectiveness influences Hotel Performance.** The strong organizational culture at MaxOne, following the acquisition, enhances work effectiveness, ultimately improving hotel performance. Work effectiveness acts as a link in this relationship.
9. **Multiple Positions through Work Effectiveness Influence Hotel Performance.** Multiple positions at MaxOne post-acquisition affect hotel performance through work effectiveness. Adequate support ensures employees can manage their workload without compromising work quality.
10. **Work Environment through Work Effectiveness influences Hotel Performance.** The work environment at MaxOne post-acquisition supports improving work effectiveness and hotel performance. Comfortable working conditions encourage employee productivity and service quality.

## BIBLIOGRAPHY

- Aisyah, R. W., & Pristyadi, B. (2021). Makna Rangkap Jabatan dalam Pencapaian Produktivitas yang Optimal pada PT Barito Sarana Kraya Gresik. *Jurnal Mahasiswa Manajemen Volume 2 No 02*. <https://journal.umg.ac.id/index.php/mahasiswamanajemen/index>, 142-152.
- Astina, I. B. (2016). *Pengaruh Rangkap Kerja terhadap Kinerja Karyawan di Vila Shanti Hotel*. Bali: Fakultas Pariwisata Udayana.
- Monica, S., & Samosir, S. H. (2021). Pengaruh Kinerja Dan Efektivitas Kerja Aparat Pemerintah Terhadap Kepuasan Masyarakat di Kelurahan Tualang Kecamatan Perbaungan Kabupaten Serdang Bedagai. *Ekonomi Bisnis Manajemen dan Akuntansi (EBMA), Volume 2, Nomor 1*, 28-38.
- Nasekhah, A. D. (2017). *Pengaruh Peran Ganda terhadap Kinerja Karyawan Wanita di Tempat Kerja LPP RRI Yogyakarta*. Yogyakarta: Universitas Negeri Yogyakarta.
- Romadhan, M. M., & Hartono. (2021). Pengaruh Beban Kerja, Motivasi dan Budaya Organisasi Terhadap Kinerja Pegawai Dinas Kesehatan UPTD Puskesmas Penawangan II Kabupaten Grobongan . *Dharma Ekonomi, Vol. 28, No. 2*, 01-18.
- Dwinanda, G., Zulhj, R. A., & Islam, M. F. (2023). Pengaruh Kompetensi Disiplin Kerja dan Etos Kerja terhadap Efektivitas Kerja Pegawai. *Jurnal Manajemen STIE Muhammadiyah Palopo Vol 9 No 1*, 61-71.
- Yudian, R. A., & Dewi, L. (2022). Sarana Akomodasi sebagai Penunjang Industri Pariwisata di Kota Tidore Kepulauan. *Jurnal Cakrawala Ilmiah, Vol. 2, No. 4*. <https://doi.org/10.53625/jcijurnalcakrawalailmiah.v2i4.4316>, 1301–1312.

- Lestary, L., & Harmon. (2017). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Dan Inovasi* , 94-103.
- Petroutsatou, K., & Sifiniadis, P. (2018). "Impact of Multiple Job Holding on Employee Performance." *Journal of Human Resource Management*.
- Najib, M. (2019). Peran Kinerja dalam Meningkatkan Efektivitas Kerja Karyawan pada PT. Bumi Alam Persada Ogan Olir. *Jurnal Media Wahana Ekonomika, Vol. 15 No.4*, 60-74.
- Pranitasari, D., Trianah, L., & Taufik, M. (2018). Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Motivasi Karyawan Serta Dampaknya Terhadap Kepuasan Kerja Karyawan. *Online International & National*, 18-29.
- Rijanto, A., & Mukaram. (2018). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan (Studi di Divisi Account Executive PT Agrodana Futures) . *Jurnal Riset Bisnis dan Investasi, Vol. 4, No. 2*, 35-47.
- Tjiharjadi, S. (2007). Pentingnya Posisi Budaya dan Efektivitas Organisasi dalam Kompetisi di Masa Depan. *Jurnal Manajemen, Vol. 6, No. 2*, 1-10.