

APPLICATION OF *SHARIA* PRINCIPLES AND ORGANIZATIONAL CULTURE ON WORK MOTIVATION AND ITS IMPLICATIONS FOR EMPLOYEE PERFORMANCE IN CINNAMON HOTEL IN BANDUNG CITY

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ABSTRACT

This study aims to investigate how Sharia principles and organizational culture, developed in the hotel setting, positively affect work motivation and employee performance at Cinnamon Hotel in Bandung City. A quantitative research approach was employed, using a questionnaire distributed to 50 employees. Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to test the direct and mediating effects. The results revealed that all direct effects, as well as the mediation effects, were significant, demonstrating the positive influence of Sharia principles and organizational culture on work motivation and employee performance. The findings imply that improving trustworthiness, fostering an innovation culture, and enhancing employee engagement can optimize hotel performance. This research contributes to the understanding of Sharia-compliant organizational practices in the hospitality industry and provides a foundation for future studies exploring the intersection of cultural values, work motivation, and employee performance in hotel management.

Keywords: *Sharia principles, organizational culture, work motivation, employee performance, hotel industry*

INTRODUCTION

The hotel industry serves as a cornerstone of the global tourism sector, generating substantial economic activity and providing millions of jobs worldwide (Ranasinghe et al., 2020). However, it is also a highly competitive and service-driven industry, where employee performance directly impacts customer satisfaction, brand reputation, and profitability (Sampaio et al., 2018). Indonesia, with its rich cultural heritage and natural beauty, has become a major tourist destination, leading to significant growth in its hospitality sector (Widjaja et al., 2020). The increasing number of domestic and international visitors has placed immense pressure on hotels to deliver exceptional services (Antara & Sumarniasih, 2017). Despite its rapid growth, the hotel industry in Indonesia faces persistent challenges in employee performance, including high turnover rates, job-related stress, and a lack of alignment between organizational values and individual motivations (Sugianingrat et al., 2019). In recent years, the global hotel industry has increasingly embraced practices that align with ethical and religious principles, including halal hospitality, which is

deeply rooted in Islamic teachings. For Indonesia, as a predominantly Muslim country, incorporating Shariah principles into hotel operations not only meets religious expectations but also enhances customer trust and broadens market appeal.

Principles like *Sharia* compliance and a strong organizational culture can address these challenges. *Sharia*, derived from Islamic teachings and interpreted through the four major Sunni schools of thought—Hanafi, Maliki, Shafi'i, and Hanbali—encompasses ethical guidelines that promote fairness, transparency, and the well-being of all stakeholders in business practices. In this context, the application of *Sharia* principles and the cultivation of a positive organizational culture, which refers to a set of shared values, attitudes, and practices that characterize an organization, emerge as promising strategies to improve employee motivation and, consequently, their performance. *Sharia* principles offer a values-based framework that emphasizes fairness, integrity, and teamwork, while a supportive organizational culture fosters engagement and loyalty (Mariyanti et al., 2020). *Sharia* hotels usually prioritize moral values and honesty in their employees, while focusing on enhancing performance, improving motivation and discipline, and developing comprehensive human resource programs (Toumi & Su, 2023).

While there have been numerous studies on factors influencing employee performance, there is a significant research gap in the integration of *Sharia* principles with organizational culture and its impact on employee motivation and performance in Indonesia's hotel sector. A substantial body of research has explored the impact of *Sharia* principles on organizational culture and employee performance, particularly within the banking and financial sectors (Menne et al., 2024; Minaryanti & Mihajat, 2023). Studies have shown that the application of Islamic values, such as justice, equity, and ethical conduct, has a profound influence on employee behavior, motivation, and overall organizational performance in these industries (e.g., Abdelwahed et al., 2024; Riaz et al., 2017). The strong adherence to *Sharia*-compliant frameworks in financial institutions has often been associated with enhanced employee engagement, motivation, and a sense of organizational loyalty. Unlike the more structured environment of financial institutions, the hotel industry is characterized by high levels of interaction with customers, making employee performance directly tied to service delivery and customer satisfaction. The integration of *Sharia* principles in this context—focusing on values like trustworthiness, fairness, and cooperation—has the potential to provide a unique approach to improving employee performance (Hussain et al., 2021; Kurniawan, 2024).

Organizational culture in the hotel industry is particularly crucial because it directly influences how employees interact with customers, with each other, and with management (Kao et al., 2016). A positive organizational culture can enhance employee satisfaction, foster teamwork, and create a work environment where employees are motivated to deliver high-quality service (Reidhead, 2020). However, in many Indonesian hotels, cultural alignment issues—such as differences in work ethics, values, and communication styles—can often lead to decreased motivation and poor employee performance. In this context, embedding a coherent cultural framework like *Sharia* principles may offer a solution to improving employee motivation and performance.

In Indonesia, a country with the largest Muslim population globally, the integration of *Sharia* principles into business practices holds significant potential. Yet, despite the prominence of Islam in the culture, the application of *Sharia*-compliant frameworks to enhance employee performance in the hotel industry remains under-researched (Vargas-Sánchez & Moral-Moral, 2022). The dynamic nature of Indonesia's hospitality sector, marked by intense competition and a growing demand for high-quality services, underscores the need for context-specific research (Fauzi & Sumirat, 2023). Understanding how *Sharia* principles can shape organizational culture and improve employee performance in Indonesian hotels is academically essential and practically relevant for industry leaders looking to align their operations with the values of their employees and guests. This study seeks to bridge this gap by exploring the role of *Sharia* principles and organizational culture in shaping employee motivation and performance within the hotel industry in Indonesia.

Social Exchange Theory posits that reciprocal exchanges build organizational relationships (Meira & Hancer, 2021). Employees contribute their effort, skills, and commitment, while organizations provide rewards such as financial compensation, recognition, and a supportive work environment. Applying *Sharia* principles, which emphasize fairness, trust, and honesty, can influence how employees perceive the exchange relationship, thus affecting their motivation and performance. Likewise, an organizational culture that fosters collaboration, innovation, and transparent leadership can create a positive environment that motivates employees to achieve higher performance.

Sharia Principles

Sharia principles, grounded in Islamic values, significantly influence employee behavior, motivation, and performance, especially in Muslim-majority countries like Indonesia. Key dimensions of these principles include fairness, transparency, honesty, and trustworthiness, all of which shape the work environment (Abdelwahed et al., 2024; Kamaruding et al., 2023; Liestyowati, 2024). Fairness ensures employees are treated justly, fostering trust and satisfaction, and motivating them to perform well. Transparency in decision-making and communication helps employees align with organizational goals by providing clarity on the rationale behind decisions. Honesty, a core *Sharia* value, encourages ethical behavior, strong relationships, and accountability, leading to positive performance outcomes. Lastly, trustworthiness strengthens the bond between employees and employers, promoting commitment, reducing turnover, and enhancing motivation. Together, these *Sharia* principles create a supportive and ethical environment that drives improved employee behavior and organizational performance.

Organizational Culture

Organizational culture encapsulated the shared values, beliefs, and practices that influence how employees interact within their workplace and with external stakeholders, directly impacting employee performance. In the hotel industry, critical dimensions of organizational culture include innovation, collaboration, leadership, and goal orientation. An innovation-driven culture

encourages employees to think creatively, contribute ideas, and seek improvements, enhancing problem-solving skills and boosting performance in service delivery and customer satisfaction (Papademetriou et al., 2023). A collaborative culture emphasizes teamwork and mutual support, critical for seamless service delivery in hotels where various departments must work harmoniously (Lei et al., 2017). Leadership also plays a crucial role in shaping organizational culture; effective leadership that fosters transparency and fairness can create a positive work environment, motivate employees, and align their efforts with the organization's strategic goals (Kumar et al., 2022). Furthermore, a goal-oriented culture drives employees to focus on performance targets, such as customer service and operational efficiency, helping them stay motivated and prioritize tasks (Ervina et al., 2021). Integrating *Sharia* principles, which emphasize fairness, transparency, honesty, and trust, can further enhance organizational culture, creating a supportive and motivating environment that fosters employee commitment and high performance (Astuti et al., 2019; Liestyowati, 2024; Rachmatulloh & Solekah, 2021; Riaz et al., 2017).

Work Motivation

Work motivation encompasses the internal and external factors that drive employees to achieve their goals and perform their duties effectively. It is shaped by intrinsic and extrinsic factors, which are influenced by organizational culture and *Sharia* principles. Intrinsic motivation, driven by personal satisfaction, achievement, and growth, is often linked to a sense of purpose and fulfillment in employees. A work culture aligned with *Sharia* principles, such as fairness and integrity, can foster intrinsic motivation, encouraging employees to be committed and perform well without needing external rewards (Gheitani et al., 2018). Extrinsic motivation, on the other hand, is influenced by external rewards like salary, benefits, and recognition. In the hotel industry, financial incentives, recognition programs, and a *Sharia*-compliant culture of transparency and fairness can drive improved performance (Ryan & Deci, 2020). Employee engagement, marked by emotional commitment and enthusiasm, also plays a key role in performance. A culture that promotes trust, collaboration, and *Sharia* principles enhances engagement (Bin Saeed et al., 2019). Furthermore, job satisfaction, a crucial aspect of motivation, can be significantly enhanced by a *Sharia*-based work environment, fostering respect and value for employees (Noor et al., 2019). Ultimately, intrinsic and extrinsic motivation are vital for performance, shaped by ethical and cultural frameworks within organizations.

Employee Performance

Employee performance is a multi-dimensional concept that reflects how effectively employees perform their tasks and contribute to organizational goals. In the hotel industry, performance is critical to customer satisfaction, operational efficiency, and business success. Key dimensions of employee performance include performance efficiency, which refers to the ability to complete tasks in a timely and resource-efficient manner (Aguinis & Burgi-Tian, 2021); performance effectiveness, which measures how well employees achieve desired outcomes, such as customer satisfaction and problem resolution (Mensah, 2015); performance quality, which

pertains to the standard of work produced, essential for meeting customer expectations (Parasuraman & Mouloua, 2018); and performance quantity, which refers to the volume of work completed within a certain period (Itzchakov & Latham, 2020). In the hotel industry, these dimensions are interrelated and must be balanced to ensure optimal performance. A motivated workforce, supported by a *Sharia*-compliant organizational culture emphasizing fairness, transparency, and ethical behavior, is likelier to perform well in all these areas (Usman et al., 2020). *Sharia* principles, such as trust and collaboration, create an environment that enhances both the quality and quantity of employee performance, contributing to the hotel's overall success.

Sharia principles and organizational culture significantly influence work motivation by fostering an environment of fairness, transparency, and trust, which enhances employee engagement and satisfaction (Kalemci & Kalemci Tuzun, 2019). A positive organizational culture, which emphasizes innovation, collaboration, and goal orientation, further motivates employees by aligning personal values with organizational goals (Akpa et al., 2021). Work motivation acts as a mediator, as employees motivated by ethical principles and supportive cultures tend to perform better, enhancing overall employee performance (Ryan & Deci, 2020). The conceptual framework of this study can be depicted in Figure 1.

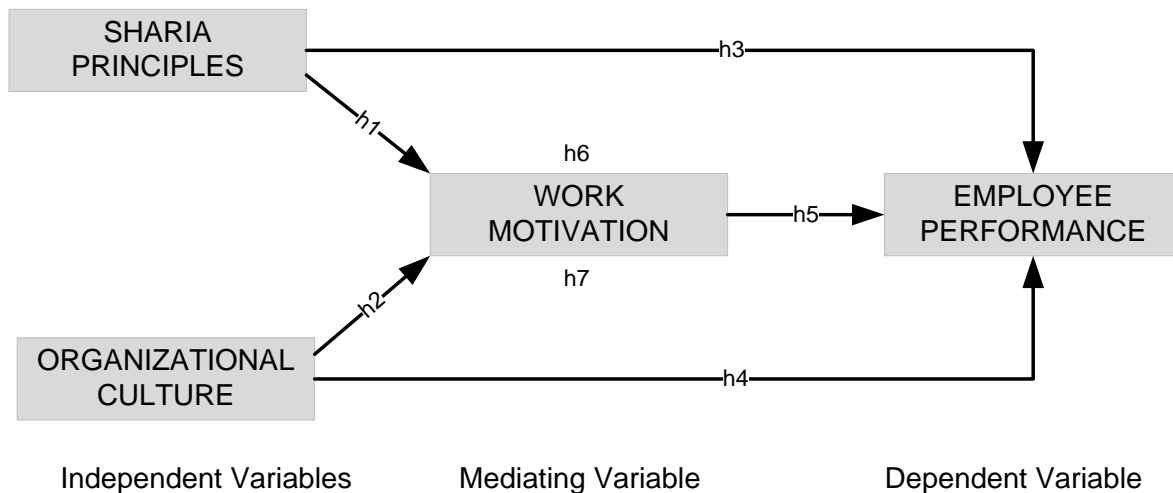


Figure 1. Conceptual Framework

Based on the conceptual framework, seven hypotheses can be developed, namely five hypotheses for direct effects and two hypotheses for indirect effects or mediation, as follows:

Direct Effects:

- H1: *Sharia* Principles (X1) positively influence Work Motivation (XM).
- H2: Organizational Culture (X2) positively influences Work Motivation (XM).
- H3: *Sharia* Principles (X1) positively influence Employee Performance (Y).
- H4: Organizational Culture (X2) positively influences Employee Performance (Y).
- H5: Work Motivation (XM) positively influences Employee Performance (Y).

Indirect Effects:

- H6: Work Motivation (XM) mediates the relationship between *Sharia* Principles (X1) and Employee Performance (Y).
- H7: Work Motivation (XM) mediates the relationship between Organizational Culture (X2) and Employee Performance (Y).

METHODOLOGY

This study has obtained ethical approval prior to the distribution of the questionnaire. The ethical approval was granted by out academy

The research model examines four variables: *Sharia* Principles and Organizational Culture as independent variables (IV), Work Motivation as a mediating variable (MV), and Employee Performance as a dependent variable (DV). The scale used a semantic scale. Each variable has several dimensions that reflect the variable, of course, which are built by several indicators. The measurement of each variable and its dimensions can be presented in Table 1.

Table 1. Measurement of Variables in the Model

Variables	Dimensions	Items
<i>Sharia</i> Principles (X1)	1. Fairness (X11)	1 – 3
	2. Transparency (X12)	4 – 6
	3. Honesty (X13)	7 – 9
	4. Trustworthiness (X14)	10 - 12
Organizational Culture (X2)	1. Fairness (X21)	13 – 15
	2. Transparency (X22)	16 – 18
	3. Honesty (X23)	19 – 21
	4. Trustworthiness (X24)	22 – 24
Work Motivation (XM)	1. Fairness (XM1)	25 – 27
	2. Transparency (XM2)	28 – 30
	3. Honesty (XM3)	31 – 33
	4. Trustworthiness (XM4)	34 – 36
Employee Performance (Y)	1. Fairness (Y1)	37 – 39
	2. Transparency (Y2)	40 – 42
	3. Honesty (Y3)	43 – 45
	4. Trustworthiness (Y4)	46 - 48

Source: Researcher 2024

The instrument design was then made into a questionnaire that was distributed to respondents. The questionnaire has also been tested for validity and reliability as piloting testing before initiating a full-scale study. The pilot study involved all respondents in the hotel using Confirmatory Factor Analysis (CFA). The result of the validity and reliability tests of each measurement item can be depicted in Table 2.

Table 2. Results of the Measurement Model

Model Construct	Measurement Item	Loading	Cronbach α	CR	AVE
X1	X11	0.844	0.855	0.902	0.698
	X12	0.888			
	X13	0.788			
	X14	0.819			
X2	X21	0.870	0.895	0.927	0.761
	X22	0.833			
	X23	0.897			
	X24	0.887			
XM	XM1	0.780	0.847	0.898	0.689
	XM2	0.907			
	XM3	0.760			
	XM4	0.864			
Y	Y1	0.853	0.849	0.899	0.689
	Y2	0.842			
	Y3	0.790			
	Y4	0.834			

Source: Researcher 2024

All items were valid, and all variables were reliable so we can continue to distribute the questionnaire to all respondents. Cronbach's Alpha (CA) and Composite Reliability (CR) assess internal consistency, with values above 0.7 indicating good consistency (Bland & Altman, 1997). The Cronbach's Alpha range for all constructs is 0.847 to 0.895. The population for this study is 50 employees who work at the Cinnamon Hotel. All employees as population (50 employees) were sampled so that it could be said to be "complete enumeration" (Mujere, 2016).

This study tests the hypotheses using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to evaluate the relationships between *Sharia* principles, organizational culture, work motivation, and employee performance. The aim is to analyze the direct and indirect effects of *Sharia* principles and organizational culture on employee performance, mediated by work motivation. SEM-PLS provides robust results in smaller sample sizes, as low as 50, under certain model conditions (Sarstedt et al., 2022).

RESEARCH RESULTS AND DISCUSSION

The results of data analysis from 50 respondents revealed that in general respondents perceived each dimension in each variable studied as "very high". The results indicate that respondents generally perceive *Sharia* principles, organizational culture, work motivation, and employee performance as "very high" across all dimensions studied. This suggests a strong alignment between employees' perceptions and the values of fairness, transparency, innovation, collaboration, intrinsic and extrinsic motivation, and performance quality and efficiency. Such positive perceptions reflect a conducive organizational environment where ethical principles and

a supportive culture motivate employees, leading to high-performance levels. These findings underline the significance of these variables in fostering workplace success.

Hypothesis testing through SEM-PLS shows the need to look at several criteria of the measurement model: value of outer loadings (Table 2), construct reliability and validity (Table 3), and discriminant validity (using Fornell-Larcker Criterion) (Table 4). Table 3 shows the path coefficient of each dimension, standard deviation (S.D.), t-statistics, and p-values.

Table 3. Estimation of Outer Loadings

Path	Coef.	S.D.	t-stat	P-values
X11 ← X1	0.844	0.049	17.295	0.000
X12 ← X1	0.888	0.033	27.046	0.000
X13 ← X1	0.788	0.050	15.693	0.000
X14 ← X1	0.819	0.044	18.608	0.000
X21 ← X2	0.870	0.038	22.980	0.000
X22 ← X2	0.833	0.041	20.176	0.000
X23 ← X2	0.897	0.029	31.202	0.000
X24 ← X2	0.887	0.032	27.901	0.000
XM1 ← XM	0.780	0.058	13.368	0.000
XM2 ← XM	0.907	0.025	35.681	0.000
XM3 ← XM	0.760	0.064	11.836	0.000
XM4 ← XM	0.864	0.035	24.692	0.000
Y1 ← Y	0.853	0.038	22.480	0.000
Y2 ← Y	0.842	0.052	16.305	0.000
Y3 ← Y	0.790	0.058	13.573	0.000
Y4 ← Y	0.834	0.036	23.147	0.000

Source: Researcher, 2024

Tabel 3 reveals that all coefficient values (outer loadings) are above 0.7. If the outer loadings are above 0.7, it indicates that the indicators have a strong and significant relationship with their respective constructs. This suggests that the indicators are reliable and valid in measuring the constructs they represent. Higher loadings reflect a better fit between the measurement model and the data, reinforcing the robustness of the constructs in the study.

Table 4. Construct Reliability and Validity

	CA	CR	AVE
X1	0.855	0.902	0.698
X2	0.895	0.927	0.761
XM	0.847	0.898	0.689
Y	0.849	0.899	0.689

Source: Researcher, 2024

Construct reliability and validity are essential in ensuring that the measurement model accurately captures the intended constructs. Reliability ensures that the indicators consistently

measure the same construct, while validity confirms that the indicators measure what they are supposed to. Cronbach's Alpha (CA) and Composite Reliability (CR) assess internal consistency, with values above 0.7 indicating good reliability. Average Variance Extracted (AVE) measures convergent validity, where values above 0.5 indicate that the construct explains more than half of the variance in the indicators. The results for all constructs—*Sharia* Principles (X1), Organizational Culture (X2), Work Motivation (XM), and Employee Performance (Y)—show strong reliability (CA and CR > 0.7) and good convergent validity (AVE > 0.5). This suggests that the constructs are both reliable and valid, making the measurement model robust for further analysis in SEM-PLS.

Discriminant validity, assessed using the Fornell-Larcker Criterion, ensures that a construct is distinct from others in the model. According to this criterion, the square root of the Average Variance Extracted (AVE) for each construct (diagonal values) should be greater than the correlations between that construct and the other constructs (off-diagonal values). In this case, the square roots of the AVE for each construct (X1 = 0.835, X2 = 0.872, XM = 0.831, Y = 0.830) are higher than their correlations with other constructs, confirming good discriminant validity. This indicates that each construct is sufficiently distinct and not overly like the others in the model (see Table 5).

Table 5. Discriminant Validity (Fornell-Larcker Criterion)

	X1	X2	XM	Y
X1	0.835			
X2	0.768	0.872		
XM	0.812	0.821	0.831	
Y	0.819	0.822	0.812	0.830

Source: Researcher, 2024

The overall model of SEM-PLS depicting the interconnection of latent variables (*Sharia* Principles, Organizational Culture, Work Motivation, and Employee Performance) can be illustrated in Figure 2.

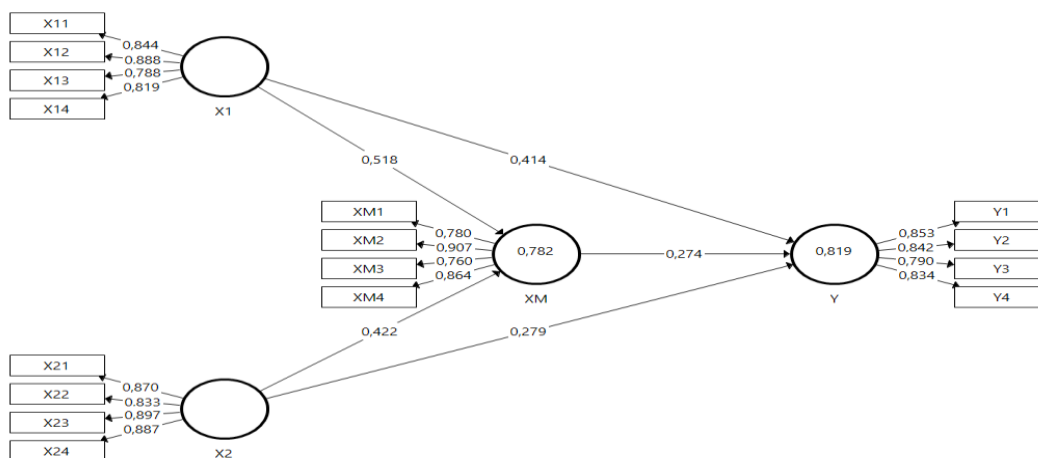


Figure 2. Overall Model
Source: Researcher, 2024

The PLS model illustrates how *Sharia* Principles (X1) and Organizational Culture (X2) influence both Work Motivation (XM) and Employee Performance (Y). The path coefficients reveal that *Sharia* Principles have a substantial positive effect on Work Motivation, with a coefficient of 0.518, while Organizational Culture also positively influences Work Motivation, with a coefficient of 0.422. These values indicate that both independent variables are important contributors to enhancing employees' motivation levels within the organization.

Work Motivation (XM) serves as a mediator between the independent variables and Employee Performance (Y). The path coefficient from Work Motivation to Employee Performance is 0.274, suggesting a modest positive impact of motivated employees on their performance outcomes. Additionally, *Sharia* Principles directly impact Employee Performance with a path coefficient of 0.414, demonstrating a strong relationship, while Organizational Culture also has a direct effect on Employee Performance with a coefficient of 0.279, though this effect is weaker in comparison to that of *Sharia* Principles.

The R-squared values indicate the proportion of variance explained by the model in each dependent variable. For Work Motivation, the R-squared value of 0.782 signifies that *Sharia* Principles and Organizational Culture together explain 78.2% of the variance in employees' motivation levels. Similarly, the R-squared value of 0.819 for Employee Performance implies that 81.9% of its variance is accounted for by *Sharia* Principles, Organizational Culture, and Work Motivation. These high R-squared values suggest that the model has a strong explanatory power, capturing the dynamics between the constructs effectively.

The influence of *Sharia* Principles on Work Motivation and Employee Performance is significantly driven by the dimensions of Transparency and Fairness. Transparency fosters trust and clarity, motivating employees by creating an open work environment (Kalemci & Kalemci Tuzun, 2019). Fairness enhances employees' sense of justice, encouraging commitment and performance (Beekun, 2022). Together, these dimensions align with Islamic ethical values, which inspire higher motivation and performance through equitable and honest treatment. Previous studies show that organizational culture significantly influences work motivation and employee performance, with leadership and goal orientation as bigger contributors. Leadership shapes culture by fostering trust, transparency, and motivation (Amalia et al., 2022), while goal orientation directs employee efforts toward achieving specific outcomes, enhancing performance (Locke & Latham, 2015). A supportive culture aligns leadership practices and goal-setting, creating a conducive environment for higher motivation and improved performance (Akpa et al., 2021).

Extrinsic motivation and job satisfaction are key contributors to employee performance. Extrinsic motivation, driven by external rewards like salary and recognition, is linked to increased productivity and goal achievement (Peramatzis & Galanakis, 2022). Job satisfaction, often influenced by work conditions, leadership, and compensation, fosters higher engagement and performance (Lee et al., 2015). When employees feel satisfied with their work environment and receive appropriate rewards, they are more likely to perform at higher levels, directly impacting organizational success. Performance efficiency and effectiveness are crucial in the hotel industry

as they directly impact service quality and customer satisfaction. *Sharia* principles, emphasizing fairness and integrity, align with organizational culture to foster an ethical, motivated workforce. When employees are motivated by intrinsic and extrinsic factors, they enhance both efficiency and effectiveness, driving overall performance (Abdelwahed et al., 2024; Amalia et al., 2022; Hosna et al., 2021).

CONCLUSION

In the hotel industry, the integration of *Sharia* principles and organizational culture can have a profound positive effect on work motivation and employee performance. *Sharia* principles, particularly those emphasizing fairness, honesty, and trust, create an ethical and transparent work environment that fosters employee commitment and satisfaction. Organizational culture, including dimensions such as innovation and collaboration, further supports the development of a motivated workforce by aligning employee goals with organizational values. When employees feel that their contributions are valued and supported by a fair, transparent, and ethical culture, their motivation increases, leading to improved job performance.

Work motivation plays a critical role in strengthening the effects of *Sharia* principles and organizational culture on employee performance. From a Western perspective, organizational culture fosters shared values, norms, and behaviors that enhance employee engagement and alignment with organizational goals. A positive culture promotes collaboration, innovation, and job satisfaction, which are key drivers of improved employee performance. By enhancing employee engagement and job satisfaction, work motivation helps to drive both intrinsic and extrinsic efforts, enabling employees to perform at their best.

To optimize these effects, hotels should focus on improving trustworthiness to align more closely with *Sharia* values, fostering a culture of innovation to strengthen organizational cohesion, and enhancing employee engagement to ensure motivation is at its peak. Additionally, improving performance quality will help achieve the best possible outcomes for employee and organizational performance. For better hotel management, focusing on these key areas will create a work environment that maximizes both employee satisfaction and operational success. Future research can explore the specific impact of *Sharia*-compliant leadership styles and organizational culture in diverse hotel settings, contributing to the development of best practices for employee motivation and performance in the hospitality industry.

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