

The Roles of Organizational Commitments in Mediating The Effects of Work Motivation and Satisfaction on Employee Performance of Siesta Legian Hotel

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Abstract—This study aims to determine the Role of Organizational Commitments in Mediating the Effects of Work Motivation and Satisfaction on Employee Performance at Siesta Legian Hotel. The sample in this study includes male and female employees of all departments at Siesta Legian Hotel. The method of determining the sample in this study uses a non-probability sampling method with a saturated sample method or with a census technique term where the numbers of the samples in this study were 72 people. The examination of the hypothesis research uses Partial Least Square (PLS) applications. The results of the study indicate that: (1) Motivation has a negative and not significant influence against the employee performance. (2) Job satisfaction has positive and significant influences against the employee performance. (3) Motivation has positive influences, but it is not significant against the organizational commitment. (4) Job satisfaction has positive and significant influences against the organizational commitment. (5) Organizational commitment has positive and significant influences against the employee performance. (6) Organizational commitment is not able to mediate the influence of motivation against the employee performance. (7) Organizational commitment mediates part of the influence of job satisfaction against the employee performance.

Keywords: employee performance; motivation; organizational commitment; satisfaction.

How to cite;

Pusparini, N, L, Y. (2021). The Roles of Organizational Commitments in Mediating The Effects of Work Motivation and Satisfaction on Employee Performance of Siesta Legian Hotel. *JUSTBEST: Journal of Sustainable Business and Management*, 1(2), 85-99, doi: <https://doi.org/10.52432/justbest.1.2.2021.85-99>

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I. INTRODUCTION

The tourism sector is still being a mainstay sector for the Indonesian Government as a source of foreign exchange earnings. Bali is one of the provinces in Indonesia that has become a world tourism destination. The rapid development of tourism in Bali, demands to be built infrastructures and accommodations to support tourism, one of them is hotel construction. Along with the development of hotel that have occurred makes the competition between hotels is unavoidable. One of the ways for a hotel to be able to maintain its existence is with good human resource management. Human resource is an important factor for a company (Hasibuan, 2014). In order to equal the development of globalization companies or hotels must be excellent in every sector. It is not easy to achieve excellence in a competition that occurs in the modern era, to achieve these advantages companies must be able to improve the individual performance of their employees. Basically, the individual performance of employees at the company will affect the performance of the team or work group and ultimately affect the totality of the company's performance (Daft, 2003). Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out the duties in accordance with the responsibilities given to the employee (Mangkunegara, 2007).

Based on the results of initial observation made at the Siesta Legian Hotel, there were problems related to employee performance in hotels that tended to be low. Where at the time of the pre-survey activities carried out by researchers at the Siesta Legian Hotel in the last three months at the end of 2018, namely from September to November. Employee performance was seen to decline from September to November as evidenced by the high percentage of absenteeism of hotel employees. According to HRD Siesta Legian Hotel who was questioned at the interview conducted in December 2018 said that the decline in performance that occurred to employees of Siesta Legian Hotel was due to lack of attention from superiors to employees, low work discipline due to a lack of strict discipline in implementation, low motivation of employees work due to a non-conducive work environment, and a very high workload in the last three months at the end of the year.

The factors that influence the employee performance according to Martoyo (Mahajaya & Subudi, 2016) are motivation, job satisfaction, stress level, physical condition of work, recruitment, job analysis, job description, compensation system, economic aspect, technical aspect and behavior. Employee performance is defined as the result of one's efforts achieved by the existence of effort, ability, and perception of duty. This effort is the result of motivation, satisfaction, and organizational commitment (Thamrin, 2012). Besides, according to Mahmudi (Muliani et al., 2017), factors that influence the employee performance are personal or individual factors, which include: knowledge, skills, abilities, self-confidence, motivation and commitment that each individual has. Based on some of the researchers' opinions can be concluded that the factors which can influence the employee performance are organizational commitment, satisfaction and motivation.

II. THE CONCEPT OF RESEARCH

This research is a causality research developed based on Motivation Theory, Theory X and Theory Y proposed by McGregor in his book, *The Human Side of Enterprise* (Company Human Aspects). According to McGregor, a manager has assumptions about the employees that are classified in theory X and theory Y, where the management style of a company is strongly influenced by the beliefs and assumptions of its managers on what is the motivation of work that affects the employee performance. The decline of the employee performance is a phenomenon that is often experienced by companies and hotels this time. Where the decline of the employee performance causes disruption of the management system, which gives an impact to the decline of company or hotel performance. Along with the current development of hotels in the tourism industry makes the competition between hotels is unavoidable. Therefore, the hotel must continue striving to maintain its existence by improving the employee performance, but the phenomenon of this employee performance is unavoidable. Therefore, to overcome such a thing, the companies and the hotels need to notice for being able to discover the causes or the factors that affect the employee performance.

There are factors that influence the employee performance according to Martoyo (Mahajaya & Subudi, 2016), they are motivation, job satisfaction, stress level, physical condition of work, recruitment, job analysis, job description, compensation system, economic aspect, technical aspect and behavior. Employee performance is defined as the result of one's efforts achieved by the existence of effort, ability, and perception of duty. This effort is the result of motivation, satisfaction, and organizational commitment (Thamrin, 2012). Based on the opinions of several researchers, we can conclude that the factors which influence the employee performance include three things namely; organizational commitment, satisfaction and motivation.

The design of this study uses quantitative methods, to explain the effect of work motivation, satisfaction and organizational commitment in improving employee performance. From the phenomena that occur and empirical studies research can be drawn formulation of research problems, research objectives and research hypotheses. This research was conducted at Siesta Legian Hotel. The examination of hypothesis in this study uses PLS. The results of this study are expected to produce conclusions used by managers as a reference in improving the performance of Siesta Legian Hotel employees. Based on phenomena, literature review, theoretical basis and previous studies make this research focus on the variables studied, namely work motivation, job satisfaction, organizational commitment, and employee performance so that the framework can be arranged as follows:

Identification of Variables

Identification of variables in this study are independent variables and

dependent variables. The independent variables in this study are work motivation variables (X_1) and satisfaction (X_2), organizational commitment (Y_1) as mediating variables, while the dependent variable is employee performance (Y_2).

Definition of Operational Variables

Employee Performance (Y_2)

Employee performance is a record of achievement in its work, or the results of one's business on the ability of the nature or characteristics of individuals and their perception of the role that must be done. The indicator used to measure the employee performance in this study refers to the idea of Gomes (2003), which consists of 8 indicators namely:

1. Quantity of work
2. Quality of work
3. Job knowledge
4. Creativeness
5. Cooperative
6. Dependability
7. Initiative
8. Personal qualities

Organizational Commitment (Y_1)

Organizational commitment here is a situation where the employees take sides with the company goals and have a desire to remain to be part of the company. The indicators of organizational commitment in this study refer to the component of organizational commitment proposed by (Allen & Meyer, 1990), which consists of 3 indicators namely;

1. Affective commitment
2. Continuance commitment
3. Normative commitment

Work Motivation (X_1)

Work motivation in this study is the work spirit of the employee that makes the employee can work optimally to achieve certain goals. The indicators of work motivation variables refer to (George & Jones, 2005) which consists of 3 (three) indicators namely:

1. Direction of behavior

2. Level of effort

3. Level of persistence

Job Satisfaction (X_2)

Job satisfaction here is the attitude of employees towards what they get from their work because basically when someone works, they expect reciprocity for what they have done. The indicators of job satisfaction in this study refer to the indicators stated by (Robbins & Judge, 2009) which consists of 5 (five) indicators:

Satisfaction on the work itself

Satisfaction on the coworkers

Promotion opportunity

Satisfaction on the supervision from superiors

Satisfaction on the rewards of the work itself or salary

Hypothesis

H1: Motivation has a significant positive effect on the employee performance.

H2: Satisfaction has a significant positive effect on the employee performance.

H3: Motivation has a significant positive effect on the organizational commitment.

H4: Satisfaction has a significant positive effect on the organizational commitment.

H5: Organizational Commitment has a significant positive effect on the employee performance.

H6: Organizational Commitment mediates the effect of work motivation on the employee performance.

H7: Organizational Commitment mediates the effect of satisfaction on the employee performance.

III. METHOD

This research was conducted by the examination of hypothesis regarding the effect of work motivation and satisfaction on the organizational commitment in improving the employee performance at Siesta Legian Hotel. Siesta Legian Hotel is a company engaged in services such as a hotel and a restaurant. Siesta Legian Hotel is a

newly developing hotel where the Siesta Legian Hotel has only been established for five years and currently the Siesta Legian Hotel continue developing annually to be able to survive in today's global competition. Siesta Legian Hotel is a 4-star hotel located on Bunut Sari Street Number 8, West of Legian, Badung, Bali. This research is quantitative because it uses numeric or numerical data as research data, which is analyzed to reach conclusions. Research data was collected from either primary or secondary sources. The characteristic of this study is explanatory research, which aims to explain causality between the variables observed in this study. In analyzing the influence of exogenous variables with endogenous variables, this study uses the Partial Least Square (PLS) statistical method. The populations in this study are all permanent employees at the Siesta Legian Hotel as many as 72 people. For the sample in this study using a non probability sampling technique with a saturated sample method or census technical terms. The population of this study is not greater than 100 respondents, so the sample size used is the entire population.

IV. RESULT AND DISCUSSION

The Effect of Work Motivation on the Employee Performance at Siesta Legian Hotel Employees

I Based on the results of the examination regarding the effect of motivation on the employee performance shows that motivation has negative and insignificant effects against the employee performance. It means that the lower the motivation, the higher the employee's performance, but the relationship is not real. In this study, motivation was measured by indicators of direction of behavior, level of effort and level of persistence. In this study, the most dominant motivation is reflected by the persistence level indicator with an outer loading of 0.895. Being an employee of Siesta Legian Hotel must always try not to make mistakes when doing its work. However, it still makes the relationship become negative and insignificant between motivation and employee performance. It can be caused because motivation is only measured by intrinsic motivation even though motivation can also be measured by extrinsic motivation.

II The result of this study is not in line with previous research conducted by (Azar & Shafiqhi, 2013) who conducted the research of public sector, (Sanuddin & Widjojo, 2013) (Mat Isa et al., 2016) conducted the research of manufacturing sector, (Dewi & Wibawa, 2016) conducted the research of financial sector, and (Olusadum & Anulika, 2018) conducted the research of educational institutions who stated that work motivation had positive and significant effects against the employee performance.

III The Effect of Satisfaction on the Employee Performance at Siesta Legian Hotel Employees

IV Based on the results of the examination regarding the effect of satisfaction on the employee performance shows that satisfaction has positive and significant

influences on the employee performance which means that the higher the employee satisfaction, so the employee's performance will increase significantly. In this study, job satisfaction is measured by the employee satisfaction on the job itself, on satisfaction with salary, on satisfaction with the promotion given, on satisfaction with the supervisor supervision and on satisfaction with the coworkers. Besides, in this study, the most dominant of the job satisfaction is reflected by the indicator of satisfaction with the coworkers with an outer loading of 0.881. So, when the Siesta Legian Hotel employees are satisfied with the work of their co-workers or colleagues, one team will be able to contribute technical assistance and encouragement to improve the employee performance.

V The result of this study is in line with the results of previous studies from (Ndulue & Ekechukwu, 2016; Widarsih et al., 2018) who conducted the research on BUMN institutions, (Changgriawan, 2017; Usman et al., 2018) who conducted the research of manufacturing and the research of sector, (Laosebikan et al, 2018) who conducted the research of the financial sector, which stated that satisfaction had positive and significant influences against the employee performance.

VII The Effect of Work Motivation on the Organizational Commitment at Siesta Legian Hotel Employees

VII Based on the results of the examination regarding the effect of motivation on the organizational commitment shows that motivation has positive effects, but it is insignificant on the organizational commitment. It means that the higher the motivation, the higher employee organizational commitment, but the relationship is not real. In this study, motivation was measured by indicators of direction of behavior, level of effort and level of persistence. In this study, the persistence level indicator with an outer loading of 0.895 reflects the most dominant motivation. So, the employees of Siesta Legian Hotel always try not to make mistakes when they do their job. However, it still makes a negative and insignificant relationship between motivation and organizational commitment. It can be caused by motivation only measured by intrinsic motivation even though motivation can also be measured by extrinsic motivation. With the characteristics of respondents who dominate the age of 21 years to 35 years will affect the height of the employee commitment to the organization, someone with a fairly young age will affect the level of commitment to a job because at these productive ages, a person still continues seeking for comfort and still wants to develop and continue seeking for more work experiences so that it is difficult for the employees to commit in the long term to the company. Not only based on the old age, work also influences against the organizational commitment because with a relatively short period of time, 1 to 3 years of work has not been able to foster caring, ownership and a sense of attachment to hotel employees to the organization or the hotel where they work in.

VIII The result of this study is not in line with the results of previous studies conducted by (Mat Salleh et al., 2016) who conducted the research of the manufacturing sector, (Ortenca & Brunilda, 2016) who conducted the research of the

educational institutions, (Nurlaely & Riani, 2016; Madi et al., 2017) who conducted the research of the service sector, and (Suherman et al., 2017) who conducted the research of the Government institutions stated that work motivation had positive and significant effects against the organizational commitment.

IX The Effect of Satisfaction on the Organizational Commitment at Siesta Legian Hotel Employees

X Based on the result of the examination regarding the effect of satisfaction on the organizational commitment shows that satisfaction has positive and significant influences on the organizational commitment. It means that the higher employee satisfaction, the organizational commitment will increase significantly. In this study, job satisfaction is measured by employee satisfaction on the job itself, on satisfaction with salary, on satisfaction with the promotion given, on satisfaction with supervisor supervision and on satisfaction with the coworkers. Besides, in this study, the most dominant of the job satisfaction is reflected by the indicator of satisfaction with the coworkers with an outer loading of 0.881. So, when the Siesta Legian Hotel employees have high satisfaction with the work of their colleagues, it will be able to make comfort and desires to always give the best to the company in the long run.

XI The result of this study is in line with the results of previous studies conducted by (Imam et al., 2014) who conducted the research of the financial sector, (Puspita & Riani, 2014) who conducted the research of the tourism sector, (Ismail & Razak, 2016) who conducted the research of the Government social institutions, (Akbar et al., 2016) who conducted the research of the manufacturing sector, (Ali & Bashir, 2018) who conducted the research of the educational institutions stated that satisfaction had positive and significant influences against the organizational commitment.

XII The Effect of the Organizational Commitment on the Employee Performance at Siesta Legian Hotel Employees

XIII Based on the result of the examination regarding the influence of the organizational commitment on the employee performance shows that organizational commitment has positive and significant influences against the employee performance. It means that the higher the level of one's organizational commitment, the employee's performance will increase significantly. In this study, organizational commitment is measured by affective commitment, ongoing commitment and normative commitment. Besides, in this study, indicators of affective commitment with an outer loading of 0.874 reflect the most dominant of the organizational commitment. So, when the Siesta Legian Hotel employees have good organizational commitments from the start, the employees will carry out all their responsibilities and work properly, the employees with high organizational commitment will always consider all actions taken based on their loyalty to the company and always prioritize the good of the company's interests rather than personal interests which will significantly affect and improve the employee performance.

XIV The result of this study is in line with the results of previous studies conducted by (Nurandini & Lataruva, 2014; Mohamad et al., 2017) who conducted the research of the public sector, (Sutanto & Ratna, 2015; Nadapdap, 2017; Metin & Asli, 2018) stated that organizational commitment had positive and significant influences against the employee performance.

XV The Effect of Work Motivation on the Employee Performance Through the Organizational Commitment

XVI Based on the results of examination on the role of organizational commitment in mediating motivation on employee performance shows that organizational commitment has not been able to explain the relationship of motivation to performance, due to the indirect relationship between motivation to employee performance. Motivation has a non-significant relationship to organizational commitment, the role of the mediating variable here shows that the effect of motivation on performance has not been well conveyed by organizational commitment, in other words organizational commitment does not mediate the relationship between motivation to employee performance at Siesta Legian Hotel.

XVII The result of this study is in line with previous research conducted by (Surjana et al., 2016) who conducted a study on PLN employees of Gianyar Rayon in Gianyar Regency who stated that work motivation by mediating organizational commitment had positive and significant effects on the employee performance.

XVIII The Effect of Satisfaction on the Employee Performance Through the Organizational Commitment

XIX Based on the result of the examination on the role of organizational commitment in mediating satisfaction with employee performance shows that organizational commitment is a partial mediation between employee satisfaction and performance. The organizational commitment has not been able to explain perfectly the relationship between satisfactions with the employee performance. It is because the indirect relationship between satisfactions with the employee performance has decreased compared to the direct relationship between satisfaction and performance. It could be because there are still other variables that also affect performance such as leadership, compensation, conflict management, morale, etc. In other words, the organizational commitment only mediates part of the relationship between satisfaction and the employee performance at Siesta Legian Hotel.

XX The result of this study is not in line with the previous research conducted by (Surjana et al., 2016) who conducted the research of the PLN employees of Gianyar Rayon in Gianyar Regency. He also stated that satisfaction with mediated by the organizational commitment had positive and significant effects against the employee performance.

V. CONCLUSION

Based on the description and the results of the study, some conclusions can be made as follows:

Motivation has no significant negative effects against the employee performance at Siesta Legian Hotel. It means that if the employee motivation is high it will cause the decrease of the employee performance at Siesta Legian Hotel.

Satisfaction has positive and significant effects against the employee performance at Siesta Legian Hotel. It means that if the employee satisfaction is a high level of employee satisfaction, it will have an effect on improving the employee performance at Siesta Legian Hotel.

Motivation has positive and insignificant effects against the organizational commitment at Siesta Legian Hotel. It means that if the work motivation is high, it will have an effect on increasing organizational commitment held by the employees at the Siesta Legian Hotel, but the influence is not real.

Satisfaction has positive and significant effects against the organizational commitment at Siesta Legian Hotel. It means that if the level of employee satisfaction is high then the more organizational commitment held by employees is also high. In other words, the higher employee satisfaction will have an effect on increasing the organizational commitment at Siesta Legian Hotel.

Organizational commitment has positive and significant effects against the employee performance at Siesta Legian Hotel. It means that the higher the organizational commitment that the employee has will have an effect on improving the employee performance at Siesta Legian Hotel.

Organizational commitment does not mediate the effect of work motivation against the employee performance. Organizational commitment is not a mediating variable because organizational commitment has not been able to explain the relationship between work motivation and employee performance where the relationship between work motivation and employee performance is not significant, while the relationship between work motivation and organizational commitment also results in insignificant results which is not significant, organizational commitment is said not to be a mediating variable between work motivation and employee performance at Siesta Legian Hotel.

Organizational commitment is a partial mediation between employee satisfaction and performance at Siesta Legian Hotel. Organizational commitment is a weak mediator between satisfaction and the employee performance. Where the direct relationship of satisfaction with the employee performance is higher than the indirect relationship mediated by the organizational commitment.

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