

CHAPTER IV

DATA ANALYSIS AND DISCUSSION

4.1 Description of the Research Questionnaire

The populations in this research were employees of Grand Candi, Patra Jasa Hotel, and Dafam Hotel. As explained in the previous chapter, data collection is done by giving questionnaires to the respondents of the research in Grand Candi Hotel, Patra Jasa Hotel, and Dafam Hotel. This study disseminated 135 questionnaires to 135 respondents. The number of returned and processed questionnaire was 135 copies, so the response rate is 100%. Questionnaires were answered completely and feasible to be analyzed in the study as many as 135 questionnaires.

4.2 Research Instrument Test Results

4.2.1. Validity Test Results

The results of validity testing in this study is using SPSS software version 21.0. The results of the validity test can be seen in Table 4.1.

Table 4.1 Validity Test Results

Indicator	R_{count}	R_{table}	Remark
Organizational Commitment			
X1.1	0,569	0,168	Valid
X1.2	0,678	0,168	Valid
X1.3	0,613	0,168	Valid
X1.4	0,638	0,168	Valid
X1.5	0,758	0,168	Valid
X1.6	0,598	0,168	Valid
X1.7	0,698	0,168	Valid
X1.8	0,716	0,168	Valid
Attitude towards Work			
X2.1	0,781	0,168	Valid
X2.2	0,845	0,168	Valid
X2.3	0,844	0,168	Valid
Job Satisfaction			
Z1	0,598	0,168	Valid
Z2	0,770	0,168	Valid
Z3	0,724	0,168	Valid
Z4	0,813	0,168	Valid
Z5	0,576	0,168	Valid
Z6	0,716	0,168	Valid
Employee's Job Performance			
Y1	0,685	0,168	Valid
Y2	0,808	0,168	Valid
Y3	0,696	0,168	Valid
Y4	0,777	0,168	Valid
Y5	0,772	0,168	Valid
Y6	0,666	0,168	Valid

Source: Primary Data Proceeded, 2018

Based on the analysis that had been done, the criteria used in finding valid statements in this study are as follows: level of trust = 95 percent ($\alpha = 5$ percent), *degree of freedom* (df) = $n - 2 = 135 - 2 = 133$, obtained from r table = 0,168. If r count (for each indicator can be seen in the Corrected Item - Total Correlation) column greater than r table and the positive r-value, then the statement item is said to be valid (Ghozali, 2011). Based on Table 4.1 above, it can be concluded

that all indicators in the questionnaire in all independent variables or dependent variable are valid. Each indicator in the questionnaire had a value of $r_{count} > r_{Table}$. Thus, the question items given in the questionnaire have met the valid requirements and may be included in the next data analysis in this research.

4.2.2. Reliability Test Results

Reliability test results can be seen in Table 4.2.

Table 4.2 Reliability Test Results

Variable	Cronbach Alpha	Conclusion
Organizational Commitment	0,811	Reliable
Attitude towards Work	0,763	Reliable
Job Satisfaction	0,793	Reliable
Employee's Job Performance	0,827	Reliable

Source: Primary Data Proceeded, 2018

Results on Table 4.2 show that all variables Cronbach Alpha is above 0.60 so it can be said that all measurement concepts of each variable in the questionnaire were reliable. Therefore, for the next research, indicators on each concept of the variable are feasible to be used as measuring instrument (Ghozali, 2011).

4.3 Descriptive Analysis

4.3.1 Description of Research Respondents

Description of respondent's characteristic describes employee profile of Grand Candi Hotel, Patra Jasa Hotel, and Dafam Hotel consisting of gender, salary, age and working period.

1. Gender

Respondents in this research were classified by gender. It can be seen on the table below:

Table 4.3 Classification of Respondents by Gender

Gender	Number of Respondents	Percentage
Female	63	47
Male	72	53
Total	135	100

Source: Primary Data Processed 2018

Based on table 4.3 shows that the majority of respondents are male, which is equal to 72 or 53 percent. Meanwhile, female respondents amounted to 63 or 47 percent.

2. Age

The description of respondents by age was divided into four categories. The results of the distribution of respondents by age of respondents were as follow:

Table 4.4 Classification of Respondents by Age

Age	Number of Respondents	Percentage
≤ 20 years old	0	0
20-30 years old	83	61
30-40 years old	40	30
≥ 40 years old	12	9
Total	135	100

Source: Primary Data Processed 2018

Based on Table 4.4, the majority of respondents were aged 20-30 years old with the total of 83 or 61%. In addition, 40 or 30% are 30-40 years old and 12 or 9% are older than 40 years.

3. Salary

Respondents in this research were classified by income. It can be seen in the table below:

Table 4.5 Classification of Respondents by Salary

Salary	Number of	Percentage
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	Respondents	
\leq IDR 1,000,000	10	7
IDR 1,000,001 – 5,000,000	111	83
\geq IDR 5,000,001	14	11
Total	135	100

Source: Primary Data Processed 2018

Based on table 4.5. above, it can be seen that the majority of respondents have income Rp. 1.000.001 - Rp. 5.000.000 were 111 or 83%, then with income \geq Rp. 5.000.001 were 14 respondents or 11% and income \leq Rp. 1.000.000 were 10 respondents or 7%.

2. Working Period

Respondents in this research were classified by working period. It can be seen on the table below:

Table 4.6 Classification of Respondents by Working Period

Working Period	Number of Respondents	Percentage
≤ 2 years	4	3
2 - 5 years	71	53
≥ 5 years	60	44
Total	135	100

Source: Primary Data Processed 2018

Based on Table 4.6 shows that the majority of respondents have a working period of more than 2-5 years, that is equal to 71 or 53%, and then 60 or 44% have a working period of ≥ 5 years, and have a working period of less than 2 years of 4 or 3%.

4.3.2 Descriptive Analysis of Research Variables

Descriptive analysis was used to analyze the data by describing or explaining descriptive assessment of respondents as the research variables. Descriptive analysis of respondent's answers was used to determine respondent's assessment criteria with the help of the average-value score. This research was measured as the interval assessment by defining the minimum and maximum scores follows:

- Strongly disagree : 1
- Disagree : 2
- Neutral : 3
- Agree : 4
- Strongly agree : 5

Minimum score = 1

Maximum score = 5

$$\text{Interval} = \frac{\text{Maximum} - \text{minimum}}{\text{number of criteria}} = \frac{5 - 1}{5} = 0.80$$

From the calculation above, the scale distribution of respondents' assessment criteria were as follow:

Table 4.7 Assessment Category of Each Variable

Interval	Organizationa l Commitment	Attitude towards Work	Job Satisfaction	Employee's Job Performance
1,00 – 1,80	Very Bad	Very Bad	Disappointe d	Very Low
1,81 – 2,60	Bad	Bad	Not Satisfied	Low
2,61 – 3,40	Fair	Fair	Fair	Enough
3,41 – 4,20	Good	Good	Satisfied	High
4,21 – 5,00	Very Good	Very Good	Highly	Very High

			Satisfied	
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Source: Primary Data Processed 2018

4.3.2.1 Independent Variable

The independent variables in this study are organizational commitment and attitude towards work. Each question consisted of five alternative answers: Strongly agree, Agree, Neutral, disagree, and strongly disagree. The following is explained for the results of respondents' answers on each variable.

a. Organizational Commitment

The descriptive result of respondent assessment on organizational commitment as the variable was as follows:

Table 4.8 Organizational Commitment Variable (X_1)

N O	Questions	Mean	Percentage	Category
1	I am willing to put in a great deal of effort, beyond what is normally expected in order to help this organization be successful.	3,41	68,15%	Good
2	I talk up this organization to my friends as a great	3,37	67,41%	Fair

	organization to work for.			
3	I would recommend a close friend to join this company	3,44	68,74%	Good
4	I feel very loyalty to this organization.	3,46	69,19%	Good
5	In my work I like to feel that I am contributing, not for myself but for the organization as well.	3,47	69,33%	Good
6	I am proud to tell others that I am a part of this organization.	3,53	70,67%	Good
7	I really care about the fate of this organization.	3,41	68,30%	Good
8	The offer of a little money with another company would not seriously make me think of changing jobs	3,54	70,81%	Good
	Mean	3,45	68,07%	Good

Source: Primary Data Processed 2018

Based on Table 4.8 above can be seen that from the 135 respondents that were taken as a sample, the majority of respondent gave a good assessment on all question of variable organizational commitment (X1). The highest rating is on “The offer of a little money with another company would not seriously make me think of changing jobs” and the lowest rating is on “I talked about this stuff to my friends as a great organization to work for”. Overall, respondents gave a high assessment of organizational commitment variables. This shows that the organization's commitment to hotel employees is good, proven by the employees gave a high assessment of organizational commitment provided by the company.

b. Attitude towards Work Variable

The descriptive result of respondent assessment on attitude towards work as the variable was as follows:

Table 4.9 Attitude towards Work Variable (X₂)

N	Questions	Mean	Percentage	Category
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1	Compared to other employees doing similar work, the overall quality and quantity of my performance is good.	3,74	74,81%	Good
2	Thinking of respondents about their productivity as compared to other employees.	3,61	72,15%	Good
3	Perception of respondents about their problem solving ability as compared to others.	3,71	74,22%	Good
	Mean	3,69	73,73%	Good

Source: Primary Data Processed 2018

Based on Table 4.8 above it can be seen that the 135 respondents that were taken as a sample, the majority of respondents gave a high ratings on all questions of work attitude variable (X2). The lowest rating is on “Thinking of respondents about their productivity as compared to other employees” and the highest rating is on “Compared to other employees doing the same work, the overall quality, and quantity of my performance is good”. Overall, respondents gave a good judgment on work attitude. This shows that the attitude of work on hotel employees is good, proven by employees giving a high rating.

4.3.2.2 Intervening Variable

Intervening variable in this research is job satisfaction. Each question consists of five alternative answers: Disappointed, Not Satisfied, Fair, Satisfied, and Highly Satisfied. The following is explained for the results of respondents' answers on each variable.

1. Job Satisfaction Variable

The descriptive result of respondent assessment on attitude towards work as the variable was as follows:

Table 4.10 Job Satisfaction Variable (Z)

N O	Questions	Mean	Percentage	Category
1	I feel very positive and favorable about my job.	3,78	75,56%	Satisfied
2	As soon as I can find a better job, I will leave.	3,62	72,44%	Satisfied
3	I am generally satisfied with the kind of work I do on this job.	3,54	70,81%	Satisfied
4	I frequently think of quitting this job.	3,67	73,33%	Satisfied
5	I have sense of worthwhile accomplishment in my work.	3,71	74,22%	Satisfied
6	I get the chance to take decisions on the performance of my job role.	3,59	71,85%	Satisfied
	Mean	3,65	73,04%	Satisfied

Source: Primary Data Processed 2018

Based on Table 4.10 above, it can be seen that the 135 respondents who were taken as a sample, the majority of respondents gave satisfactory assessment on the variable of job satisfaction. From the results based on this questionnaire means that the employees of hotels have a good level of employee satisfaction. The highest rating is on "I feel very positive and favorable about my job" while the lowest rating is on "I am generally satisfied with the kind of work I do on this job". Overall, respondents gave satisfied assessment on job satisfaction variable. This shows that the level of employee satisfaction is good, proven by employees that gave good feedback.

4.3.2.3 Dependent Variable

Dependent variable in this research is job performance. Each question consists of five alternative answers: Strongly agree, agree, neutral, disagree, and strongly disagree. The following is explained for the results of respondents' answers on each variable.

1. Employee's Job Performance Variable

The descriptive result of respondent assessment on job performance as the variable was as follows:

Table 4.11 Descriptive Analysis on Employee's Job Performance

NO	PERNYATAAN	Mean	Percentage	Category
1	I completed assigned tasks.	3,67	73,48	High
2	I can fulfill the responsibilities of my job	3,82	76,44	High
3	I can do all tasks, which are expected, to me.	3,90	78,07	High
4	I fulfilled the formal requirements of job performance.	3,58	71,56	High
5	I have engaged in the activities, which influence my evaluation related to job.	3,51	70,22	High
6	I cannot do important duties	3,63	72,59	High
	Mean	3,69	73,33	High

Source: Primary Data Processed 2018

Based on the Table 4.11 above, shows that job performance showed a mean of 3.69 which were in the high category? The highest rating is on "I can do all tasks which are expected to me"; while the lowest rating is on "I have engaged in the activities which influence my evaluation related to job".

4.4 Structural Equation Model Analysis

Quantitative analysis used in this research is Path Analysis and SEM assumption test. This path analysis model used SEM (Structural Equation Model) analysis, which is a set of statistical techniques that allows the testing of a relatively complex set of relationships simultaneously. This analysis is at once to prove the hypothesis of this study, which has been described, in the previous chapter.

To perform data analysis with SEM method required testing stages were:

4.4.1. Goodness of Fit

To know the criteria of Goodness of Fit, it used: *Absolute Fit Measured*, *Incremental Fit Measured*, and *Parsimonious Fit Measured*. Test the goodness of this model using AMOS software version 22.0. Here is the goodness of fit index generated after the test:

Table 4.12 Goodness of Fit Index

<i>Goodness of Fit Index</i>	<i>Results</i>	<i>Cut Off Value</i>	<i>Criteria</i>
Likelihood Chi Square	240,557	Small Value	Good Fit
Probability	0,227	$\geq 0,05$	Good Fit
RMSEA	0,023	$\leq 0,08$	Good Fit
GFI	0,868	$\geq 0,9$	Marginal
AGFI	0,838	$\geq 0,9$	Marginal
TLI	0,982	$\geq 0,90$	Good Fit
CFI	0,984	$\geq 0,90$	Good Fit

Source: Primary Data Processed 2018

The result of goodness of fit was good except for AGFI in which the value was almost close to the specified value or it can be called in marginal condition. Thus, this research model had proven fulfilled all criteria of model (*Goodness of Fit*)

4.4.2 Hypothesis Testing Results

The hypothesis of this research is a one-sided test, because the relationship between independent variables and the dependent variable was hypothesized to have a positive effect. To determine whether the hypothesis is supported by data or not, then the probability value of Critical Ratio (C.R) is compared with $\alpha = 5\%$. If Standard coefficient parameter shows a positive value and probability value of Critical Ratio (C.R) is less than $\alpha = 5\%$, or the value of Critical Ratio (C.R) is bigger than t table (1.96) it can be concluded that the research hypothesis is supported by data (proven significantly). Based on statistical analysis using AMOS program version 22.0, obtained the result of hypothesis test, which is a test of causality relationship of each research variable as presented in the following table.

Table 4.13 Estimation of Research Model

			Estimate	S.E.	C.R.	P	Label
JS	<---	ATW	,489	,100	4,909	,000	
JP	<---	ATW	,205	,083	2,458	,014	
JS	<---	OC	,252	,086	2,948	,003	
JP	<---	OC	,155	,066	2,330	,020	
JP	<---	JS	,442	,122	3,619	,000	

Source: Primary Data Processed 2018

Based on Table 4.13 can get the equation as follows:

$$JS = 0,252OC + 0,489ATW$$

$$JP = 0,155OC + 0,205ATW + 0,422JS$$

Based on the results of SEM analysis above, it can be concluded that the test of each hypothesis was as follow:

1. The Effect of Attitude towards Work on Job Satisfaction.

The first hypothesis is "Attitude towards work has a positive significance effect on job

satisfaction." The result based on the table 4.13 generate positive coefficient of attitude towards work to job satisfaction is 0.489 with p-value ($0.000 < 0.05$). This means work attitude has a significant positive effect on job satisfaction. Thus, the first hypothesis in this research can be **supported**.

2. The Effect of Attitude towards Work on Employee's Job Performance

The Second hypothesis is "Attitude toward work has positive significant effect on employee's job performance." The result based on the table 4.13 generate positive coefficient of work attitude toward employee performance is 0,205 with p-value value ($0,014 < 0, 05$). This means work attitude has a significant positive effect on employee performance. Thus the second hypothesis in this research can be **supported**.

3. The Effect of Organizational Commitment towards Job Satisfaction

The third hypothesis is "Organizational commitment has a positive effect on job satisfaction". The result based on the table 4.13 generate positive coefficient of organizational commitment to job satisfaction is 0.252 with p-value ($0.003 < 0.05$). This means that organizational commitment has a significant positive effect on job satisfaction. Thus, the third hypothesis in this research can be **supported**.

4. The effect of Organizational Commitment on Employee's Job Performance

The fourth hypothesis is "Organizational commitment has a positive effect toward employee's job performance". The result based on the table 4.13 generate positive coefficient of organizational commitment on employees job performance is 0.155 with p-value ($0.020 < 0.05$). This means that organizational commitment has a significant positive effect on employee performance. Thus the fourth hypothesis in this research can be **supported**.

5. The Effect of Job Satisfaction on Employee's Job Performance

The fifth alternative hypothesis is that "Job satisfaction has a positive effect on employee's job performance". The result of coefficient of job satisfaction to Performance is

0,442 with p-value ($0,000 < 0.05$). This means that job satisfaction has a significant positive effect on employee performance. Thus, the fifth hypothesis in this research can be **supported**.

4.5 Discussion

4.5.1 The Effect of Attitude towards Work on Job Satisfaction

The results of this research prove that attitude towards work has a positive significant effect on job satisfaction. The greater the attitude towards work will increase employee job satisfaction while the smaller the attitude towards work will decrease employee job satisfaction.

Good work attitude is also one of the important factors for job satisfaction can run optimally. Work attitude is a learned tendency to respond consistently to pleasant and unpleasant attitudes with respect to a particular object. Work attitude is a collection of feelings, beliefs, and thoughts about how to behave that someone holds about his work and organization. Work attitude in personnel management is very important. This is because the work attitude shows the size of the company's attention to employees. The existence of a good employee attitude towards the company, it will encourage managers to work better again.

This result of this research is in accordance with the research of Tella et al. (2007) which proves that work attitude has a positive effect on job satisfaction.

4.5.2 Effect of Attitude towards Work on Employee's Job Performance

The results of this study prove that attitude towards work has a positive significant effect on employee performance. The greater the attitude towards work will improve employee performance while the smaller the attitude towards work will decrease employee performance.

Human resources in carrying out its role in an organization have a variety of work attitude and work behavior where they work. Among employees with one another is not the same in appreciating their work attitude. The culture brought by each employee affects the employee

in attitude. An attitude towards work contains a positive or negative evaluation that someone has about aspects of their work environment.

Employees sometimes face problems in their work environment, either with co-workers, superiors or even with the work itself. The situation is of course triggered a decline in employee performance, which resulted in decreased productivity of the company. Each individual has his or her own way of dealing with the problems they face. Companies must take part in resolving the situation in order to create a conducive working atmosphere, so that employees can improve its performance.

This result of this research is in accordance with the research of Ahmad et al. (2010) which proves work attitude has a positive effect on employee performance.

4.5.3 Effect of Organizational Commitment on Job Satisfaction

The results of this study prove that organizational commitment has a positive effect on job satisfaction. The greater the organization's commitment will increase employee job satisfaction while the smaller the organization's commitment will decrease employee job satisfaction.

Organizational commitment to a company is one of the guarantees to maintain the company's sustainability. Commitment is a kind of agreement between the individuals within it that are binding and direct to the whole. Organizational commitment describes one's attachment within an organization, giving rise to a sense of belonging to the organization in which it works. Organizational commitment also means more than passive loyalty, but involves an active relationship and an employee's desire to make a significant contribution to his organization. Employee commitment to the organization has a major impact on the employees themselves, on an organization. As committed employees within the organization, they demonstrate to reduce their withdrawal behavior and improve their behavior within the organization. Organizational

commitment is needed to support the process of running an organization. High-commitment employees tend to stay in the organization for a long period and contribute to the organization's high productivity.

Organizational commitment has an important role to play in improving job satisfaction. In order for work expectations fulfilled organizational commitment must be applied properly which will lead to job satisfaction in organization. Badjuri, Arifah and Romadhon (2015), stated that organizational commitment affects many important behaviors, so that organizations can grow while work expectation can be well fulfilled by the organization. Furthermore, with the fulfillment of these work expectations will lead to job satisfaction. The relationship of job satisfaction with turnover intention and organizational commitment is more influenced by job satisfaction as the beginning of organizational commitment.

This result of this research is in accordance with the research of Ahmad et al. (2010), Sharma and Bajpai (2010), Markovits et al. (2007) that proves organizational commitment has a positive effect on job satisfaction

4.5.4 Effect of Organizational Commitment on Employee's Job Performance

The results of this research prove that organizational commitment has a positive effect on performance. The greater the organization's commitment will improve employee performance while the smaller the organization's commitment will decrease employee performance.

Organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive according to the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. In other words, an attitude reflects the employee's loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization.

Employee commitment will not grow by itself, there is a significant relationship between commitment and performance, high organizational commitment and low will impact on: 1) employees; e.g. on employee performance and career development in the organization; (2) Organization; leaders who are strongly committed to the organization will result in high organizational performance, reduced attendance, employee loyalty and so on. A strong link between commitment and performance is due to the willingness and readiness of employees in the organization to be empowered by accepting challenges and responsibilities.

This result is in accordance with the research of Khan et al. (2010) and Qaisar (2011) which proves organizational commitment has a positive effect on performance.

4.5.5 The Effect of Job Satisfaction On Employee's Job Performance

The results of this study prove that job satisfaction has a positive effect on employee performance. The greater the job satisfaction will improve employee performance while the smaller the job satisfaction will decrease employee performance.

One of the factors that affect employee performance is Job satisfaction. it is defined as a reaction and a person's feelings toward where he works. Employee satisfaction is an individual thing to a person's feelings towards his work. Job satisfaction is an emotional response and effectiveness that affect aspects of work. Job satisfaction is a general attitude that results from some special attitudes toward individual characteristics, outside group relationships and job factors. Maintaining and improving employee performance to stay good is a difficult job for a service company. This happens because what they sell its services to customers. If the customer does not feel satisfied, may indicate a decrease in employee performance. Employee performance is needed so that the quality of service to the customer remains high in accordance with the company's expectations.

These results are in accordance with Yvonne et al. (2007) that proved job satisfaction has a positive effect on employee performance.