

**THE EFFECT OF ORGANIZATIONAL COMMITMENT AND  
ATTITUDE TOWARDS WORK ON EMPLOYEE'S JOB  
PERFORMANCE THROUGH JOB SATISFACTION**

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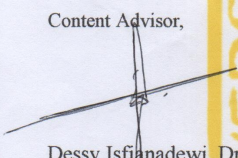
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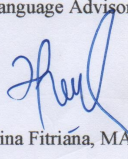
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## ABSTRACT

The purpose of the research was to identify the effect of organizational commitment and attitude towards work on employee's job performance through job satisfaction. Population and samples of this study were employees who work in Grand Candi Hotel, Patrajasa Hotel, Dafam Hotel, Semarang. In this research, analysis technique used structural equation modeling (SEM) and the moderated regression was analyzed by using SPSS and AMOS, considering the conceptual model of this research has two independent variables, one mediating variable, and one dependent variable. The result of this study found that there were positive and significant impact of organizational commitment and attitude towards work on employee performance through job satisfaction.

**Key words:** *Organizational Commitment, Attitude towards Work, Employee Performance, Human Resource, Job Satisfaction*

## ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh komitmen organisasi dan sikap terhadap pekerjaan terhadap kinerja karyawan melalui kepuasan kerja. Populasi dan sampel penelitian ini adalah karyawan yang bekerja di Hotel Grand candi, Hotel Patrajasa, dan Hotel dafam, Semarang. Dalam penelitian ini, teknik analisis menggunakan pemodelan persamaan struktural (SEM) dan regresi moderat dianalisis dengan bantuan SPSS dan AMOS, mengingat model konseptual penelitian ini memiliki dua variabel independen, satu variabel mediasi, dan satu variabel dependen. Hasil dari penelitian ini menemukan bahwa terdapat hasil positif dan signifikan dari pengaruh komitmen organisasi dan sikap terhadap pekerjaan terhadap kinerja karyawan dan kepuasan kerja.

**Kata kunci:** *Komitmen Organisasi, Etika Terhadap Pekerjaan, Performa Karyawan, Sumber Daya Manusia, Kepuasan Kerja*

## INTRODUCTION

Globalization is a reality and it has a direct and indirect impact on most aspects of business. The company increased the strategy to adapt in globalization era. To face the globalization, company needs people who have a good quality such as skill, knowledge, ability to work, creativity in order to achieve the goals of company. However, so many companies do not pay attention to their human resources. Whereas, human resources have an important role in a company, because everything related to human resources ultimately affect the output of the company. Therefore, in this fast growing market, companies should keep on watching their employee performance in order to maintain their quality.

Organization consists of many resources, and human resource is believed as one of the most important organizational resources. The human resources in each organizational level have their own specified planning. Hence, organizations should increase the job satisfaction in all level of the organization according to the human resources expectations to increase the organizational effectiveness (Bartuševičienė &

Šakalytė, 2013). Since employee who reveal a higher satisfaction tends to present more effort in their job that then lead to a better performance (Rad & Yamohammadian, 2006)

Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan, 2010). Increasing competition makes the company realize of the importance of employee job performance to compete in the global market that will influence the company's performance and profitability. Effective management of job performance is critical if the goals and objectives of the organization are achieved (Hettiararchchi & Jayarathna, 2014).

Job satisfaction is pleasurable emotional state of feeling that results from performance of work. While, job satisfaction means a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences (Simatwa, 2011). The happier the individual, the higher is level of job satisfaction. The existence of job dissatisfaction among employees can cause things that are not profitable for the company (Syafrizal, 2011). Attitudes toward work and organizational commitment will influences job satisfaction. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction and enhances performance of the individual.

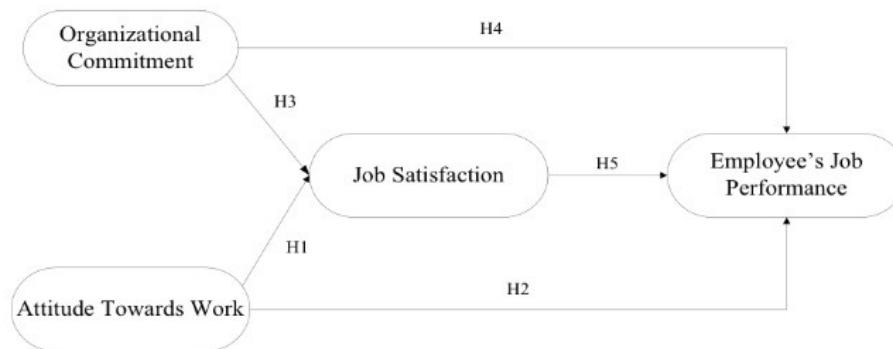
Organizational commitment is the power of individual identification and involvement in a particular organization. Because of this, employee commitment can be an important instrument for improving organizational performance (Khan, 2010). Organizational commitment has become an issue of great importance to be dealt with, because it helps minimize turning up late to work, absenteeism, and leaving.

Attitudes of employees have a direct impact on individual and organizational productivity, absenteeism, commitment, employee's turnover rate and withdrawal behavior. According to Hettiararchchi & Jayarathna (2014) attitudes are reasonably good predictors of behaviors. They give clues to the intentions of employee behavior to act in a certain way. Positive work attitudes help to predict constructive behavior and negative work attitudes help to predict undesirable behaviors. In addition, attitude is a mindset to act in a certain way due to both an individual's experience and temperament. How people behave at work often depends on how it feels like to be there. Hence, making sense of how people behave depends on understanding their work attitudes.

Hotels are service businesses that cannot be separated from human relations so it would be better if this company pay attention to its employees through job satisfaction and its performance, develop, and improve the quality of employee performance that is related with job satisfaction and organizational commitment. In this company the activities of employees are expected to play a role in realizing the company's goals and able to overcome all the problems that occur. Nevertheless, some weaknesses are still shown by employees, where they are less motivated with their job. Some are not on time when entering the office, postponing office work, less discipline and leaving.

From the description above, we can conclude that job performance of hotel is very crucial in providing service and maintaining their competitive advantage. That is why the company should be aware to some factors that are predicted to influence the satisfaction of the employees. This research will discuss the effect of organizational commitment and attitude towards work on employee's job performance through job satisfaction.

## LITERATURE REVIEW



## RESEARCH METHOD

Research approach that is used in this research is quantitative research. A quantitative research is a research that said as a positivistic method because it is based on philosophy of positivism. This method also stated as a scientific method because it already meets concrete, objective, measurable, rational, and systematic principles. Research with quantitative method is approaches of empirical studies to collect, analyze, and display data in numerical form rather than narrative.

### *Population and Samples*

According to Sekaran (2003) population is overall, refers to people, event, or any interesting matter that researcher want to research or find out. Sample is a partial or representative of the population under the study (Arikunto, 2010). In this research, the population and sample is the employees of Hotels in Semarang.

### *Data collection method*

Hair et al. (2010) stated about the size of the sample. If it is too large, it will make it difficult to get a suitable model and suggested appropriate sample size between 100-200 respondents in order to use interpretation estimation with Structural Equation Model (SEM). For that reason, the number of samples was determined based on the results of the minimum sample calculations. The determination of the minimum sample size for SEM according to Hair et al. (2010) is:

(Number of indicators + number of latent variables) x (estimated parameters) Based on the guideline, the minimum sample size for this research is:

Minimum sample = (23 + 4) x 5 = 135 respondents.

Based on the formula above, the minimum sample size in this research was 135 respondents.

### ***Data Analysis Method***

Research model was analyzed by using *Structural Equation Model (SEM)*, by utilizing AMOS software. SEM is an analytical technique that allows complicated and complex variable relationships simultaneously. In simple explanation, SEM provides an adequate estimation technique and efficient estimation technique for multiple regression equations and it is estimated simultaneously (Ghozali, 2011).

Descriptive statistical analysis techniques were used to analyze data by describing the data that has been collected by not intending to make general conclusions (Sugiyono, 2010). This analysis is a description explaining the identity of the respondents.

### ***Validity and Reliability***

Validity test is a measurement that shows the validity level of an instrument. An instrument is considered valid if it is able to measure what is desired. The method used for the validity test is the Pearson correlation test. The item can be said as valid if its *r* count (Pearson Correlation Value) is higher than *r* table (Simamora, 2004). Researcher spread 45 respondents for checking each validity and reliability test.

Reliability is the degree of precision or accuracy that is demonstrated by the research instrument. Sekaran (2003) stated that the reliability of a measure is an indication of the stability and consistency which the instrument measures the concept and helps to assess the goodness of a measure.

### **Hypotheses Testing**

Hypothesis testing is used to determine the direct relationship occurs if one variable affects other variables without any third variables that mediate (intervening) the relationship of these two variables. The indirect relationship is if there is a third variable mediating the relationship between these two variables. Then, on each dependent variable (endogen variable) there will be arrows leading to this variable and this serve to explain the amount of unexplained variance by that variable. Hypothesis testing in this research is as follows:

P value < 0, 05 or value of Critical Ratio > 1, 96, then the hypothesis are **accepted**.

P value > 0, 05 or value of Critical Ratio < 1, 96 then the hypothesis is **rejected**.

#### **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**.

## **CONCLUSION AND RECOMMENDATION**

From the results of data analysis, the conclusions in this research are as follows:

1. Tangibility had positive impact on customer satisfaction. The research result showed that the greater the tangibility, the greater the customer or patient satisfaction.
2. Reliability had positive impact on customer satisfaction. The research result showed that the greater the reliability, the greater the customer or patient satisfaction.
3. Responsiveness had positive impact on customer satisfaction. The research result showed that the greater the responsiveness, the greater the customer or patient satisfaction.
4. Assurance had positive impact on customer satisfaction. The research result showed that the greater the assurance, the greater the customer or patient satisfaction.
5. Empathy had positive impact on customer satisfaction. The research result showed that the greater the empathy, the greater the customer or patient satisfaction.
6. Customer satisfaction had positive impact on trust. The research result showed that the greater the customer or patient satisfaction, the greater the trust.
7. Customer satisfaction had positive impact on customer loyalty. The research result showed that the greater the customer or patient satisfaction, the greater the customer loyalty.
8. Trust had positive impact on customer loyalty. The research result showed that the greater the trust, the greater the customer or patient loyalty.
9. Trust had positive influence in mediating customer satisfaction toward customer loyalty. The research result showed that the greater the customer satisfaction, the greater the trust and the greater the trust, the greater the customer loyalty.
10. Customer satisfaction had positive influence in mediating service quality toward customer loyalty. This shows that the greater the service quality, the greater the customer satisfaction and the greater the customer satisfaction, the greater the customer loyalty.



## **Conclusion**

Based on the results of the analysis, the conclusions of this study are as follows:

1. The results of this study 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.
2. The results of this study prove that attitude towards work has a positive significant effect on employee's job performance. The greater the work attitude will improve employee performance while the smaller the work attitude will decrease employee performance.
3. 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.
4. The results of this study prove that organizational commitment has a positive effect on employee's job performance. The greater the organization's commitment will improve employee's job performance while the smaller the organization's commitment will decrease employee performance.
5. The results of this study prove that job satisfaction has a positive effect on employee's job performance. The greater the job satisfaction will improve employee performance while the smaller the job satisfaction will decrease employee performance.

Based on the results of this study is expected to be implemented by the Hotel in considering strategies to improve employee performance. Based on the analysis several things that need to be considered by the leadership of the company and the HR department of the company related to satisfaction and performance are as follows:

- a. Based on the results of descriptive analysis of organizational commitment variable is the lowest variable in the assessment of respondents. Based on that, the company should be able to increase the employee's organizational commitment by improving the company need to improve the existing deficiencies related to the absenteeism. What the company needs to do is to create a written rule so that employees can see and comply with existing rules, in this way it is expected that employees will be able to reduce absenteeism and delay in arriving at the office. Another effort that needs to be done by the company is through open communication, it is intended to create an atmosphere of mutual understanding between employers and employees. This openness can be realized with the criticism and suggestions on the results and achievements made by workers, other than it is intended that the boss can direct the employees to act and do the work in accordance with what is given. Another thing that companies need to do is have

procedures in the delivery of complaints of employees, so that employees have a container where they can convey the aspirations of complaints and their opinions to superiors and companies. In other words, an employee will be committed to the organization if he really feels involved as part of the organization then he will work harder than expected. This can be achieved if the employee is positive about the work and the organization.

- b. Based on the results of descriptive analysis of job satisfaction variable is the highest variable in the assessment of respondents. Based on this, the company must maintain employee job satisfaction through the role of organizational commitment and job satisfaction.

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