

## The Role Of Organizational Commitment In Mediating Employee Engagement And Work Environment On Employee Performance

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**Abstract** This research aims to analyze the influence of employee engagement and the work environment in the hotel environment both directly and indirectly through organizational commitment as an intervening variable. The population used was all hotel employees at three hotels in Central Java, namely Hotel Adhiwangsa Surakarta, Whiz Pemuda Semarang, and Hotel Grand Wahid Salatiga. The sample used was a saturated sample or census with a total of 147 respondents. The analysis techniques used are multiple linear regression analysis, path analysis and Sobel test. The results of this research found that (1) employee engagement has a positive and significant effect on employee performance (2) the work environment has a positive and significant effect on employee performance (3) employee engagement has a positive and significant effect on organizational commitment (4) the work environment has a positive and significant effect on organizational commitment (5) organizational commitment has a positive and significant effect on employee performance (6) organizational commitment is able to mediate but has a small effect on the relationship between the influence of Employee Engagement on employee performance (7) organizational commitment is able to mediate but has a small effect on the relationship the influence of the work environment on employee performance.

**Keywords** : employee engagement, work environment, organizational commitment, employee performance

### INTRODUCTION

Kusumastuti et al (2019) in their research stated that performance is a record of the level of achievement of results obtained from the implementation of work related to organizational or company goals, efficiency and effectiveness of other performance within a certain period of time through individuals or work groups in accordance with their respective authority and responsibilities. . Every organization or company will always try to improve employee performance so that company goals can be achieved.

According to Suchayowati and Hendrawan (2020), employee performance is influenced by several factors both related to the workforce itself and related to the corporate environment of an organization, one of which is employee engagement. Employee individual commitment includes employee engagement. Another factor that influences employee performance is the work environment. The work environment is related to the atmosphere of a particular company where workers carry out their duties (Danish et al, 2014). The work environment in a company is an important thing to pay attention to. Even though the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process in the company or organization.

To ensure the sustainability of a company in achieving the goals and vision and mission that have been created, it must always be able to compete with developments and demands of

the times. Currently, it is not only external factors that can influence a company's performance, but internal factors have a greater influence on increasing or decreasing a company's performance. Likewise, if the organizational commitment of employees in a company is low, it certainly has a big influence on a company's performance (Latief et al, 2019).

The higher the organizational commitment, the higher the employee performance (Sumiatik, 2021). Organizational commitment describes the relationship between an individual and the organization, if an employee has high organizational commitment, then the employee will have loyalty, trust and loyalty to the organization where he works (Ukkas and Latif, 2017).

2020 was the beginning of the Covid-19 pandemic. This period is quite a difficult time for the hotel world because there has been a very extreme policy change in the context of the government's efforts to deal with the current pandemic. Massive budget cuts in government and of course followed by the private sector, restrictions on community activities in almost all sectors, and employee reductions in many companies have been a serious blow to the hotel sector. The company is thinking about the best solution to survive this pandemic, and the company leadership has also provided several policies, including providing massive room price discounts with services that comply with health protocols based on standards set by the government. However, this cannot also increase the number of guests and visitors. So companies are forced to implement other policies such as reducing employees or temporarily furloughing employees (Hafidullah, 2021).

The conditions above show the phenomenon that due to decreasing hotel occupancy rates, the number of employees must be reduced. Some employees even have to work multitasking. This is in accordance with the results of the author's observations in the field through the Human Resources Department of the Whiz Hotel Semarang. It was also stated that when a pandemic occurs, one employee can work in two or more areas of work. This causes employee performance to be less than optimal and hotel service to be less than satisfactory. Meanwhile, the management's hope is that by reducing the number of employees, the service work sector can remain optimal and employee performance will not be disrupted so that the hotel occupancy rate target is achieved.

It is important for management to be able to determine what criteria and considerations must be taken in making a policy, so that employees have good engagement and create a comfortable work environment for employees in an organization. It is hoped that employees with high engagement will be able to improve the best service to hotel guests. It is hoped that customers will feel satisfied with the services provided, thereby increasing hotel occupancy levels.

Based on the research gap analysis and the gap phenomenon above, the author will conduct further research with the title "Analysis of Employee Engagement and Work Environment on Employee Performance with Organizational Commitment as an Intervening Variable", with case studies in Indonesian hotel companies, especially in Central Java. Researchers limited the research objects in this study to only three hotels, namely the Adhiwangsa Hotel in Surakarta, Whiz Pemuda in Semarang, and the Grand Wahid Hotel in Salatiga.

## METHOD

This research includes quantitative research using survey methods. The data in this research uses primary data and secondary data. The primary data was taken from respondents to the answers to the questionnaire. The estimated time for collecting data from all respondents is one month. The data collection technique uses a questionnaire, in the form of a list of questions related to the research objectives, using a basic Likert measurement scale.

The population in this study were all employees who worked at the Adhiwangsa Hotel in Surakarta, Whiz Pemuda in Semarang, and the Grand Wahid Hotel in Salatiga, totaling 147 employees. The sample in this study was the entire population taken as respondents, namely all 147 employees.

Data analysis used path analysis using SPSS version 22.0 software and the Sobel test.

**Table 1: Operational Definition of Variables**

No	Variable	Operational definition	Indicator
1.	<i>Employee Engagement</i> (X1)	An emotional condition for employees to really care about their work, have a desire to innovate and be responsible for their work so that there is a sense of attachment to the company where they work which is shown in the employee's attitudes and behavior.	1. Enthusiasm 2. Dedication 3. Appreciation  (Turner, 2019)
2.	Work environment (X2)	Everything in the workplace, both physical and non-physical, is related to the work space and employee relations.	1. spatial layout 2. cleanliness 3. lighting 4. relations between employees 5. employee relationship with management  (Mangkunegara, 2017)
3.	Organizational Commitment (Z)	The attitude of employee loyalty towards the organization, by remaining in the organization in order to achieve organizational goals.	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment
4.	Employee performance (Y)	The work results (output) produced by employees within a certain period of time according to the responsibilities given	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness. 5. Independence.

Source: Primary data processed, 2023.

## **RESULTS AND DISCUSSION**

### **Descriptive Analysis of Variables**

The results of respondents' responses regarding the Employee Engagement variable (X1) obtained were good. From the results of data processing on the Employee Engagement (X1) variable, the largest average (mean) values were found in variables X1.5 and The mean values for these variables reached 4.82 and 4.84, which means that employees feel proud of the work they have and they are serious and responsible in carrying out and completing the work.

The results of respondents' responses regarding the Work Environment variable (X2) obtained were good. From the results of data processing on the Work Environment variable (X2), it was obtained that the largest average (mean) value was in variables X2.5 and The mean values for these variables reached 4.92 and 4.88, which means that employees feel happy and comfortable with their co-workers and employees also feel that their superiors support and help when their subordinates need help. These two factors are dominant in supporting the creation of a good and comfortable work environment.

The results of respondents' responses regarding the Organizational Commitment (Z) variable obtained were good. From the results of data processing on the Organizational Commitment (Z) variable, the largest average (mean) value is found in variables Z7 and Z8, which are related to the commitment that must be made and a sense of responsibility if you want to leave. The mean values for these variables reached 4.71 and 4.70, which means that employees have a high commitment to what they have to do related to their work. Employees also feel reluctant to leave because they have a great sense of responsibility towards their work, which means they feel at home working at their current workplace.

The results of respondents' responses regarding the Employee Performance (Y) variable obtained were good. From the results of data processing on the Employee Performance (Y) variable, the largest average (mean) value is found in variables Y2 and Y4, which are related to the ability to complete work and the ability to complete work in accordance with company goals. The mean values for these variables reached 4.71 and 4.69, which means that employees view the ability to complete work as instructed to be very important. Employees also have the responsibility to complete work in accordance with existing commitments and standard procedures.

### **Hypothesis testing**

#### **Coefficient of Determination**

The coefficient of determination for the first model is 63.4%, explaining that the contribution of the influence of the independent variables (which influence), namely employee

engagement variables (X1) and work environment variables (X2) has a strong or high category. The meaning of the coefficient of determination for the second model is 78.2%, explaining that the contribution of the influence of the independent variables (which influence), namely the employee engagement variable (X1), the work environment variable (X2) and the Organizational Commitment variable (Z) has a strong or high category. Furthermore, it can be seen in the following table:

**Table 2. Coefficient of Determination Results**

Model	R	R square	Adjusted R square
Regression 1	0,800	0,639	0,634
Regression 2	0,887	0,787	0,782

Source: Primary data processed, 2023.

### T Statistical Test

The results of the t statistical test from this research show that the t test significance level is  $> t$  table, so  $H_0$  is rejected and  $H_a$  is accepted, which means that there is an influence between the independent variable and the dependent variable. More details can be seen from the following table:

**Table 3. t test results**

Model	Variable	t count	T table	Signifikan	Criteria
1	Employee Engagement (X1)	2,432	1,976	0,016	Ha accepted
	Work environment (X2)	7,356	1,976	0,000	Ha accepted
2	Employee Engagement (X1)	6,056	1,976	0,000	Ha accepted
	Work environment (X2)	3,691	1,976	0,000	Ha accepted
	Organizational Commitment (Z)	4,286	1,976	0,000	Ha accepted

Source: Primary data processed, 2023.

**Table 4. F Test Results**

Model	t count	F table	Signifikansi
1	127,587	3,06	0,000
2	175,672	3,06	0,000

Source: Primary data processed, 2023.

The value of  $df = 147 - 2 - 1 = 144$ , then  $F$  table = 3.06, from the results of the F statistical test in table 4.14 above, it is found that  $F$  count is  $127.587 > F$  Table (3.06), so the hypothesis states that there is the influence of the independent variable on the dependent variable is declared to be real (significant).

Meanwhile, the Sig F value is  $0.000 < 0.05$ , so the hypothesis which states that there is an influence of the independent variable on the dependent variable is proven to be real (significant).

Furthermore, the results of the second model of multiple regression data processing produced a calculated F value of 175.672. The calculated F value must be confirmed with the F table value. The conclusion is that  $F$  count is  $175.672 > F$  Table (3.06), so the hypothesis

which states that there is an influence of the independent variable on the dependent variable is proven to be real (significant).

Meanwhile, the Sig F value is  $0.000 < 0.05$ , so the hypothesis which states that there is an influence of the independent variable on the dependent variable is proven to be real (significant).

## **Discussion**

The discussion regarding the influence of each Employee Engagement (X1) and Work Environment (X2) on Organizational Commitment (Z) as well as Employee Engagement (X1), Work Environment (X2), and Organizational Commitment (Z) on Employee Performance (Y) is as follows following:

Hypothesis 1: Influence of Employee Engagement (X1) on Employee Performance (Y). Based on the results of the analysis that has been carried out, results are obtained which show that hypothesis 1 (one) is accepted. This means that Employee Engagement has a positive and significant effect on Employee Performance. It can be seen from the positive regression coefficient value, the calculated t value is greater than the t table, and the significance value is smaller than 0.05.

Hypothesis 2: Effect of Work Environment (X2) on Employee Performance (Y).

Based on the results of the analysis that has been carried out, results are obtained which show that hypothesis 2 (two) is accepted. This means that the work environment has a positive and significant effect on employee performance, which can be seen from the positive regression coefficient value, the calculated t value is greater than the t table, and the significance value is smaller than 0.05.

Hypothesis 3: Influence of Employee Engagement (X1) on Organizational Commitment (Z). Based on the results of the analysis that has been carried out, results are obtained which show that hypothesis 3 (three) is accepted. This means that Employee Engagement has a positive and significant effect on Organizational Commitment. It can be seen from the positive regression coefficient value, the calculated t value is greater than the t table, and the significance value is smaller than 0.05.

Hypothesis 4: Influence of Work Environment (X2) on Organizational Commitment (Z). Based on the results of the analysis that has been carried out, results are obtained which show that hypothesis 4 (four) is accepted. This means that the Work Environment has a positive and significant effect on Organizational Commitment. It can be seen from the positive regression coefficient value, the calculated t value is greater than the t table, and the significance value is smaller than 0.05.

Hypothesis 5: Influence of Organizational Commitment (Z) on Employee Performance (Y). Based on the results of the analysis that has been carried out, results are obtained which show that hypothesis 5 (five) is accepted. This means that Organizational Commitment has a positive and significant effect on Employee Performance, which can be seen from the positive regression coefficient value, the calculated t value is greater than the t table, and the significance value is smaller than 0.05.

Hypothesis 6: The influence of the Organizational Commitment variable (Z) mediates the relationship between Employee Engagement (X1) and Employee Performance (Y). Based on the results of the path analysis calculations carried out, it shows that the indirect influence of Employee Engagement on employee performance through organizational commitment is obtained by a value of 0.057, and this value is smaller (<) compared to the direct influence of Employee Engagement on employee performance which is 0.404. These results mean that the organizational commitment variable is able to mediate but has a small influence on the relationship between Employee Engagement and employee performance.

Hypothesis 7: The influence of the Organizational Commitment variable (Z) mediates the relationship between Work Environment (X2) and Employee Performance (Y).

Based on the results of path analysis calculations carried out previously, it shows that the indirect influence of the work environment on employee performance through organizational commitment obtained a value of 0.172, and this value is smaller (<) compared to the direct influence of the work environment on employee performance which is 0.624. These results mean that the organizational commitment variable is able to mediate but has a small influence on the relationship between the influence of the work environment on employee performance.

## **CONCLUSION**

Based on the description of the variables from this research, several conclusions were obtained, namely:

1. Data on the Employee Engagement variable (X1) has the greatest influence obtained from the largest mean value in the questionnaires X1.5 and the work they have and they are serious and responsible in carrying out and completing the work.
2. Data on the Work Environment variable (X2) has the greatest influence obtained from the largest mean value in the questionnaires X2.5 and X2.6, which is related to colleagues who help and superiors who provide support to subordinates. This can mean that employees feel happy and comfortable with their co-workers and employees also feel

that their superiors support and help when their subordinates need help. These two factors are dominant in supporting the creation of a good and comfortable work environment.

3. Data on the Organizational Commitment (Z) variable has the greatest influence obtained from the largest mean value in the Z2 and Z7 questionnaires, which is related to pride in being part of the organization where they work and awareness that commitment is something that must be done. This means that employees have a sense of pride in the hotel where they currently work, which is expected to have a positive effect on increasing organizational commitment. Employees also have a high commitment to what must be done related to their work.
4. Data on the Employee Performance variable (Y) has the greatest influence obtained from the largest mean value in questionnaires Y2 and Y4, which is related to the ability to complete work and the ability to complete work in accordance with company goals. This can mean that employees view the ability to complete work as instructed to be very important. Employees also have the responsibility to complete work in accordance with existing commitments and standard procedures.

### **Suggestion**

Based on the research results obtained, it shows that there are still limitations to these results, including the data collection process through questionnaires which takes quite a long time, and there are no open questions regarding each variable in the research, so that the answers obtained are only based on predetermined opinions. by researchers alone, without giving respondents the opportunity to provide arguments regarding their opinions.

Based on the limitations of the research results, it is hoped that further research will make good use of research time, and as much as possible, especially in distributing research questionnaires. It is hoped that researchers will take the time to wait when taking the questionnaire, so that the data collection process will be more optimal and the data collected for the better, because respondents will not be in a hurry or understand the contents of the questionnaire very well before the intended respondent responds to the statements proposed by the researcher. It is hoped that future research will also add open questions for respondents to express their opinions about the variables asked, so as to get stronger and more detailed answers to the questions asked.



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