DETERMINING FACTORS OF ORGANIZATIONAL COMMITMENT
AND THEIR IMPACT ON EMPLOYEE PERFORMANCE

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Abstract
The purpose of this study was to determine the effect of workability and work motivation on employee performance mediated by an organizational commitment to Kutaville, Villa Seminyak. The total sample of 40 people is done by the census. Data collection using a questionnaire. Data analysis techniques using SEM-PLS. The results showed that workability has a positive effect on organizational commitment, work motivation has a positive effect on organizational commitment, workability has a positive effect on employee performance, work motivation has a positive effect on employee performance, organizational commitment has a positive effect on employee performance.

Keywords: Workability; Work Motivation; Organizational Commitment; Employee Performance

INTRODUCTION
Bali is one of the supporting pillars which are the strength of the Indonesian economy, especially in the tourism sector so that many workers are absorbed in the tourism industry. A new phenomenon that has emerged recently where the tourism industry is not only focused on the targets or results that have been set but companies have now paid attention to the development of human resources. The company is a tool of business entities to achieve the company’s vision and mission goals, namely to get profits by selling goods and services to customers. The establishment and operation of a company must have goals that must be achieved and achieved, these goals include short, medium, and long term goals. The goal is carried out by the company to maintain its existence in the business world so that it is not displaced by competitors or other competitors. One way companies can do to survive in this competition is the use of human resources. The most important assets in a company or organization are human resources themselves, being able to control, maintain, and develop the company in the face of globalization. One of the supporting factors in the management of human resources in a company, namely performance which is a business organization today. Employee performance is important to note because it can affect the achievement of corporate organizational goals and survival rates in increasingly fierce global competition, then the role of employees in a company is very important to see how fair or appropriate the treatment of the organization against him. One of the villas in the Seminyak area is Kutaville, a villa located at Jalan Kayu Aya No.57, Seminyak Square Shopping Complex. As for many factors that influence the performance of employees themselves, but researchers found there are several factors related to employee performance, namely employee workability, employee motivation, and organizational
Commitment (Saputra, Yuesti & Sudja, 2019); (Yuesti, Rumanti, Kepramareni & Suardhika, 2020); (Yuesti, Kepramareni & Novitasari, 2020).

In this development effort, the management, especially in services such as Villa, can make improvements, one of the concrete forms of business to encourage improvement in employee performance by increasing workability so that each employee can work well and professionally. Workability relates to knowledge, talents, interests, and experience to be able to complete tasks by the occupational position they occupy. In addition to developing competencies, another effort made to improve employee performance is to provide work motivation in the form of incentives. The incentives provided by companies are holiday allowances, old-age benefits, and health benefits. The importance of high work motivation possessed by employees is one alternative that is very appropriate as an effort to improve company performance. Low employee motivation will adversely affect the company. Not fulfilling all employee rights is one of the factors that cause employees to lack motivation at work.

In assessing an employee's performance in a company, there need to be factors that support more effective performance, one of which is the commitment factor. Organizational commitment factor is one of the important factors in the organization's goal to improve the performance of qualified employees. Organizational commitment is needed by employees with the aim that employees are even more optimally at work. Organizational commitment is needed as one indicator of employee performance in an organization. The higher the commitment, the higher one's tendency to be directed at actions that are in accordance with employee performance. Based on the background that has been explained, the researcher wants to know about the results of employee performance in terms of workability, work motivation, and organizational commitment. So the researcher raised the title "Determining Factors Of Organizational Commitment And Their Impact On Employee Performance".

LITERATURE REVIEW

Ability is a mental ability and physical capabilities to perform various tasks, which means the ability is the mental and physical capacity to do various tasks (Greenberg and Baron, 2010: 38). Thoha (2011) ability is one element of maturity related to knowledge or skills that can be obtained from education, training, and experience. Ability to work Blanchard and Hersey in Diah Ayu (2013) is a certain condition that exists in a person who is done optimally and is serious in doing a job so that the work is empowered and successful. Assessment of workability (Panggabean, 2011), the process of evaluating workability is shown to understand one's work performance, where this activity consists of identification, observation, measurement, development. The assessor in addition to providing an assessment of the workability of employees also does. Indicators of workability, Raharro (2016), and Paramita (2016), indicators of workability are as follows: knowledge, training, experience, skill, workability. Factors of workability, factors affecting workability according to Mangkunegara (2012), namely: knowledge, skill.

Steers & Porter (in Miftahun & Sugiyanto 2010) states that work motivation is an effort that can lead to a behavior, direct behavior, and maintain or maintain behavior that is appropriate to the work environment in the organization. Fernet et al (2012), said that motivation is a motive associated with a person's desire to do something or not, motivation is generally divided into two, namely intrinsic and extrinsic motivation. Principles of work motivation, Mangkunegara (2011: 100), there are several principles in motivating employee performance, as follows: a principle of communication, the principle of participation, principle of acknowledging subordinates' share, the principle of delegation of authority, the principle of paying attention. Factors of work motivation, factors that influence one's work motivation can be known based on the characteristics of unique individuals consisting of several factors (Siagan, 2011) in the Novita book, namely: biographical characteristics, learning ability, personality. Indicator of work motivation, Maslow quoted in Hasibuan (2010) and Zimmer, et al (2014: 297), indicators of work motivation are: physiological or physical needs, security, social, awards, self-actualization.

Robbins and Judge in Zelvia (2015) organizational commitment is a condition where employee sides with a particular organization and its goals and desires to maintain membership in the organization. Awi in Nanda et al (2013) Organizational commitment is the attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values, and goals of the organization. Commitment to the organization means more than formal membership because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization for the achievement of objectives. Factors affecting organizational commitment, Steers in Sopiah (2011: 82), said three factors that influence an employee's commitment include: personal characteristics of workers, characteristics of the work, work experience. Indicators of organizational commitment, Allen and Meyer in Darmawan (2013: 182) and Robbins in Zelvia (2015), states that there are three types of indicators of organizational commitment: affective commitment, continuance commitment, normative commitment.

Employee performance refers to the ability of employees to carry out and understand the overall tasks for which they are responsible. Mathis and Jackson (2014: 269) states that performance is basically what is done
and not done by employees in carrying out their work. Bernardin and Russel (2014: 270), states that performance is the result produced by certain job functions. Completing a job must have a certain willingness and level of ability. A person's willingness and skills will not be effective without a clear understanding of their work. Factors affecting employee performance, the factors that affect employee performance, Mahmudi (2010: 20), are as follows: individual, leadership, member, system, situational. Indicators of employee performance, Mangkunegara (2011: 75) and Setiawan (2014: 147). Indicators in employee performance consist of quality of work, a quantity of work, responsibility, cooperation ability.

\[ H_1: \text{Workability influences the Organizational Commitment of Kutaville, Villa Seminyak} \]

\[ H_2: \text{Work Motivation influences the Commitment of the Kutaville Organization, Villa Seminyak} \]

\[ H_3: \text{Workability influences the Performance of Employees of Kutaville, Villa Seminyak} \]

\[ H_4: \text{Work Motivation influences the Performance of Kutaville Employees, Villa Seminyak} \]

\[ H_5: \text{Organizational Commitment influences the Performance of Kutaville Employees, Villa Seminyak} \]

**METHOD**

This type of research used in this research is explanatory research, with a quantitative approach. Faisal (2008: 21) explains explanatory research to examine the relationship between the hypothesized variables. The population in this study were 40 employees of Kutaville, Villa Seminyak. The sample used in this study were 40 respondents. Thus the use of the entire population without having to draw research samples as observation units is referred to as census or saturated sampling techniques. Definition of operational, workability variables using Raharjo and Paramita theory, the indicators of this study are knowledge, work experience, skills, training, ability to work. Work motivation variables using Maslow and Zaa theory, the indicators of this study are physical needs, security, social, awards, self-actualization. The variable Organizational Commitment uses the theory of Allen and Robbins, the indicators of this study are affective commitment, continuance commitment, normative commitment. Employee performance variables use the theory of Mangkunegara and Setiawan, the indicators of this study are quality of work, a quantity of work, responsibility, cooperation ability.

Analysis Techniques, Descriptive statistical analysis is a statistic used to analyze data by describing or describing data that has been collected as it is without intending to make conclusions that apply to the public or generalization (Sugiyono, 2013: 206). Inferential statistical analysis is a statistical technique used to analyze sample data and the results are applied to the population (Sugiyono, 2011: 148). Tests conducted in Inferential Statistical Analysis are the outer model, inner Model, evaluation of PLS Goodness of Fit Model, hypothesis test, mediation testing. PLS (Partial Least Square) is a variance-based structural equation analysis (SEM) that can simultaneously test measurement models as well as structural model testing.

**RESULT**

The results of testing the research hypothesis: workability positively influences organizational commitment. This result can be seen in the coefficient value of 0.416 with the t-statistics value of 4.482. The t-statistics value is above 1.96 and sig <0.05. Based on that, hypothesis 1 is accepted. Work motivation has a positive effect on organizational commitment. This result can be seen in the coefficient value of 0.558 with the t-statistics value of 6.658. The t-statistics value is above 1.96 and sig <0.05. Based on that, hypothesis 2 is accepted. Workability has a positive effect on employee performance. This result can be seen in the coefficient value of 0.410 with the t-statistics value of 4.380. The t-statistics value is below the critical value of 1.96 and sig <0.05. Based on that, hypothesis 3 is accepted. Work motivation has a positive effect on employee performance. This result can be seen in the coefficient value of 0.328 with the t-statistics value of 3.8230. The t-statistics value is below the critical value of 1.96 and sig <0.05. Based on this hypothesis 4 is declared accepted.

Organizational commitment has a positive effect on employee performance. This result can be seen in the coefficient value of 0.297 with the t-statistics value of 2.508. The t-statistics value is under 1.96 and sig <0.05. Based on that hypothesis 5 is stated accepted. Organizational commitment (Y1) can mediate positively and significantly on the indirect effect of workability (X1) on employee performance (Y2). The results of the mediation tests carried out, it appears the effects of A, C, and D have significant values. Other information that can be delivered, mediating effect of organizational commitment variable (Y1) on the indirect effect of work motivation (X2) on employee performance (Y2) partial mediation. This finding provides a clue, the mediating variable of
organizational commitment (Y1) is not a key determinant of workability (X1) and work motivation (X2) on employee performance (Y2).

Table 1. Summary of Hypothesis Testing

<table>
<thead>
<tr>
<th>Effects</th>
<th>Path Coefficient (Bootsrapping)</th>
<th>T-Statistics</th>
<th>Sig</th>
<th>Remak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work motivation</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Organizational commitment</td>
<td>0,416</td>
<td>4,482</td>
<td>0</td>
<td>H1 accepted</td>
</tr>
<tr>
<td>Work motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0,558</td>
<td>6,658</td>
<td>0</td>
<td>H2 accepted</td>
</tr>
<tr>
<td>Workability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work motivation</td>
<td>0,41</td>
<td>4,38</td>
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<td></td>
</tr>
<tr>
<td>Organizational commitment</td>
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<td>3,83</td>
<td>0</td>
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<tr>
<td>Employee performance</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0,297</td>
<td>2,508</td>
<td>0,013</td>
<td>H5 accepted</td>
</tr>
</tbody>
</table>

Source: analysis results

Table 2: Direct, Indirect and Total Effect Calculations

<table>
<thead>
<tr>
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<th>Effects</th>
<th>Direct</th>
<th>Indirect</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Workability (X1) □ Organizational Commitment (Y1)</td>
<td>0,416</td>
<td>-</td>
<td>0,416</td>
</tr>
<tr>
<td>2</td>
<td>Organizational Commitment (Y1)</td>
<td></td>
<td>-</td>
<td>0,558</td>
</tr>
<tr>
<td>3</td>
<td>Workability (X1) □ Employee performance (Y2)</td>
<td>0,41</td>
<td>-</td>
<td>0,41</td>
</tr>
<tr>
<td></td>
<td>Organizational Commitment (Y1)</td>
<td></td>
<td>-</td>
<td>0,533</td>
</tr>
<tr>
<td></td>
<td>Work motivation (X2) □ Employee performance (Y2)</td>
<td>(0,416*0,297)=0,123</td>
<td>(0,416*0,297)=0,123</td>
<td>0,533</td>
</tr>
<tr>
<td>4</td>
<td>Organizational Commitment (Y1)</td>
<td></td>
<td>-</td>
<td>0,328</td>
</tr>
<tr>
<td></td>
<td>Work motivation (X2) □ Employee performance (Y2)</td>
<td>(0,558*0,297)=0,165</td>
<td>(0,558*0,297)=0,165</td>
<td>0,493</td>
</tr>
<tr>
<td></td>
<td>Organizational Commitment (Y1)</td>
<td></td>
<td>-</td>
<td>0,297</td>
</tr>
<tr>
<td></td>
<td>Work motivation (X2) □ Employee performance (Y2)</td>
<td></td>
<td></td>
<td>0,297</td>
</tr>
</tbody>
</table>

Source: analysis results
CONCLUSION

Based on the discussion of research results, it can be concluded that the effect of work, work motivation on performance through organizational commitment is as follows: commitment positively influences organizational commitment, this proves the higher work commitment, the higher the organizational commitment. Conversely, the lower the ability to work, the lower the organizational commitment. Work motivation positively influences organizational commitment, this increases work motivation, it will increase organizational commitment, and conversely the lower the work motivation, the lower the organizational commitment. Workability positively influences employee performance, this proves that work performance improvement will improve employee performance. Instead, it increases workability. Work motivation positively influences employee performance, this increases work motivation will improve employee performance. And conversely the lower the work motivation, the lower the employee's performance. Organizational commitment a positive influence on employee performance, this increases organizational performance and then improves employee performance. So, conversely, the lower the organizational commitment, the lower the performance.

The results of testing mediating variables about organizational commitment can mediate positive and significant indirect effects through workability on employee performance, then the results of testing mediating variables about organizational commitment to indirect effects through work to improve the relationship between partial mediation. However, the role of organizational commitment in mediating the relationship between workability and work motivation on employee performance is not too important or not as the main determinant of the influence of these variables.

Based on the limitations of the research stated above, the researchers hope this research can be useful as input. Some suggestions from researchers are as follows: in improving employee performance to be more optimal, the Kutaville, Villa Seminyak must pay attention to the workability of employees, one of which gives a big influence is work experience, for example by providing additional training classes for employees and given a rotation job with several departments in Kutaville, Villa Seminyak so it is expected that more employees have new work experience and the knowledge gained can contribute more to improve the performance or the performance of these employees. In improving employee performance, of course, the Kutaville, Villa Seminyak needs to pay attention to employee work motivation, with the highest indicator being social needs that must be increased again to optimize employee performance, for example by establishing relationships that are always conducive to work and establishing friendships, affiliations, and interactions which is more closely between the superiors and subordinates, and among fellow employees.
Organizational commitment is also very important in improving employee performance to be more optimal, the indicator that gives a big influence is an affective commitment, so that if the company is able to give and pay attention to its employees well, willingness to serve the company, a sense of pride as a member of the company will definitely be given entirely by employees for the company. In order for employers and employees at Kutaville, Villa Seminyak to maintain and continue to improve cooperation or teamwork to optimize employee performance. The authors are grateful to god because this article can be completed at the right time. Acknowledgments to the Kutaville, Villa Seminyak, all academics of the Mahasaraswati University Denpasar, all lecturers and Post-graduate staff, all families who have supported the author while writing this article. If this article can be useful for the needing parties.

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