



**THE INFLUENCE OF ORGANIZATIONAL COMMITMENT, WORK  
TRAINING AND WORK ENVIRONMENT ON EMPLOYEE  
PERFORMANCE AT BOSSOTEL INN BANGKOK**

**MISS YUNINDA MUTIARASANNY SUSANTO**

**116110514050-2**

**This Research Submitted in Partial Fulfillment of the Requirements for the Bachelor Degree in  
International Business Administration  
Faculty of Business Administration  
Rajamangala University of Technology Thanyaburi  
Academic Year 2019**



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### **ABSTRACT**

This research aims to study the Influence of Organizational Commitment, Work Training, and Work Environment on Employee Performance in Bossotel Inn Bangkok, Thailand.

The sample is part of the population that has certain characteristics. While the sampling technique used is simple random sampling method. The simple random sampling method is a simple random sampling method in which each member or unit of the population has equal opportunity to be selected as a sample. The population of this research is all staff that work above one year. Based on the predetermined criteria, population of 40 active staff was obtained. The type of data used is secondary data taken by documentation method by accessing online library, website, book, e-book and the company's official website.

The results showed that: 1) Organizational commitment has a significant effect on employee performance at Bossotel Inn Bangkok, 2) Work training has a significant effect on employee performance at Bossotel Inn Bangkok, 3) Work environment has a significant effect on employee performance at Bossotel Inn Bangkok.

**Keywords: Organizational Commitment, Work Training, Work Environment, Employee Performance**

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Pathumthani, July 2019

(Yuninda Mutiarasanny Susanto)

The Author

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Statements of the Problem**

#### **1.1.1 Background of Problem**

Human resources are the main key that must be considered with all of their needs in every company activity. This is because humans are one of the important resources in the organization or company (Robbins and Judge, 2008: 2). Human resources are the key that will determine the success of the implementation of company activities through management functions to run an organization or company.

Management functions consisting of planning, organizing, leadership and supervision are very important in running an organization or company (Robbins and Judge, 2008: 6). In order for management functions to work properly, a manager's role is needed to run effectively. The role of managers is very important to be able to carry out management functions, it requires the role of the manager itself, namely interpersonal roles, informational roles and decision-making roles (Robbins and Judge, 2008: 7). From the manager's role that has been mentioned, it is known how important the role of manager is in running an organization with several human resources (employees) who can support the running of a company. The success of a company is influenced by employee performance (job performance) or the work achieved by an employee in carrying out tasks in accordance with the responsibilities given to them. Employees are an important

resource for the company, because they have the talent, energy, and creativity that is needed by the organization to achieve its goals. Factors that affect performance such as commitment organizational, employee training and work environment.

Someone's success and performance in a lot of work fields are determined by the level of competence, professionalism, and also its commitment to the field he practiced. As something that is positively related to performance, commitment which is an attitude and behavior that can be seen as the driving force for someone to work is closely interrelated. The existence of a commitment can be an encouragement for someone to work better or on the contrary cause someone instead leaving his job, due to a demand for commitment others. An organizational commitment shows a person's power in identifying his involvement in a part of the organization.

Organizational commitment is built on the basis of worker trust in organizational values, the willingness of workers to help realize organizational goals and loyalty to remain members of the organization. Therefore, organizational commitment will create a sense of belonging for workers towards the organization. If the employee feels their bound by existing organizational values, they will feel happy at work, so that their performance might be increase. In an organization there is also a belief that organizational commitment can increase job performance.

Besides organizational commitment there are other factors that also affect employee performance for better corporate achievement, namely employee training and work environment. Employee training is closely related to the work

results of employees. Therefore, an assessment is needed to measure employee performance and employee training is carried out after the results of the assessment. This is done with the aim that employees have the knowledge, abilities and skills in accordance with the demands of the work they do. According to Rivai (2005: 225), training is a process of systematically changing employee behavior to achieve organizational goals. employees to carry out current work. Training has a current orientation and helps employees achieve certain abilities and abilities to succeed in carrying out their work.

The work environment is also a very important thing for employees in a company, especially a service company engaged in hospitality. According to Sutrisno (2009: 116) the work environment is the overall work facilities and infrastructure around the employees who are doing work that can affect the implementation of work. The work environment includes workplaces, facilities and tools for work, cleanliness, lighting, tranquility, as well as work relations between people who are there.

Nowadays, the development of the tourism sector in Thailand is increasing rapidly both from foreign and domestic tourists. Not only in the capital city of Thailand, Bangkok is also in several cities such as Chiangmai and Krabi. This also affected the development of the service industry which also increased the pressure of business competition, many service companies in Thailand required employees to improve their excellence in all fields in achieving maximum performance. One of the things that must be considered in the execution of work is the process of achieving targets, in accordance with the performance standards

that are applied and desired by the organization. The service industry is a rapidly growing industry in Thailand. The development of the service industry has penetrated into various fields, such as hospitality, education, and medical services. The service industry demands high resources to satisfy customers as a mandatory condition that is fulfilled by actors in the service sector. The hotel is a service that is quite complicated in its management, which provides various facilities that can be used by its guests for 24 hours. In addition, hospitality businesses can also support the activities of business people who are on a business trip or tourists when traveling to visit tourist destinations, and need places to stay, eat and drink and entertain.

In Bossotel Inn Bangkok there are a few factors that causing the job performance of employee is not optimal. The first one that we can see is from the organizational commitment, problems related to organizational commitment are lack of sense of belonging to employee's organization. According to Allen and Meyer (1996), employee involvement is deep an organization shows the strength of one's desire to continue work for an organization or company in Bossotel Inn Bangkok we can see there are a few employees who decided to not extending their contract with the company because lacking of sense belonging. The second factor is work training, the company should be giving work training for employee because employees need to improving their skill in every department in order to maintained good service towards customer meanwhile if the company never giving work training to the employees regularly of course the employee will work as they want to work and each of employee will have different way of working

this is will leaving a not good impression towards the customer. The third one is work environment, with an uncomfortable work environment will bring employee job performance to be not an effective one because employees are not comfortable with their work environment, about the work environment not only in the workplace but also in the situation and conditions of the workplace.

On the basis of the background above, the author chooses the title “**The Influence of Organizational Commitment, Work Training and Work Environment in Employee Performance Of Bossotel Inn Bangkok.**” This study measures the level of employee performance in how they play a role in the company in the face of commitment organizational, work training and work environment. This is designed to check whether their performance in the company itself provides positive or negative results in the face of those points.

### **1.1.2 Problem Formula**

Based on the background of the above, issue in this research are:

1. How does the organizational commitment affect the job performance of the Bossotel Inn Bangkok-Thailand employees?
2. Does job training at the Bossotel Inn Bangkok-Thailand affect the job performance of employees?
3. Does the work environment at the Bossotel Inn Bangkok-Thailand, able to improve employee job performance?

### **1.2 Purpose of the Study**

Based on the background of the problem and the formulation above, the researcher has the objectives to be achieved in this study. The research objectives



to be achieved are as follows:

1. To find out the effect of organizational commitment on employee performance at the Bossotel Inn Bangkok-Thailand
2. To find out the effect of job training on employee performance at the Bossotel Inn Bangkok-Thailand
3. To analyze the influence of the work environment on employee performance at the Bossotel Inn Bangkok-Thailand

### **1.3 Benefits Research**

Benefits of this research are:

- a. For Author

The author of this research can apply the knowledge of human resource management and the processing of further knowledge that becomes a valuable experience.

- b. For Company

The results of this study can be used as information and consideration for the company in determining the promotion strategy, can be used as additional information and become input material for the Bossotel Bangkok to make improvements in the framework of business development to attract consumers to further increase.

- c. For Further Academic

The results of this research will be used as inputs for the parties concerned to open the mindset in order to use the information and development of information for education.

#### **1.4 Hypothesis and Assumption**

H<sub>1</sub>: Independent variable organizational commitment has partial relationship with dependent variable employee performance

H<sub>2</sub>: Independent variable work training has partial relationship with dependent variable employee performance

H<sub>3</sub>: Independent variable work environment has partial relationship with dependent variable employee performance

The assumptions of this study include the employee environment and which are reported performance levels. Inconsistent results were borne out by studies that oorganizational commitment, work training and work environment. Quantitative methods are used to assess the performance of a given company.

Limitations of the study include:

1. This study only examines the employee of hotel with working periode for over 1 year assuming assuming they already have a perfect understanding of the work they do.
2. Participation is all employees.
3. There may be other variables that have influenced their responses without the knowledge of the researcher.

#### **1.4 The Importance of Learning**

Despite these limitations, the study offers significant contributions to

potentially positive social change regarding performance in medium-sized companies. Much of the research undertaken focused on comparing the various factors that impact on performance. This study focuses on the significant relationship between reported performance and organizational commitment, work training and work environment in three different levels of approach. Previous studies have only included the organizational commitment in their research, while this study includes all employees. Feedback is something that tells people they need to improve. Everyone needs feedback to keep good performance from deteriorating and bad performance from perpetuating. Feedback should be relevant, accurate, easy to understand, and provided on a regular basis (Mager, 1992; Rummel & Brache, 1995).

### **1.5 Implication of Social Change**

This study is designed to provide knowledge to the company about the performance of employees that impact on the company's operations. It is very important to maximize more efficient operations by knowing the cause of the rise and fall of the performance level based on the factors involved in the work of each employee. This in turn can make the company's operations more efficient and secure for achieving the vision and mission of a company to operate normally and optimally. Social change can occur as a result of this study by identifying self-efficacy as a predictor factor for performance in employees at different levels.

### **1.6 History of Bossotel Inn Bangkok**

Mr. Sujin Techottiasnee is owner of Bossotel. Bossotel Bangkok was built in 2008. Mr.Sujin has many businesses in addition to hospitality business, he also owns property business and likes to collect luxury homes. Bossotel is not only

located in Bangkok but has one branch located in Chiangmai and Krabi. Bossotel has several room types, namely Classic Room and Modern Room. Classic Room consists of superior room and deluxe room. Modern room consists of panoramic room, family room. Each has either a king bed or twin beds. Not only that, Bossotel also has other facilities, such as swimming pool, bar and restaurant, gym, meeting room, spa and massage and the last is business centre. Bossotel Bangkok is a 3-star hotel. During holiday or have a special event there are a lot of foreign tourists come to stay at Bossotel Bangkok.

Bossotel Bangkok is the center or the main hotel of Bossotel Group which aims to provide a comfortable stay by offering spacious guestrooms with standard facilities. The Bossotel Bangkok have been gracefully decorated, by categorizing into standard rooms, superior, deluxe, executive suites. All the rooms possess amenities you'd look for, as such air-conditioning, color television set, international direct dial telephone, refrigerator and mini-bar, abiding by your desire. Guests can enjoy hotel facilities such as Bakery shop, Banquet Facilities, Internet Service, Wi-Fi/Wireless Internet access. Bossotel Bangkok is a great choice for leisure travelers. Bossotel Bangkok is also within easy reach of business and banking district on Silom, Sathorn Road.

## **1.7 Summary**

Low employee performance becomes a problem in the company. Most studies focus on performance enforcement and correction, so research is limited to employees only. This research will provide information about the relationship of organizational commitment, work training and work environment and its

implications for employee performance. The following systematic every chapter will be described as follow:

#### CHAPTER I : INTRODUCTION

Contains a background of the problem, research objectives, benefit research and additional information.

#### CHAPTER II : LITERATURE REVIEW

Contains the theoretical basis on which the formulation of hypotheses and analysis in this research. After that described and conceptual framework of the research, include literature on organizational commitment, work training and work environment and job performance.

#### CHAPTER III: RESEARCH METHODOLOGY

Contains a study of the variables and operational definitions, determination of the population and samples, types and sources of data, data collection methods, frameworks and hypotheses and analytical methods used in analyzing data.

#### CHAPTER IV: RESEARCH RESULT

Contains procedures and description of the objects of research data analysis, and discussion.

#### CHAPTER V: CONCLUSION AND RECOMMENDATION

Contains conclusions, result, and suggestions.



## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Organizational Commitment**

##### **2.1.1 Definition**

Management of human resources by organizations, need to pay attention to the commitment of their employees. High employee commitment will greatly influence the achievement of organizational goals. Organizations will be easier to achieve goals and objectives if employees have a commitment to the organization.

According to Spencer in Sedarmayanti (2017: 251) "organizational commitment is the ability of individuals and willingness to harmonize their behavior with the needs, priorities, and goals of the organization, and act for the purpose or needs of the organization".

Meyer and Allen (1997) formulated a definition of commitment in organization as a psychological construct which is a characteristic of relationship between members of the organization and its organization, and has implications for individual decisions to continue their membership in organization.

According Newstrom in Wibowo (2014:428) states that "organizational commitment is the level at which employees identify with the organization and have the desire to continue actively participating in it".

According to Luthans in Wibowo (2013: 188) "organizational commitment is defined as a strong desire to remain a member of a particular organization, the desire to exert effort at a high level in the name of the organization and a sure belief in and acceptance of the values and goals of the organization".

### **2.1.2 Factors – factors that Affecting Organizational Commitment**

Factors that influence organizational commitment according to Mowday, Porters, and Streers in Priansa (2017: 126) are as follows:

a. Individual Characteristics

Covering age, years of service, education level, gender, race, and personality factors possessed by employees.

b. Job Characteristics

Including challenging work, job clarity, feedback as a means of evaluating work outcomes, social interaction, and a conducive atmosphere.

c. Company Characteristics

Including decentralization and autonomy, responsibility, the quality of the relationship between leaders and employees and the nature and characteristics of the leadership.

d. Work Experience

Including the dependence of work organizations, the importance of individuals for work organizations, the extent to which employee expectations can be fulfilled by the company, the positive attitude of colleagues to work organizations, and the types of leadership that exist and develop in the company.

### **2.1.3 Organizational Commitment Indicators**

Allen and Mayer in Sedarmayanti (2017: 252) suggest that there are three indicators of organizational commitment, namely:



1. Affective Commitment

Commitments that create feelings of belonging and involvement in the organization. Affective commitment reflects commitment based on the emotional bond of employees developing with the organization especially through positive work experience. Affective commitment is related to employee emotional attachment, employee identification and employee involvement in the organization. Thus, employees who have strong affective commitment will continue to work in the organization because they really want to do that.

2. Continuance Commitment

Commitment to costs or risks that must be borne if someone leaves the organization. Continuous commitment reflects commitment based on consideration of perceived costs, both economic and social when leaving the organization. This ongoing commitment is related to the consideration of profit and loss in employees related to the desire to continue working or even leave the organization. Employees who work on an ongoing commitment will survive in the organization because there is no other choice. The level of strength of ongoing commitment is determined by the amount of costs incurred if leaving the organization.

3. Normative Commitment

Commitment that raises the desire / feeling of employees to stay in an organization. Normative commitment reflects commitments based on obligations that are expressed towards the organization, for example rooted

in reciprocal norms. This commitment is related to the feeling of being obliged to continue working in the organization. This means that employees who have high norms feel that they must stay within the organization.

## **2.2 Work Training**

### **2.2.1 Definition**

According to Soekidjo Notoadmojo (2009; 16) it was an effort to develop the source human power is primarily to develop intellectual abilities and human personality.

According to Andrew E. Sikula (2001;164) training is an educational process short-term use of systematic and organized procedures, where managerial personnel learn abilities and knowledge general purpose technical.

According to Khan (2012: 85) assumes training or job training is a learning process that involves acquiring knowledge, sharpening skills, concepts, regulations, changing attitudes, and behavior to improve employee performance.

Training as part of education that involves the learning process to acquire and improve skills outside the education system that is valid in a relatively short time with a method that prioritizes practice rather than theory. Training is specific, practical, and immediate. A training seeks to prepare employees to do the work at hand. Along with the organization's strategy can create the need for training. Training is very important for new employees and long-time employees.

Based on those meaning, training means a systematic change of knowledge, skills, attitude and behavior that continues to experience improvements that each

employee has with that can realize the goals to be achieved by an organization or company in fulfilling desired HR standards.

### **2.2.2 Benefits of Job Training**

The benefits of job training according to Veithzal Rivai (2014,167) are as follows:

- 1) Benefits for Employees
  - a) Helping employees to make decisions and solve more effective problems
  - b) Help encourage and achieve self-development of self-confidence
  - c) Helping employees deal with stress, stress, frustration, and conflict
  - d) Increase job satisfaction and recognition;
  - e) Helping employees approach personal
  - f) Goals while improving interaction skills
  - g) Meet personal and coach needs
  - h) Petrifying improves listening, speaking and writing skills with practice
- 2) Benefits for The Company
  - a) Directing to increase profitability or a more positive attitude towards profit orientation
  - b) Improve knowledge at all levels of the company
  - c) Helping employees to find out the company's goals
  - d) Improve relations between superiors and subordinates
  - e) Companies can make decisions and solve more effective problems;
  - f) Helps improve efficiency, effectiveness, productivity and quality of

work

- 3) Benefits in Relation to HR and Implementation of Policies
  - a) Improve communication between groups and individuals
  - b) Building cohesiveness in groups
  - c) Provide information about similar opportunities and affirmative action
  - d) Providing a good climate for learning, growth and coordination
  - e) Making company policies, rules and regulations
  - f) Make the company a good place to work and live

### **2.2.3 Dimension and Indicator of Work Training**

In measuring work training variables, the study adapted the indicators used in Gary Dessler's research (2015: 284), the training was divided into 5 (five) dimensions and 2 indicators as follows:

1. Instructor: reminds that training is generally oriented towards improving skills, so the training chosen to provide training material must have sufficient qualifications in accordance with their fields, professional and competent.
  - a. Adequate qualifications / competencies
  - b. Motivate participants
  - c. Feedback needs.
2. Training Participants: training participants must be selected based on certain statements and appropriate qualifications.
  - a. Enthusiastic in training
  - b. Desire to understand.
3. Method: The training method will ensure effective human resource training

activities are carried out, if appropriate to the type of material and ability of the trainees.

- a. The training method is in accordance with the type of training
  - b. Suitability of methods that are effective with material
4. Training Materials: human resources are material or curriculum that are suitable for the purpose of training human resources to be achieved by the company
    - a. Add ability.
    - b. Compatibility of material with training objectives.
  5. Training objectives: Training requires set goals, especially related to the preparation of an action plan and target income, as well as the expected results of the training held.
    - a. Skills of trainees
    - b. Enough participants in the training.

With Indicators:

- a) Training methods according to the type of training
- b) Suitability of methods with effective material

## **2.3 Work Environment**

### **2.3.1 Definition**

In general, every organization that is large, medium and large or small, everything will interact with the environment in which the organization or the company is located. The environment itself changes change so that the organization or company that can survive is organizations that can adjust to

environmental changes. Instead, the organization will experience a period of destruction if the organization it does not pay attention to developments and changes in the environment surrounding. Work environment is a place where employees do daily activities. A conducive work environment provides security and allows employees to work optimally. Work environment can affect emotional employees. If employees like the environment it works, the employee will feel at home in his work place activities so that work time is used effectively. Productivity will high and high employee performance.

The company should be able to reflect the conditions that support cooperation between supervisors, subordinates and those with the same position status in the company. Conditions that should be created are a family atmosphere, good communication and self-control. The work environment can be interpreted as strengths that influence both directly and indirectly on the performance of an organization or company (George Terry, 2006:23).

Understanding the work environment according to Armstrong (Bagus Kisworo, 2012:75), the work environment is consist of the system of work, the design of jobs, working conditions, and the ways in which people are treated at work by them managers and co-workers.

In general, every organization that is large, medium and large small, everything will interact with the environment in which the organization or the company is located. The environment itself change so that the organization or company that can survive is organizations that can adjust to environmental changes. Instead, the organization will experience a period of destruction if the

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### **2.3.2 Types of Work Environment**

According to Wibowo (2007:65) Performance in an organization or company is carried out by all human resources in organizations, both elements of leadership and workers. There are so many factors that can affect human resources within carry out its performance so that predetermined goals can change. work environment that can motivate employees to improve.

Its performance can be divided into 2 (two), 21 namely:

#### **1. Internal Environment**

There are many factors that affect performance or work performance employee. Employees will work productively or not depend on work conditions that will directly or indirectly have an impact on the continuity of the company. internal environment are components existing within the scope of the organization or company. As for the factors affect the internal environment, namely:



a) Competence

Competence is an ability to carry out something work or assignment based on skills and knowledge as well supported by the attitude of the workers demanded by the work.

b) Job Satisfaction

Job satisfaction is an emotional state pleasant or unpleasant where employees look their work. Job satisfaction reflects a person's feelings towards his job. This appears in the positive or negative attitude of employees towards work and everything that is faced in the work environment. Satisfaction work affects absenteeism, labor turnover, work morale, complaints, and other problems. Thus the relationship job satisfaction will lead to better work performance, or on the contrary, work performance leads to satisfaction.

c) Employee Stress

Various forms of worry and problems are always faced by the musicians. Stress are a condition of tension that affects emotions, the process of thinking and one's condition. Stress that is too large can threaten ability someone to deal with the environment. As a result, on employees developing various kinds of stress symptoms that can interfere with implementation.

d) Compensation

The most significant factors that affect employee performance as well employee job satisfaction is compensation or wages. Wages are substitute or service provided to employees work. These symptoms involve both physical health and health mentally.

### **2.3.3 Indicator of Work Environment**

The type of work environment is divided into 2 namely, physical work environment and non-physical work environment.

#### **a. Physical Work Environment**

Physical work environment is all that is around the workplace which can affect employees both directly and indirectly (Sedarmayanti, 2001: 21). According to Nitisemito (1996: 110), several things are can affect enthusiasm and enthusiasm for work, among others, as follows:

- (1) Coloration;
- (2) Cleanliness;
- (3) Air Exchange;
- (4) Information;
- (5) Music;
- (6) Security;
- (7) Noise.

In addition, according to Liang Gie (2000: 210-220), there are four important things that greatly affect efficiency in work offices, namely:

- (1) Light;
- (2) Color;
- (3) Air;
- (4) Sound.

While according to Badri (2006: 208-223), there are seven things that must be considered in a work environment, namely:

- (1) Lighting Systems;

- (2) Colour;
- (3) Controls Sound;
- (4) Air;
- (5) Music;
- (6) Energy Conservation;
- (7) Office Security.

Based on the description of several experts regarding environmental indicators physical work above, it can be concluded that environmental indicators physical work includes

- (1) Colour of the room;
- (2) Cleanliness;
- (3) Exchange air;
- (4) Information;
- (5) Security;
- (6) Noise.

- (5) Green: is the colour of plants causing a cool and fresh feeling;
- (6) Violet colour: raises high vibrations from the secret and depicts uncontrolled strength.

b. Non Physical Work Environment

According to Sedarmayanti (2017: 31), states that “the work environment nonphysical are all conditions that occur that are related to relationships work, both with your boss and with fellow colleagues or relationships with subordinates”. A conducive environment can be created if there is communication

good in the corporate environment, interaction between employees, work motivation high, no mutual suspicion, and contribute to orientation every employee (Bagus Kisworo, 2012: 64). Every employee must foster good harmonious relationships with fellow employees and with their superiors, able to communicate inside a team working and being friendly. As a result of the existence of employee relations the employees will be able to avoid themselves from conflicts which might arise in the company (Agus Ahyari, 1994: 192). Based on the opinions of the experts above, it can be concluded that the indicator non-physical work environment is divided into two, namely: (1) Relations between employees; (2) Relationships with superiors.

#### **2.3.4 Benefit of Work Environmental**

According to Randall S. Schuler and Susan E. Jacson (Ririn Concerned, 2011: 27), states that if the company can reduce the level and weight work accidents, diseases, and things related to stress, and able to improve the quality of life of its workers, the company will more effective. These improvements will result in: (1) Increased productivity because of the decreasing number of days lost; (2) Increased efficiency and quality of more committed workers; (3) Decreasing health and insurance costs; (4) Workers compensation level and lower direct payments due to decreased submissions claim; (5) Greater flexibility and adaptability as a result of increased participation and sense of ownership; (6) Workforce selection ratio better because of the company's image that is then the company can increase its profits substantially.

## **2.4 Employee Performance**

### **2.4.1 Definition of Employee Performance**

According to Rummler and Branche in Sedarmayanti (2017: 285) "the performance of individuals or employees is the achievement or effectiveness at the level of employees / workforce influenced by job objectives, job design, and job management, as well as individual characteristics".

Whereas according to Rivai (2010) performance is a real behavior that is displayed by everyone as a work achievement produced by employees in accordance with their role in the company. Measures of performance can be seen from the side of certain quantities and quality in accordance with company organization standards.

According to Bernardin and Russel in Sedarmayanti (2017: 464) "performance is the recording of results obtained from the functions of a particular job or activity during a certain period of time".

According to Hasibuan in Ruliana (2014: 154) "performance is a result of work achieved by a person in carrying out tasks assigned to him based on skills, experience, sincerity, and time".

### **2.4.2 Affected indicators**

Indicators to measure employee performance according to Robbins (2006: 260) there are 5 factors:

1. Quality

Quality of work is measured from the employee's perception of the quality of work produced and the task of skill and ability of the employees.

2. Quantity

The resulting amount is expressed in terms of number of units, number of completed activity cycles.

3. Timeliness

It is the level of activity completed at the beginning of the stated time, and viewed from the point of coordination with output and maximizing the time available for other activities.

4. Effectiveness

It is the level of use of organizational resources maximized with the intention of increasing the yield of each unit.

5. Independence

It is the level of an employee who will be able to perform the function of work commitment and employee responsibility to the company.

### **2.4.3 Factors Affecting Employee Performance**

The factors that influence employee performance according to Mathis and Jackson in Priansa (2017: 50) are as follows:

a. Individual Ability

Includes talent, interests, and personality factors. The skill level is the raw material possessed by someone in the form of knowledge, understanding, ability, interpersonal, and technical skills. Thus, the ability of an employee to have a good performance. If the performance of the employee has a good skill level, the employee will produce good too.

b. Effort

The business devoted to employees is when work, presence, and motivation.

The level of business is a picture of the motivation shown by employees to get the job done well. Therefore, if the employee has the skill level to do the work, it will not work well if there is little effort.

c. Organizational Environment

In the organizational environment, companies provide facilities for employees which include training and development, equipment, technology and management.

#### **2.4.4 Component of Employee Performance**

According to Kasmir (2016: 204) there are performance appraisal components including the following:

1. Attendance

It is the existence or proof of employee attendance at work until returning home from work.

2. Honesty

Is the behavior of employees while working in a period. The honesty value of an employee is usually assessed based on a predetermined size. Just as with absenteeism, honesty also has a minimum standard that must be made.

3. Responsibility

Is an important element of one's performance, this means that employees who meet the criteria are responsible then the performance value will rise. Likewise, on the contrary for those who are not or less responsible for the

work, they will be considered not good.

4. Ability (work results)

Is a measure for an employee to complete a job. Assessment of the ability of employees is usually targeted at the time to work, the number of jobs and the quality of the work itself.

5. Loyalty

Is an employee's loyalty to the company. An employee must always be faithful in defending the interests of the company. This value of loyalty may not be smaller than the standard set. Usually loyalty to the company is considered to have primary value.

6. Compliance

It is employee obedience in following all company policies or regulations or in other words compliance is obedience not to violate or oppose what has been ordered.

7. Cooperation

Is mutual help between employees both between sections or with other parts. This cooperation aims to accelerate or facilitate an activity.

8. Leadership

Leadership means that what is assessed is a person's ability to lead.

#### **2.4.5 Aspects of Employee Performance**

Wirawan (2009: 105) explains that in general aspects performance can be grouped into three types which are contained indicators of performance.



a. Work Result

Work results are things that are produced from what has been done (output results or service output), can be in the form of goods and services calculated and measured in quantity and quality. Work quality which is the ability of employees to show the quality of work which is reviewed in terms of accuracy and neatness. The working quantity is the ability of employees to complete a number of results assignments on a daily basis (Wirawan, 2009: 105).

b. Work Behavior

In his daily life at work, an employee will produce two forms of work behavior, namely:

1. Personal behavior is behavior that has nothing to do with work, for example how to walk, how to eat lunch, etc.
2. Work behavior is employee behavior related to his work, for example work discipline, required behavior in work and cooperation procedures, commitment to duties, friendly to customers, etc. Work behavior can also include initiatives generated to solve work problems, such as ideas or actions produced, and able to make alternative solutions to facilitate work, agar can produce high performance. Work discipline is a attitude and attitude I intend to obey all regulations organization based on self-awareness to adjust yourself with organizational or company regulations. Cooperation (team work) is the desire to work with people others cooperatively and become part of the group.

### 3. Personal Traits

Personal traits are the traits possessed by each employee. Character personal employees needed in carrying out their work. As an ordinary person, an employee has a lot immature traits, meaning the traits that has been brought from birth or character. The innate traits obtained from birth will be strengthened by experiences that were obtained when humans moved adult. To be able to support work so that it can be carried out with well then an employee needs certain personal qualities such as adaptability which is a person's ability in adjust to the working environment, patience which is waiting, surviving, or avoiding bad responses to work for a few moments until you can feel calm and the mind can function return well, and honesty in work is telling information, phenomena that exist and are in accordance with reality without any change in completing work.

### 2.5 Conceptual Framework

The results of a literature review provide an overview of the influence of organizational commitment, work training, and work environment through job performance. Based on that, researcher can propose a conceptual framework for a guide and reflects the logic in this research.

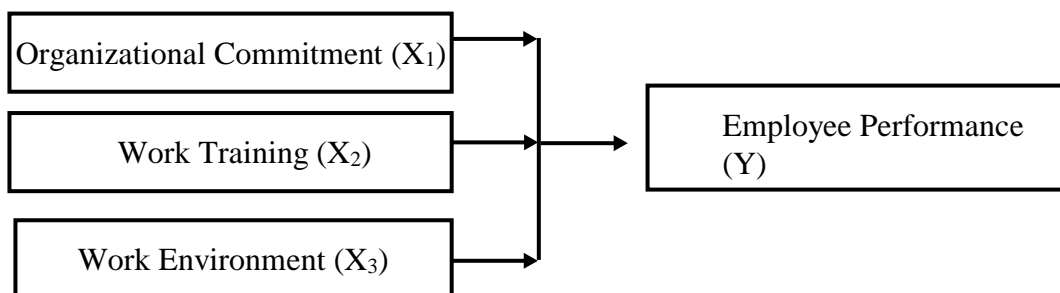


Figure 2.1 Conceptual Framework

Information: \_\_\_\_\_ = Partial Influence

H<sub>1</sub>: Independent variable organizational commitment has partial relationship with dependent variable employee performance

H<sub>2</sub>: Independent variable work training has partial relationship with dependent variable employee performance

H<sub>3</sub>: Independent variable work environment has partial relationship with dependent variable employee performance

## 2.6 Summary

The independent variable is a variable related to the dependent variable, where the independent variable consists of organization commitment (X1), work training (X2), and work training (X3). From these variables researchers want to conduct research related to job performance (Y) at Bossotel Inn Bangkok.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Location**

Bossotel Inn Bangkok 55/8-14 Charoen Krung 42/1 Alley, Khwaeng Bang Rak, Khet Bang Rak, Krung Thep Maha Nakhon 10500.

#### **3.2 Introduction**

This research uses quantitative methodologies to examine the relationship between organizational commitment, work training, and work environment on employee performance over a year. The duration of the work will show the level of organizational commitment from each of the employee, how long they have been working in the company and why the reason they have a good organizational commitment in the object of research. Meanwhile work training cause the employee to understand more about the work, and employee can be upgrade their work skill because in hospitality industry things always change and the employee need to have an continuously work training. Work environment is working along the organizational commitment and work training because these will give impact to the quality of work, if the company have a good organizational commitment of employee and always doing work training for the employee but the work environment is not comfortable this will affect to the employee performance too. In this research the author will use multiple regression analysis was used to test the research hypothesis in this study. Samples are used where all of employee of Bossotel Inn Bangkok as for participants. Participants, complete a survey sheet

with multiple regression analysis to examine the variables. The survey is available on the computer online. Results are incorporated into the statistical software for analysis.

The study included multiple regression analysis to examine the field of performance with different variables from other studies. Regression analysis was used for predictive studies and to compare data groups. The usual way to check self-efficacy, culture, and discipline is through a questionnaire within the organization to get an individual response. This study discusses the research that includes questionnaires in the study to analyze the perceived level of self-efficacy, different cultures, and employee discipline. This is a subjective view of the employees because they provide immediate answers. Questionnaires are an easy way to collect quantifiable information (Arsenault & Dolan, 1983).

Quantitative design is a way to compare independent and dependent variables for research results. This is the reason this method was chosen for this study. Qualitative design is not used because this method usually produces hypotheses and usually has a specific purpose. This study is interested in determining whether there are differences between variables on performance that have a testable hypothesis, which results in a quantitative method.

### 3.3 Research Design

The research design is an example of a design in which data are collected through surveys. Employees of companies hired within (at least) a year or more are invited to complete the survey.

Multiple regression analysis is an appropriate analysis for this study because we want to analyze data to determine significant correlations and to examine the effects of individual variables. Multiple regression analysis is used for data analysis to predict results while controlling relevant variables. Strengths between variables can be used as evidence or as a possible possibility of causality.

It is assumed that employees in the company have the same environment as all other institutions.

The design of this study can be described as follows:

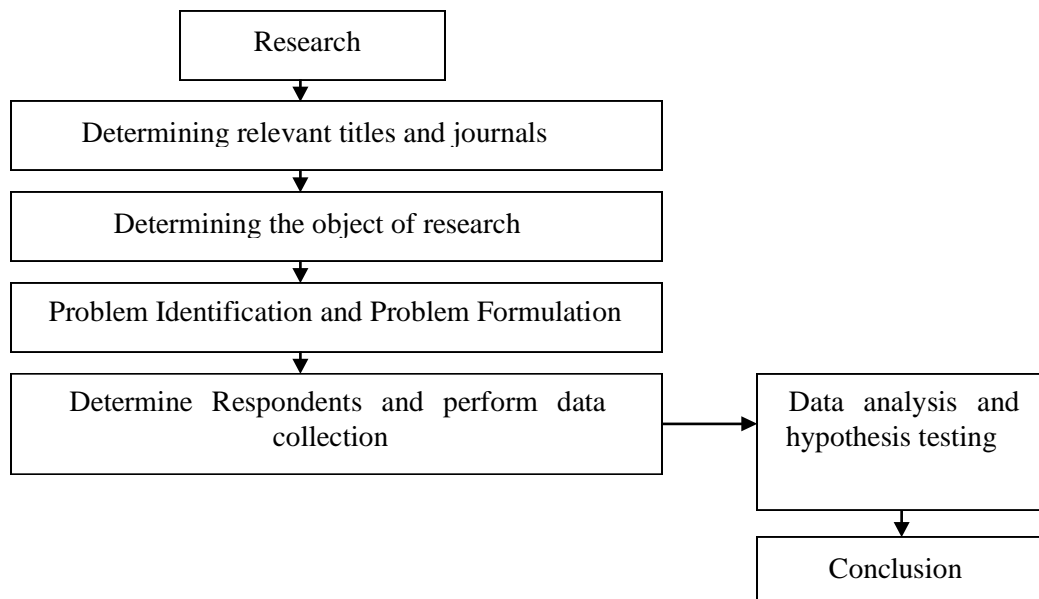


Figure 3.1 Research Design

### **3.4 Research Variables and Operational Definition**

#### **3.4.1 Research Variables**

According to Sugiyono (2014: 38) the operational definition of variables is "everything in the form of what is determined by the researcher to be studied so that information is obtained about it, then the conclusion is drawn". In accordance with the expected goals, this research is an attempt to find and develop and test the truth of a knowledge by using scientific methods.

Variables are concepts or constructs that have variations (two or more) values, so they can be observable or measurable. Based on theories and research hypotheses, the variables used in this study are as follows:

1. Dependent or dependent variable, is a variable that is influenced or become a result because of the independent variables. Dependent variable or dependent in this research is consumer loyalty.
2. Independent or independent variables, are variables that affect or cause change or the emergence of the dependent variable. Independent or independent variables in this study are satisfaction, trust and commitment.

#### **3.4.2 Operational Definition**

Based on the formulation of the problem that has been proposed, the variables to be used in this analysis are described as follows:

1. Commitment Organizational ( $X_1$ )

According to Spencer in Sedarmayanti (2017: 251) "Organizational commitment is the ability of individuals and willingness to harmonize their

behavior with the needs, priorities, and goals of the organization, and act for the purpose or needs of the organization”

Allen and Meyer in Sedarmayanti (2017: 252) suggest that there are three indicators of organizational commitment, namely:

(1) Affective Commitment

Commitments that create feelings of belonging and involvement in the organization. Affective commitment reflects commitment based on the emotional bond of employees developing with the organization especially through positive work experience. Affective commitment is related to employee emotional attachment, employee identification and employee involvement in the organization. Thus, employees who have strong affective commitment will continue to work in the organization because they really want to do that.

(2) Continuance Commitment

Commitment to costs or risks that must be borne if someone leaves the organization. Continuous commitment reflects commitment based on consideration of perceived costs, both economic and social when leaving the organization. This ongoing commitment is related to the consideration of profit and loss in employees related to the desire to continue working or even leave the organization. Employees who work on an ongoing commitment will survive in the organization because there is no other choice. The level of strength of ongoing commitment is determined by the amount of costs incurred if leaving the organization.



### (3) Normative Commitment

Commitment that raises the desire / feeling of employees to stay in an organization. Normative commitment reflects commitments based on obligations that are expressed towards the organization, for example rooted in reciprocal norms. This commitment is related to the feeling of being obliged to continue working in the organization. This means that employees who have high norms feel that they must stay within the organization.

### 2. Work Training ( $X_2$ )

According to Khan (2012: 85) assumes training or job training is a learning process that involves acquiring knowledge, sharpening skills, concepts, regulations, changing attitudes, and behavior to improve employee performance.

In measuring work training variables, the study adapted the indicators used in Gary Dessler's research (2015: 284), the training was divided by 2 indicators as follows:

- (1) The training method is in accordance with the type of training
- (2) Suitability of methods that are effective with material

### 3. Work Environment ( $X_3$ )

Work environment is a place where employees do daily activities. A conducive work environment provides security and allows employees to work optimally. Work environment can affect emotional employees. If employees like the environment during works, the employee will feel at home in his work place activities that work time is used effectively. Productivity will high and high

employee performance. (Suwatno, 2013:163).

The type of work environment is divided into 2 namely, physical work environment and non-physical work environment.

(1) Physical Work Environment

Physical work environment is all that is around the workplace which can affect employees both directly and indirectly (Sedarmayanti, 2001: 21).

(2) Non Physical Work Environment

According to Sedarmayanti (2001: 31), states that “the work environment nonphysical are all conditions that occur that are related to relationships work, both with your boss and with fellow colleagues or relationships with subordinates”.

4. Employee Performance (Y)

According to Rummler and Branche in Sedarmayanti (2017: 285) "the performance of individuals or employees is the achievement or effectiveness at the level of employees / workforce influenced by job objectives, job design, and job management, as well as individual characteristics".

Indicators to measure employee performance according to Robbins (2206: 260) there are 6 factors:

1. Quality

Quality of work is measured from the employee's perception of the quality of work produced and the task of skill and ability of the employees.

2. Quantity

The resulting amount is expressed in terms of number of units, number of

completed activity cycles.

3. Timeliness

It is the level of activity completed at the beginning of the stated time, and viewed from the point of coordination with output and maximizing the time available for other activities.

4. Effectiveness

It is the level of use of organizational resources maximized with the intention of increasing the yield of each unit.

5. Independence

It is the level of an employee who will be able to perform the function of work commitment and employee responsibility to the company.

### **3.5 Population and Sample**

#### **3.5.1 Population**

Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics set by the study to be studied and then concluded (Istijanto, 2006: 109).

Population is a general region of an object that has certain qualities and characteristics in accordance with the conditions that have been established (Sugiyono, 2012).

The population in this study is all employee that working in Bossotel Inn Bangkok.

### 3.5.2 Sample

According to Sugiyono (2017:118) is part of the number and characteristics possessed by the population. The sample is part of the population that has certain characteristics (Sugiyono, 2012). If the population is large, and researchers are not likely to learn all that exists in the population, for example in limited funds, labor and time, researchers can use samples taken from that population. What is learned from the sample, the conclusions can be applied to the population. For that samples taken from the population must be truly representative. The sample used is the total number of employees of Bossotel Inn Bangkok. Therefore, the sample size was 40.

While the sampling technique used is simple random sampling method. The simple random sampling method is a simple random sampling method in which each member or unit of the population has equal opportunity to be selected as a sample.

Sample size according to Sugiyono (2010: 131) for research such as the following:

- a. The appropriate sample size in the study is between 30-500.
- b. If the sample is divided into categories (for example: male-female, permanent employees-honorary employees, etc.), then the number of members of the sample for each category is at least 30.
- c. If the study will conduct a multivariate analysis (including multiple regression analysis), then the number of sample members must be at least 10 times the number of variables studied (independent variable + dependent

variable).

Based on the opinions above, because this study consisted of 4 variables, namely 3 independent variables and 1 dependent variable, the sample in this study amounted to  $4 \times 10 = 40$  people. The sampling method is nonprobability sampling with sampling techniques, purposive sampling based on certain criteria / considerations. Sample consideration based on consideration or certain criteria (judgment sampling) involves choosing a subject that is in a favorable place or in the best position to provide the necessary information (Uma Now: 137). The criteria for the sample in this study were those who had worked at Bossotel for more than 1 years.

### **3. 6 Types and Data Source**

Data collection in this study is using in the following ways:

#### **3.6.1 Data Types**

This type of data is quantitative data where the research is a systematic scientific research used to analyze the data obtained to search for parts and relationships.

##### **a. Primary Data**

This data is obtained directly from the respondent, i.e. information / data obtained from respondents' answers that have been determined. This data collection is done by directly asking the respondent to give his or her judgment on the statement list (questionnaire).

##### **b. Secondary data**

This data is obtained indirectly through the documents and reports of companies

that have been booked by Bossotel Bangkok. These data include: company history, organizational structure, and number of employees.

### **3.7 Data Collection Technique**

There are two main things that influence the quality and data of research results, namely the quality of research instruments and the quality of data collection. The quality of research instruments concerns the accuracy of the methods used to collect data. Therefore, instruments that have been tested for validity and reliability may not necessarily produce valid and reliable data, if the instrument is not used appropriately in the data collection.

The data collection techniques that strongly support the implementation of research using data collection methods are:

a. **Questionnaire**

According to Sugiyono (2017: 199) "questionnaire is a technique of data collection conducted by giving a set of questions or written statements to the respondent to answer". The questionnaire is an efficient data collection technique if the researcher knows for sure the variables to be measured and knows what can be expected from the respondents. Questionnaire in this research have choice of predetermined answer by using criterion of Likert scale. Likert scale is a scaling technique in quantitative research aims to measure attitudes, opinions, or perceptions of a person about his opinion or a group associated with a matter related research (Silalahi, 2009).

1. Strongly agree = given score as of 5
  2. Agreed = given score as of 4
  3. Quite agree = given score as of 3
  4. Disagree = given score as of 2
  5. Strongly disagree = given score as of 1
- b. Interview

Interviews are used as data explaining techniques if researchers want to conduct a preliminary study to find problems that must be studied, and also researchers want to know things from respondents who are more in depth and the number of respondents is small or small. This data collection technique bases itself on reports, on oneself or self-report, or at least on personal knowledge and / or beliefs.

### **3.8 Data Testing**

Based on data acquisition, the author will use primary data, namely data in the form of a questionnaire (list of questions or statements) that are shared with employees of Bossotel Inn Bangkok.

#### **3.8.1 Test Validity**

Validity test is used to measure the validity or validity of a questionnaire. Test the validity of this research by comparing the r-count value with the r-table value for the degree of freedom ( $df = n-2$ ). If r-count is greater than r-table and positive value, the question or indicator is declared valid. Conversely, if the r-count is smaller than r-table, the question or indicator is declared invalid. The

criteria set for measuring validity whether or not is  $r$  count is greater than  $r$ -table at a significant rate of 5% or 0.05. If the  $r$ -count is greater than  $r$ -table, the measuring instrument does not meet the valid criteria (Ghozali, 2011: 52).

### **3.8.2 Test Reliability**

Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent over time. This study uses the Cronbach's Alpha technique to measure reliability. Cronbach's Alpha is a benchmark or benchmark that is used to interpret correlations between scales made with all existing variable scales. A construct or variable is declared reliable if it gives the value of Cronbach Alpha  $> 0.60$  (Ghozali, 2013: 47).

## **3.9 Data Analysis Technique**

### **1. Data Analysis**

Data analysis used in this research is coefficient of double determination and coefficient of doubled linear regression.

#### **a. Double Determination Coefficient**

The coefficient of multiple determination is the percent of the variation of the dependent variable in the study described by a group of independent variables. In quantitative research the coefficient of multiple determination can be seen from with uppercase  $R$  squared from result of regression done. Its range is between 0-1 and its value is always positive. to find out the coefficient of determination of independent variables together on the dependent variable, according to Suharyadi and Purwanto (2004) the following formula is used:



$$R^2 = \frac{SSR}{Total\ SS}$$

Information:

$R^2$  = Coefficient of multiple determination

SSR = Number of squares of regression

SST = Total of the total squares

b. Simple Linear Regression Coefficient

The technique of simple regression analysis aims to know the extent to which the relationship of independent variables with dependent variables, and whether each independent variable is positive or negative and predict whether there is an increase or decrease in independent variables with dependent variable. The regression equation in this study as following:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Information:

Y : Employee Performance

a : Constants

$X_1$  : Commitment Organizational

$X_2$  : Work Training

$X_3$  : Work Environment

$\beta_1$  : Coefficient of regression

e : Error

The value of the regression coefficient is crucial as the basis of the analysis. Can be known if the coefficient b has a positive value (+) so it can be interpreted

that there is a corresponding influence between independent variables with the dependent variable. While the value of coefficient of value  $b$  has a negative value (-) this means there is a negative influence.

### **3.10 Hypotesis Test**

The hypothesis is the answer to the temporary research problem before the research. As for the formulation of the problem in this study has been stated in the form of question items on the questionnaire. Hypothesis in this research is made based on frame of mind which is a temporary answer to problem which have been formulated (Sugiyono 2012). The following describes the hypothesis in this study:

#### 1. Test t

The t or partial test is used to determine the individual or partial influence significantly between the independent variables and the dependent variable in which the independent variable consists of human relations, work environment, and work discipline (Ghozali, 2011). The steps are:

- a. In this study to know the amount of t-count by using the provision of the level of significance ( $\alpha$ ) that must be below 0.05.
- b. The steps to make decisions
  1. If the value of the t count level of significance according to the calculation result is less than or less than 0.05, then  $H_1$  is accepted. Thus there is influence partially or independently of independent variable with dependent variable.
  2. If the obtained level of significance t-count is greater than 0.05, then  $H_0$  is accepted. Thus can be declared independent variable individually or

partially to dependent variable.

## 2. Multiple Correlation Coefficient (R)

Used to calculate the level of closeness of the relationship exists between the independent variable and the dependent variable. The range of R values is in the range of 0 and 1. The closer to 1 means the relationship between the independent variables together and the dependent variable is stronger. The closer to 0 means the relationship between independent variables together and the dependent variable is weaker or even nonexistent. If the value of R (correlation) is positive, then this indicates that if there is an increase in the value of the independent variable it will cause an increase in the value of the dependent variable, it means there is a unidirectional relationship between independent variables to the dependent variable. But if the value of R (correlation) is negative, then the relationship is a reversed relationship. This reversed relationship means that if there is an increase in the value of the independent variables together it will cause a decrease in the value of the dependent variable. Vice versa if there is a decrease in the value of independent variables together it will cause an increase in the value of the dependent variable.

## 3. Multiple Determination Coefficient ( $R^2$ )

Used to calculate the ability of the regression model in interpreting the relationship between independent variables with the dependent variable in the study. For multiple decision determination decision test if the value of  $R^2$  approaching 1 or 100% means the better or stronger the relationship of independent variables with the dependent.

### **3.11 Summary**

Chapter 3 discusses the research methodology used in the current study. Multiple regression research for variable analysis. The study design has been discussed and confidentially the participants with the hypothesis and size of the proposed population. Compatibility of sample size is given and analysis method. The following chapters will provide results for this study and analysis. Chapter 4 will provide data analysis from the survey.

## **CHAPTER IV**

### **RESEARCH RESULT**

#### **4.1 A General Picture of an Object Research**

Bossotel Inn Bangkok is one of the hotel that located in Chareonkrung Street. Bossotel Inn is a 3 stars hotel that established since 2008. Bossotel Inn have a 3 branch; Bossotel Inn Bangkok, Bossotel Inn Chiangmai and The Elements Krabi.

Bossotel Inn Bangkok become one of the choice that always choose by the customer from domestic or international because located in strategic area. Located in the Chareonkrung area and near to Wat Suan Phlu, Chao Phraya River, Sathorn Pier and BTS Station Saphan Taksin. A lot of guest come not only for holiday but for business too because Bossotel Inn is right beside of Shangri-La Hotel. Bossotel Inn have a several facilities special for our guest, we have swimming pool and gym, spa and massage, business center, restaurant and bar. During special events like Songkran, Loy Krathong, Christmas Day and New Year Eve Bossotel Inn always make a special event for guest too.

#### **4.2 Respondent Characteristic**

##### **4.2.1 Gender**

Gender differences can determine the difference in their level of performance, female tend to be more thorough in checks, and male tend to be energetic, but this all lies in what part and type of work they do.

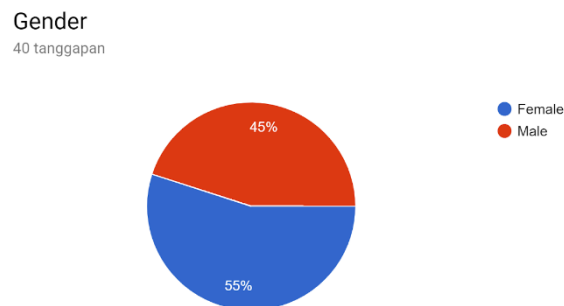


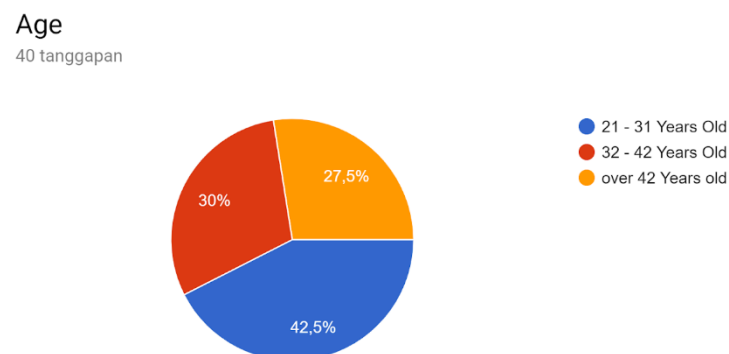
Figure 4.1 Result Frequency of Gender

*From Result of Questionnaire Google Form*

Based on Figure 4.1, it can be seen that most of the employee of Bossotel Inn Bangkok, Thailand is female with 55% frequency that is equal to 22 employees and the male staff is 45% that is equal to 18 employees, which is the total employees that working in Bossotel Inn Bangkok are 40 employees.

#### 4.2.2 Age

Individual conditions such as age can affect the level of work experience, professionalism, and high confidence in the face of a task, but can result in reverse with a very old age such as forgetfulness, stamina that began quickly drained,



until saturation.

Figure 4.2 Result Frequency of Ages

*From Result of Questionnaire Google Form*

Based on Chart 4.2, it can be seen the age of all employee in Bossotel Inn Bangkok are consisting of 42,5% is employees at the age around 21– 31 years old that is equal to 17 people, then 30% is employees at the age around 32 – 42 years old which is equal to 12 employee, and the last is 27,5% employee is at the age over 42 years old which is equal to 11 employees.

### **4.3 Hypothesis Testing**

This study about the influence of organizational commitment, work training, work environment of employee performance. One of the analyzes used the research is descriptive. Descriptive analysis used to decipher about the characteristics of respondents. Respondents the research is employee of Bossotel Inn Bangkok total is 40. Data collection in research has been described in chapter earlier, and produce levels repayment the questionnaire as follows:

#### **1. Test Validity and Reliability**

##### **a. Test Validity**

Validity test used in a study aims to measure whether or not a valid data obtained (questionnaire). Data in the form of questionnaires in a study can be said valid if the statement made can be used to obtain information from something measured by the questionnaire (Sunyoto, 2009). In this study the validity test used is to calculate the level of correlation on the score of each item statement with the total number of scores. A questionnaire item in the study can be declared valid if it has a significance value of less than 5% (Sunyoto, 2009).

As for in this research program SPSS assisted with the practical version and get the result as follows:

Items	Variable	<i>Pearson Correlation</i>	Signification	Description
X1.1	Organizational Commitment	0.711	0,000	Valid
X1.2		0.797	0,000	Valid
X1.3		0.779	0,000	Valid
X2.1	Work Training	0.883	0,000	Valid
X2.2		0.879	0,000	Valid
X3.1	Work Environment	0.925	0,000	Valid
X3.2		0.906	0,000	Valid
Y1.1	Employee Performance	0.706	0,000	Valid
Y1.2		0.793	0,000	Valid
Y1.3		0.837	0,000	Valid
Y1.4		0.595	0,000	Valid
Y1.5		0.897	0,000	Valid

Table 4.1 Validity Test Results

*Sources: The data being tested*

From the above table it is known that the overall items of revelation in this study with a sample of 40 respondents, which obtained significance value  $< 0.05$ . Thus it can be interpreted as a whole valid statement item and can be used for further testing.

#### b. Test Reliability

Reliability is a tool used to measure a questionnaire that is an indicator of a variable or construct. Reliable in quantitative research is the question item of each variable is consistent (Sunyoto, 2009). In this study the reliability test using *cronbach's alpha* ( $\alpha$ ) statistical test. The provision of this test is that each research questionnaire variables declared reliable if the value of *cronbach's alpha* ( $\alpha$ ) more than 0.6 (Sunyoto, 2009).



The reliability test results in this study are as follows:

Table 4.2 Reliability Test Results

**Reliability Statistics**

Variable	<i>Cronbach Alpha</i>	Signification	Description
Organizational Commitment	0.728	0,6	Reliable
Work Training	0.713	0,6	Reliable
Work Environment	0.805	0,6	Reliable
Employee Performance	0.811	0.6	Reliable

*Source: The data being tested*

From the table above can be seen that the value of *cronbach Alpha* on each variable  $> 0,6$  Thus it can be concluded that the overall variable is reliable or consistent and can be used for further test.

## 2. Data Analysis

### a. Descriptive Statistics

Table 4.3 Descriptive Analysis

		<b>Descriptive Statistics</b>					
		Minimu	Maximu		Std.		
		m	m	Mean	Deviation	Rank	
X1	N	40	2.67	5.00	4.0583	.73530	1
X2	N	40	3.00	5.00	4.4125	.69695	3
X3	N	40	3.00	5.00	4.1625	.71958	2
Y	N	40	2.80	5.00	4.1600	.68118	4
Valid (listwise)	N	40					

From table 4.3 the researcher knows that total sample of this research are 40 respondents from employee that working in Bossotel Inn Bangkok. The finding is descriptive analysis based on SPSS result is:

1.  $X_1$  (Organizational Commitment) as independent variable has the lowest score is 2.7 meanwhile the maximum score is 5.00 and has mean 4.05 and the standard deviation is 0.73.
2.  $X_2$  (Work Training) as independent variable has the lowest score is 3.00 meanwhile the maximum score is 5.00 and has mean 4.41 and the standard deviation is 0.69.
3.  $X_3$  (Work Environment) as independent variable has the lowest score is 3.00 meanwhile the maximum score is 5.00 and has mean 4.16 and the standard deviation is 0.71
4. Y (Employee Performance) as independent variable has the lowest score is 2.8 meanwhile the maximum score is 5.00 and has mean 4.16 and the standard deviation is 0.68.

b. Analysis of Dependent Variable in aspect of Independent Variable

1. Employee Performance in Organizational Commitment

**Table 4.4 Mean and S. D of Employee Performance in aspect of Organizational Commitment**

	N	Minimum	Maximum	Mean	Std. Deviation	Rank
I will feel very happy to spend the rest of my career at this company.	40	1.00	5.00	3.97	1.049	2
I have difficulty leaving this company out of fear do not get work opportunities elsewhere.	40	1.00	5.00	3.95	1.011	3
I feel this company has contributed a lot my life.	40	2.00	5.00	4.25	0.839	1
Overall		1.3	5.00	4.05	2.89	
Valid N (listwise)	40					

From table 4.4 analysis of employee performance in aspect of employee performance in organizational commitment overall with total mean as of 4.05 and S.D score as of 2.89.

When considering each items in order, the findings indicated that the most agreeable on the statement is “I feel this company has contributed a lot my life” ranked in the first order with the mean score as of 4.25 and S.D as of 0.83. The

second order is the statement “I will feel very happy to spend the rest of my career at this company” with the mean score as of 3.97 and S.D score as of 1.04. The third order is the statement “I have difficulty leaving this company out of fear do not get work opportunities elsewhere” with the mean score as of 3.95 and S.D score as of 1.01.

## 2. Employee Performance in Work Training

**Table 4.5 Mean and S. D of Employee Performance in aspect of Work Training**

	N	Minimum	Maximum	Mean	Std. Deviation	Rank
I got a useful experience after taking a job training from the company	40	3.00	5.00	4.32	0.797	2
The material during work training is very useful when used during work	40	2.00	5.00	4.50	0.784	1
Overall		2.5	5.00	4.41	1.189	
Valid N (listwise)	40					

From table 4.5 analysis of employee performance in aspect of employee performance in work training overall with total mean as of 4.41 and S.D score as of 1.189.

When considering each items in order, the findings indicated that the most

agreeable on the statement is “The material during work training is very useful when used during work” ranked in the first order with the mean score as of 4.50 and S.D as of 0.784. The second order is the statement “I got a useful experience after taking a job training from the company” with the mean score as of 4.32 and S.D score as of 0.797.

### 3. Employee Performance in Work Environment

**Table 4.6 Mean and S. D of Employee Performance in aspect of Work Environment**

	N	Minimum	Maximum	Mean	Std. Deviation	Rank
The workplace building is comfortable for me to work	40	2.00	5.00	4.07	0.828	2
My partner in one department of work or another department make me feel comfortable	40	3.00	5.00	4.25	0.742	1
Overall		2.5	5.00	4.16	1.57	
Valid N (listwise)	40					

From table 4.6 analysis of employee performance in aspect of employee performance in work training overall with total mean as of 4.16 and S.D score as of 1.57.

When considering each items in order, the findings indicated that the most agreeable on the statement is “My partner in one department of work or another

department make me feel comfortable” ranked in the first order with the mean score as of 4.25 and S.D as of 0.742. The second order is the statement “The workplace building is comfortable for me to work” with the mean score as of 4.07 and S.D score as of 0.742.

#### 4. Employee Performance

**Table 4.7 Mean and S. D of Employee Performance**

	N	Minimum	Maximum	Mean	Std. Deviation	Rank
I always try to correct mistakes that I've ever done it during work	40	1.00	5.00	4.10	1.127	4
I did work more than the targeted work	40	2.00	5.00	4.27	0.846	1
I finish my work on time and never postponed my work.	40	2.00	5.00	4.17	0.812	3
I have reached the specified work standard company so the results are satisfactory.	40	2.00	5.00	4.00	0.847	5
I always pay attention to the instructions given by boss for completing the work	40	2.00	5.00	4.25	0.839	2
Overall		1.8	5.00	4.158	3.799	

Valid N (listwise)	40					
--------------------	----	--	--	--	--	--

From table 4.7 analysis of employee performance in aspect of employee performance in work training overall with total mean as of 4.158 and S.D score as of 3.799.

When considering each items in order, the findings indicated that the most agreeable on the statement is “I did work more than the targeted work” ranked in the first order with the mean score as of 4.27 and S.D as of 0846. The second order is the statement “I always pay attention to the instructions given by boss for completing the work” with the mean score as of 4.25 and S.D score as of 0.839. The third order is the statement “I finish my work on time and never postponed my work” with the mean score as of 4.17 and S.D score as of 0.812. The fourth order is the statement “I always try to correct mistakes that I've ever done it during work” with the mean score as of 4.10 and S.D score as of 1.127. The fifth order is the statement “I have reached the specified work standard company so the results are satisfactory” with the mean score as of 4.00 and S.D score as of 0.847.

#### c. Simple Regression Coefficient

Simple regression analysis technique aims to know the extent to which the relationship of independent variables with dependent variables, and whether each independent variable is positive or negative and predict whether there is an increase or decrease in independent variables with the dependent variable. The results of simple linear regression coefficient test in this study are as follows: In the table on the results of SPSS processing, it can be made multiple regression equation as follows:

Table 4.8 Result of Simple Linear Regression Coefficient Test

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-.185	.389	
	MEAN ORGANIZATIONAL COMMITMENT	.474	.089	.512
	MEAN WORK TRAINING	.344	.084	.352
	MEAN WORK ENVIRONMENT	.217	.090	.229

a. Dependent Variable: MEAN EMPLOYEE PERFORMANCE

#### Coefficients a

Sources: Output SPSS Results

$$Y = -0.185 + 0.474 X_1 + 0,344 X_2 + 0,217 X_3$$

From the results of the above equation, it can be interpreted that:

1. The value of the constant is -0,185. This means that if there are no improvement in the variable of organizational commitment, work training, work environment than the employee performance will tend to decrease by -0,185
2. The coefficient value of the organizational commitment variable is 0,474, meaning that each increment of organizational commitment variable will result in an increase for employee performance variable of 0,474 units, assuming that the other variable is constant or fixed.
3. The coefficient value of the work training of 0,344 means that, every increase of one unit in the work training, will result in an increase of 0,344 units in the variable of employee performance with the assumption that other variables fixed or constant.
4. The coefficient value of the work training of 0,217 means that, every



increase of one unit in the work environment, will result in an increase of 0,217 units in the variable of employee performance with the assumption that other variables fixed or constant.

#### 4. Hypothesis Testing

Hypothesis test is done to analyze and draw conclusion to the problem under study. This test is intended to determine whether there is influence of independent variables on the dependent variable. Hypothesis test used is t test, R test and  $R^2$  test.

##### a. T Test

This test to determine whether the independent variable has its own influence or partially to the dependent variable. Can be said to have a partial effect if t count has a significant level value less than 0.05. The t test results in this study are as follows:

From the results of t test (partial) in the table above can be explained as follows

Table 4.9 Result of t Test

##### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF	B	Std. Error
1	(Constant)	-.185	.389		-.476	.637		
	ORGANIZATIONAL COMMITMENT	.475	.089	.512	5.320	.000	.626	1.596
	WORKTRAINING	.344	.084	.352	4.077	.000	.781	1.280
	WORKENVIRONMENT	.217	.090	.229	2.413	.000	.644	1.553

a Dependent Variable: EMPLOYEE PERFORMANCE

Sources: *Output SPSS Results*

1. Organizational Commitment Variable

In accordance with the results of t test calculations performed with the help of SPSS program above, organizational commitment variables get t-count value with a significance level of 0,000. Thus it can be concluded that the organizational commitment variables partially significant effect on the variable of employee performance.

2. Work Training Variable

In accordance with the results of t test calculations performed with the help of SPSS program above, work training variables get t-count value with level of significance 0,000. Thus it can be concluded that the work training variable partially significant effect on the variable of employee performance

3. Work Environment Variable

In accordance with the results of t test calculations performed with the help of the SPSS program above, the work environment variable obtained the t-count value with the significance level of 0.021. Thus it can be concluded that the variable availability of facilities partially significant effect on the variable of employee performance.

b. Multiple Correlation Coefficient (R)

Used to calculate the level of closeness of the relationship exists between the independent variable and the dependent variable. The range of R values is in the range of 0 and 1. The closer to 1 means the relationship between the independent variables together and the dependent variable is the stronger. The closer to 0

means the relationship between independent variables together and the dependent variable is weaker or even nonexistent. If the value of R (correlation) is positive, then this indicates that if there is an increase in the value of the independent variable it will cause an increase in the value of the dependent variable, it means there is a unidirectional relationship between independent variables to the dependent variable. But if the value of R (correlation) is negative, then the relationship is a reversed relationship. The results of multiple coefficient (R) test in this study are as follows:

Table 4.10 Result of Multiple Correlation Coefficient (R)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.889 <sup>a</sup>	.791	.773	.32427	.791	45.364	3	36	.000

a. Predictors: (Constant), MEAN WORK ENVIRONMENT, MEAN WORK TRAINING, MEAN ORGANIZATIONAL COMMITMENT

b. Dependent Variable: MEAN EMPLOYEE PERFORMANCE

From the results of the calculation of multiple coefficients (R) above obtained R value of 0,889. This means that the rise of the dependent variable that is employee performance is influenced by the independent variables of organizational commitment, work training and work environment of 88,9%, while the rest is influenced by other variables outside the study.

## 5. Summary

Chapter 4 discusses the research result in current study. Gender frequency of respondent, age frequency of respondent, variable description, also data analysis such as validity test, reliability test, simple linear regression test, t test and multiple correlation coefficient test.

The following chapters will provide results of analysis from the

surveys. Chapter 5 will provide conclusions, result, and suggestions.

## CHAPTER V

### CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

This study aims to determine the effect of organizational commitment, work training, and work environment on employee performance by collecting data from the dissemination of 40 questionnaires conducted on researchers at Bossotel Inn Bangkok and can be summarized as follows:

Gender results show that from 40 respondents there are 18 male (45%) and women 22 people (55%). This study shows that majority companies employ more female than male.

For ages it is shown that the age of most respondents in Bossotel Inn Bangkok are consisting of 42,5% is employees at the age around 21– 31 years old that is equal to 17 people, then 30% is employees at the age around 32 – 42 years old which is equal to 12 employee, and the last is 27,5% employee is at the age over 42 years old which is equal to 11 employees.

Validation test indicates that the distributed questionnaire is valid, thus all the information or data received is accurate and can be further processed into the reliability test. Reliability tests show that the distributed questionnaires are influential from each variable. T test aims to determine whether each independent variable influential individual to dependent variable. The results show that independent variables do have a significant influence on dependent variable partially. According to multiple linear regression analysis shows that organizational commitment most influence on employee performance. So it can be said the level

of organizational commitment in an employee reflects better performance while working in the company.

From the multiple correlation coefficient test we can conclude that rise of the dependent variable that is employee performance is influenced by the independent variables of organizational commitment, work training and work environment of 88,9%, while the rest is influenced by other variables outside the study.

From the data analysis and discussion that has been done in the previous chapter, this research can be drawn conclusion as follows:

1. Variable Organizational Commitment have a significant effect on employee performance at Bossotel Inn Bangkok.
2. Variable Work Training have a significant effect on employee performance at Bossotel Inn Bangkok.
3. Variable Work Environment have a significant effect on employee performance at Bossotel Inn Bangkok.

## **5.2 Limitations of Research**

This research has been cultivated and implemented in accordance with scientific provisions, but did not rule out this research has limitations that is:

1. Factors that influence the interest to stay in this study consist of three, namely organizational commitment, work training and work environment, while there are many other factors that may affect the employee performance of Bossotel Inn Bangkok.
2. The limitation of this study with the subject of Bossotel Inn Bangkok, which

is have no big amount of employee comparing to the other hotel.

### **5.3 Recommendation**

The results of this study can be used as a standard, to determine the level of influence of independent variable to dependent variable. This research will be an advantage for anyone who wants to improve employee performance both in large, medium, or even small companies.

The existence of the limitations that have been described the existence of problems in this research, the researchers provide suggestions as follows:

1. Suggested to increase the number of samples in the research so that the results obtained better.
2. Suggested to adding some aspects to the latest because each generation of employees can be different and influential.
3. Researchers who will come should do the development of research by adding other variables or other places, because there are many factors or reasons that may affect the employee performance.

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**BANGKOK**

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**LICENSE**

Following up the proposal of the implementation of Research activities in Bossotel Inn Bangkok dated 6<sup>th</sup> of May 2019, with this letter has granted permission to

Name : Yuninda Mutiarasanny Susanto  
Student ID : 116110514050-2  
Faculty : Business Administration  
Major : International Business Administration  
Place of Birth : Surabaya  
Date of Birth : 3<sup>rd</sup> of June, 1997

To carry out research related to the final task being done with the “**The Influence of Organizational Commitment, Work Training and Work Environment in Employee Performance Of Bossotel Inn Bangkok**”. Implementation of these activities, is expected to be used for instructional media, especially for company.

Thus this permit is made infact to be used properly.

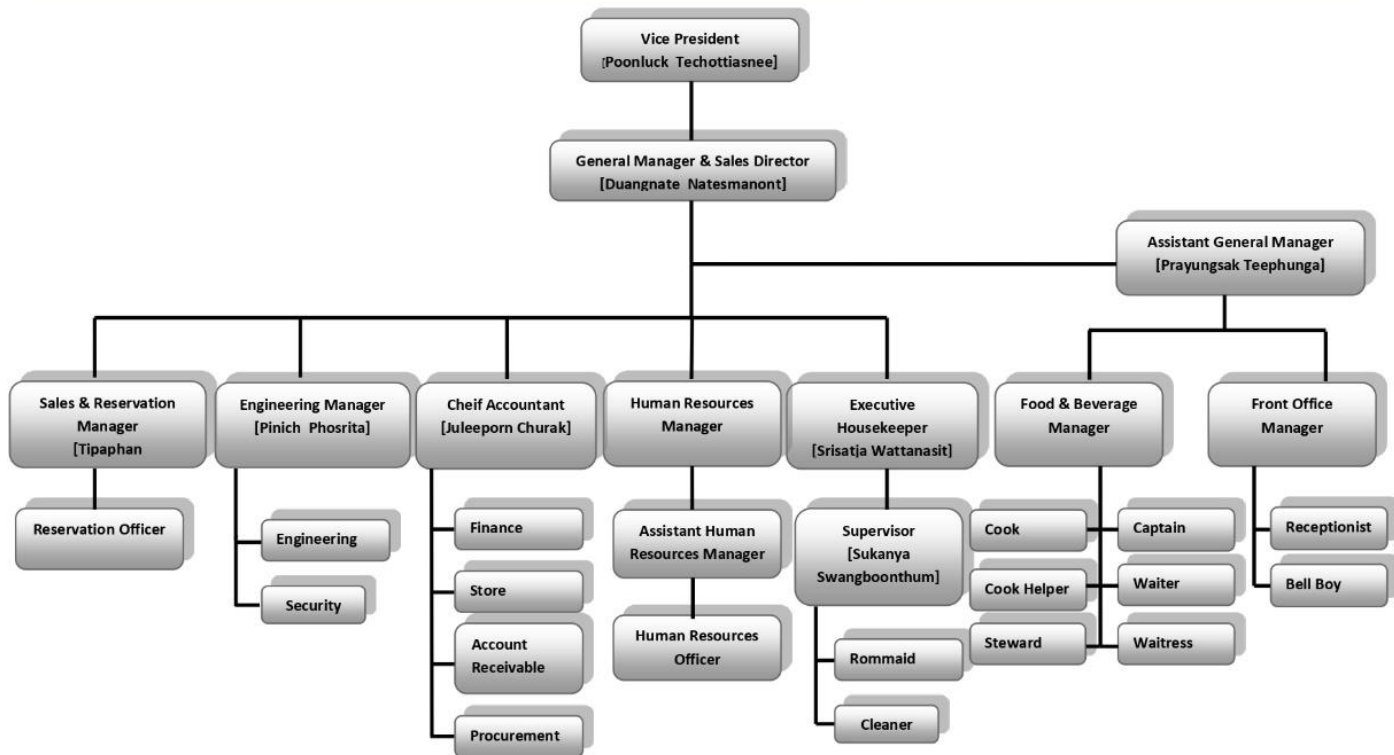
Bangkok, 6<sup>th</sup> of May  
2019

(Prayoongsak Tepunga)  
Front Office Manager





Bossotel Organization Chart



Updated 9/7/2019

**REGISTRATION STATEMENT (QUESTIONNAIRE)**  
**INFLUENCE OF ORGANIZATIONAL COMMITMENT, WORK  
 TRAINING, and WORK ENVIRONMENT  
 ON EMPLOYEE PERFORMANCE AT BOSSOTEL INN BANGKOK**

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Instructions:

- A. Fill your data in accordance with the actual situation.
- B. Check (√) on one of the available answers according to your opinion as a workforce on the variable components. Each answer option has the following meaning:
- 1 : Strongly Disagree
  - 2 : Disagree
  - 3 : Neutral
  - 4 : Agree
  - 5 : Strongly Agree

## Questionnaire of Employee Performance in Bossotel Inn Bangkok.

The purpose of this survey is to be used a part of undergraduate research study to be able to know the influence of organizational commitment, work training and work environment in employee performance especially in Thai context. The aggregated results of the survey will be used for data analysis in my thesis and scientific publications. However, no individual respondents will be identified by name for anonymous.

Thank you for your voluntary

Yuninda Mutiarasanny Susanto  
 Undergraduate Student, Faculty of Economics and Business  
 University of Bhayangkara Surabaya

Age

- 21 - 31 Years Old
- 32 - 42 Years Old
- over 42 Years old

Gender

- Female
- Male

ถัดไป

### Questionnaire for Organizational Commitment

I will feel very happy to spend the rest of my career at this company. (ฉันจะรู้สึกมีความสุขมากที่ได้ใช้เวลาที่เหลือในอาชีพของฉันที่ บริษัท นี้) \*

1      2      3      4      5

Strongly Disagree                        Strongly Agree

## Questionnaire of Employee Performance in Bossotel Inn Bangkok.

### Questionnaire for Work Training

I got a useful experience after taking a job training from the company (ฉันได้รับประสบการณ์ที่มีประโยชน์หลังจากได้รับการฝึกอบรมจาก บริษัท )

1      2      3      4      5

Strongly Disagree                        Strongly Agree

The material during work training is very useful when used during work ( เนื้อหาในระหว่างการฝึกอบรมการทำงานมีประโยชน์มากเมื่อใช้ระหว่างการทำงาน )

1      2      3      4      5

Strongly Disagree                        Strongly Agree

กลับ

ถัดไป



## Questionnaire of Employee Performance in Bossotel Inn Bangkok.

### Questionnaire for Work Environment

The workplace building is comfortable for me to work (อาคาร  
สถานที่ทำงานนั้นสะดวกสบายสำหรับฉันในการทำงาน)

1      2      3      4      5

Strongly Disagree                    Strongly Agree

My partner in one department of work or another department  
make me feel comfortable (คู่ของฉันในแผนกงานหรือแผนกอื่นทำให้  
ฉันรู้สึกสบายใจ)

1      2      3      4      5

Strongly Disagree                    Strongly Agree

กลับ

ถัดไป

## Questionnaire of Employee Performance in Bossotel Inn Bangkok.

### Questionnaire for Work Environment

The workplace building is comfortable for me to work (อาคาร  
สถานที่ทำงานนั้นสะดวกสบายสำหรับฉันในการทำงาน)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

My partner in one department of work or another department  
make me feel comfortable (คู่ของฉันในแผนกงานหรือแผนกอื่นทำให้  
ฉันรู้สึกสบายใจ)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

กลับ

ถัดไป



I have reached the specified work standard company so the results are satisfactory. (ฉันไปถึง บริษัท มาตรฐานงานที่ระบุเพื่อให้ผลลัพธ์เป็นที่น่าพอใจ )

1 2 3 4 5

Strongly Disagree      Strongly Agree

I always pay attention to the instructions given by boss for completing the work (ฉันมักจะใส่ใจกับคำแนะนำที่ได้รับจากเจ้านายสำหรับการทำงานให้เสร็จ)

1 2 3 4 5

Strongly Disagree      Strongly Agree

กลับ

ส่ง

*Output SPSS Result*

## Validity Result of Organizational Commitment

**Correlations**

		ORGANIZATIONAL COMMITMENT ENT 1	ORGANIZATIONAL COMMITMENT ENT 2	ORGANIZATIONAL COMMITMENT ENT 3	TOTAL ORGANIZATIONAL COMMITMENT ENT
ORGANIZATIONAL COMMITMENT 1	Pearson Correlation	1	.264	.298	.711(**)
	Sig. (2-tailed)		.099	.062	.000
	N	40	40	40	40
ORGANIZATIONAL COMMITMENT 2	Pearson Correlation	.264	1	.558(**)	.797(**)
	Sig. (2-tailed)	.099		.000	.000
	N	40	40	40	40
ORGANIZATIONAL COMMITMENT 3	Pearson Correlation	.298	.558(**)	1	.779(**)
	Sig. (2-tailed)	.062	.000		.000
	N	40	40	40	40
TOTAL ORGANIZATIONAL COMMITMENT	Pearson Correlation	.711(**)	.797(**)	.779(**)	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

\*\* Correlation is significant at the 0.01 level (2-tailed).

## Validity Result of Work Training

**Correlations**

		WORK TRAINING 1	WORK TRAINING 2	TOTAL WORK TRAINING
WORK TRAINING 1	Pearson Correlation	1	.554(**)	.883(**)
	Sig. (2-tailed)		.000	.000
	N	40	40	40
WORK TRAINING 2	Pearson Correlation	.554(**)	1	.879(**)
	Sig. (2-tailed)	.000		.000
	N	40	40	40
TOTAL WORK TRAINING	Pearson Correlation	.883(**)	.879(**)	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

\*\* Correlation is significant at the 0.01 level (2-tailed).

## Validity Result of Work Environment

## Correlations

		WORK ENVIRONMENT 1	WORK ENVIRONMENT 2	TOTAL WORK ENVIRONMENT
WORK ENVIRONMENT 1	Pearson Correlation	1	.677(**)	.925(**)
	Sig. (2-tailed)		.000	.000
	N	40	40	40
WORK ENVIRONMENT 2	Pearson Correlation	.677(**)	1	.906(**)
	Sig. (2-tailed)	.000		.000
	N	40	40	40
TOTAL WORK ENVIRONMENT	Pearson Correlation	.925(**)	.906(**)	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

\*\* Correlation is significant at the 0.01 level (2-tailed).

## Validity Result of Employee Performance

## Correlations

		EMPLOYEE PERFORMANCE 1	EMPLOYEE PERFORMANCE 2	EMPLOYEE PERFORMANCE 3	EMPLOYEE PERFORMANCE 4	EMPLOYEE PERFORMANCE 5	TOTAL EMPLOYEE PERFORMANCE
EMPLOYEE PERFORMANCE 1	Pearson Correlation	1	.481(**)	.428(**)	.161	.460(**)	.706(**)
	Sig. (2-tailed)		.002	.006	.321	.003	.000
	N	40	40	40	40	40	40
EMPLOYEE PERFORMANCE 2	Pearson Correlation	.481(**)	1	.561(**)	.250	.766(**)	.793(**)
	Sig. (2-tailed)	.002		.000	.120	.000	.000
	N	40	40	40	40	40	40
EMPLOYEE PERFORMANCE 3	Pearson Correlation	.428(**)	.561(**)	1	.484(**)	.798(**)	.837(**)
	Sig. (2-tailed)	.006	.000		.002	.000	.000
	N	40	40	40	40	40	40
EMPLOYEE PERFORMANCE 4	Pearson Correlation	.161	.250	.484(**)	1	.468(**)	.595(**)
	Sig. (2-tailed)	.321	.120	.002		.002	.000
	N	40	40	40	40	40	40
EMPLOYEE PERFORMANCE 5	Pearson Correlation	.460(**)	.766(**)	.798(**)	.468(**)	1	.897(**)
	Sig. (2-tailed)	.003	.000	.000	.002		.000
	N	40	40	40	40	40	40
TOTAL EMPLOYEE PERFORMANCE	Pearson Correlation	.706(**)	.793(**)	.837(**)	.595(**)	.897(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40

\*\* Correlation is significant at the 0.01 level (2-tailed).

## Reliability Test Results Output SPSS

**Case Processing Summary**

		N	%
Cases	Valid	40	100.0
	Excluded( a)	0	.0
	Total	40	100.0

a List wise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.642	3

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.713	.713	2

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.808	2

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.811	.825	5

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1	40	2.67	5.00	4.0580	.73502
X2	40	3.00	5.00	4.4125	.69695
X3	40	3.00	5.00	4.1625	.71958
Y	40	2.80	5.00	4.1600	.68118
Valid N (listwise)	40				

#### Item Statistics

	Mean	Std. Deviation	N
X1.1	3.9750	1.04973	40
X1.2	3.9500	1.01147	40
X1.3	4.2500	.83972	40

#### Item Statistics

	Mean	Std. Deviation	N
X2.1	4.3250	.79703	40
X2.2	4.5000	.78446	40

#### Item Statistics

	Mean	Std. Deviation	N
X3.1	4.0750	.82858	40
X3.2	4.2500	.74248	40

#### Item Statistics

	Mean	Std. Deviation	N
Y1.1	4.1000	1.12774	40
Y1.2	4.2750	.84694	40
Y1.3	4.1750	.81296	40
Y1.4	4.0000	.84732	40
Y1.5	4.2500	.83972	40

Coefficient of Double Determination Output SPSS Test Result



**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889(a)	.791	.774	.32418

a Predictors: (Constant), WORKENVIRONMENT, WORKTRAINING, ORGANIZATIONALCOMMITMENT

**Simple Linear Regression Coefficient Test Result Output**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF	B	Std. Error
1	(Constant)	-.185	.389		-.476	.637		
	ORGANIZATIONALCOMMITMENT	.475	.089	.512	5.320	.000	.626	1.596
	WORKTRAINING	.344	.084	.352	4.077	.000	.781	1.280
	WORKENVIRONMENT	.217	.090	.229	2.413	.021	.644	1.553

**Coefficients(a)**

a Dependent Variable: EMPLOYEE PERFORMANCE

**Test T Result Output SPSS****Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF	B	Std. Error
1	(Constant)	-.185	.389		-.476	.637		
	ORGANIZATIONALCOMMITMENT	.475	.089	.512	5.320	.000	.626	1.596
	WORKTRAINING	.344	.084	.352	4.077	.000	.781	1.280
	WORKENVIRONMENT	.217	.090	.229	2.413	.021	.644	1.553

a Dependent Variable: EMPLOYEE PERFORMANCE

## Test of Multiple Correlation Coefficient (R) Output SPSS

**Model Summary(b)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889(a)	.791	.773	.32427

a Predictors: (Constant), MEAN WORK ENVIRONMENT, MEAN WORK TRAINING, MEAN ORGANIZATIONAL COMMITMENT

b Dependent Variable: MEAN EMPLOYEE PERFORMANCE