

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

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Abstract

This research aims to determine the influence of organizational commitment, work training, and work environment on employee performance in a hospitality business located in Bossotel Inn Bangkok, Thailand. According to Sugiyono (2016: 117) population is region generalization consisting of: objects or subjects that have certain qualities and characteristics set by the researcher for the conclusions were studied and then drawn. The samples are included the 40 employees in the hotel. The data was collected by using a questionnaire. Questionnaires were given to employees when pre-arranged survey to find out the transparency, the method of giving salary the principal and to understand the things in analyzing position. The data analysis is using descriptive statistic with Pearson's correlation coefficient at the significance level of 0.05. Data analysis we used coefficient simple linear regression and for hypothesis testing we used t test and multiple correlation coefficient.

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.

Keyword: Organizational Commitment, Work Training, Work Environment, Employee Performance

Introduction

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. 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. To fulfill the satisfy customer the company should have a good service, a good service is coming along with the good employee. 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.

According to Spencer in Sedarmayanti (2017) "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". 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 and in order to prepare workers to do their job as desired, organizations provide training as to optimize their employee's potential. Most of the firms, by applying long term planning, invest in building new skills of their employees, enabling them to cope with the uncertain conditions that they may face in future thus improving their performance. According to Rivai (2005: 225), training is a process of systematically changing employee behavior to achieve organizational goals employees to carry out current work. The work environment is also a very important thing for employees in a company, especially a service company engaged in hospitality. An employee environment is one of the reasons to boost the quality of their work and their level of productivity. How comfortable the workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. 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.

Objectives

Based on research objectives there are three research questions:

1. To investigate what is the effect of organizational commitment towards employee performance in hospitality business at Bossotel Inn Bangkok
2. To investigate what is the effect of work training towards employee performance in hospitality business at Bossotel Inn Bangkok
3. To investigate what is the effect of work environment towards employee performance in hospitality business at Bossotel Inn Bangkok

Conceptual Framework

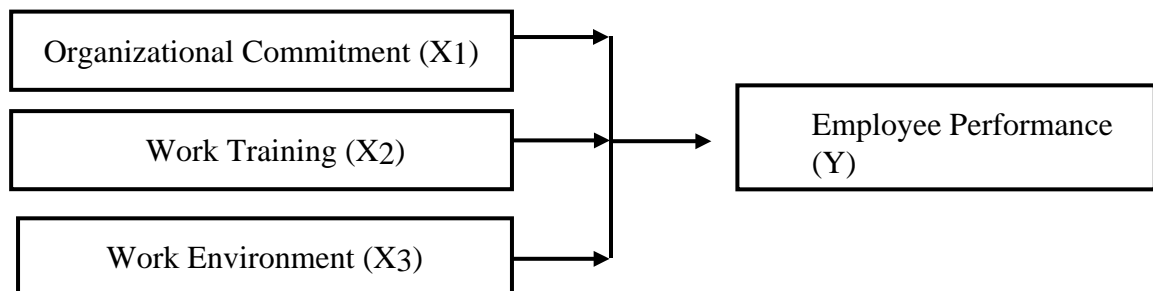


Figure 1

Information: _____ = *Partial Influence*

Literature Review

A. Organizational Commitment

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".

Factors that influence organizational commitment according to Mowday, Porters, and Streers in Priansa (2017: 126) are as follows: 1) Individual Characteristics 2) Job Characteristic 3) Company Characteristics 4) Work Experience. Indicators of organizational commitment according to Allen and Mayer in Sedarmayanti namely: 1) affective commitment 2) continuance commitment 3) normative commitment.

B. Work Training

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.

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.

C. Work Environment

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.

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

D. 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".

Indicators to measure employee performance according to Robbins (2006: 260) there are 5 factors: 1) Quality; 2) Quantity; 3) Timeliness; 4) Effectiveness; 5) Independence.

Research and Methodology

A. 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. The sample in this study is 40 employees that working in Bossotel Inn Bangkok.

B. Research Tools and Data Collection

The author used close-ended questionnaire divided into 2 parts. The first part consisted of question about demographical factor include gender and age. The second part consisted question of five rating scale questions (1-5 Likert scale) asking about independent variables and dependent variables in this study. 5 referring to strongly agree; 4 referring to agreed, 3 referring to simply agree, 2 referring to disagree and 5 referring to strongly disagree.

Result

General Information about Respondent

Age of 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. 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.

Hypotheses

The hypotheses can be written as follow:

H₁: There is significant partial relationship between organizational commitment and employee performance.

H₂: There is significant partial relationship between work training and employee performance.

H₃: There is significant partial relationship between work environment and employee performance.

C. Validity and Reliability

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. From the finding using SPSS program the score was record obtained significance value < 0,05. In this study the reliability test using Cronbach's alpha

statistical test. The provision of this test is that each research questionnaire variables declared reliable if the value of Cronbach's alpha more than 0,6 (Sunyoto, 2009). The findings discovered value Cronbach's alpha coefficient of dependent variables and independent variables is $0,864 > 0,6$.

Data Analysis

Researcher analyze the data from sample by using descriptive statistic. To know what is the influence of dependent and independent variables researcher use simple linear regression test to investigated. The degree towards opinion were interpreted.

Table 1
Simple Linear Regression

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	-.185	.389
	Organizational Commitment (X ₁)	.474	.089
	Work Training (X ₂)	.344	.084
	Work Environment (X ₃)	.217	.090

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

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

Hypotheses Test Result

Table 2
t Test

Variables		T	Sig
Constanta	-.476	.637	
Organizational Commitment	5.320	.000	
Work Training	4.077	.000	
Work Environment	2.413	.000	

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

Respondents Opinion towards Organizational Commitment, Work Training, Work Environment and Employee Performance

Table 3
Mean

	N	Min	Max	Mean	S.D
Organizational Commitment					

and S.D of

Organizational Commitment in Employee Performance

- Affective Commitment	40	1.00	5.00	3.97	1.049
- Continuance Commitment	40	1.00	5.00	3.95	1.011
- Normative Commitment	40	2.00	5.00	4.25	0.839
Overall		1.3	5.00	4.05	2.89

Work Environment	N	Min	Max	Mean	S.D
- Physical Environment	40	2.00	5.00	4.07	0.828
- Non Physical Environment	40	3.00	5.00	4.25	0.742
Overall		2.5	5.00	4.16	1.57

From table 3 it is found that in terms of organizational commitment the overall mean score as of 4.05 (S.D = 2.89). When considering the mean score of each dimension, the study revealed that normative commitment had the highest mean score as of 4.25 (S.D = 0.839) followed by affective commitment and continuance commitment with the mean score as of 3.97 (S.D = 1.049) and mean 3.95 (S.D = 1.011).

Table 4
Mean and S.D of Work Training in Employee Performance

From table 4 it is found that in terms of work training the overall mean score as of 4.41 (S.D = 1.189). When considering the mean score of each dimension, the study revealed that the training method is in accordance with the type of training had the highest mean score as of 4.50 (S.D = 0.784), followed by suitability of methods that are effective with material had the mean score as of 4.32 (S.D = 0.797).

Table 5
Mean and S.D of Work Environment in Employee Performance

From table 5 it is found that in terms of work environment the overall mean score as of 4.16 (S.D = 1.57). When considering the mean score of each dimension, the study revealed that nonphysical environment had the highest mean score as of 4.25 (S.D = 0.742) followed by physical environment that had mean score as of 4.07 (SD = 0.828)

Discussion

The findings of this research study are important for service sector because in service sector, employee is very important organization.

performance is employee's ability, and how the situational the uncongenial The main hospitality to make

Dimension	N	Min	Max	Mean	S.D
Work Training					
- The training method is in accordance with the type of training.	40	3.00	5.00	4.32	0.797
- Suitability of methods that are effective with material	40	2.00	5.00	4.50	0.784
Overall		2.5	5.00	4.41	1.189

for growth of Employee the result of an motivation and he/she adapts to constrains and environment. objectives in industry is how customer feel

satisfied and employee performance is the main reason how the company maintenance their quality of service. The conclusion is that a service company must think about the customer's opinion of what the company offers and whether the customer is satisfied.

This study was focuses on the influence of the organizational commitment, work training and work environment with the performance of the employees. The company need to know the organizational

commitment have important things such as because hiring new employee requires cost of hiring and training so if employee of some organization stays for longer period of time then organization may compete in better way. For work training is important to in service industry because every year there will be a new competitor with their good skill employee this is why work training is need to be hold by organizational and purpose of training is what employees would attain after experiencing the training program. Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. But with a good organizational commitment, and have work training but the employee's work environment is not good it will be affecting the employee performance itself. Environments who have a good building a good condition of workplace will make the employee feel happy to do work and will have a good employee performance report.

Suggestion

For practical aspect

1. The company should emphasize more on work training in order to create employee's work quality
2. The company should implement the organizational commitment, work training and work environment in order to promote the performance of the employees.
3. Other companies can use this model to implement the organizational commitment, work training and work environment and to find the effect on performance employees on their organization.

For future researches

1. 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.
2. The method to collect the data can be changed from quantitative research to qualitative research such as interview, focus group and participation in the organization in order to gain the in depth data.
3. The future research should focus on the other study area besides hospitality company. The different types of organization may yield the different outcome towards the employee performance by using organizational commitment, work training and work environment.

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