

## The Influence of Work Motivation, Organizational Commitment and Work Environment to Employee Performance of the house keeping Department of Furama Villas and SPA UBUD – Bali

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**ABSTRACT** : Declining employee performance can be overcome in various ways that can be taken by providing motivation to increase commitment and pay more attention to the work environment. The purpose of this study was to empirically examine the effect of work motivation, organizational commitment, and work environment on employee performance. The study was conducted at Furama Villas and Spa Ubud - Bali. The sample in this study were 42 house keeping department employees using the census method. The data analysis technique used is multiple regression. The results of the study namely work motivation has a positive and significant effect on performance. Organizational commitment has a positive and significant effect on performance. The work environment has a positive and significant effect on employee performance.

**KEYWORDS**: *work motivation, organizational commitment, work environment, performance*

### I. INTRODUCTION

The level of success of a company can be seen from the company's performance in managing its resources. Companies with good performance, have effectiveness in dealing with human resources, determine goals to be achieved both individually and organizationally (Indah Mariani, 2017). Each company must be able to act professionally in managing management functions, namely planning, organizing, directing, and controlling in order to achieve the goals of the company. Furama Villa is a villa located in Abiansemal, Badung. Furama Villa has many competitors located in the Badung Regency. Furama Villa is demanded to always improve the quality of service provided to customers who stay overnight. The decline in performance can be seen from the complaints of the customers. Declining employee performance is also caused because the tasks and jobs are burdened to employees quite a lot, so the time to provide support or encouragement to coworkers is almost non-existent. The results of observations made on employees note that the majority of employees are unable to complete the work that has been determined so far because employees are not motivated to show maximum performance. The problem of employee motivation can be seen from the attitude of those who work less enthusiastic at work and always try to delay work. Employees who are highly motivated in an organization seem to be tireless in their work and always try to do their job well

Issues related to organizational commitment such as employees not willing to spend time outside of work hours for the benefit of the company, employees feel there is another company that is more profitable, and employees do not feel indebted to the company because employees feel that everything given by the company is a reward given by the employee to the company. Human resources have a very important role for the company. Human resources are also a determining factor for an organization's success, therefore human resources that have the skills, enthusiasm for work and high responsibility in providing maximum service are needed.

The next factor affecting employee performance is the work environment. A good working environment is one of the supporting factors for employee productivity which in turn has an impact on increasing the level of employee performance. Based on observations made and interviews with employees at work, lockers are not provided to store his belongings so there is a sense of worry about losing things which will certainly affect the concentration of employees at work so that work results are not optimal.

Based on the background of the problem, the problem raised in this study is the Effect of Work Motivation, Organizational Commitment and Work Environment on the Performance of Housekeeping Department Employees at Furama Villas And Spa Ubud - Bali. The objectives of this study are as follows: to determine the effect of motivation on employee performance, To determine the effect of organizational

commitment on employee performance and To determine the effect of the work environment on employee performance.

## II. TEORITICAL FRAMEWORK AND HYPOTHESIS

### 2.1 Work Performance

Performance is the result that is generated by employees or actual behavior that is displayed in accordance with the role in the organization. Employee performance is a very important thing in an organization to achieve its goals, so various activities must be carried out to improve it. Performance is a result of performance achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity and time (Priansa, 2014: 270)

### 2.2 Motivation

Many terms are used to refer to motivation (motivation) or motives, including needs, urges, desires, and encouragement. Ardana et al. (2012: 193) motivation is the force that drives a person to take an action or not is essentially there internally and externally which can be positive and negative to direct very dependent on the resilience of the manager.

### 2.3 Commitment Organizational

Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization which are shown by the existence of individual acceptance of the values and goals of the organization and have a desire to be affiliated with the organization and a willingness to work hard for the organization so as to make individuals feel at home and still want to stay in the organization for achievement of organizational goals and sustainability. Employee commitment to the organization is not just like that, but through a long and gradual process. Employee commitment to the organization is also determined by a number of factors.

### 2.4 Work Environment

The work environment in a company is very important for management to consider. Although the work environment does not carry out the production process in a company, but the work environment has a direct influence on the employees who carry out the production process. A centralized work environment for employees that can improve performance. Conversely an inadequate work environment will be able to reduce performance and ultimately reduce employee motivation.

### 2.5 Hypotesis Development

The results of this study are also supported by research by Mohamud et al. (2017) found there was a good relationship between motivation and employee performance and the results showed that employee motivation affected the performance of Hormuud Company employees in Mogadishu Somalia. All employees must be motivated to ensure they are maintained and this will improve performance. This is also in line with research conducted by Ekundayo&Babalola (2018), Qatmeemalmarhoon et al. (2017) and Hanaysha&Hussain (2018). Based on these results the following hypothesis can be formulated

H1: work motivation has a positive effect on employee performance

The same study was also conducted by Suharto &Hendri (2019) that organizational commitment has a positive influence on employee performance, so that the higher organizational commitment of employees leads to an increase in the performance of civil servants in Lampung which means that the stronger organizational commitment that employees have employees will increase because they feel they have an organization where they work. This is also in line with research conducted by Arif et al. (2019), Eliyana&Ma'arif (2019), Renyut et al. (2017), and Destari et al. (2015) Based on the results of the study the following hypotheses can be formulated

H2: Organizational commitment has a positive and significant effect on employee performance

A good work environment both physical and non-physical environment provides support for improving employee performance. work environment within a company is expected to provide support for employee performance. Efforts to ensure that the work environment is supportive then a model of a flexible workplace is recommended, meaning that workplaces that are adapted to the situational conditions relating to employees as well as the characteristics of the work being handled by employees. This is in line with research conducted by Samson et al. (2016), Al-Omari &Okasheh (2017), Lankeshwara (2016), and Putri et al. (2019)

H3: the work environment has a positive and significant effect on employee performance

## III. RESEARCH METHOD

The research design in this study is classified as associative research, namely research that aims to analyze the influence of two or more variables (Sugiyono, 2017: 11). This study connects the influence of work motivation, organizational commitment and work environment on employee performance. The location of this research is located at Furama Villas and Spa which is located on JalanMelati, BanjarBindu, MekarBhuanaAbiansemal Village, Badung.The object of this research is work motivation, organizational commitment, work environment and employee performance at the Furama villas and spa housekeeping

department. The object of this research is work motivation, organizational commitment, work environment and employee performance at the Furama villas and spa housekeeping department. The dependent variable (Y), is the variable influenced by the independent variable, in this case the employee's performance and the independent variable (X), is the variable that is not influenced by other variables, in this case is work motivation (X1), organizational commitment (X2), work environment (X3)..

Definition of Variable Operations with their respective indicators, several definitions of the operational constraints of variables can be explained as follows: Performance (Y) in this study is the work produced by an employee relating to the task to the company. In this study employee performance can be measured by indicators that include: Quality of work, Timeliness, Quantity of Work, Initiative, Ability, Communication. Work motivation (X1) in this study is the driving force that creates the excitement of one's work, so that they are willing to work together productively to achieve and realize the goals that have been determined, as measured through indicators: The need for achievement (n-achievement) The need for affiliation or friends (n-affiliation), the need for power (n-power). Organizational commitment (X2) in this study is the relative strength of the individual and his involvement in the company. Indicators of organizational commitment, namely: Affective commitment, Continuance commitment, and Normative commitment. The work environment (X3) in this study is anything that exists around workers and can influence them in carrying out work that is burdened with indicators, namely: Temperature, Sound or Noise, Lighting, Air Circulation, Color, Environmental and safe hygiene. Types of data in this study are: Quantitative Data in this study are statements contained in the questionnaire and Qualitative Data in this study are a brief history, number of employees, company overview and organizational structure. Data sources in this study are: Primary sources in this study were obtained from the results of the questionnaire distributed to respondents and secondary sources in this study were collected sourced from documents that already exist in the company. The saturated sample or census technique used in this study were all employees of the Furma Villa and Spa Ubud - Bali Ubud household department, totaling 42 people involved. all of them serve as respondents (saturated sample). Data collection methods used in this study include: Direct interviews with employees regarding problems in the company and questionnaires addressed and distributed to all research respondents, namely Furama Villa housekeeping department employees. The data analysis technique used in this study is the multiple linear regression model. The multiple linear regression model in this study is used to determine the effect of Work Motivation, Organizational Commitment and the Work Environment on Employee Performance

#### IV. RESULT

Respondent characteristics are the data of respondents collected to determine the profile of research respondents. This study uses a saturated sample in which the entire population is sampled, as many as 42 employees of the housekeeping department. The following data is the respondent's identity by gender, age, last education and length of work of the respondent. In detail the characteristics of respondents are presented in Table 1.

**Table 1** Respondents Characteristic

Number	Characteristic	Classification	Respondent (people)	Percentage of Respondent (%)
1.	<b>Gender</b>	Male	30	71,42
		Female	12	28,57
		<b>amount</b>	<b>42</b>	<b>100</b>
2.	<b>Usia</b>	18 - 30 year	30	71,42
		31 - 40 year	10	23,80
		41 - 50 year	2	4,76
		<b>amount</b>	<b>42</b>	<b>100</b>
3.	<b>Last Education</b>	SMA/SMK	20	47,61
		Diploma	12	28,57
		Sarjana(S1)	10	23,80
		<b>amount</b>	<b>42</b>	<b>100</b>
4.	<b>Lenght of work</b>	≤ 1 year	11	26,19
		1 – 2 year	31	73,80
		≥ 3 year	0	0,00
		<b>amount</b>	<b>42</b>	<b>100</b>

Source: Primary data, processed, 2020

In Table 1, it can be seen that most employees are male, this shows that most of the employees needed in their fields are men. This is because the company's working hours are not only late afternoon but late at night and men are not affected and are more assertive in accepting the division of work shifts. In this study respondents

when viewed from the age of 18-30 years because the company requires employees who are at a young age. Age of employees can support the company's activities in producing a quality organization. Ages 18-30 will have more enthusiasm in achieving the goals of the organization. Respondents are dominated by high school / vocational high school graduates because their educational background is not the main thing in recruitment but their expertise and employ employees who have received special training / training. When viewed from the work period, the most work periods of 1-2 years shows that most of the employees are still new.

To prove whether a statement in the questionnaire is valid then a validity test is performed. The minimum requirement for statements in the questionnaire to meet validity is if the Pearson correlation value is above 0.3. Statements on each variable are statements on Motivation (X<sub>1</sub>), Organizational Commitment (X<sub>2</sub>), work environment (X<sub>3</sub>), and employee performance (Y) are valid because they have a Pearson correlation value above 0.3. The validity test results show that all statement indicators in the questionnaire with Motivation (X<sub>1</sub>), Organizational Commitment (X<sub>2</sub>), Work environment (X<sub>3</sub>), and employee performance (Y) have a Pearson correlation greater than 0.3 so that all of these indicators has met the data validity requirements. Testing that aims to find out whether the statements used in a questionnaire are consistent if used from time to time in a study and can be relied upon is called the reliability test. A statement in the questionnaire is said to be reliable if it produces a Cronbach's alpha value above 0.70 (Ghozali, 2016: 48).

**Table 2 Descriptive Statistics Results**

Variable	N	Min.	Max.	Mean	Std. Deviasi
Motivasi (X <sub>1</sub> )	42	250	467	3,6948	.90662
Organizational Commitment (X <sub>2</sub> )	42	250	467	3,6760	.85008
Work Environment (X <sub>3</sub> )	42	229	5,00	3,7031	.888528
Performancy (Y)	42	250	4.83	3,6271	.90569

Source: Primary Data Processed, 2020

The normality test is used to test the normally distributed variable using the Kolmogorov-Smirnov test. If the significant value > 0.05, then the data has normal distribution (Ghozali, 2016: 147). Table 3 presents the normality test results as follows.

**Table 3. Normality Test Results**

	Kolmogorov-Smirnov	Unstandardized Residual
N		32
Asymp.Sig.(2-tailed)		0,92

Source: Primary Data Processed, 2020

Table 3 shows that the significance value of 0.92 > 0.05. This means that the regression model in this study is normally distributed.

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. Multicollinearity can be seen from the value of tolerance and the value of the variance in factor (VIF). If the tolerance value is greater than 10% or VIF is less than 10 then it can be said that the model is free from multicollinearity problems. The multicollinearity test results of the study are presented in Table 4.

**Table 4. Multicollinearity Test Results**

Model	Variable	Tolerance	VIF
1	X1	0.097	10.332
	X2	0.361	2.773
	X3	0.100	9.995

Source: Primary Data Processed, 2020

Based on Table 4. it can be seen that the tolerance value of each variable is greater than 10%, as well as the VIF of each variable is smaller than 10. This means that the regression model is free from multicollinearity problems.

This test is conducted to determine whether in the regression model there is an inequality of variance in residuals from one observation to another. Heteroscedasticity test can be analyzed through the Glejser method by regressing the absolute residual value as the dependent variable with the independent variable. A regression model will be said to be free from heteroscedasticity if the significance of each independent variable t is above 0.05. The results of the heteroscedasticity test of the study are presented in Table 4.6 as follows.

**Table 5. Heteroscedasticity Test Results**

Model	Variable	Significancy	Notes
1	X1	0.330	Free of Heteroskedasticity
	X2	0.054	Free of Heteroskedasticity
	X3	0.736	Free of Heteroskedasticity

Source: Primary Data Processed, 2020

Based on Table 5 shows that none of the independent variables significantly influence the dependent variable so it can be concluded that the regression model of this study is free from heteroscedasticity symptoms.

The Multiple Linear Regression Analysis Test aims to examine the relationship of influence between one variable on another. Table 6 presents the results of the multiple linear regression analysis test as follows

**Table 6. Result of the Multiple Linear Regression Analysis**

Model	Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,199	0.197		1.011	0.318
	X1	0.316	0.151099	0.317	2.094	0.043
	X2	0.304	0.083	0.285	3.638	0.001
	X3	0.416	0.152	0.407	2.736	0.009

Source: Primary Data Processed, 2020

A constant value of 0,199 shows that if the value of motivation (X1), organizational commitment (X2) and work environment (X3) are zero, the employee performance is 0,199 units. Coefficient value  $\beta_1 = 0,316$ . This means that the motivation increases, the employee performance will increase by 0.316 units assuming the other independent variables are constant. Coefficient value  $\beta_2 = 0.304$ . This means that if organizational commitment increases, the employee performance will increase by 0.304 units assuming the other independent variables are constant. Coefficient value  $\beta_3 = 0.416$ . This means that the work environment increases, the employee performance will increase by 0.416 units assuming the other independent variables are constant. The coefficient of determination test aims to measure how much the dependent variable can be explained by the independent variable. The higher the value of  $R^2$ , the better the regression model, due to the proportion of variables the independent in explaining the dependent variable is getting bigger. A small  $R^2$  value means that the ability of independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the independent variable provides almost all the information needed to predict the variation of the dependent variable. Table 7 shows the results of the determination coefficient test as follows.

**Table 7. Determination Coefficient Test Results**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.330 <sup>a</sup>	.858	,109		.20373

Source: Primary Data Processed, 2020

The coefficient of determination ( $R^2$ ). Based on Table 7, it can be seen that the adjusted  $R^2$  value is 0.858, this means that 85.5% of employee performance variations are influenced by variations in motivation (X1), organizational commitment (X2), and work environment (X3), the remaining 15.7% influenced by other factors outside the model.

The feasibility test of the model shows whether all independent or independent variables included in the model have a joint influence on the dependent or dependent variable. By comparing the level of significance of each independent variable together with a significant level  $\alpha = 0.05$ . If the level of significance of the independent variables together smaller than the level of significance, the hypothesis is accepted meaning that the independent variables jointly influence the dependent variable. The model feasibility test results show that the calculated F count value is 16.703 with a significance of 0.000, ( $\alpha < 0.05$ ), so it can be concluded that this research model has fulfilled the prerequisite of the feasibility of the regression model.

T test is used to determine the effect of each independent variable partially on the dependent variable. Based on table 7, the t test results can be interpreted as follows: The variable motivation (X1) has a significance level of t of 2,094 greater than 0.05. This means that motivation has a positive effect on employee performance. Organizational commitment variable (X2) has a significance level of t of 3, 368 greater than 0.05. This means that organizational commitment has a positive effect on employee performance. Work environment variable

(X3) has a significance level  $t$  of 2.376 greater than 0.05. This means that work environment have a positive effect on employee performance

## V. DISCUSSION

### Effect of Work Motivation on Employee Performance

Based on the results of hypothesis testing, it was found that motivation has a positive and significant effect on performance. Providing motivation will certainly improve employee performance. The higher the motivation of the employee, the employee's performance will also increase. A similar sentiment was also conveyed by Prabasari&Netra (2013) in his research proving that motivation has a positive and significant influence on employee performance at PT. PLN (Persero) Bali Distribution. Risambessy et al. (2017) states that motivation has a positive and significant relationship to performance. The same thing was also conveyed by Jayusman&Siti (2017) who revealed that motivation has a positive relationship with performance. Likewise, delivered by Setiawan (2017) states that motivation has a positive effect on employee performance. Studies conducted by Nupur&Barti (2017) also show that employee motivation has a positive and significant effect on performance. The results of a study conducted by Zameer et al. (2014) shows that motivation significantly influences employee performance.

### Effect of Organizational Commitment on Employee Performance

Based on the theory, organizational commitment is a commitment that is owned by an employee of the company where the employee works. Employees who have high organizational commitment will try to involve themselves to be able to advance the company. The results of this study are in line with the results of research by Nurandini&Lataruva (2014) researching on "Analysis of the Effect of Organizational Commitment on Employee Performance (Study of PerumPerumnas Jakarta Employees)", which states there is a positive and significant influence between organizational commitment to employee performance of PerumPerumnas Jakarta. Variables associated with this research are Organizational Commitment Variables. This result implies that the company needs to pay attention to the commitment of employees, although it does not have a significant effect, the commitment of employees has a positive impact on the sustainability of the company. Companies can provide rewards as a form of appreciation for employee commitment to the company. This is consistent with research conducted by Nurandini&Lataruva (2014) which says that normative commitment has a positive and significant effect on employee performance. This is in accordance with research conducted by Endang&Arif (2013) which says that continuance commitment has a significant positive effect on employee performance.

### Effect of Work Environment on Employee Performance

The results of the analysis in this study indicate that the work environment has a positive and significant effect on performance. This means that the better the working environment conditions will affect the increasing performance. This research is in line with research on the influence of the work environment on the performance of employees of the Ramada Bintang Bali Resort and Spa Hotel which shows that the better the work environment, the employee's performance will increase. Vice versa, the worse the working environment conditions at the Ramada Bintang Bali Resort and Spa Hotel, the worse the employee performance.

A good work environment is one of the supporting working conditions. Employees need a good work environment, in addition to comfort as well as a supporting factor in carrying out their work. This can cause a sense of satisfaction in employees because of many factors that support the work. This study is consistent with some of the results of previous studies and is consistent with the results of Raditya&Indrawati (2016) research which shows that the physical work environment has a significant influence on performance. The level of significance means that the physical work environment has an important role to improve performance. The results of this study were also supported by Riadi (2015), Wirawan&Sudharma (2015), Fakhri&Aruan (2016), Haedar&Herlangga (2015), Putri (2016), Yusuf (2016), Husni&Musnadi (2018) and Sari (2018) who found the results that the work environment has a positive and significant effect on employee job satisfaction which means the better the physical work environment, the performance will increase. A good and maintained work environment will make employees feel calm and comfortable so that performance will improve

## VI. CONCLUSION AND IMPLICATION

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusions of this study are as follows: Motivation has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. The Work Environment has a positive and significant effect on employee performance. Factors that influence employee performance in this study are motivation, organizational commitment and work environment, while there are many other factors that affect employee performance such as work stress, incentives, job satisfaction, work discipline, as well as education and training. In addition, this research was only carried out in a certain time point (cross section), while the environment changed at any time (dynamic), so this research was important to do again, and the scope of the study was limited to the housekeeping department Furama villas and Spa Ubud

- Bali, so that the research this cannot be generalized to hotels or tourist travel services in other districts or provinces.

### VII.LIMITATION AND FUTURE RESEARCH

In this study the researchers used a questionnaire in the form of written questions, so the possibility of respondents not understanding the questions and origin answered. In addition, in this study researchers only examined the housekeeping department staff at Furama Villas and Spa Ubud - Bali, so researchers could not compare the results of the study if it was done in another department.

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