

Job Enrichment, Job Satisfaction, and Organizational Commitments at Harper Kuta Hotel

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ABSTRACT : Organizational commitment is an employee's attachment that creates a sense of belonging to his place of work. In order for employees to have high organizational commitment to the company, companies need to pay attention to the factors that affect organizational commitment. The purpose of this study is to determine the effect of job enrichment on organizational commitment, job enrichment on job satisfaction, and the role of job satisfaction in mediating the effect of job enrichment on organizational commitment. This research was conducted at the Harper Kuta Hotel. 57 employees used as sample, using saturated sampling. Data collection was carried out through interviews and questionnaires. The analysis technique used is path analysis. The results indicate that job enrichment has a positive and significant effect on organizational commitment; Job satisfaction has a positive and significant effect on organizational commitment; Job enrichment has a positive and significant effect on job satisfaction; Job satisfaction mediates the effect of job enrichment on organizational commitment.

Keywords: *job enrichment, job satisfaction, organizational commitment*

I. INTRODUCTION

Today's competitive business world makes organizations face new challenges related to sustainable productivity and creating a committed workforce. Widayanti & Sariyathi (2016) state that "one of the problems that companies often face regarding human resources is how to keep employees committed to the company. The various efforts made by the company to train and retain employees cannot be separated from the important role of employees who are able to contribute to the company." According to Putri & Prasetio (2018), "Employees are one of the most important factors that determine the success or failure of a company in achieving its goals. The success and performance of a person in a field of work is largely determined by professionalism, level of competence, and commitment in the field of work that they are engaged in. Companies must pay more attention to employees so that employees can play an active role and work optimally which of course requires a high commitment from each employee"

Organizational commitment is a relationship between the individual's attachment to the values in the organization concerning loyalty, moral obligations, and a sincere tendency towards the organization (Karami et al., 2017). Robbins & Judge (2015:102) states "organizational commitment is a behavioral perspective where commitment is defined as consistent lines of activity, so that higher employee commitment to the organization can increase employee satisfaction." According to Apriyanti (2016), "Employees who are committed to the organization usually show a work attitude that is full of attention to their duties, they have a strong responsibility to carry out their duties and are very loyal to the company. Someone's commitment to the organization (organizational commitment) is often a very important issue in the world of work." Employees who have a high commitment to a company will give all their energy, time and mind to the maximum for advancing the company and employees will fully support all activities that will be carried out by the company

Through interviews with 5 employees of Harper Kuta Hotel, employees feel they do not get attention from the company, this is expressed because employees tend to find it difficult to convey ideas when they have problems related to their work so that employees feel that they are not participating in the progress of the company. In addition, employees also think that their current job only adds to their experience to get higher positions in other companies. Some employees are also seen busy asking for information on job vacancies in other places and there are still many employees who do not follow company rules, such as employees often being late for work and playing on their cellphones while doing work which causes employees to tend not to carry out their work optimally.

Based on the problems that occur at the company arise because of the lack of job enrichment provided by the company which affects the high or low organizational commitment of Harper Kuta Hotel employees. One

of the efforts to increase employees' organizational commitment is by encouraging employees not to limit themselves to what is written in their descriptions, namely by doing job enrichments. By giving Harper Kuta Hotel employees freedom, independence and the opportunity to make decisions on the work to be completed, will lead to job satisfaction and feedback that will increase employee organizational commitment. This organizational commitment problem occurs driven by problems regarding job satisfaction among employees of Harper Kuta Hotel. This happened because employees felt that they were unable to develop skills or add to their experience of working at Harper Kuta Hotel.

Quoted from Ezenduka et al. (2016), "The job enrichment strategy is an effort to encourage employees to work, as the basic idea is to enrich work so that it attracts employee interest and also delegates a sense of responsibility. Job enrichment is an increase into a job by adding responsibility for planning, organizing, controlling and evaluating work. Job enrichment allows employees the opportunity to use a variety of interesting skills and abilities." Mahmood et al. (2019) stated "Experience doing job enrichment can motivate employees to do their jobs with a sense of pleasure, autonomy and job ownership. Benna et al. (2017) stated that "job enrichment significantly affects organizational commitment where when employees perform job enrichment they will be more independent, innovative at work and motivated to advance the company so that employees will commit to survive in order to achieve company goals."

Choudhary (2016) states that "the experience of doing enriched work motivates employees to do job enrichment with pleasure, job ownership and autonomy which gives an enriched job impact offering the desired level of employee satisfaction. The better the job enrichment expansion, the better job satisfaction is felt by employees". Job characteristics model is an approach to job enrichment that seeks to design jobs by satisfying needs, recognition, and responsibilities (Quilim et al., 2016).

Job enrichment can also affect job satisfaction, where when employees who are given power over their work can make their work more specialized and simple, which can develop skills and provide feedback, there will be a sense of satisfaction in employees at the company. This is supported by research from Ritonga (2018), Sushil (2017), "job enrichment has a positive effect on job satisfaction, where the expansion of job enrichments provided will have an impact on increasing job satisfaction."

In addition to job enrichment, Samartha & Sushma (2017) stated the way companies can increase organizational commitment is by increasing employee job satisfaction. Job satisfaction is the first factor achieved by an employee before having organizational commitment, so it can be concluded that employees who are satisfied with the company will have a high commitment to the company. Job satisfaction is the emotional state of employees when they feel the appropriateness of the expected remuneration value. Individuals who are satisfied with their work will have a high commitment to the company and the desire to leave the company will be even lower. High job satisfaction can also increase organizational commitment, because the higher the job satisfaction felt by employees, the more motivated employees will be to increase their commitment to work. Company managers must ensure that employees have a high level of job satisfaction in order to increase employee commitment to the company. Purnama & Riana (2020) found that "job satisfaction has a positive and significant effect on organizational commitment."

Job satisfaction can also affect organizational commitment, if employees are satisfied with the feedback given by the company on their performance, the higher the employee's commitment to the company. Job satisfaction can be a mediation between job enrichment and organizational commitment. This is supported by previous research by Ruiz-Palomo et al. (2020) which states that "the intermediary impact of job satisfaction when examining job enrichment and employee commitment to the organization, job satisfaction will mediate the relationship between job enrichment and organizational commitment."

The theory used as a reference in this study is the social exchange theory. Social exchange theory explains that when employees are treated well by the organization, employees will tend to return the favor by behaving and participating more in the organization. According Azeez et al. (2016) "there is a link between job enrichment and job satisfaction and organizational commitment. This theory reinforces research on job enrichment, job satisfaction and organizational commitment. Companies that can treat their employees well in terms of paying attention to their job enrichment, then these employees will have a sense of satisfaction with their work and employees will feel comfortable staying at the company."

II. HYPOTHESIS DEVELOPMENT

The more the employee's job is enriched, the higher the level of employee commitment to the organization. Putri & Setianan (2019) found "a strong relationship between job enrichment and organizational commitment, which states that employees with high job enrichment levels will also have a high commitment to the company." Nzewi et al. (2017); Magaji et al. (2017); Marta & Supartha (2018) explained that "job enrichment has a significant positive effect on organizational commitment."

H1: Job enrichment has a positive and significant effect on organizational commitment

Employees who have a high level of job satisfaction will be more motivated by employees to increase their organizational commitment. Marta & Supartha (2018) state “job satisfaction has a positive and significant effect on organizational commitment, employees who are satisfied with the company will have a high commitment to the company, which directly or indirectly this commitment is a manifestation of employee loyalty.” Yousef (2016); Babalola (2016) explain “job satisfaction has a positive and significant effect on organizational commitment, this means that the higher job satisfaction that employees feel at work, the higher the commitment that employees have.”

H2: Job satisfaction has a positive and significant effect on organizational commitment.

Employees who do job enrichment with pleasure will have the impact of increasing job satisfaction. Job satisfaction is felt because employees can enrich their work. This statement is supported by research conducted by Mac-Ozigbo & Danie (2020), Qureshi et al. (2019), Marta et al. (2021) which explains that “job enrichment has a significant positive effect on job satisfaction, so that the better the expansion of job enrichment, the better job satisfaction is felt by employees, with job enrichment, the job is more varied and reduces boredom so that it can affect job satisfaction.”

H3: Job enrichment has a positive and significant effect on job satisfaction.

Job satisfaction can also increase job enrichment and commitment to the company. By giving large responsibilities to employees, employees will feel more satisfied because their work results are recognized. Hermawan (2018) explains that “job satisfaction strengthens the job enrichment relationship with organizational commitment.”

H4: Job satisfaction mediates the effect of job enrichment on organizational commitment.

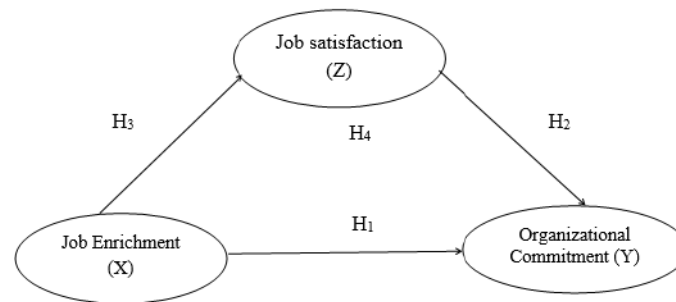


Fig. 1 Conceptual framework

III. RESEARCH METHODS

3.1 Research Design

This research is a causality study to determine the relationship between job enrichment variables, job satisfaction and organizational commitment. This study uses a questionnaire as the primary data collection method. Measurement of the responses of respondents using the Likert scale with a scale of 1 to 5. The population and sample in this study were all employees of Harper Kuta Hotel, totaling 57 employees (saturated sampling method). This study uses interviews and questionnaires as data collectors. The analysis used in this research is path analysis with SPSS version 22 for windows.

3.2 Operational definition of the variable

3.2.1 Organizational commitment (Y)

Organizational commitment is the attachment of Harper Kuta Hotel employees, giving rise to a sense of belonging to their place of work. Indicators to measure organizational commitment: (1) Affective commitment; (2) Continuance commitment; (3) Normative Commitment

3.2.2 Job Enrichment (X)

Job Enrichment is a job design that involves a number of variations in the content of the job, a higher level of knowledge and expertise, greater responsibility and autonomy to plan, direct and control the work of Harper Kuta Hotel employees. Indicators for measuring job enrichment are: (1) Skill Variety; (2) Task Identity; (3) Task Significance; (4) Autonomy; (5) Feedback

3.2.3 Job Satisfaction (Z)

Job satisfaction is a positive or pleasant emotional statement that results from an assessment of wages, promotions, co-workers, supervision of a job and the job itself that is felt by employees of Harper Kuta Hotel. Indicators to measure job satisfaction include: (1) Wages; (2) Supervision; (3) Occupation; (4) Colleagues; (5) Promotion

IV. RESULTS AND DISCUSSION

Table 1. Sub structural Path Analysis 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,104	1,532		7,903	0,000
Job Enrichment (X)	0,456	0,076	0,627	5,968	0,000
Dependent Variable		Job satisfaction (Z)			
R square		0,393			
Adjusted R Square		0,382			
F Statistic		35,613			

Table 1 indicate, The regression coefficient value of the job enrichment variable has a positive value with a t-test significance of less than 0.5. This shows that the job enrichment variable has a positive and significant effect on job satisfaction. The effect of the independent variable on the dependent variable can be seen through the total determination value (R-Square) of 0.393 which means that 39.3 percent of the job satisfaction variable is influenced by the job enrichment variable, while the remaining 60.7 percent is explained by other factors that are not incorporated into this research model.

Table 2. Sub structural Path Analysis 2

variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1,108	1,417		-0,782	0,437
Job Enrichment (X)	0,132	0,062	0,220	2,122	0,038
Job satisfaction (Z)	0,534	0,085	0,649	6,259	0,000
Dependent Variable		Organizational Commitment(Y)			
R square		0,648			
Adjusted R Square		0,635			
F statistics		49,708			

Table 2 indicate, The significance value of each independent variable is less than 0.05. This shows that all independent variables have a significant influence on the dependent variable. The effect of the independent variables on the dependent variable can be seen through the total determination value (R-Square) of 0.648 which means that 64.8 percent of the organizational commitment variable is influenced by the job variable. enrichment and job satisfaction while the remaining 35.2 percent is explained by other factors not included in this research model. The total determination value is 0.786 which means that 78.6 percent of the variation in organizational commitment of Harper Kuta Hotel employees is influenced by job enrichment and job satisfaction, while the remaining 21.4 percent is explained by other factors not included in the research model.

To test the significance of the indirect effect, the Z value of the ab coefficient is calculated by the following formula.

$$\begin{aligned}
 \text{Sab} &= \sqrt{b^2 \text{Sa}^2 + a^2 \text{Sb}^2 + \text{Sa}^2 \text{Sb}^2} \\
 &= \sqrt{(0,534)^2 \cdot (0,076)^2 + (0,456)^2 \cdot (0,085)^2 + (0,076)^2 \cdot (0,085)^2} \\
 &= \sqrt{0,001548 + 0,001456 + 0,000042} \\
 \text{Sab} &= \sqrt{0,003046} = 0,055 \\
 z &= \frac{ab}{\text{sab}} \\
 &= \frac{(0,456) \cdot (0,534)}{0,055} \\
 z &= \frac{0,43}{0,055} = 4,41
 \end{aligned}$$

Therefore, Z count is 4.41 > 1.96, it means that job satisfaction (Z) is a variable capable of mediating the effect of job enrichment (X) on organizational commitment (Y) employees of Harper Kuta Hotel.

4.1 The Effect of Job Enrichment on Organizational Commitment

The effect of job enrichment on the organizational commitment of Harper Kuta Hotel employees obtained a positive beta coefficient of 0.220 with a significance value of 0.038 < 0.05 which means that job enrichment has a positive and significant effect on organizational commitment of Harper Kuta Hotel employees (**H1 accepted**), p. In other words, it can explain that when employees get a good job enrichment, employees will tend to feel comfortable at work so that employee organizational commitment will increase.

4.2 The Effect of Job Satisfaction on Organizational Commitment

The effect of job satisfaction on organizational commitment of employees at Harper Kuta Hotel obtained a positive beta coefficient of 0.649 with a significance value of $0.000 < 0.05$, which means that job satisfaction has a positive and significant effect on organizational commitment of Harper Kuta Hotel employees (**H2 is accepted**). In other words, it can explain that when employees get good job satisfaction, employees will feel valued in the company so that employees are more committed to their organization or in this case, Harper Kuta Hotel.

4.3 The Effect of Job Enrichment on Job Satisfaction

The effect of job enrichment on job satisfaction of employees at Harper Kuta Hotel obtained a positive beta coefficient of 0.627 with a significance value of $0.000 < 0.05$, which means that job enrichment has a positive and significant effect on job satisfaction of Harper Kuta Hotel employees (**H3 accepted**). In other words, it can explain that when employees have good job enrichment, employees tend to be enthusiastic at work, creating a feeling of comfort so that job satisfaction will increase.

4.4 The Role of Job Satisfaction Mediates the Effect of Job Enrichment on Organizational Commitment

The role of job satisfaction in mediating the effect of job enrichment on employee organizational commitment based on the results of the single test results that the Z count is $4.41 > 1.96$, it can be concluded that job satisfaction is a variable that can mediate the effect of job enrichment on organizational commitment (**H4 accepted**). This explains that, when employees have good job enrichment, these employees tend to be able to easily achieve job satisfaction so that employees will feel comfortable in the organization and in the end the employee's organizational commitment will increase.

4.5 Research Implications

This study confirms that the social exchange theory has been confirmed because this study reveals that social exchange in the context of the relationship between employees is closely related in the sense that when employees get job satisfaction, they will commit to work so that the reciprocal relationship that occurs is that the employee tends to be loyal to the company and the intention of employees to leave the organization will be less and less. It can be concluded that when employees have good job enrichment and job satisfaction, then automatically the employee will be committed to the organization. Companies need to pay attention to the organizational commitment of their employees on an ongoing basis by always providing organizational support to employees. Companies need to pay attention to the job satisfaction of their employees in one way, namely by providing fair and proper compensation. Companies need to pay attention to the job enrichment of employees at Harper Kuta Hotel because it is important for the effectiveness and efficiency of the company.

V. CONCLUSION

5.1 Conclusion

Job enrichment has a positive and significant effect on the organizational commitment of employees at Harper Kuta Hotel. This shows that if job enrichment increases, organizational commitment will also increase. Job satisfaction has a positive and significant effect on organizational commitment of employees at Harper Kuta Hotel. This shows that if job satisfaction increases, organizational commitment will also increase. Job enrichment has a positive and significant effect on job satisfaction. This shows that if job enrichment increases, job satisfaction will also increase. Job satisfaction mediates the effect of job enrichment on the organizational commitment of Harper Kuta Hotel employees significantly. This shows that job satisfaction is able to mediate job enrichment on organizational commitment.

5.2 Suggestions

Management is expected to be able to maintain communication between colleagues, because if communication is not well established it will have an impact on employee performance, and can help one another, both colleagues towards coworkers and superiors with subordinates. Evaluate employee work and provide opportunities for each employee to provide criticism / suggestions in order to improve employee job satisfaction. Able to maintain employee organizational commitment by carrying out activities that aim to increase employee emotional attachment to the company.

5.3 Research Limitations

This research was carried out only within the scope of Harper Kuta Hotel so that these results cannot be used in different companies in the same or non-similar business fields. The factors that influence the behavior of organizational commitment in this study are job enrichment and job satisfaction, while still many other factors can influence based on the available literature.

5.4 Further Research

For further research, it is hoped that it will be able to add variables that can affect organizational commitment, and be able to expand the scope of research that is not only limited to Harper Kuta Hotel employees, or can also change the research location which is not only focused on a research location, thus providing a more views and can be implemented in general.

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