

THE INFLUENCE OF REWARD, WORK PLACE ENVIRONMENT, AND CAREER GROWTH TO JOB SATISFACTION AND THEIR IMPACT ON ORGANIZATIONAL COMMITMENT

(Study on employees of Hotel Sahid Montana Dua Malang)

UNDERGRADUATE THESIS

**Proposed to Pursue Undergraduate Thesis Examination at
Faculty of Administrative Science in Brawijaya University**

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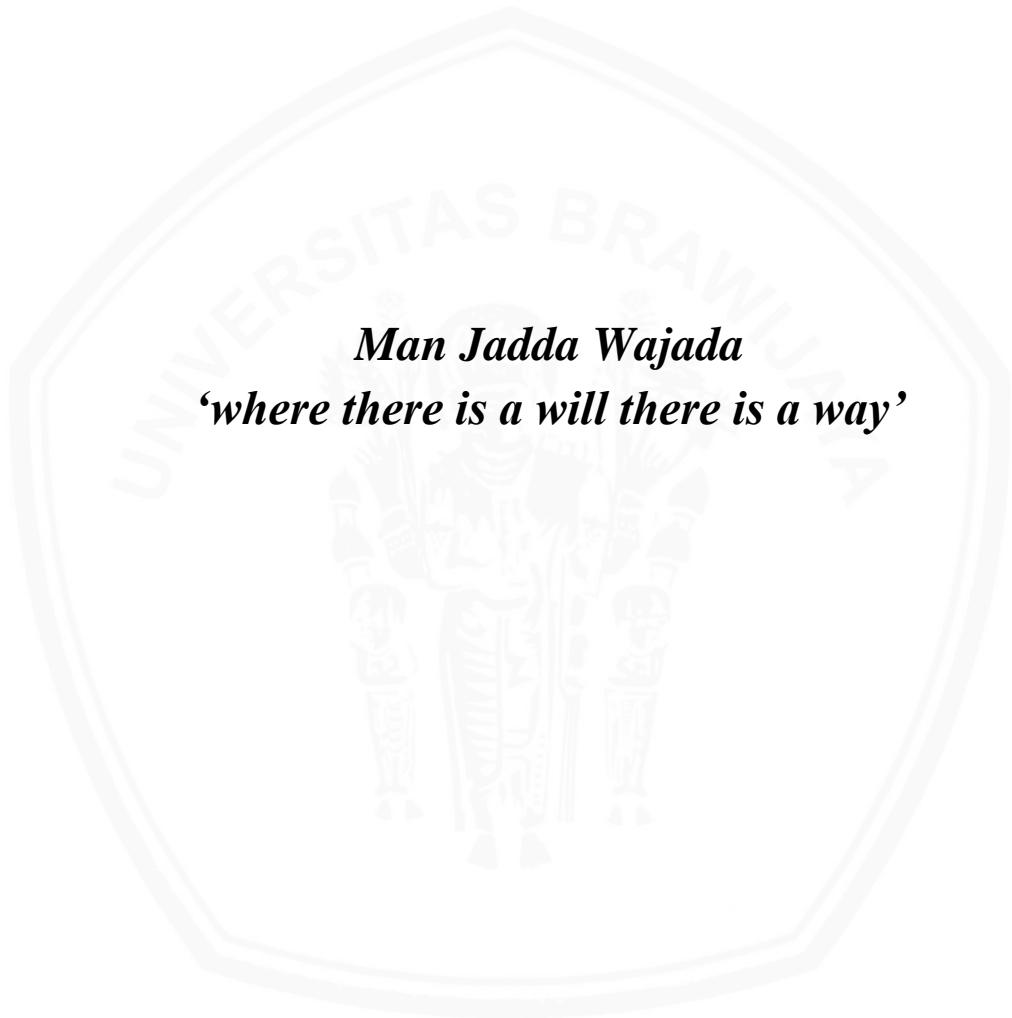
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2018**

MOTTO

Man Jadda Wajada
'where there is a will there is a way'



Approval Sheet

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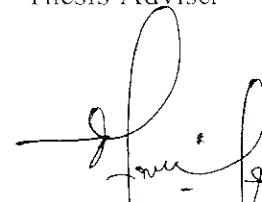
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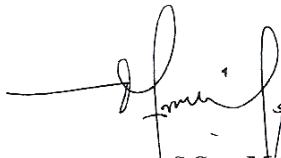
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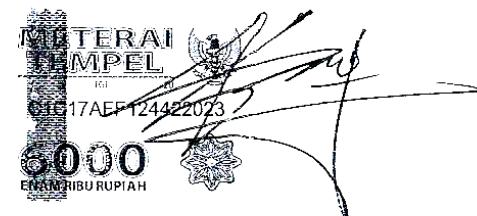

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STATEMENT OF ORIGINALITY

I declare in truth, as far as I know that in these papers of thesis, there are no scientific works which have been submitted by other parties to obtain works or opinions that have been written or published by others in the past time except those which are quoted and mentioned in the source of citations and bibliography or references page.

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SUMMARY

Sahid Satria Putra, 2017, The Influence of Reward, Work Place Environment, and Career Growth to Job Satisfaction and Its Impact on Organizational Commitment (Study on employees of Hotel Sahid Montana Dua Malang), Arik Prasetya, Ph.D.

This research aims to: (1) examine the influence of Reward towards job satisfaction (2) examine the influence of work place environment towards job satisfaction (3) examine the influence of career growth towards job satisfaction (4) examine the influence of reward towards organizational commitment (5) examine the influence of work place environment towards organizational commitment (6) examine the influence of career growth towards organizational commitment (7) examine the impact of job satisfaction towards organizational commitment.

The research method was conducted by explanatory research with quantitative approach. The sample used in this research was 45 respondents from employees of Hotel Sahid Montana Dua Malang. Data collection used in this research is questionnaire method. Data analysis technique involves descriptive statistic analysis and path analysis.

The result of path analysis shows that reward has insignificant influence toward job satisfaction, work place environment has significant influence toward job satisfaction, career growth has significant influence toward job satisfaction. reward has significant influence toward organizational commitment, work place environment has insignificant influence on organizational commitment, career growth has insignificant influence toward organizational commitment, and job satisfaction has significant influence toward organizational commitment. Based on the result of this research, it can be concluded that the more positive and high the job satisfaction of the employee that affected by the independent variable, it can affect the organizational commitment of each employee to stay working at the hotel.

Keywords : Reward, Work Place Environment, Career Growth, Job Satisfaction, Organizational Commitment

RINGKASAN

Sahid Satria Putra, 2017, Pengaruh Penghargaan, Lingkungan Tempat Kerja, dan Pertumbuhan Karir terhadap Kepuasan Kerja dan Dampaknya Terhadap Komitmen Organisasi (Studi pada karyawan Hotel Sahid Montana Dua Malang), Arik Prasetya, Ph.D.

Penelitian ini bertujuan untuk: (1) menguji pengaruh penghargaan terhadap kepuasan kerja (2) menguji pengaruh lingkungan tempat kerja terhadap kepuasan kerja (3) menguji pengaruh pertumbuhan karir terhadap kepuasan kerja (4) menguji pengaruh penghargaan terhadap komitmen organisasi (5) menguji pengaruh lingkungan tempat kerja terhadap komitmen organisasi (6) menguji pengaruh pertumbuhan karir terhadap komitmen organisasi (7) menguji dampak kepuasan kerja terhadap komitmen organisasi.

Metode penelitian ini dilakukan oleh explanatory research dengan pendekatan kuantitatif. Sampel yang digunakan dalam penelitian ini adalah 45 responden dari karyawan Hotel Sahid Montana Dua Malang. Pengumpulan data yang digunakan dalam penelitian ini adalah metode kuesioner. Teknik analisis data melibatkan analisis statistik deskriptif dan analisis jalur.

Hasil analisis jalur menunjukkan bahwa penghargaan memiliki pengaruh tidak signifikan terhadap kepuasan kerja, lingkungan tempat kerja memiliki pengaruh signifikan terhadap kepuasan kerja, pertumbuhan karier memiliki pengaruh signifikan terhadap kepuasan kerja. reward memiliki pengaruh yang signifikan terhadap komitmen organisasi, lingkungan tempat kerja memiliki pengaruh tidak signifikan terhadap komitmen organisasi, pertumbuhan karir memiliki pengaruh tidak signifikan terhadap komitmen organisasi, dan kepuasan kerja memiliki pengaruh signifikan terhadap komitmen organisasi. Berdasarkan hasil penelitian ini, dapat disimpulkan bahwa semakin positif dan tinggi kepuasan kerja karyawan yang dipengaruhi oleh variabel independen, maka dapat mempengaruhi komitmen organisasi setiap karyawan untuk tetap bekerja di hotel.

Kata Kunci : **Hadiah, Lingkungan Tempat Kerja, Pertumbuhan Karier, Kepuasan Kerja, Komitmen Organisasi**

PREFACE

Al-hamdu lillahi rabbil 'alamin.

First of all, I would like to praise Allah SWT. for all His grace and guidance so that I can finish this undergraduate thesis entitled "**The Influence of Reward, Work Place Environment, and Career Growth to Job Satisfaction and Its Impact on Organizational Commitment**". This thesis is appealed to complete the eligibility to be a Bachelor of Business Administration (BBA) in Faculty of Administrative Sciences of Brawijaya University. I am aware that this papers are still imperfect, but from the very beginning of my work that took a lot of effort and long time of process, during the writing of this undergraduate thesis, thankfully I was surrounded by people who always support and help me through so many ups and downs in order to complete it. By that, I would like to say thank you to:

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CHAPTER I

INTRODUCTION

A. Background

The development of the world today is in the era of globalization that impacts the industrial progress in all fields. These advancements are increasingly driving high levels of competition among companies to gain potential and dedicated employees. The various choices of existing industries provide an opportunity for human resources (HR) to be more selective in joining a company, especially related to importances of organization commitment and job satisfaction that becomes a very important matter because it has an influence on achieving corporate goals, while achieving company goals apart from employee performance factors that are also influenced by various matters such as organizational commitment and job satisfaction (Yehuda, 2004).

Job satisfaction gained attention from various circles for various reasons that greatly affect the effectiveness of the organization. According to Slocum & Hellriegel (2007), among other reasons, job satisfaction shows the results of work experience and high levels of disappointment that help indicate organizational issues that require attention, and job dissatisfaction is closely related to absences, employee turnover and physical and mental health problems. Even more so, when an employee is dissatisfied with his job involvement becomes reduced, commitment to the organization is low, atmosphere is very negative, and other negative things will arise. Employee job satisfaction is fulfilled or not their desire to work (Timmreck, 2001). If in the

workplace of an employee does not get what is expected, including opportunities for fair promotion, good income, colleagues and employers are astonishing and satisfaction with the work itself then certainly the commitment of employees to the organization will be low. Robbin (1996) says that job satisfaction is a general attitude toward one's job as the difference between the number of rewards earned by the worker and the many believed to be acceptable.

Job satisfaction is one of the important factors that affect life satisfaction because most of the employees' time is spent in the workplace. The cause of employees feeling less satisfied is because they receive less feedback, less-optimized employee skills, inadequate supervision, few opportunities to participate and praise for well-done jobs are rarely leveled by their bosses and they are more likely to get bored. Logically, an employee who is understood, served and filled with his or her feelings and aspirations especially with regard to work will have genuine loyalty and the potential to best contribute to the successful interests of his organization's goals. Every employee is very aware of how it all will in turn have implications that the greater the potential of organizational resources to further meet and improve job satisfaction. This shows how job satisfaction is so important to employees and organizations that it needs to be nurtured from time to time and continually upgraded in line with the dynamics of individual and organizational development. High job satisfaction will have an impact on positive and dynamic working conditions, giving real benefits for both the organization and employees. These conditions are what every organization management is expected to be and one of the

reasons researchers conduct employment satisfaction studies, as they relate to employees, work productivity and organizational survival.

Job Satisfaction is a major factor to enhance and maintain overall yield of organization and the organization commitment by efficient service and better performance. Many researcher have created the links between job satisfaction and other factors like stress and burnout, motivation, turnover intention, work place environment, organizational commitment, empowerment, performance, turnover intention, reward, career growth and personal characteristics (Chen, 2006; Silva, 2006; Karatepe et al., 2006; Fair brother and Warn, 2003).

Rewards according to Mottaz (1985, in Colbery, 2006) are divided into two, namely intrinsic rewards, internal-sourced rewards and extrinsic rewards which are rewards from sources outside of a person. Robbins (2011) an intrinsic reward is a value or pleasure received by an individual through the content or content of his work. Meanwhile other experts suggest that intrinsic rewards are the work itself (Mahaney and Lederer, 2006). Extrinsic rewards are rewards received by employees through out-of-content content or work content, including direct compensation, indirect compensation and non-financial rewards (Robbins, 2011).

Work Place Environment is one of the factors that affect employee work satisfaction. If the environment around the workplace gives the impression that uncomfortable, employees feel lazy to work. This is the same as what is said by Nitisemito in Sugiyarti (2012) the work environment is everything that is around the workers who can influence him in carrying out



the tasks he carried. Work environment is needed in an organization because employees who care about the work environment either for personal convenience or to facilitate doing better tasks. Temperature, light, and other environmental factors should not be extreme (too much or too little), too hot or dim. In addition, a positive emotional state of evaluating one's work experience is needed. Job dissatisfaction arises when these expectations are not met. Job satisfaction has many dimensions, in general is satisfaction in the work itself, salary, recognition, the relationship between the supervisor with the workforce, and the opportunity to advance

Career growth within the organization can improve employee's motivation in doing his job, thus creating a sense of satisfaction in doing his job (Nugroho and Kunartinah, 2012). This is supported by the results of research conducted by Ekayadi (2009) and Nugroho and Kunartinah (2012) which revealed that career development has a positive and significant impact on employee job satisfaction. According to Sadili Samsudin (2006, in Isyanto et al, 2013) defines career development as an effort to improve the technical, theoretical, conceptual, and morale skills of employees in accordance with the needs of work / occupation through education and training. Careers can be defined as a series of separate but related work activities that provide sustainability, serenity, and meaning in one's life (Flippo, 1996). With a career development program, can further increase the motivation or motivation to employees to better achievement and give maximum contribution to the company



The success of a company or organization according to its human resources. Hotel Sahid Montana Dua Malang is engaged in tourism where high levels of competition have human resources that can be mutually exciting to compete. For it is very relevant when the hotel management to pay attention to employees who have owned. Maintaining human resources is an absolute thing for the organization for the stability of the organization in achieving organizational goals can be achieved. Porter and Steers (1973) argued that job satisfaction reflects the aggregate level of worker prospects and they remain to commitment to organization. Employees want some other benefits along with their jobs like promotion, pay, autonomy etc. These benefits and range of their preferences may be different for every job but if these benefits remain unmet then their satisfaction level will decline and lead to the withdrawal behavior.

An employee in the work of a company or organization has a very basic problem where one employee with another will not be the same level of commitment. Organizational commitment is so important to be understood and created. The occurrence of commitment of personnel or individuals in the ranks and levels of the organization related to the attitude of alignment of personnel to blend with the goals and objectives and according to the value of the organization. Thus any manager of any organization is very concerned to pursue a variety of strategic efforts to create and conserve and enhance the degree of human resource commitment as a bridge to achieve the effectiveness of the behavior and performance of individuals, groups and organizations. Organizational commitment is defined as to the degree to which an employee sides with a particular organization and its goals, and maintains membership



within the organization (Robbins, 2001). Commitment to a high organization means favor of the organization that employs it. Organizational commitment is divided into three components, affective commitment, continuous commitment, and normative commitment (Meyer & Allen, 1997). Organizational commitment in this sense relates to the relative strength of individuals about a sense of trust in organizational values, a willingness to do their best for the benefit of the organization, and the desire to remain a member of the organization.

Organizational commitment is strongly influenced by the extent to which its work can give satisfaction to itself, this is relevant with the statement of Indriantoro (1992) who found results consistent with the previous research that work satisfaction positively correlated with organizational commitment. This means that the greater he believes the company will provide satisfaction for his desire in return for his effort so he will work hard and be committed to the company and *vice versa*. Employee commitments given to organizations are also needed to resolve internal organizational problems such as, reduced operational costs and organizational conflict. A strong commitment allows every employee to strive for the challenges and pressures.

One form of action that indicates the low level of employee commitment to the company is a form of resistance or insubordination committed by employee turnover and employee strike action. Robbins (2001) also reminds every organizational manager to really look at how important the understanding and fulfillment of job satisfaction that has an impact on the level of productivity, absenteeism and labor turnover.

Job Satisfaction is the key for the hotel management to provide Job Satisfaction so that employees can maximize their work ability and willing to commit to the company. Commitment to the company is very important because with the company's commitment the company will be able to rely on the ability of employees to carry out the best effort with loyalty and willingness to stay in the company so that the company is not worried about losing the best employees they have. Job satisfaction seems to be a key driver of performance, organizational commitment, and life satisfaction, it is important for managers to understand how satisfied their employees are (Colquitt, Lepine, & Wesson, 2009). Growing and maintaining a consumer-oriented workforce and focusing on delivering quality, organizations must develop employees to deliver quality service. This means that after hiring the right employees, the organization must train and work with employees to ensure service (Zeithaml, Bitner, & Gremler, 2009)

From the analysis above, researcher decided to do the research entitled “The Influence of Reward, Work Place Environment, and Career Growth to Job Satisfaction and Its Impact On Organizational Commitment”. Based on previous literatures (Chen, 2006; Silva, 2006; Karatepe et al., 2006; Fair brother and Warn, 2003), this research identifies factors that may influence to Job Satisfaction which is stress and burnout, motivation, turnover intention, work place environment, organizational commitment, empowerment, performance, turnover intention, reward, career growth and personal characteristics. The researcher decided to examine only three factors that may influence Job Satisfaction which are work place environment, reward, and career growth. The

main purpose of this research is to find out what factors that significantly influence job satisfaction and their impact on the employees of Organizational Commitment of Hotel Sahid Montana Dua Malang.

B. Problem Statement

Based on the description above, the problems in this research can be formulated as below:

1. Does Reward have a significant influence on Job Satisfaction of Hotel Sahid Montana Dua Malang employee?
2. Does Work Place Environment have a significant influence on Job Satisfaction of Hotel Sahid Montana Dua Malang employee?
3. Does Career Growth have a significant influence on Job Satisfaction of Hotel Sahid Montana Dua Malang employee?
4. Does Reward have a significant influence on organizational commitment of Hotel Sahid Montana Dua Malang employee?
5. Does Work place environment have a significant influence on organizational commitment of Hotel Sahid Montana Dua Malang employee?
6. Does Career Growth have a significant influence on organizational commitment of Hotel Sahid Montana Dua Malang employee?
7. Does Job Satisfaction have a significant influence on organizational commitment of Hotel Sahid Montana Dua Malang employee?

C. Research Objectives

The purposes of this research are:

1. To examine the Influence of Reward towards Job Satisfaction
2. To examine the Influence of Work Place Environment towards Job Satisfaction
3. To examine the Influence of Career Growth towards Job Satisfaction
4. To examine the Influence of Reward towards Organizational Commitment
5. To examine the Influence of Work Place Environment towards Organizational Commitment
6. To examine the Influence of Career Growth towards Organizational Commitment
7. To examine the impact of Job Satisfaction towards Organizational Commitment

D. Benefit of Research

The advantages of this research are:

1. Academically
 - a. This research is expected to be a new knowledge for the researcher in terms of Human Resource Management in Hospitality, emphasis in job satisfaction and organizational commitment of hotel worker generally.
 - b. To find out if reward, work place environment and career growth can affect job satisfaction also it can impact organizational commitment.

2. Practically

To inform the organization (Hotel Sahid Montana Dua Malang) which variables are effective to maintain Job Satisfaction and retain their presences.

E. Systematic Implementation

Systematic implementation aims to give a clear picture from each chapter of how this research paper is arranged. This paper consists of five chapters and arranged as below:

Chapter I

INTRODUCTION

This chapter consists of research background, problem reviews, research objectives, research advantages, and the systematic implementation of the research.

Chapter II

LITERATURE REVIEW

In this chapter, the researcher will try to summarize the previous research about employer branding and its role. Theories from the experts that explain related variables are also included.

Chapter III

RESEARCH METHOD

The methods that are used in this paper is explained in this chapter including type of research, research location, the variable and the measurements,

population and samples, data collection techniques, type of data, and data analysis techniques.

Chapter IV

RESULT AND DISCUSSION

This chapter explains the result of the research that has been done by the researcher to determine the significance of the hypothesis.

Chapter V

CONCLUSION

This chapter consists of the conclusion of the paper and the advice for future researchers to figure the strength and to complete the limitation of this research.



CHAPTER II

LITERATURE REVIEW

A. Empirical Reviews

1. Dede Kurnia Ilahi, Mochamad Djudi Mukzam, Arik Prasetya (2017):
The Impact of Job Satisfaction to Work Discipline and Organizational Commitment.

The purpose of this study is to explain job satisfaction, work discipline and organizational commitment. The type of research used is explanatory research with quantitative approach. Population and sample in this research is all employees of PT. PLN (Persero) Distribution East Java Area Malang which amounted to 70 people. Methods of data collection in this study using questionnaires. The analysis used in this research is descriptive analysis and path analysis. From the path analysis shows: job satisfaction variable has a significant and positive influence on the work discipline with the beta coefficient of 0.653 and the probability of 0,000; job satisfaction variable has a significant and positive influence on organizational commitment with a beta coefficient of 0.265 and probability of 0.019; Work discipline variables have a significant and positive influence on organizational commitment with a beta coefficient of 0.531 and a probability of 0.000; And indirect job satisfaction influence on organizational commitment through work

discipline with beta coefficient value equal to 0,347 with total effect 0,611.

2. Irna Handayaningrum, Endang Siti Sunarti, and Arik Prasetya (2016): Factors That Affect Job Satisfaction and Employee Performance.

The purpose of this research is to know and explain the influence of job satisfaction factors (compensation, work environment, job characteristics to performance). The type of research used is explanatory research with quantitative approach. Variables in this research are compensation, work environment and job characteristics as independent variable, job satisfaction as mediator variable and employee performance as dependent variable. This study uses data obtained from questionnaires by respondents. The method of data analysis used is descriptive analysis and path analysis. The result of path analysis shows that the compensation, work environment and job characteristics have no significant effect on job satisfaction; Job satisfaction has a significant and positive effect on employee performance; Compensation, work environment and job characteristics have no significant effect on employee performance.

3. Firmananda Hutama Akbar, Djamhur Hamid, Mochammad Djudi (2016): The Impact of Job Satisfaction to Organizational Commitment and Employee Performance.

The purpose of this research is to describe Job Satisfaction, Organizational Commitment and Employee Performance, and explain the influence between Job Satisfaction variable, Organizational

Commitment and Employee Performance. The population in this study as many as 298 permanent employees PG Kebon Agung Malang. Sampling using propotional random sampling counted 75 people. The research method used is Explanatory Research by using questionnaires and documentation as a means of data collection. Data analysis in this study used path path analysis assisted by SPSS 21 program. Path analysis result showed that Job Satisfaction has significant influence toward Organizational Commitment with coefficient 0,535 and significant value $0,000 \leq 0,05$. Job Satisfaction also significantly influence Employee Performance with coefficient 0,516 and significant value $0,000 \leq 0,05$. Organizational Commitment variable significantly influence Employee Performance with coefficient 0,251 and significant value $0,016 \leq 0,05$. The indirect effect of job satisfaction variable on employee performance through organizational commitment is 0.134 is smaller than the direct effect of job satisfaction on employee performance of 0,516.

4. Ayu Firdiana Rahmania, M. Al Musadieq, Moch. Djudi Mukzam (2016): Description of Factors That Affect to Employee Job Satisfaction.

The objective of research is to describe and to explain the degree of the factors influencing work satisfaction of the employees of Jaya Makmur Cigarette Company, Production Division of Kepanjen Malang. Research type is description study with questionnaire as the main instrument of research. The population of research within Jaya Makmur

Cigarette Company is 263 regular employees at production division who receive monthly salary. The sample is 159 employees. Result of analysis indicates that the variabel of work satisfaction with the highest mean is payment variabel with mean 4,1, and it is followed by co-worker variabel with mean 4,0, supervisor variabel with mean 3,8, promotion opportunity variables with the highest deviation standard is work variabel with 0,63, follows by supervisor variabel with 0,55, then work opportunity variabel with 0,52, co-worker variabel with 0,48, and lastly, payment variabel with 0,43. Research concludes that a factor with the greatest role in influencing the work satisfaction of employees of Jaya Makmur Cigarette Company is payment, and then it is followed by other factors such as co-worker, supervisor, promotion opportunity and work.

5. Ebru Gunlu, Mehmet Aksarayli, Nilufer Sahin Percin (2009): Job Satisfaction and organizational commitment of hotel managers in Turkey.

The aim of this paper is to identify the effects of job satisfaction on organizational commitment for managers in large-scale hotels in the Aegean region of Turkey and, in addition, to examine whether there is a significant relationship between the characteristics of the sample, organizational commitment, and job satisfaction. Two structured questionnaires were administered to large-scale hotel managers in the tourism industry. The survey instruments were adopted from the validated Minnesota Job Satisfaction and Organizational Commitment Questionnaire of Meyer-Allen. The data were analyzed using Statistical



Package for Social Sciences version 13.0. The findings indicate that extrinsic, intrinsic, and general job satisfaction have a significant effect on normative commitment and affective commitment. In addition, the findings suggest that the dimensions of job satisfaction do not have a significant effect on continuance commitment among the managers of large-scale hotels. When the characteristics of the sample are regarded, age, income level, and education have a significant relationship with extrinsic job satisfaction whereas income level indirectly affect affective commitment.

6. Abeer Imam, Aiman Raza, Mansoor Ahmed (2014): Impact of job satisfaction on organizational commitment in banking sector employees of Pakistan.

The purpose of this study was to empirically investigate the impact of job satisfaction on the organizational commitment of banking sector employees. Survey questionnaire was used to collect the data from the employees working in the banks of different cities of Punjab, Pakistan. Respondents were selected through convenience sampling. Regression and correlation analyses revealed that job satisfaction in banking sector employees has significant positive impact on organizational commitment. Correlation matrix also showed a significant positive correlation between job satisfaction and organizational commitment. Regression analysis also shows a positive relationship between job satisfaction and organizational commitment. This finding reveals that there exists a positive relationship between job

satisfaction and organizational commitment among employees of banking sector of Pakistan.

7. Athar Waqas et al (2014): Factors Influencing Job Satisfaction and Its Impact on Job Loyalty.

The purpose of the study is to find the job satisfaction level, its impact on loyalty and the factors affecting it, to help efficient and effective management system in the developing countries like Pakistan.

A model was developed which includes the factors affecting job satisfaction, their relations and effects on job loyalty. Questionnaire was developed to collect the data for job satisfaction level in various organizations. Convenient sampling was used and 148 questionnaires were filled from the employees of different private and public organizations. Statistically, Reward and recognition and workplace environment were most influencing factors to Job` satisfaction, but participation in decision making and job satisfaction has insignificant relationship. Moreover, there is also positive relation between job satisfaction and job loyalty. Human resource management (HRM) claims to measure job satisfaction in developed or multi-national companies.

8. Farzana Riasat, Sobia Aslam, Qasim Ali Nisar (2016): Do Intrinsic and Extrinsic Rewards influence the Job satisfaction and Job performance? Mediating Role of Reward System.

Satisfied employees becoming more devoted, dedicated and attached with their organization as compared to other employees. The

main purpose of current study is to determined relationship between Intrinsic and Extrinsic motivation by concentrating the mediating effect of Reward System. Data have been collected by applying the simple random sampling. Questionnaire technique takes on to accumulate data collected from staff in context of their satisfaction and performance. By applying statistical tools CFA and SEM outcome shows that monetary and non-monetary rewards really positively associate with employees' job satisfaction. Positive correlation lies between intrinsic, extrinsic motivation and employee's performance and job satisfaction of nursing staff in hospitals. Moreover, results divulged that rewards system significantly and partially mediates the relationship between intrinsic and extrinsic rewards, job performance, and job satisfaction. The research provide deeply appreciative that how institution can encourage employees by delivering valuable rewards and Intrinsic and extrinsic motivation programs.

Table 2.1. Empirical Review

No.	Researchers (Year)	Title	Research Purpose	Research Method	Result
1.	Dede Kurnia Ilahi, Mochamad Djudi Mukzam, Arik Prasetya (2017)	The Impact of Job Satisfaction to Work Discipline and Organizational Commitment.	The purpose of this study is to explain job satisfaction, work discipline and organizational commitment.	Methods of data collection in this study using questionnaire s. The analysis used in this research is descriptive analysis and path analysis.	The result of path analysis shows that the compensation, work environment and job characteristics have no significant effect on job satisfaction; Job satisfaction has a significant and positive effect on employee performance; Compensation, work environment and job characteristics have no significant effect on employee performance.
2.	Irna Handayaningrum, Endang Siti Sunarti, and Arik Prasetya (2016)	Factors That Affect Job Satisfaction and Employee Performance.	The purpose of this research is to know and explain the influence of job satisfaction factors (compensation, work environment, job characteristics to performance).	The method of data analysis used is descriptive analysis and path analysis.	The result of path analysis shows that the compensation, work environment and job characteristics have no significant effect on job satisfaction; Job satisfaction has a significant and positive effect on employee performance; Compensation,

Continue from Table 2.1 Empirical Review

					work environment and job characteristics have no significant effect on employee performance.
3.	Firmananda Hutama Akbar, Djamhur Hamid, Mohammad Djudi (2016)	The Impact of Job Satisfaction to Organizational Commitment and Employee Performance.	The purpose of this research is to describe Job Satisfaction, Organizational Commitment and Employee Performance, and explain the influence between Job Satisfaction variable, Organizational Commitment and Employee Performance.	The research method used is Explanatory Research by using questionnaire s and documentation as a means of data collection. Data analysis in this study used path path analysis assisted by SPSS 21 program.	Job Satisfaction has significant influence toward Organizational Commitment. Job Satisfaction also significantly influence Employee. Performance Organizational Commitment variable significantly influence Employee Performance. The indirect effect of job satisfaction variable on employee performance through organizational commitment is 0.134 is smaller than the direct effect of job satisfaction on employee performance of 0,516.
4.	Ayu Firdiana Rahmania, M. Al Musadieq, Moch. Djudi Mukzam (2016)	Description of Factors That Affect to Employee	The objective of research is to describe and to explain the degree of the factors	Research type is description study with questionnaire as the main	Research concludes that a factor with the greatest role in influencing the work

Continue from Table 2.1 Empirical Review

		Job Satisfaction.	influencing work satisfaction of the employees of Jaya Makmur Cigarette Company, Production Division of Kepanjen Malang.	instrument of research.	satisfaction of employees of Jaya Makmur Cigarette Company is payment, and then it is followed by other factors such as co-worker, supervisor, promotion opportunity and work.
5.	Ebru Gunlu, Mehmet Aksarayli, Nilufer Sahin Percin (2009)	Job Satisfaction and organizational commitment of hotel managers in Turkey.	The aim of this paper is to identify the effects of job satisfaction on organizational commitment for managers in large-scale hotels in the Aegean region of Turkey and, in addition, to examine whether there is a significant relationship between the characteristics of the sample, organizational commitment, and job satisfaction.	Two structured questionnaire s were administered to large-scale hotel managers in the tourism industry. The survey instruments were adopted from the validated Minnesota Job Satisfaction and Organizational Commitment Questionnaire of Meyer-Allen. The data were analyzed using Statistical Package for Social Sciences version 13.0.	The findings indicate that extrinsic, intrinsic, and general job satisfaction have a significant efffect on normative commitment and affective commitment. In addition, the findings suggest that the dimensions of job satisfaction do not have a significant effect on continuance commitment among the managers of large-scale hotels. When the characteristics of the sample are regarded, age, income level, and education have a significant relationship with

Continue from Table 2.1 Empirical Review

					extrinsic job satisfaction whereas income level indirectly affect affective commitment.
6.	Abeer Imam, Aiman Raza, Mansoor Ahmed (2014)	Impact of job satisfaction on organizational commitment in banking sector employees of Pakistan.	The purpose of this study was to empirically investigate the impact of job satisfaction on the organizational commitment of banking sector employees.	Survey questionnaire was used to collect the data from the employees working in the banks of different cities of Punjab, Pakistan. Respondents were selected through convenience sampling.	Regression and correlation analyses revealed that job satisfaction in banking sector employees has significant positive impact on organizational commitment. Correlation matrix also showed a significant positive correlation between job satisfaction and organizational commitment. Regression analysis also shows a positive relationship between job satisfaction and organizational commitment. This finding reveals that there exists a positive relationship between job satisfaction and organizational commitment among employees of

Continue from Table 2.1 Empirical Review

					banking sector of Pakistan
7.	Athar Waqas et al (2014)	Factors Influencing Job Satisfaction and Its Impact on Job Loyalty.	The purpose of the study is to find the job satisfaction level, its impact on loyalty and the factors affecting it, to help efficient and effective management system in the developing countries like Pakistan.	Questionnaire was developed to collect the data for job satisfaction level in various organizations . Convenient sampling was used and 148 questionnaire s	Statistically, Reward and recognition and workplace environment were most influencing factors to Job satisfaction, but participation in decision making and job satisfaction has insignificant relationship. Moreover, there is also positive relation between job satisfaction and job loyalty.

B. Theoretical Review

1. Job Satisfaction

Job satisfaction is an interesting topic and the most widely studied variable in research organizational behavior. There are several reasons why we should pay attention to job satisfaction, which can then be grouped into focus on employees or focus on the organization. For example, the humanitarian perspective that humans deserve to be treated fairly and valued. Job satisfaction to some extent is a reflection of good treatment (Spector, 1997). According to Paul Spector (1997) job satisfaction can lead to employee behavior that affects the function of the organization so it is believed also affect the effectiveness and efficiency of the organization. Job satisfaction is defined as a favorable or unfavorable person regarding his work (Davis and Newstrom, 2001) or a person's general attitude towards his work (Robbins, 2001).

Job satisfaction is a special attitude toward work factors, adjustments and individual relationships outside the workplace. Basically employee satisfaction in work is individual. Each individual will have different levels of satisfaction in accordance with the system values that apply to him. This is due to differences in each individual. The more aspects of the job that suit the individual's desire, the higher the perceived satisfaction, and vice versa. It can be said that job satisfaction is a generalization of attitudes based on various aspects of work. For example, equipment, environment, psychological needs and

so forth. The more aspects in the work that are not in accordance with the wishes of the individual, the higher the dissatisfaction of a person.

Locke in Luthans (2006) provides a comprehensive definition of job satisfaction that includes cognitive, affective, and evaluative reactions or attitudes and states that job satisfaction is "a happy emotional state or positive emotion derived from a person's work assessment or work experience." Job satisfaction is the result of employees' perceptions of how well their work delivers what is important. In general, job satisfaction is the most important and often learned attitude.

From the definition can be interpreted that job satisfaction is a feeling of pleasant or positive emotions resulting from the assessment of one's work or work experience. There are three important dimensions in job satisfaction:

- a. Job satisfaction is the emotional response of the work situation.
- b. Job satisfaction is how the results obtained or whether the results obtained in accordance with expectations.
- c. Job satisfaction describes a person's behavior with a high level of job satisfaction indicates a positive attitude towards the work, someone who is not satisfied with his work shows a negative attitude towards the job. (Robbins, 2006)

According to Greenberg and Baron (2003) there are 2 theories of approaches to job satisfaction, which are:

a. Two-factor Theory

A theory of job satisfaction that describes satisfaction and dissatisfaction comes from different groups of variables ie hygiene factors and motivators. Hygiene factors are job dissatisfaction caused by a collection of differences from factors (quality of supervision, work environment, payroll, security, agency quality, employment relationship and company policy). Because these factors are preventing negative reactions they are called hygiene (maintenance) factors. Job satisfaction derived from a set of work-related factors or outcomes directly from their job (promotional opportunity, recognition, responsibility, presentation) is called motivators, because it is the highest level of job satisfaction.

b. Value Theory

A theory of job satisfaction that depends on the appropriateness between the work it earns (the reward) and the perception of the availability of some results. The more results he gets will be more satisfied, if he gets a little result then he will be less. This theory focuses on the many results obtained. The key to satisfaction is the conformity of the results received with their perceptions.

Based on the two theories then it can be concluded approaches and measurements of employee satisfaction viewed from the side of satisfaction factors associated with the work achieved and that affect



satisfaction and dissatisfaction (promotion, motivation, work place environment, and reward).

There are factors that can affect job satisfaction according to Armstrong and Murlis (2003) are as follows; Need fulfillment, Discrepancies, Value attainment, Equity, Genetic components. Besides the cause of job satisfaction, there are also determinants of job satisfaction. Among them are as follows: Work it self, Supervision, Workers, Promotion, and Pay. According to Lewa and Subowo (2005), Simamora (2006), job satisfaction is caused by Challenging work, rewards, working environment conditions and interpersonal relationships. Researcher pick three factors that may affect to Job satisfaction which is reward, work place environment, and career growth, this is because it may related to employee who work in a hospitality business.

2. Reward

According to Armstrong and Murlis (2003) states that, the reward system is the mechanism of the game, the way or system used in the organization to respond to employee performance. According to Byars and Rue (2000) grouping rewards into two categories, namely Instrinistic Reward and Extrinsic Reward.

- a. Instrinsic reward is the form of a sense of complacency obtained by someone who has successfully completed his job well and has achieved certain goals. To increase intrinsic rewards management can use various techniques such as



increased responsibility, participation in decision making, and other efforts that increase one's self-esteem and encourage people to be the best.

- b. Extrinsic rewards consist of compensation given to personnel, either in the form of direct, indirect, or non-monetary compensation. Direct compensation is direct payment in the form of salary or basic wage, honorarium overtime or holiday, profit sharing, share distribution, and other bonuses based on personnel performance. Indirect award is all payments for the welfare of personnel such as accident insurance, old age insurance, vacation honorarium, sickness allowance. Non-monetary rewards can be something the company gives extra to its personnel, such as a workspace that has a privileged location and facilities, special parking spaces, privileged degrees and personal secretaries.

3. Work Place Environment

According to Lewa and Subowo (2005) work environment designed in such a way as to create a working relationship that binds workers to their environment. A good working environment is where employees can perform activities in an optimal, healthy, safe and comfortable. Bad work environment can demand more labor and time and do not support the acquisition of efficient work system design. Sedarmayanti (2009) states that in general, the type of work

environment is divided into two namely the physical work environment, and non physical work environment. Physical work environment means all physical circumstances that exist around the workplace which may affect employees either directly or indirectly. Non-physical work environment is all circumstances that occur relating to employment relationships, either with superiors or with colleagues, or with staff.

4. Career Growth

Career development is an approach taken by the organization to ensure that people with appropriate qualifications and experience are available when needed, as they can benefit individuals and organizations. Development of human resources needs to be done, because to reduce the dependency of companies in the appointment of new employees According to Simamora (2007), Effective career development will result in an environment of mutual trust, effective empowerment and commitment to vision, mission and strategic objectives (Veithzal Rivai, 2006). Flippo (1995: 278) argues that a well-designed career development program involves three main elements: (1) assisting employees in assessing their own internal career needs; (2) develop and broaden the career opportunities available within the organization, and (3) link the needs and capabilities of employees with career opportunities.

5. Organizational Commitment

a. Definition of Organizational Commitment

Cut Zurnali (2010) defines the organizational commitment with reference to the opinions of Meyer and Allen (1993), Curtis and Wright (2001), and S.G.A. Smeenk, et.al. (2006) in which organizational commitment is defined as a psychological state characterizing the employee's relationships with the organization or its implications that affect whether the employee will remain in the organization or not identified in the three components; Affective commitment, continual commitment and normative commitment. The definition of organizational commitment is interesting, because what is seen is an employee psychological state to remain in the organization.

Commitment to the organization also addresses employee closeness to the organizations they are in and at the same time commitment reflects the power of employee engagement and loyalty to the organization. This involvement and loyalty is strongly influenced by how much work is charged to employees according to their expectations (Babakus, 1996). Another definition put forward by Stephen P. Robbins (2003) is that high involvement of a parent means taking sides in the individual's individual work, while high organizational commitment means favoring the organization that recruits the individual. The statement also confirmed by what is proposed by Newstrom and Davis (2002, stating that organizational commitment is the degree to which individuals, while organizational commitment is the degree to which people take sides and would like



to continuously berpartisiasi active in the organization, which is reflected through the characteristics as follows:

1. Strong conviction and acceptance of organizational values and goals
2. Willingness to do the best for the organization
3. There is a definite desire to stay in the organization

Organizational commitment is the proximity of employees to the organizations they belong to (Lanschinger, 2001) there is also a commitment to the involvement and loyalty of employees to the organization (Babakus, 1996).

From the definition of organizational commitment that has been revealed by some researchers, it can be concluded that organizational commitment is a psychological state that characterizes the degree of employee relationships with the organization, which can determine how employees identify with the organization, willingness and level of employee involvement in accordance with its role to try and achieve Organizational goals, and a strong desire to be faithful and continue to assume its membership within the organization.

b. Types of Organizational Commitment

Meyer and Allen (1997) suggested three models of commitment types, namely:

- 1) Affective Commitment

Refers to employee perceptions of emotional attachment (the feeling of wanting to stay in the company), the identification and involvement of employees in the organization and its objectives.

2) Normative Commitment

Commitment that reflects employees' perceptions of the obligation they feel to remain in an organization. If an organization has been so loyal to an employee or has supported its educational endeavors, employees may feel a high degree of normative commitment. Normative commitment can be explained by other commitments (marriage, family, trust, etc.) therefore, when linking with one's commitment to the place of work, employees often feel they have a moral duty to the company (Wiener 1982)

3) Continuence Commitment

Commitment that represents employees' perceptions of expenses or costs associated with employee decisions to leave the organization. In this type of employee feel the need to remain to work in the company, because they feel entangled with the company for lack of skills / skills, or no opportunity to move, or receive a high salary, etc.

Meyer et al. Says Employees with strong affective commitment will settle within an organization because they want it, those with a strong sustained commitment will settle within an

organization because they feel they have and do not have other options, and those whose normative commitment is firmly established within an organization. Because they feel the moral obligation not to leave the company.

c. Factors that affect organizational commitment

1) The cause of affective commitment

Mowday et al (1992) investigated the role of personal characteristics and found that the characteristics and experiences one brings to the organization can predict how their commitment to the organization. Good work experience and supported by a good working history in the old company may still be carried over to the new organization where someone works. In addition, work experience in an organization that has been established well and provide psychological comfort, making a person familiar with what will make his commitment to the organization higher.

Personal characteristics consisting of age, employment, education level, gender, ethnicity and personality correlate with organizational commitment (Mowday et al., 1982). Then Allen and Meyer (1993), Buchanan (1974), and Hall et al. (1977) found a positive relationship between the age of the employee and their length of service with the organization with their level of commitment. A person's long working period in an organization can make a higher level of commitment to the



organization. The study also found that employee traits such as leadership and communication styles have an influence on organizational commitment (Decottis and Summers, 1987)

2) The cause of continuence commitment

Continuence commitment is caused by three things, namely personal characteristics, investment and alternatives. Investment is meant here such as time, money, or business. Employees who feel they have sacrificed or spent a lot of time, effort, and money for the organization will feel the loss if they leave the organization because it will lose what has been given so far. Then with regard to alternative factors, employees who feel they do not have a more attractive, more suitable employment alternative or higher paying offer, will feel the loss of leaving the organization because they are not necessarily getting better than what they have earned so far.

3) The cause of normatif commitment

Normative commitment consists of norms that are embedded in a person, since childhood, before being in an organization, until when someone is in and working within the organization. Meyer and Allen (1997) argue that normative commitment will be further strengthened by the existence of psychological contracts between employees and organizations. A psychological contract is a belief that one has about an exchange between an employee and an organization that affects



a sense of liability to the organization. Meanwhile, if the organization instills a norm or belief in its employees that the organization expects loyalty, then employees also exhibit normative commitment.

d. Cause of organizational commitment

Meyer et al., (2001) mentions, some of the things that results from organizational commitment:

1) Turnover

Turnover is the level of exchange or turnover, which in this context is the exchange of labor or employees. Turnover rates can be attributable to organizational commitment. The relationship between turnover and organizational commitment is a negative one. If a person's commitment to the organization is high, his desire to resign or leave the organization will be low, and vice versa. Low-committed employees will easily have the intention of leaving the organization.

2) Absenteeism

Organizational commitment can also affect employee absenteeism in the workplace. Employees who have high commitment to the organization will exhibit a negative attitude towards absenteeism. They tend to be often trying to attend the workplace. Of the three dimensions of commitment, only affective commitment is negatively related to absence (Meyer et al, 2001).



3) Employee Performance

Organizational commitment has a positive effect on employee performance. In other words, employees with a commitment to a high organization will perform better. Of the two dimensions of commitment, only affective commitment and normative commitment have a negative relationship. Affective commitment found stronger positive relationship with employee performance (Meyer et al., 2001)

4) Stress and Family Conflict

Based on research Meyer et. Al., (2001) organizational commitment has a negative relationship with work-family stress and conflict. The lower a person's commitment, the higher the stress they feel, as well as the host of family conflicts and work experienced by the employee. Of the three dimensions, only affective commitment is negatively related.

C. Relationship Among Variables

1. The influence of Reward on Job Satisfaction

A direct or indirect reward based on or directly related to performance and gain sharing due to increased productivity. Individuals who perceive that promotional decisions are made in a fair way will experience job satisfaction from their work (Effendi 2002). Reward is a gift to employees or something received by employees as a reward for their achievement to the company in carrying out the work. The



economic rewards are usually given in the form of salaries, wages, benefits, bonuses, incentives, and so on. With the given benefits, employee will have a high job satisfaction (Ruvendi 2005). According to the research of Azka, et al. (2014) reward has a significant influence on Job Satisfaction. This is related to the correlation level. Therefore, the better the rewards given to employees in the company then able to give a significant effect on the job satisfaction. Rewards have a positive and significant impact on job satisfaction. giving rewards by the agency will affect the job satisfaction of the employees (Hidayat 2015).

2. The influence of Work Place Environment on Job Satisfaction

Work environment positively and significantly influence on job satisfaction. The majority of employees prefer a clean, comfortable, and supported physical work environment with supportive equipment. Robbins (1996) opinion provides an idea that the physical work environment has an important role to create employee job satisfaction. The non-physical work environment covers all the circumstances that occur with respect to employment relationships, either with the employer's relationship or peer relations, or relationships with subordinates (Sedarmayanti, 2001). Nitisemito (2000) stated that companies should be able to create working conditions that support cooperation between the level of superiors, subordinates and who have the same status of position in the company. Management should be able to create a working atmosphere filled with family nuances and good communication. The results from Wibowo, et al. (2014) showed that the



variables of physical and non-physical work environment together have a significant effect on employee job satisfaction. Partial test results indicate that neither the physical work environment nor the non-physically partial effect on the employee's job satisfaction. Pangestu, et al. (2017) Analysis of the data used is descriptive analysis and multiple linear regression analysis. The values indicate that the physical work environment and nonphysical contribution of 56.3% on employee job satisfaction.

3. The influence of Career Growth on Job Satisfaction

Career growth is the process of enhancing individual work ability achieved in order to achieve the desired career. The goal of career development is to match the needs and goals of employees with the career opportunities available in today's and future companies (Rivai, 2003). Career growth can be defined as a formal and sustainable effort that focuses on the development of better employees (Meija, 2007). Motivation and career development will increase employee job satisfaction. Because both of these things are needed in order to create a harmonious relationship between the company with employees who in the end is expected to create a good job satisfaction (Ekayadi, 2010). Career development has a positive and significant impact on employee Satisfaction of PT Pos Indonesia (Persero) Bekasi (Parimita, et al. 2015).

4. The influence of Reward on Organizational Commitment

Reward is a very important thing for company employees. The amount of reward shows the size of the value of a work contributed by a

company. The reward system is also important for the company, as the reward system shows the organization's efforts to maintain HR or in other words, so that employees have a high loyalty and commitment to the company (Handoko, 2002). Reward system is a design created by the organization with the aim to motivate employees in improving their performance and retain employees who have competence (Usmara, 2002). Reward system is a design created by the organization with the aim to motivate employees in improving their performance and retain employees who have competence (Luthan, et al.2006). Based on research Yudhaningsih, et al. (2016) the better the reward system the higher the head section commitment. Provision of benefits in the form of health benefits, holiday allowances and side dishes as well as the provision of incentives in accordance with achievements and workload is highly appreciated by the head of the fund and head of credit. They feel given the attention of the organization and feel dependent on the organization because the organization has been able to meet the needs of the head of department so that this can increase the commitment of the chief part of the organization.

5. The influence of Work Place Environment on Organizational Commitment

Organizational commitment is influenced by the environment in which an employee works. If the work environment is less supportive, such as less facilities, less harmonious working relationships, social security and less security, then automatically employees' commitment to

the organization becomes increasingly faded (Kuntjoro, 2002). McGuire dan McLaren (2009) stated that the physical environment is positively associated with employee commitment. This study also disclosed other research findings that the provision of inadequate equipment and poor working conditions affect employees' commitment and intention to remain in the organization. From a security perspective, McGuire and McLaren (2009) show that environmental conditions affect employee safety perceptions, which impact on employee commitment. According to research from Alfaranti (2011), work environment has a positive effect on employee job satisfaction Unit Spinning II PT. Sinar Pantja Djaja Pan Asia Group Semarang. If the workplace environment employees good, then the employee job satisfaction will be created so that employees will feel comfortable in working. Vice versa if the work environment provided to employees does not support the job satisfaction will not be created in the employee. Kurniasari, et al. (2013) The results of this study prove that the work environment and organizational climate have an influence on the commitment of the organization either directly or indirectly through job satisfaction. Therefore, the Office of Market Unit Market of Tanjung Jember Regency should consider aspects related to work environment and organizational climate such as work space, equipment, lighting, temperature and air arrangement, noise, leadership style, belief system, authorization, and communication , Honesty, responsibility, and others.

6. The influence of Career Growth on Organizational Commitment

Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals or meet the needs of organizations that essentially prioritize the mission of the organization rather than personal interests (Soekidjan, 2009). Career development indicates that an employee wants to keep working in the organization where he works for a long period of time, for example until retirement age (Siagian, 2003). Without the support of the organization on employee career development, then the planning has been done by individuals will not run properly. Therefore, companies need to manage and develop employee career well so that employees' commitment to the organization is maintained and able to encourage employees to do the best for the company. According to Putra (2014) research, career development has a positive and significant impact on organizational commitment. That is, the higher the level of opportunity in career development that is fair treatment, keperdulian superiors to help subordinates improve the ability and position, information about promotional opportunities so as to increase employee interest to be promoted and feel satisfied with career opportunities received, the higher the level Organizational commitment of employees. Conversely, when opportunities in career development decline, it can also decrease the level of organizational commitment of employees

7. The impact of Job Satisfaction on Organizational Commitment

Employee job satisfaction has a close relationship with organizational commitment, where the level of good job satisfaction will affect employees' commitment to the organization, these variables will be able to improve and can also lower the level of commitment of employee organizations (Jones, 1991). Organizational commitment as an employee psychological bond to an organization characterized by strong trust and acceptance of the organization's goals and values, the willingness to work towards the achievement of organizational interests and a strong desire to maintain the position of an organization member Sopiah (2008). Organizational commitment to employees will be created with many things, including the satisfaction satisfaction obtained within the organization during their work. Such satisfaction in the form of salary earned from the company. According to Chandra (2016) research, job satisfaction has a positive and significant impact on employees' organizational commitment, so the hypothesis that there is a positive influence and significant job satisfaction on the commitment of employee organization. Ilahi, et al. (2017) Result of data analysis conducted, found result that job satisfaction have positive and significant influence to organizational commitment.

D. Conceptual Model

The purpose of this research is to find out if the factor of Motivation, Workplace Environment, Reward, and Career Growth have an

influence towards Job Satisfaction and an impact on Organizational Commitment of the staff of Sahid Montana Hotel in Malang. The conceptual model is pictured in **Figure 2.1** belows:

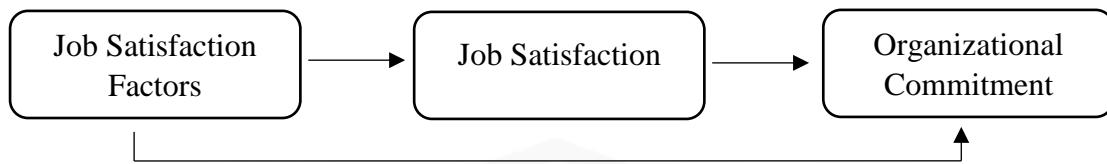


Figure 2.1 Conceptual Model

E. Hypothesis Model

According to Sekaran (2013), the hypothesis can be defined as a relationship that logically predicts between two or more variables that can be explained in an examinable statement. It is predicted based on an associative netweork that is set in a theoretical framework, formulated for a research. By examining hypothesis and validating the predicted relationship, it is expected to generate a solution to solve related problems. The hypothesis model of this research is explained in the following **Figure 2.2**:

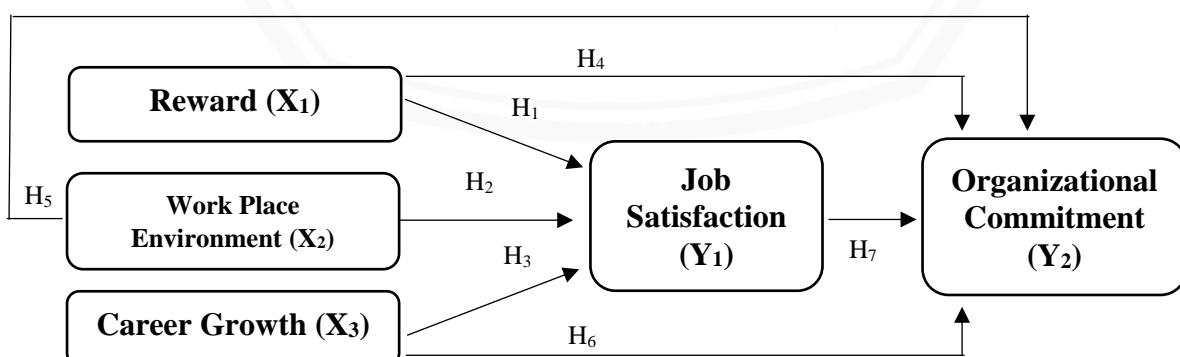


Figure 2.2 Hypothesis model

The hypothesis that can be developed and proposed in this research are:

- H₁ Reward has a significant influence on Job Satisfaction
- H₂ Work Place Environment has a significant influence on Job Satisfaction
- H₃ Career Growth has a significant influence on Job Satisfaction
- H₄ Reward has a significant influence on Organizational Commitment
- H₅ Work Place Environment has a significant influence on Organizational Commitment
- H₆ Career Growth has a significant influence on Organizational Commitment
- H₇ Job Satisfaction has a significant influence on Organizational Commitment

CHAPTER III

RESEARCH METHOD

A. Type of Research

In a scientific study, research method is very important because the success or failure of a study in examining the hypothesis depends on the method that is used. This study discusses the factors influencing job satisfaction and its impact on organizational commitment of employees of Hotel Sahid Montana Dua Malang. The type of research used in this study is the type of explanatory research. Singarimbun and Effendi (2006) explanatory research is a study used to explain the causal relationship between variables through hypothesis testing formulated or often referred to as explanatory research. This study has a high level because it not only has independent values or compare but also serves to explain, predict, and also control a symptom with a quantitative approach. The approach used in this study is Quantitative Approach that explains the value of a variable by processing the existing data into units of numbers (Sugiyono, 2005). Quantitative approach aims to determine the correlation between independent variables of the factors that may influence the dependent variable, job satisfaction and organizational commitment of the employees of Hotel Sahid Montana Dua Malang. This paper uses survey research method of questionnaire as the tool to collect the data. According to Hasan (2000), survey research is purposed to collect facts from remaining

symptoms and finding the explanatory and evidence factually. In this survey research, the result is desired to be a consideration in making decisions and plans in the future.

B. Research Location

The location of the research is the place where the researcher will conduct research by collecting data from samples that have been determined from the population of the location. Hotel Sahid Montana Dua Malang is chosen as the research location with a consideration that it is an organization of hospitality or hotel business that requires competent and loyal employees to work at the firm almost 24-hour working hours. As we all know that the workers in hospitality business have to stand by the office at most of the time because they sell hotel services to their customers.

C. Concept, Variable, Operational Definition, and Measurement Scale

1. Concept

Conceptual definition is an explanation of the meaning of concepts. According to Mustafa (2009) the concept can be defined as an abstraction or idea derived from the summary and observation on a reality expressed in terms generally applicable and unique. The concept of the research is:

a) Factors of Job Satisfaction

1) Reward

Sutrisno (2009) argues that rewards are given to employees by the sacrifice of time, effort and mind. The main objectives expected by the company from the reward program



are as follows (Ivancevich, 2006); Attract qualified people, Maintain employees to keep coming to work, Motivate employees to achieve high performance. Rewards are classified into two categories, namely extrinsic rewards and intrinsic rewards.

2) Work Place Environment

The work environment is everything that exists around the workers who can influence themselves in carrying out tasks that are charged and influenced by physical, chemical, biological, physiological, mental and socioeconomic factors.

3) Career Development

Career development is a condition that indicates an increase in the improvement of one's status in an organization in the career path established in the organization concerned.

b) Job Satisfaction

Job satisfaction is an interpretation of a feeling of satisfaction with the work experience and rewards from the supervisor. In terms of HR, Job satisfaction becomes an important spotlight to maintain employee commitment within the company. The higher the job satisfaction, the better the quality of employees owned by the company and the turnover rate will be greatly reduced because employees get the right they get in accordance with the work of employees. The purpose of this study to determine

whether the four factors of motivation, work place environment, reward, and career growth can affect job satisfaction.

c) Organizational Commitment

Every person working in a company or organization must be committed to work because if an employee company does not have a commitment to work, then the purpose of the company or organization will not be achieved. But sometimes a company or organization less attention to existing commitments to its employees, resulting in decreased performance of employees or loyalty will be reduced. Commitment to every employee is very important because with a commitment an employee can be more responsible for his work than a non-committed employee. Usually employees who have a commitment, will work optimally so that it can devote attention, thoughts, energy and time to work, so what he has done as expected by the company.

2. Variable

Variable is an attribute of a person or a thing that variates each other (Sugiyono, 2008). There are two kind of variables used in this research; independent and dependent one:

a. Independent Variable

Independent variable is the one that affects or causes the changes or the appearance of the dependent variable (Sugiyono, 2008). The variable in this research is: Motivation, Work place environment, Reward, and Career Growth.

b. Intervening Variable

The intervening variable is an interrupt variable located between the dependent variable and the independent variable (Sugiyono, 2007). The purpose of this intervening variable is to examine the direct and indirect effects of independent variables on the dependent variable. The intervening variable in this research is Job Satisfaction.

c. Dependent Variable

Dependent variable is the one that is affected or caused by the independent variables (Sugiyono, 2008). The only dependent variable in this research is Organizational Commitment.

3. Operational Definition

Operational definition detail is explained in Table 3.1 to be the guide in measuring a variable. The operational definition itself are described as following:

a. Independent variables in this research is derived from the research concept and consist of:

1) Reward (X1)

Reward is the work earned by a person for the accomplishments made in a job which the indicator is extrinsic reward and intrinsic reward.

2) Work Place Environment (X2)

Work environment is one factor that can affect employee job satisfaction. Understanding the work



environment is something that is around the workforce and can affect himself in carrying out the tasks assigned to him. The indicators are; physical environment and non-physical environment.

3) Career Growth (X3)

Career development is a decisive effort, developing employee level in the future by optimizing all the potential and ability possessed by employees. The indicator is: training and development and promotion opportunity.

b. Intervening variable consist of:

1) Job Satisfaction

Job satisfaction is the extent to which individuals perceive positively or negatively various factors or dimensions of tasks in their work. Indicators used in the measurement is: Work load, salary, promotion, supervisor and Co-workers.

c. Dependent variable consists of:

1) Organizational Commitment.

Organizational commitment is the attitude of employees' confidence in the organization because employees feel they have the same thoughts and goals toward the organization. The indicator of Organizational Commitment is: affective commitment, continuence commitment and normative commitment.



Table 3.1 Operational Definition Table

Concept	Variable	Indicator	Item	Source
Factors	Reward (X1)	Intrinsic	1. Accepted salary equals with given job due to job satisfaction 2. Hotel provide bonuses for employees with achievement 3. Given bonuses influence working motivation 4. Compensations are given for over-time working hour	
		Extrinsic	1. The company provides supported facilities to create a conducive working environment. 2. The company gave the opportunity to take part in training in capacity building. 3. The company gives employee confidence to work on tasks that vary according to their expertise 4. The company provides an equal opportunity to all employees in providing promotion of higher positions 5. The company provides tolerance for praying time to all employees.	Byars and Rue (2000)
	Work Place Environment (X2)	Physhical	1. Adequate lighting at work 2. The right room temperature that does not	Sedarmayanti (2009)



			<p>cause tired and sleepy effects while working</p> <p>3. The working atmosphere is not noisy</p> <p>4. Adequate and well maintained equipment</p>	
		Non-Physical Environment	<p>1. The relationship between superiors and subordinates is open</p> <p>2. Relationships between employees that are familial and mutually supportive</p> <p>3. Hotel provides career path</p>	
Career Growth (X3)		Training and Development	<p>1. Quality of educational and training materials Can be used and appropriate for working</p> <p>2. The suitability of the use of training in organizations according to their fields</p> <p>3. Organizations provide training according to the needs of employees</p> <p>4. The training can improve employee performance in the organization</p>	Flippo (1995)
		Promotion opportunity	<p>1. Organizations give equal opportunity to all employees to take up positions or classes</p> <p>2. Career opportunities for employees who have achievement</p> <p>3. Have good relationship with supervisors or co-workers to support career development</p>	



			4. Organizations conduct periodic evaluations of employees for promotion based on employee performance results	
		Work Load	1. I am satisfied with the work that i am doing 2. The work I do in accordance with my educational background, skills and expertise 3. I am satisfied with the workload that is sometimes bestowed upon me	
		Salary	1. I am satisfied with the salary because it is balance with the work. 2. Incentive that given is already fair. 3. I am satisfied with the incentive given by the company outside of my basic salary	Boles et al. (2007), Azeem (2010), Edvardsson (1997)
Job Satisfaction	Job Satisfaction (Y1)	Promotion	1. Employee promotion policies are well implemented in this company. 2. The existence of promotions by the company motivates employees to further develop and advance 3. Employees have a chance to promoted	
		Supervisor	1. Supervisor always listen to employee suggestion 2. Supervisor being fair to employees	

			3. Supervisor give compliment to employee when they do a good job	
		Co-workers	1. Relationships with colleagues are well established 2. Colleagues who are always helpful when needed 3. I found no difficulty in working with colleagues.	
Organization-al Commitment	Organization-al Commitment (Y2)	Affective commitment	1. Happy to spend the career in the organization 2. Proud to be part of the organization 3. Self-belonging to the organization	Meyer and Allen (1991), Malhotra and Mukherjee (2004), Ping et al. (2012)
		Continuence commitment	1. Hard to leave the organization 2. Only have a few choices if leaving the organization 3. Working in an organization is a need	
		Normative commitment	1. Stay loyal in the organization is a moral responsibility 2. I feel this hotel has been a lot of merit for me 3. This hotel deserves my loyalty	

4. Measurement Scale

The scaling that is used in this research is *Likert Scale*. This research is assigned specifically to be scaled based on the indicators

of each variables to be the mind of arranging the items and instruments in the form of question or statements, where each item will be given standard score using *Likert*. This research will score every reaction to some question given to an individual in which of scoring numbers on every answer of a question or statement.

Table 3.2 *Likert* Scoring

No	Respondents' Answer	Score
1	Strongly Agree	5
2	Agree	4
3	Undecided	3
4	Disagree	2
5	Strongly Disagree	1

Source: Sugiyono (2008)

To determine the grade interval, use the formula of:

$$C = \frac{X_n - X_1}{K}$$

Definition:

- C = Grade estimation
- X_n = Maximum observation score
- X₁ = Minimum observation score
- K = Class numbers

Calculation:

$$C = \frac{5-1}{5} = 0,8$$

Based on the calculation above, the researcher concludes the grade interval of the used Linkert Scale below:

- a. Strongly agree, the score of 5 and grade interval of > 4,2 – 5
- b. Agree, the score of 4 and grade interval of > 3,4 – 4,2

- c. Undecided, the score of 3 and grade interval of > 2,6 – 3,4
- d. Disagree, the score of 2 and grade interval of > 1,8 – 2,6
- e. Strongly disagree, the score of 1 and grade interval of > 1 – 1,8

D. Research Population and Sample

1. Population

Population, according to Sugiyono (2011), is a generalization region that consists of objects/subjects that have certain qualities and characteristics defined by the researchers to learn and then drawn conclusions. Meanwhile, according to Nawawi (2012) that the population is the whole object of research that can be made up of people, objects, animals, plants, symptoms, test scores, or events as a source of data that has certain characteristics within a research. The population in this study are the employees of Hotel Sahid Montana Dua Malang.

Table 3.3 Research Population

Department	Number of Population
A&G	3
Front Office	5
Housekeeping	6
Laundry	2
Food & B. Service	6
Food & B. Product	6
Sales & Marketing	2
Accounting	6
Engineering	6
Human Resources	2
Security	1
Total	45

*Source: HR Full Manning Data from HRM Department of
Hotel Sahid Montana Dua Malang*

2. Sample

Sample is a representative of the studied population (Arikunto, 2010). Sample as the majority of a population that's determined through particular ways which also have particular characteristic, quite clear to represent the population (Hasan, 2001). Sampling is conducted by using saturated sample as it uses the population member as the sample and to be studied population relatively has small amount.

The sampling technique is a means of taking representative samples from the population (Riduwan & Kuncoro, 2012). The population in this study is considered homogeneous or similar, so random sampling is used by taking samples from the population in a random way without regard to the level.

If the population is less than 100, then it is better to consider them as the representative of the research. But if the subject is large, it can be taken between 10% -15% or 20% -25% or more (Arikunto, 2004 in Riduwan & Kuncoro, 2012). Population in this study is only amounted to 45 people so the researcher will use all of them as the sample or it is best-known as *total sampling*.

E. Data Collection Techniques

1. Source of Data

Source of data used in this research can be broadly grouped into two primary data and secondary data. Sources of data in this study are stated below:

a. Primary Data

Primary data is data obtained directly from the source and directly collected by researchers. According to Sekaran (2010), primary data refers to firsthand information obtained by researchers associated with the intention variable for the specific purpose of the study. Meanwhile, according to Sugiyono (2011) the primary data source is a data source that directly provides data-to-data collectors. Data obtained from the original source. The primary data can be obtained from the individual through an interview, questionnaires, or observation. Primary data in this study was obtained from the results of the spread of questionnaire to employees of Hotel Sahid Montana Dua Malang.

b. Secondary Data

According to Sekaran (2010) secondary data refers to information gathered by a person, and not the researchers who conducted cutting-edge study. Meanwhile, according to Sugiyono (2017) defines a secondary data as a data source that does not directly provide the data to the data collector. Secondary data in this study were obtained from literature, the Internet, and previous research reports that support this research, as well as to complete primary data.

2. Method of Data Collection

Data collecting method is an accurate way to collect relevant and trustworthy data. The method in this research is using questionnaire and documentation.

a. Questionnaire

According to Sugiyono (2008), questionnaire is one technic in collecting data which is done by spreading a set of questions or written intermediaries to be answered by the respondents. This research will spread the physical questionnaire sheets directly to the respondents.

b. Documentation

According to Sugiyono (2013) document is a record of events that have passed. Documents may be writings, drawings, or monumental works of a person. Writing documents such as diaries, life histories, stories, biographies, regulations, policies. Documents in the form of images such as photos, live pictures, sketches and others. Documents in the form of works such as works of art, which can be images, sculptures, films and others.

3. Research Instrument

As stated by Sugiyono (2010), research instrument is a measurement tool which is used to measure observed nature or social phenomenon (research variables). This research uses the instrument of questionnaire or a set of written question that is arranged structurally to be filled by the respondents related to the desired information and later



to be a relevant collected data to be processed to see the result of the study.

F. Instrument Testing

In all research, data is always on the highest position because data is the picture of studied variables and has its function to prove the hypothesis (Taniredja and Mustafidah, 2011). The research is considered valid if there are similarities between collected data and the actual data. The research is considered reliable if there are similar data in a different time.

1. Validity Testing

Ghozali (2011) states that the validity of the test is used to measure whether or not legitimate or valid questionnaires. A questionnaire is considered valid if the questions in the questionnaire were able to reveal something that will measure the questionnaire. According to Arikunto (2010) is that a size that shows the levels of validity of an instrument. An instrument is valid or invalid have high validity. In contrast, the less valid instrument means having a low validity. The correlation formula that can be used is that proposed by Pearson, known as product moment correlation formula as follows:

$$r_{xy} = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{(N\sum X^2 - (\sum X)^2) - (N\sum Y^2 - \sum Y^2)}}$$

Definition:

R_{xy}	= Correlation Coefficient of Dependent and Independent variables
N	= Sample amount
X	= Item / Questions
Y	= Variables (Total)

Each item is valid if the correlation (r) value is more than 0.3.

This is so as revealed by Masrun in Sugiyono "The minimum requirement to be considered eligible valid is if $r \geq 0.3$. So if the correlation between grains with a total score of less than 0.3 then the item in the instrument is declared invalid "(Sugiyono, 2014)

2. Reliability Testing

According to Arikunto (2010: 221) reliability refers to the definition that an instrument sufficiently reliable to be used as a data collection for the instrument has been good. An instrument, which either will not be tendentious directing the respondents to select certain answers. Instruments that have been reliable, which will reliably produce reliable data as well. If the data is correct in accordance with reality, then how many times it takes the result will still the same. An instrument is said to be reliable if a value greater than or equal to the critical value that is $\alpha > 0.6$. How to find the reliability of the overall indicator of which can be done by using Cronbatch Alpha coefficients were formulated as follows:

$$\alpha = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right)$$

Explanation:

- α = Reliability Instruments
- k = Amount of question items
- $\sum \sigma_b^2$ = Amount of variance items
- σ_t^2 = Total Variance

3. Validity and Reliability Test Result

a. Validity Test Result

Table 3.4 Instrument Validity Test Result

Variable	Item	r_{table}	r_{count}	Details
X ₁	X1.1	0.3	0.755	Valid
	X1.2	0.3	0.782	Valid
	X1.3	0.3	0.757	Valid
	X1.4	0.3	0.629	Valid
	X1.5	0.3	0.743	Valid
	X1.6	0.3	0.788	Valid
	X1.7	0.3	0.612	Valid
	X1.8	0.3	0.719	Valid
	X1.9	0.3	0.742	Valid
X ₂	X2.1	0.3	0.737	Valid
	X2.2	0.3	0.775	Valid
	X2.3	0.3	0.669	Valid
	X2.4	0.3	0.807	Valid
	X2.5	0.3	0.786	Valid
	X2.6	0.3	0.785	Valid
	X2.7	0.3	0.816	Valid
X ₃	X3.1	0.3	0.836	Valid
	X3.2	0.3	0.852	Valid
	X3.3	0.3	0.697	Valid
	X3.4	0.3	0.692	Valid
	X3.5	0.3	0.763	Valid
	X3.6	0.3	0.861	Valid
	X3.7	0.3	0.823	Valid
	X3.8	0.3	0.713	Valid
Y ₁	Y1.1	0.3	0.728	Valid
	Y1.2	0.3	0.692	Valid
	Y1.3	0.3	0.725	Valid
	Y1.4	0.3	0.759	Valid
	Y1.5	0.3	0.703	Valid
	Y1.6	0.3	0.736	Valid
	Y1.7	0.3	0.774	Valid
	Y1.8	0.3	0.802	Valid
	Y1.9	0.3	0.766	Valid
	Y1.10	0.3	0.747	Valid
	Y1.11	0.3	0.729	Valid
	Y1.12	0.3	0.721	Valid
	Y1.13	0.3	0.821	Valid
	Y1.14	0.3	0.724	Valid
	Y1.15	0.3	0.708	Valid
Y ₂	Y2.1	0.3	0.569	Valid
	Y2.2	0.3	0.743	Valid

	Y2.3	0.3	0.807	Valid
	Y2.4	0.3	0.795	Valid
	Y2.5	0.3	0.856	Valid
	Y2.6	0.3	0.694	Valid
	Y2.7	0.3	0.715	Valid
	Y2.8	0.3	0.672	Valid
	Y2.9	0.3	0.704	Valid

Based on **Table 3.4** above, all of the items in the instrument are considered valid because of the value of r count $\geq r$ table. Forty-five (45) samples are used to test the instrument of this questionnaire. The amount of items in this research is 48 are passed the validity test in the significance level of 0,00.

b. Reliability Test Result

Table 3.5 Instrument Reliability Test Result

No.	Variable	Reliability Coefficient	Details
1	Reward (X1)	0.887	Reliable
2	Work Place Environment (X2)	0.884	Reliable
3	(X3)	0.905	Reliable
4	Job Satisfaction (Y1)	0.941	Reliable
5	Organizational Commitment (Y2)	0.883	Reliable

From **Table 3.5** obtained that the value of Cronbach Alpha of all variables are more than 0,6. Based on the previous explanation about reliability testing, then it can be proved that variables used in this research are reliable.

G. Data Analysis

To be able to process the data on the research results of data analysis is required. With the process of data, analysis will be obtained accurate and reliable data. Analysis of the data used in this study are as follows:

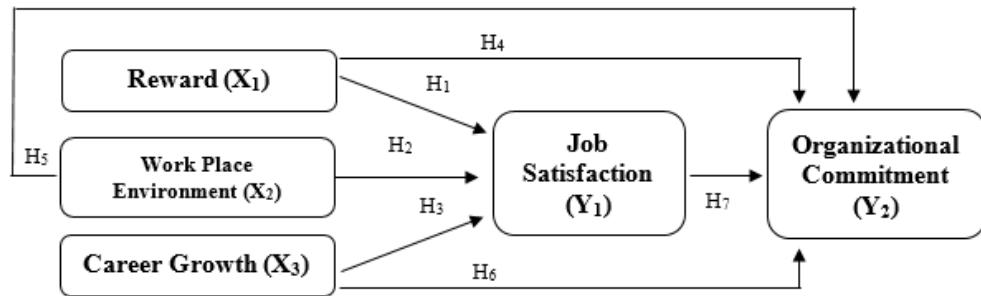
1. Descriptive Statistic Analysis

Descriptive statistics are statistics used to analyze data in ways that describe or depict the data that has been collected as it is without intending to make conclusions applicable to the public (Sugiyono, 2011). The description can be done by interpreting the data processing through the tabulation frequency to use empirical nominal data tabulation tendency to express tendency frequency empiric nominal data such as mean, median, mode, the lowest value (minimum) and highest value (maximum). Descriptive analysis result is useful fatherly supports the interpretation or the interpretation of analytical results with other methods.

2. Path Analysis

This study used path analysis to analyze the data. Path analysis is used to analyze the patterns of relationships between variables in order to determine the effect of directly or indirectly, a set of independent variables on the dependent variable. Path coefficients show how big the influence of changes in one variable against another. In the path analysis, there are several steps as follows (Solimun, 2002).

- a. Designing a model based on the concepts and theories



Equation:

$$Y_1 = \rho_{y1}x_1 + \rho_{y1}x_2 + \rho_{y1}x_3 + \epsilon_1$$

$$Y_2 = \rho_{y2}x_1 + \rho_{y2}x_2 + \rho_{y2}x_3 + \rho_{y2}y_1 + \epsilon_2$$

Explanation:

X_1 = Reward

X_2 = Workplace Environment

X_3 = Career Growth

Y_1 = Job Satisfaction

Y_2 = Organizational Commitment

ρ = Coefficient

$\epsilon_1\epsilon_2$ = Residual

b. Examination of the underlying assumptions. Assumptions that

underlying the path analysis are:

- 1) In path analysis model, the relationship between variables is linear and additive
- 2) Only recursive models that can be considered, which only causal system flow in one direction.
- 3) The dependent variable at least a measuring scale interval.
- 4) Valid and reliable measurement instrument.
- 5) The model that specified analyzed (identified) correctly based on relevant theories and concepts.

c. Parameter estimation or calculation of path coefficients.

For one-way arrows → used standardized regression calculation, partially in each equation. From this calculation path coefficient obtained direct influence. Parameter estimation performed using SPSS software and calculated through regression analysis, which is carried out on each partial equation.

d. Examination of the validity model.

There are two indicators of validity model in path analysis, the coefficient of determination of total and trimming theory. This research model validation checks using total indicators coefficient of determination

e. Interpretation of analytical results.

The last step in the path analysis is to interpret the results. First, with regard to the outcome validity of the model. Both calculate the total effect of each variable that has a causal influence on the dependent variable.

CHAPTER IV

RESULT AND DISCUSSION

A. General Description of Research Location

1. Company Profile

Hotel Sahid Montana Dua was originally named Hotel Montana Dua. The Montana Dua Hotel has 18 rooms with 2 function rooms (Wijaya Kusuma Ballroom & Wijaya Meeting room). In 2006 the hotel Montana Dua added 21 rooms standart so that the total room 39 rooms. In February 2009 PT Karisma Montana signed an OMA (Operating Management Agreement) agreement with Sahid group and changed its name to Griyadi Montana (two stars) .The cooperation only covers Management (management) only but not included asset.

Objectives of signing of OMA (Operating Management Agreement) agreement with Sahid Group:

- a) Branding image Sahid Group is widely known by the public and national, located in almost all over the archipelago.
- b) Transfer of knowledge by Sahid Group in the form of developing, training, etc. about Hotel especially Human Resources
- c) Increased revenue By branding Sahid is expected to be widely known by customers

Star level divisions in Sahid Group:

- a) 5 Star (Jaya) : Sahid Jaya Makasar, Sahid Jaya Manado,etc
- b) 4 Star (Raya) : Sahid Raya Yogyakarta, etc
- c) 3 Star (City name) : Sahid Surabaya (direct city name), etc
- d) 2 Star (Griyadi) : Griyadi Blue Pacific, etc

In 2012 there are additional assets of 22 rooms (20 deluxe & 2 suite rooms), Alang-Alang coffee, bringing the total of 62 rooms. In 2013 to coincide with the 20th anniversary of the addition of 8 deluxe assets, 3 meeting rooms (Alamanda , Bougenville, Lotus and also offices GM Office, Accounting, HRD Office). So that the total rooms 71 and 5 function rooms. Together it also launched into a 3 star Hotel and at the same time changed its name to Hotel Sahid Montana Dua until now

2. Vision, Mission and Strategy

Vision:

Become a full 3 Star Hotel internationally

Mission:

- a) Focus on customers by providing the best possible Hotel products and services to customers according to their needs, desires and satisfaction, recording through continuous resource development and meeting applicable legislation.
- b) Establish an effective and efficient organization, and organize appropriate and correct Management and leadership of the system, provision, procedures, policies and structure of the leader's leadership to realize his vision into reality

- c) Involving and placing Human resources in accordance with its competence as well as empowering and providing opportunities to plan, emphasize plans and control the task plan according to quality standards
- d) The system approach as an identifier, understanding and management of an interrelated process for the achievement and improvement of corporate goals effectively and efficiently
- e) Develop a approach process and increase customer satisfaction by meeting the various requirements required
- f) Make continual improvement
- g) Placing suppliers as business partners

B. General Description of Respondents

This research is using physical questionnaire as the instruments and spread to 45 Employees of Hotel Sahid Montana Dua Malang. The spreading started on August 29 to 5 September 2017. Based on the result, researcher obtained data as below:

1. Respondents based on gender

Table 4.1 below shows the number of respondents based on gender:

Table 4.1
Respondents Distribution Table Based on Gender

No.	Gender	Amount	Percentage (%)
1.	Female	12	26,6%
2.	Male	33	74,4%
Total		45	100%

Most of the respondents or samples in this research are men with the amount of 33 (74,4%) employees while the rest are certainly woman with the amount of 12 (26,6%) employees.

2. Respondents based on ages

Table 4.2 below shows the number of respondents based on ages:

**Table 4.2
Respondents Distribution Table Based on Ages**

No.	Ages (years old)	Amount	Percentage (%)
1.	≤ 25	7	15%
2.	26 – 35	6	13%
3.	36 – 45	15	33%
4.	46 – 55	14	31%
5.	≥ 55	3	6%
Total		45	100%

Table 4.2 above shows that there are 7 (15%) employees who are in the first category of under/exact 25 years old, 6 (13%) employees who are in the second category of 26 to 35 years old, 15 (33%) employees who are in the third category of 36 to 45 years old, 14 (31%) employees who are in the fourth category of 46 to 55 years old, and 3 (6%) employees who are in the last category of exact/above 55 years old.

3. Respondents based on length of working

Table 4.3 below shows the number of respondents based on length of working:

Table 4.3
Respondents Distribution Table Based on Length of Working

No.	Length (years)	Amount	Percentage (%)
1.	≤ 1	16	35%
2.	1 – 5	3	6%
3.	6 – 10	1	2%
4.	11 – 25	22	48%
5.	≥ 25	3	6%
Total		45	100%

From **Table 4.3** we can see that there are 16 (35%) employees who are in the first category of under/exact 1 year, 3 (6%) employees who are in the second category of 1 to 5 years, 1 (2%) employees who are in the third category of 6 to 10 years, 22 (48%) employees who are in the fourth category of 11 to 25 years, and 3 (6%) employees who are in the last category of exact/above 25 years length of working.

C. Descriptive Statistic Analysis

Table 4.4
Interval Table

Interval	Implementation of Respondent Answer
1,00 – 1,08	Strongly Disagree
1,08 – 2,6	Disagree
2,6 – 3,4	Neutral
3,4 – 4,2	Agree
4,2 – 5,00	Strongly Agree

1. Frequency Distribution of Variable of Reward (X_1)

Variable of Reward consist of nine items of question spread to respondents to be answered. The answers are shown in **Table 4.5** below:

Table 4.5
Frequency Distribution Table of Reward (X₁)

Item	SA		A		N		D		SD		Total		Mean Item	Mean Indicator
	f	%	f	%	f	%	f	%	f	%	f_{total}	%		
X _{1.1}	12	26.67	25	55.56	4	8.89	4	8.89	0	0.00	45	100	4.00	4.06
X _{1.2}	19	42.22	17	37.78	8	17.78	1	2.22	0	0.00	45	100	4.20	
X _{1.3}	10	22.22	29	64.44	4	8.89	2	4.44	0	0.00	45	100	4.04	
X _{1.4}	14	31.11	18	40.00	12	26.67	1	2.22	0	0.00	45	100	4.00	
X _{1.5}	12	26.67	27	60.00	4	8.89	2	4.44	0	0.00	45	100	4.09	
X _{1.6}	18	40.00	19	42.22	7	15.56	1	2.22	0	0.00	45	100	4.20	
X _{1.7}	12	26.67	26	57.78	5	11.11	2	4.44	0	0.00	45	100	4.07	
X _{1.8}	13	28.89	23	51.11	8	17.78	1	2.22	0	0.00	45	100	4.07	
X _{1.9}	19	42.22	16	35.56	9	20.00	1	2.22	0	0.00	45	100	4.18	
Mean of Variable of Reward (X ₁)													4.09	4.09

Note:

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, f: frequency Indicator of "Intrinsic"

X1.1 = Accepted salary equals with given job due to job satisfaction

X1.2 = Hotel provide bonuses for employees with achievement

X1.3 = Given bonuses influence working motivation

X1.4 = Compensations are given for over-time working hour

Indicator of "Extrinsic"

X1.5 = The company provides supported facilities to create a conducive working environment.

X1.6 = The company gave the opportunity to take part in training in capacity building

X1.7 = The company gives employee confidence to work on tasks that vary according to their expertise

X1.8 = The company provides an equal opportunity to all employees in providing promotion of higher positions

X1.9 = The company provides tolerance for praying time to all employees.

a) Indicator of Intrinsic

The first item of X1.1 shows that from 45 respondents, there are 12 respondents or 26.67% who stated strongly agree "The salary that I received was in accordance with the work given", which stated agree as much as 25 respondents or 55.56%, who expressed doubt as many as 4 respondents or 8.89%, which stated do not agree as many as 4 respondents or 8.89%, and who stated strongly disagree as much as 0 respondents or 0%.

The item of X1.2 with the statement of "The hotel has given bonus to employees who get the achievement" shows that the respondents stated strongly agree as many as 19 respondents or 42.22%, which stated agreed as much as 17 respondents or 37.78%, which stated doubt - as much as 8



respondents or 17.78%, which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item of X1.3 with the statement of “Bonus that has been given can affect the work motivation” shows that the respondents who stated strongly agree as many as 10 respondents or 22.22%, which stated agree as many as 29 respondents or 64.44%, who expressed doubt - as much as 4 respondents or 8.89%, which stated do not agree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item of X1.4 with the statement of “Compensation has been given to employees who do overtime” shows that the respondents who stated strongly agree as many as 14 respondents or 31.11%, which stated agree as much as 18 respondents or 40%, who expressed doubts as many as 12 respondents or 26, 67%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as 0 respondents or 0%.

b) Indicator of Extrinsic

The item of X1.5 with the statement “The Hotel already provides supporting facilities to create a conducive working environment” shows that that the respondents stated strongly agree as many as 12 respondents or 26.67%, which stated agree as much as 27 respondents or 60%, who expressed doubts as much as 4 respondents or 8.89%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item of X1.6 with statement the “Hotel has given the opportunity to participate in training in self-capacity building” shows that the respondents who stated strongly agree as many as 18 respondents or 40%, which stated agree as much as 19 respondents or 42.22%, which stated doubt - as much as 7 respondents or 15.56%, which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item of X1.7 with the statement “The hotel has given trust to the employees to do work according to the expertise” shows that the respondents stated strongly agree as many as 12 respondents or 26.67%, which stated agree as much as 26 respondents or 57.78%, who expressed doubt - doubt as many as 5 respondents or 11.11%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X1.8 with the statement of the “Hotel already provides equal opportunity to all employees to get promotion of position” shows that that respondents who stated strongly agree as many as 13 respondents or 28.89%, which stated agree as much as 23 respondents or 51.11%, who expressed doubt - doubt as many as 8 respondents or 17.78%, which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X1.9 with the statement of the “Hotel already provides tolerance of time to employees who will perform worship” shows that the respondents stated strongly agree as many as 19 respondents or 42.22%,

which stated agreed as much as 16 respondents or 35.56%, who expressed doubt - 9 respondents or 20%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as 0 respondents or 0%.

2. Frequency Distribution of Work Place Environment (X_2)

Variable of Work Place Environment consist of seven items of question spread to respondents to be answered. The answers are shown in **Table 4.6** below

Table 4.6
Frequency Distribution Table of Work Place Environment (X_2)

Item	SA		A		N		D		SD		Total		Mean Item	Mean Indicator
	f	%	f	%	f	%	f	%	f	%	f _{total}	%		
X _{2.1}	10	22.22	27	60.00	7	15.56	1	2.22	0	0.00	45	100	4.02	4.06
X _{2.2}	19	42.22	17	37.78	7	15.56	2	4.44	0	0.00	45	100	4.18	
X _{2.3}	14	31.11	22	48.89	8	17.78	1	2.22	0	0.00	45	100	4.09	
X _{2.4}	13	28.89	21	46.67	8	17.78	3	6.67	0	0.00	45	100	3.98	
X _{2.5}	12	26.67	23	51.11	9	20.00	1	2.22	0	0.00	45	100	4.02	
X _{2.6}	12	26.67	19	42.22	12	26.67	2	4.44	0	0.00	45	100	3.91	
X _{2.7}	14	31.11	22	48.89	5	11.11	4	8.89	0	0.00	45	100	4.02	
Mean of Variable of Work Place Environment (X_2)												4.03	4.02	

Note:

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, f: frequency
Indicator of "Physical"

X2.1 = Adequate lighting at work

X2.2 = The right room temperature that does not cause tired and sleepy effects while working

X2.3 = The working atmosphere is not noisy

X2.4 = Adequate and well maintained equipment

Indicator of "Non-physical"

X2.5 = The relationship between superiors and subordinates is open

X2.6 = Relationships between employees that are familial and mutually supportive

X2.7 = Hotel provides career path

a) Indicator of Physical Environment

The item X2.1 there are 10 respondents or 22.22% who stated strongly agree the Hotel items already provide good lighting in the workplace, which stated agreed as much as 27 respondents or 60%,

who expressed doubt - 7 respondents or 15.56%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X2.2, with the statement “ambient temperature of the room does not give the effect of tired or sleepy at work” shows that the respondents stated strongly agree as many as 19 respondents or 42.22%, which stated agreed as much as 17 respondents or 37.78%, who expressed doubt - 7 respondents or 15.56%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X2.3 with the statemet of “the work situation is not noisy so it does not affect the focus of work” shows that the respondents who stated strongly agree as many as 14 respondents or 31.11%, which stated agree as much as 22 respondents or 48.89%, which stated doubt - as much as 8 respondents or 17.78%, which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X2.4 with the statement of “the Hotel has provided equipment that is feasible and support to work” shows that the respondents who stated strongly agree as many as 13 respondents or 28.89%, which stated agree as many as 21 respondents or 46.67%, who expressed doubts as much as 8 respondents or 17.78%, which stated disagree as much as 3 respondents or 6.67%, and who stated strongly disagree as much as 0 respondents or 0%.

b) Indicator of Non-physical Environment

The item of X2.5 with the statement of “the relationship between the superior and the open subordinates” shows that the respondents who stated strongly agree as many as 12 respondents or 26.67%, which stated agree as much as 23 respondents or 51.11%, who expressed doubt - 9 respondents or 20% , which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item of X2.6 with the statement of “the relationship between employees are very family and support each other” it shows that the respondents stated strongly agree as many as 12 respondents or 26.67%, which stated agree as much as 19 respondents or 42.22%, who expressed doubts as much as 12 respondents or 26.67%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item of X2.7 with the statement of “Hotel has a career level for employee” it shows that the respondents stated strongly agree as many as 14 respondents or 31.11%, which stated agree as much as 22 respondents or 48.89%, who expressed doubt as much as 5 respondents or 11, 11%, which stated do not agree as many as 4 respondents or 8.89%, and who stated strongly disagree as much as 0 respondents or 0%.

3. Frequency Distribution of Career Growth (X₃)

Variable of Career Growth consist of eight items of question spread to respondents to be answered. The answers are shown in **Table 4.7** below:

Table 4.7
Frequency Distribution Table of Career Growth (X₃)

Item	SA		A		N		D		SD		Total		Mean Item	Mean Indicator
	f	%	f	%	f	%	f	%	f	%	ftotal	%		
X _{3.1}	17	37.78	17	37.78	11	24.44	0	0.00	0	0.00	45	100	4.13	3.99
X _{3.2}	16	35.56	22	48.89	6	13.33	1	2.22	0	0.00	45	100	4.18	
X _{3.3}	9	20.00	23	51.11	10	22.22	3	6.67	0	0.00	45	100	3.84	
X _{3.4}	9	20.00	21	46.67	13	28.89	2	4.44	0	0.00	45	100	3.82	
X _{3.5}	17	37.78	20	44.44	8	17.78	0	0.00	0	0.00	45	100	4.20	
X _{3.6}	11	24.44	24	53.33	9	20.00	1	2.22	0	0.00	45	100	4.00	
X _{3.7}	20	44.44	16	35.56	6	13.33	3	6.67	0	0.00	45	100	4.18	
X _{3.8}	11	24.44	21	46.67	9	20.00	4	8.89	0	0.00	45	100	3.87	
Mean of Variable of Career Growth (X ₃)												4.03	4.02	

Note:

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, f: frequency Indicator of "Training and Development"

X3.1 = Quality of educational and training materials can be used and appropriate for working

X3.2 = The suitability of the use of training in organizations according to their fields

X3.3 = Organizations provide training according to the needs of employees

X3.4 = The training can improve employee performance in the organization

Indicator of "Promotion Opportunity"

X3.5 = Organizations give equal opportunity to all employees to take up positions or classes

X3.6 = Career opportunities for employees who have achievement

X3.7 = Have good relationship with supervisors or co-workers to support career development

X3.8 = Organizations conduct periodic evaluations of employees for promotion based on employee performance results

a) Indicator of Training and Development

The first item X3.1 there are 17 respondents or 37.78% who stated strongly agree the item Material quality of learning and training can be used for work, which stated agreed as much as 17 respondents or 37.78% doubt as much as 11 respondents or 24.44%, which stated do not agree as 0 respondents or 0%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X3.2 with the statement of “Is the training given by the hotel is very in accordance with the working type” shows that the respondents stated strongly agree as much as 16 respondents or 35.56%, which stated agree as much as 22 respondents or 48.89%, who expressed doubt as many as 6 respondents or 13.33%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X3.3 with the statement of “The Hotel has been providing training related to the needs of employees” shows that the respondents stated strongly agree as many as 9 respondents or 20%, which stated agree as much as 23 respondents or 51.11%, who expressed doubt - as much as 10 respondents or 22 , 22%, who disagree as much as 3 respondents or 6.67%, and who stated strongly disagree as 0 respondents or 0%.

The item X3.4 with the statement of “Training can improve employee work performance in Hotel” shows that that respondents who strongly agree as many as 9 respondents or 20%, which stated agree as many as 21 respondents or 46.67%, which stated doubt - as much as 13 respondents or 28, 89%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

b) Indicator of Promotion Opportunity

The item X3.5 with statement of “Hotel has given a fair opportunity to all employees to get job position or training” shows that the respondents who stated strongly agree as many as 17 respondents or 37.78%, which stated agree as much as 20 respondents or 44.44% doubts as much as 8 respondents or 17.78%, which stated do not agree as much as 0 respondents or 0%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X3.6 with statement of “Given career opportunity to employees who have achievement” shows that the respondents who stated strongly agree as many as 11 respondents or 24.44%, which stated agreed as much as 24 respondents or 53.33%, who expressed doubt - as many as 9 respondents or 20%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X3.7 with the statement of “Employees have good relationship between employer or other employee friend to support career development” it shows that the respondents who stated strongly agree as much as 20 respondents or 44.44%, which agreed as much as 16 respondents or 35.56% doubtful as much as 6 respondents or 13.33%, which stated disagree as much as 3 respondents or 6.67%, and who stated strongly disagree as much as 0 respondents or 0%.

The item X3.8 with the statement of “Hotel make regular evaluation to employees to give promotion based on employee performance result” shows that the respondent who stated strongly agree as many as 11 respondents or 24,44%, which agreed as many as 21 respondents or 46,67% - doubt as much as 9 respondents or 20%, which stated disagree as many as 4 respondents or 8.89%, and who stated strongly disagree as much as 0 respondents or 0%.

4. Frequency Distribution of Job Satisfaction (Y₁)

Variable of Job Satisfaction consist of fifteen items of question spread to respondents to be answered. The answers are shown in **Table 4.8** below:

Table 4.8
Frequency Distribution Table of Job Satisfaction (Y₁)

Item	SA		A		N		D		SD		Total		Mean Item	Mean Indicator
	f	%	f	%	f	%	f	%	f	%	ftotal	%		
Y _{1.1}	9	20.00	24	53.33	12	26.67	0	0.00	0	0.00	45	100	3.93	3.95
Y _{1.2}	16	35.56	21	46.67	7	15.56	1	2.22	0	0.00	45	100	4.16	
Y _{1.3}	5	11.11	26	57.78	12	26.67	2	4.44	0	0.00	45	100	3.76	
Y _{1.4}	8	17.78	28	62.22	7	15.56	2	4.44	0	0.00	45	100	3.93	
Y _{1.5}	12	26.67	18	40.00	14	31.11	1	2.22	0	0.00	45	100	3.91	
Y _{1.6}	6	13.33	25	55.56	10	22.22	4	8.89	0	0.00	45	100	3.73	
Y _{1.7}	9	20.00	19	42.22	16	35.56	1	2.22	0	0.00	45	100	3.80	3.88
Y _{1.8}	10	22.22	24	53.33	10	22.22	1	2.22	0	0.00	45	100	3.96	
Y _{1.9}	9	20.00	26	57.78	6	13.33	4	8.89	0	0.00	45	100	3.89	
Y _{1.10}	7	15.56	24	53.33	12	26.67	2	4.44	0	0.00	45	100	3.80	
Y _{1.11}	10	22.22	20	44.44	13	28.89	2	4.44	0	0.00	45	100	3.84	3.81
Y _{1.12}	5	11.11	27	60.00	12	26.67	1	2.22	0	0.00	45	100	3.80	
Y _{1.13}	13	28.89	22	48.89	9	20.00	1	2.22	0	0.00	45	100	4.04	
Y _{1.14}	8	17.78	25	55.56	9	20.00	3	6.67	0	0.00	45	100	3.84	
Y _{1.15}	8	17.78	29	64.44	6	13.33	2	4.44	0	0.00	45	100	3.96	3.94
Mean of Variable of Job Satisfaction (Y ₁)													3.89	3.88

Note:



SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, f: frequency
 Indicator of "Work Load"

Y1.1 = I am satisfied with the work that i am doing

Y1.2 = The work I do in accordance with my educational background, skills and expertise

Y1.3 = I am satisfied with the workload that is sometimes bestowed upon me

Indicator of "Salary"

Y1.4 = I am satisfied with the salary because it is balance with the work.

Y1.5 = Incentive that given is already fair.

Y1.6 = I am satisfied with the incentive given by the company outside of my basic salary

Indicator of "Promotion"

Y1.7 = Employee promotion policies are well implemented in this company.

Y1.8 = The existence of promotions by the company motivates employees to further develop and advance

Y1.9 = Employees have a chance to promoted

Indicator of "Supervisor"

Y1.10 = Supervisor always listen to employee suggestion

Y1.11 = Supervisor being fair to employees

Y1.12 = Supervisor give compliment to employee when they do a good job

Indicator of "Co-Workers"

Y1.13 = Relationships with colleagues are well established

Y1.14 = Colleagues who are always helpful when needed

Y1.15 = I found no difficulty in working with colleagues.

a) Indicator of Work Load

The first item Y1.1 from 45 respondents, there are 9 respondents or 20% who stated very agree satisfied with the work that I do, which stated agreed as much as 24 respondents or 53.33%, who expressed doubts as much as 12 respondents or 26.67%, which stated no agree as much as 0 respondents or 0%, and who stated strongly disagree as much as 0 respondents or 0,0%.

The item Y1.2 with the statement of "The work that I do according to the educational background, expertise and experience shows that the respondents" who stated strongly agree as many as 16 respondents or 35.56%, which agreed as many as 21 respondents or 46.67%, which stated as much doubt 7 respondents or 15.56%, which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.



The item Y1.3 with the statement “I am satisfied with the workload that sometimes delegated to me” shows that the respondents stated strongly agree as many as 5 respondents or 11.11%, which stated agree as much as 26 respondents or 57.78%, who expressed doubts as much as 12 respondents or 26.67%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

b) Indicator of Salary

The item Y1.4 with the statement of “I am satisfied with the salary given because it is in accordance with the work I do” shows that the respondents stated strongly agree as many as 8 respondents or 17.78%, which stated agree as much as 28 respondents or 62.22%, who expressed doubt - doubt as many as 7 respondents or 15.56%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item Y1.5 with the statement of “The incentives given by the hotel to employees have been fair” shows that strongly agree as many as 12 respondents or 26.67%, which stated agree as much as 18 respondents or 40%, who expressed doubt as many as 14 respondents or 31 , 11%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as 0 respondents or 0%.

The item Y1.6 with the statement of “I am satisfied with the incentives given by the Hotel” shows that the respondents stated



strongly agree as many as 6 respondents or 13.33%, which stated agree as much as 25 respondents or 55.56%, which stated tentatively as much as 10 respondents or 22 , 22%, who disagree as many as 4 respondents or 8.89%, and who stated strongly disagree as 0 respondents or 0%.

c) Indicator of Promotion

The item Y1.7 with the statement of “the employee promotion policy is well implemented” it shows that the respondents who stated strongly agree as many as 9 respondents or 20%, which agreed as much as 19 respondents or 42.22%, who expressed doubt - as much as 16 respondents or 35, 56%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as 0 respondents or 0%.

The item Y1.8 with the statement of “The existence of employee promotion can motivate the employees to develop” shows that the respondents who stated strongly agree as many as 10 respondents or 22.22%, which stated agreed as many as 24 respondents or 53.33%, who expressed doubt as many as 10 respondents or 22.22%, which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item Y1.9 with the statement of “Employees have the opportunity to get promotion of position” shows that the respondent who stated strongly agree as many as 9 respondents or 10%, which

stated agree as many as 26 respondents or 57.78%, who expressed doubt - 6 respondents or 13.33 %, which stated do not agree as many as 4 respondents or 8.89%, and who stated strongly disagree as much as 0 respondents or 0%.

d) Indicator of Supervisor

The item Y1.10 with the statement of “The supervisor always listens to the suggestion from the employee” it shows that the respondents who stated strongly agree as many as 7 respondents or 15.56%, who agreed as many as 24 respondents or 53.33%, who expressed doubts as many as 12 respondents or 26, 67%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item Y1.11 with the statement of “The supervisor is always fair to all employees” it shows that the respondents who stated strongly agree as much as 10 respondents or 22.22%, which stated agreed as much as 20 respondents or 44.44%, who expressed doubt as many as 13 respondents or 28, 89%, which stated do not agree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

The item Y1.12 with the statement of “The supervisor always give praise to the employees when doing good work” shows that the respondents stated strongly agree as many as 5 respondents or 11.11%, which stated agreed as much as 27 respondents or 60%, who expressed doubts as much as 12 respondents or 26.67%, which stated



do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

e) Indicator of Co-Workers

The item Y1.13 with the statement of “Relationship with colleagues can be well established” shows that the respondents stated strongly agree as many as 13 respondents or 28.89%, which stated agreed as much as 22 respondents or 48.89%, which stated doubt - as much as 9 respondents or 20%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0%.

The item Y1.14 with the statement of “Colleagues who always help when needed it” shows that respondents who stated strongly agree as many as 8 respondents or 17.78%, which stated agree as much as 25 respondents or 55.56%, who expressed doubt - as many as 9 respondents or 20%, which stated disagree as much as 3 respondents or 6.67%, and who stated strongly disagree as 0 respondents or 0%.

The item Y1.15 with the statement of “Employee does not find obstacles while working with colleagues” shows that the respondents stated strongly agree as many as 8 respondents or 17.78%, which stated agree as many as 29 respondents or 64.44%, which stated doubt - as much as 6 respondents or 13.33%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0%.

5. Frequency Distribution of Organizational Commitment

Variable of Organizational Commitment consist of nine items of question spread to respondents to be answered. The answers are shown in **Table 4.9** below:

Table 4.9
Frequency Distribution Table of Organizational Commitment (Y₂)

Item	SA		A		N		D		SD		Total		Mean Item	Mean Indicator
	f	%	f	%	f	%	f	%	f	%	ftotal	%		
Y _{2.1}	12	26.67	24	53.33	9	20.00	0	0.00	0	0.00	45	100	4.07	3.99
Y _{2.2}	13	28.89	19	42.22	12	26.67	1	2.22	0	0.00	45	100	3.98	
Y _{2.3}	13	28.89	19	42.22	10	22.22	3	6.67	0	0.00	45	100	3.93	
Y _{2.4}	7	15.56	30	66.67	6	13.33	2	4.44	0	0.00	45	100	3.93	
Y _{2.5}	10	22.22	29	64.44	4	8.89	2	4.44	0	0.00	45	100	4.04	
Y _{2.6}	15	33.33	16	35.56	13	28.89	1	2.22	0	0.00	45	100	4.00	
Y _{2.7}	5	11.11	32	71.11	7	15.56	1	2.22	0	0.00	45	100	3.91	3.87
Y _{2.8}	14	31.11	15	33.33	12	26.67	4	8.89	0	0.00	45	100	3.87	
Y _{2.9}	12	26.67	18	40.00	11	24.44	4	8.89	0	0.00	45	100	3.84	
Mean of Variable of Organizational Commitment (Y ₂)													3.95	3.95

Note:

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, f: frequency
Indicator of “Affective Commitment”

Y_{2.1} = Happy to spend the career in the organization

Y_{2.2} = Proud to be part of the organization

Y_{2.3} = Self-belonging to the organization

Indicator of “Continuence Commitment”

Y_{2.4} = Hard to leave the organization.

Y_{2.5} = Only have a few choices if leaving the organization.

Y_{2.6} = Working in an organization is a need

Indicator of “Normative Commitment”

Y_{2.7} = Stay loyal in the organization is a moral responsibility.

Y_{2.8} = I feel this hotel has been a lot of merit for me

Y_{2.9} = This hotel deserves my loyalty

a) Indicator of Affective Commitment

The first item Y_{2.1} it shows that from 45 respondents, there are 12 respondents or 26.67% who stated strongly agree about the pleasure of spending my career at the Hotel, which stated agreed as much as 24 respondents or 53.33%, who expressed doubt - as much as 9 respondents or 20%, which stated do not agree as much as 0

respondents or 0%, and who stated strongly disagree as much as 0 respondents or 0.0%.

The item Y2.2 with the statement of “Proud to be part of the Hotel” shows that that the respondents stated strongly agree as many as 13 respondents or 28.89%, which stated agree as much as 19 respondents or 42.22%, who expressed doubts as many as 12 respondents or 26.67 %, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0,0%.

The item Y2.3 with the statement of “Sense of ownership with the Hotel” shows that that the respondents stated strongly agree as many as 13 respondents or 28.89%, which stated agree as much as 19 respondents or 42.22%, which stated tentatively as much as 10 respondents or 22.22 %, which stated disagree as much as 3 respondents or 6.67%, and who stated strongly disagree as much as 0 respondents or 0,0%.

b) Indicator of Continuence Commitment

The item Y2.4 with the statement of “Hard to leave my career in the Hotel” shows that the respondents who stated strongly agree as many as 7 respondents or 15.56%, which stated agree as many as 30 respondents or 66.67%, who expressed doubt - 6 respondents or 13 , 33%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0,0%.

The item Y2.5 with the statement of “Only have a few career options if I leave the career at the Hotel” shows that that the respondents who agree strongly as much as 10 respondents or 22.22%, which stated agree as many as 29 respondents or 64.44%, who expressed doubt - 4 respondents or 8.89%, which stated disagree as much as 2 respondents or 4.44%, and who stated strongly disagree as much as 0 respondents or 0,0%.

The item Y2.6 with the statement of “Work at Hotel is a requirement for me “shows that the respondents who stated strongly agree as many as 15 respondents or 33.33%, which stated agreed as much as 16 respondents or 35.56%, who expressed doubt - 13 indoners or 28.89%, which stated do not agree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0,0%.

c) Indicator of Normative Commitment

The item Y2.7 with the statement of “I felt to be faithful to work with the Hotel is a moral responsibility” shows that the respondents who stated strongly agree as many as 5 respondents or 11.11%, which stated agreed as much as 32 respondents or 71.11%, who expressed doubt - as much as 7 respondents or 15.56%, which stated disagree as much as 1 respondent or 2.22%, and who stated strongly disagree as much as 0 respondents or 0,0%.

The item Y2.8 with the statement of “feeling this Hotel has many meritorious for my life” shows that the respondents stated



strongly agree as many as 14 respondents or 31.11%, which stated agreed as much as 15 respondents or 33.33%, who expressed doubts as much as 12 respondents or 26.67%, which stated disagree as much as 4 respondents or 8.89%, and who stated strongly disagree as much as 0 respondents or 0,0%.

The item Y2.9 with the statement of “Hotel deserves loyalty from me” it shows that the respondents stated strongly agree as many as 12 respondents or 26.67%, which stated agree as much as 18 respondents or 40%, who expressed doubt as many as 11 respondents or 24.44 %, which stated do not agree as many as 4 respondents or 8.89%, and who stated strongly disagree as much as 0 respondents or 0,0%.

D. Path Analysis Test Result

1. Path Coefficient of Reward, Work Place Environment, and Career Growth on Job Satisfaction.

First, second, and third path coefficient on this research is about the analysis of Reward, Work Place Environment, and Career Growth on Job satisfaction.

Table 4.10
Path Coefficient of Reward, Work Place Environment, and Career Growth on Job Satisfaction

Dependent Variable	Independent Variable	Beta	t_{count}	p-value	Notes
Job Satisfaction Y ₁	Reward X ₁	0.028	0.184	0.855	Insignificant
	Work Place Environment X ₂	0.452	2.232	0.031	Significant
	Career Growth X ₃	0.356	2.085	0.043	Significant
$R^2_1 : 0,633$					

Based on **Table 4.10** above, partial test results were obtained from the path coefficients of the Reward, Work place environment, and Career growth on Job Satisfaction. The hypothesis used are as follows:

H1: Reward has a significant influence on Job Satisfaction

Table shows the beta coefficient of 0.028 indicates that the effect of Reward on Job Satisfaction, with t_{count} of 0.184 and probability of 0.855 ($p > 0.05$), then the decision is H_0 rejected, so Reward has insignificant influence on Job Satisfaction, meaning the hypothesis that stated Reward significant influence on Job Satisfaction is rejected.

H2: Work Place Environment has a significant influence on Job Satisfaction

Table shows the beta coefficient of 0.452 indicates that the influence of Work Place Environment on Job Satisfaction, with t_{count} of 2,232 and probability of 0.031 ($p < 0.05$), then the decision is H_0 rejected, so that Work Place Environment significantly influence Job Satisfaction. means the hypothesis that the Work Place Environment has a significant influence on Job Satisfaction is accepted.

H3: Career Growth has a significant influence on Job Satisfaction

Table shows the beta coefficient of 0.356 indicates that the effect of Career Growth on Job Satisfaction, with t_{count} of 2.085 and probability of 0.043 ($p < 0.05$), then the decision is H_0 rejected, so that Career Growth has a significant influence on Job Satisfaction. means the

hypothesis that stated Career Growth significant influence on Job Satisfaction is accepted.

The value of determination coefficient of 0.633 or 63.3%. These results indicate that the contribution of Reward, Work Place Environment, Career Growth to Job Satisfaction is 63.3%, while the contribution of other variables outside this research model is 36.7%.

2. Path Coefficient of Reward, Work Place Environment, Career Growth, Job satisfaction towards Organizational Commitment.

Path coefficient on this research is about the analysis of Reward, Work Place Environment, and Career Growth towards Organizational Commitment, can be seen on the table.

Table 4.11
Path Coefficient of Reward, Work Place Environment, Growth, Job satisfaction towards Organizational Commitment.

Dependent Variable	Independent Variable	Beta	tcount	p-value	Notes
Organizational Commitment Y ₂	Reward X ₁	0.287	2.052	0.047	Significant
	Work Place Environment X ₂	0.033	0.171	0.865	Insignificant
	Career Growth X ₃	0.178	1.087	0.283	Insignificant
	Job Satisfaction Y ₁	0.441	3.101	0.004	Significant
R ² ₂	0,703				

Based on **Table 4.11** above, partial test results were obtained from the path coefficients of the Brand Image, Social Factor, and Personality Factor on purchase intention towards counterfeit branded sneaker shoes. The hypothesis used are as follows:

H4: Reward has a significant influence on Organizational Commitment

Table shows the beta coefficient of 0.287 indicates that the effect of Reward on Organizational Commitment, with tcount of 2.052 and probability of 0.047 ($p < 0.05$), then the decision is H0 rejected, so Reward has a significant positive effect on Organizational Commitment. means the hypothesis that stated Reward directly positive and significant influence on Organizational Commitment is accepted.

H5: Work Place Environment has a significant influence on Organizational Commitment

Table shows the beta coefficient of 0.033 indicates that the influence of Work Place Environment on Organizational Commitment, with tcount of 0.171 and probability of 0.865 ($p > 0.05$), then the decision is H0 accepted, so that Work Place Environment has positive and insignificant influence on Organizational Commitment . means the hypothesis that the Work Place Environment has significant direct effect on the Organizational Commitment is rejected.

H6: Career Growth has a significant influence on Organizational Commitment

Table shows the beta coefficient of 0.178 indicates that the effect of Career Growth on Organizational Commitment, with t_{count} of 1.087 and probability of 0.283 ($p > 0.05$), then the decision is H0 accepted, so that Career Growth has positive and insignificant influence on



Organizational Commitment. means a hypothesis stating that Career Growth has significant direct effect on Organizational Commitment is rejected.

H7: Job Satisfaction has a significant influence on Organizational Commitment

Table shows the beta coefficient of 0.441 indicates that the influence of Job Satisfaction on Organizational Commitment, with t_{count} of 3.101 and probability of 0.004 ($p < 0.05$), then the decision is H0 rejected, so Job Satisfaction has a significant positive effect on Organizational Commitment. means the hypothesis that Job Satisfaction has a positive and significant influence on Organizational Commitment is accepted.

The value of determination coefficient of 0.703 or 70.3%. These results indicate that the contribution of Reward, Work Place Environment, Career Growth and Job Satisfaction to Organizational Commitment is 70.3%, while the contribution of other variables outside the research model is 29.7%.

3. Job Satisfaction Testing as Intervening Variable in Reward, Career Growth, and Work Place Environment on Organizational Commitment.

In relation Reward with Organizational Commitment there is alleged variable Job Satisfaction as intervening variable. The calculation of the influence of Job Satisfaction as intervening variable is as follows:

Direct Effect Reward on Organizational Commitment through Job Satisfaction of 0.287

$$\begin{aligned} \text{Indirect Effect (IE)} &= PY_1X_1 \times PY_2Y_1 \\ &= 0,028 \times 0,441 \\ &= 0,012 \end{aligned}$$

$$\begin{aligned} \text{Total Effect (TE)} &= PY_2X_1 + (PY_1X \times PY_2Y_1) \\ &= 0,287 + 0,012 \\ &= 0,299 \end{aligned}$$

Direct Effect Work Place Environment on Organizational Commitment through Job Satisfaction of 0.033

$$\begin{aligned} \text{Indirect Effect (IE)} &= PY_2X \times PY_2Y_1 \\ &= 0,452 \times 0,441 \\ &= 0,200 \end{aligned}$$

$$\begin{aligned} \text{Total Effect (TE)} &= PY_2X + (PY_1X \times PY_2Y_1) \\ &= 0,033 + 0,200 \\ &= 0,233 \end{aligned}$$

Direct Effect (direct influence) Career Growth on Organizational Commitment through Job Satisfaction of 0.178

$$\begin{aligned} \text{Indirect Effect (IE)} &= PY_2X_3 \times PY_2Y_1 \\ &= 0,356 \times 0,441 \\ &= 0,157 \end{aligned}$$

$$\begin{aligned} \text{Total Effect (TE)} &= PY_2X_3 + (PY_1X \times PY_2Y_1) \\ &= 0,178 + 0,157 \\ &= 0,335 \end{aligned}$$

Overall result of calculation of indirect effect can be seen in following

Table 4.12:

Table 4.12 Result of calculation of indirect effect				
Variable Relation	Direct effect of toward Y	X	Indirect Effect X toward Y	Total Effect
X1 - Y1	0.028		-	0.028
X2 - Y1	0.452		-	0.452
X3 - Y1	0.356		-	0.356
X1 - Y2	0.287		-	0.287
X2 - Y2	0.033		-	0.033
X3 - Y2	0.178		-	0.178
Y1 - Y2	0.441		-	0.441
X1 - Y1 - Y2			0.012	0.299
X2 - Y1 - Y2			0.200	0.233
X3 - Y1 - Y2			0.157	0.335

Based on **Table 4.12** it is found that indirect influence Reward to Organizational Commitment through Job Satisfaction of 0.012, so the total influence Job Satisfaction on Organizational Commitment of 0.299

Based on Table it is found that indirect influence of Work Place Environment on Organizational Commitment through Job Satisfaction is 0,200, so total influence of Job Satisfaction to Organizational Commitment is 0,233.

Based on Table it is found that indirect influence of Career Growth on Organizational Commitment through Job Satisfaction is 0,157, so total influence of Job Satisfaction to Organizational Commitment is 0,335.

4. Path Analysis Result

The result of path coefficient calculation obtained in this research resulted coefficient path between variables as described in **Figure 4.1:**

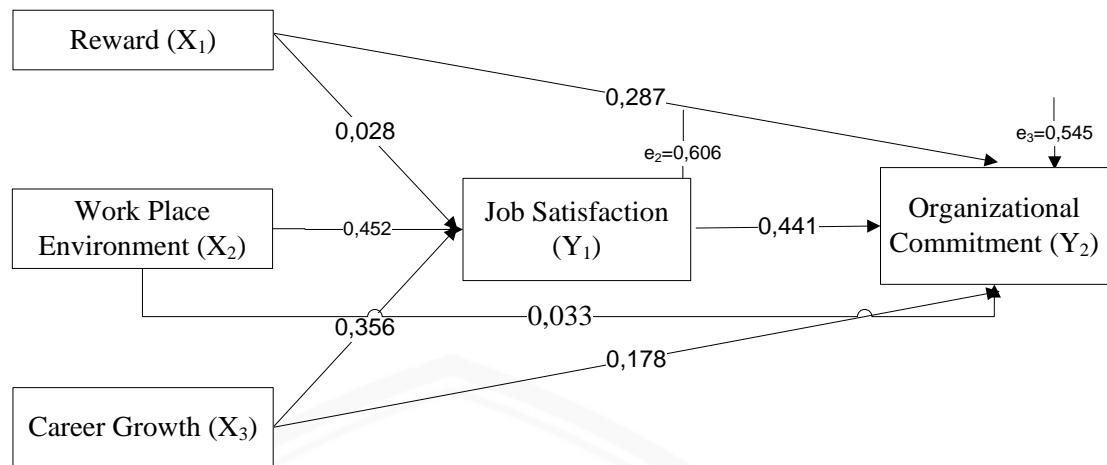


Figure 4.1: Diagram of Path Analysis Result of The Influence of Reward, Work Place Environment, Career Growth on Job Satisfaction and Its Impact on Organizational Commitment

From the overall calculation that has been done, this research produce coefficient path between variables. Figure 4.1 shows the overall path analysis result diagram. Coefficient of Reward variable to Job Satisfaction equal to 0,028, Work Place Environment to Job Satisfaction 0,452, and Career Growth to Job Satisfaction 0,356. The coefficient of Job Satisfaction variable to Organizational Commitment is 0,441. Coefficient of Reward variable to Organizational Commitment is 0,287, Work Place Environment variable coefficient to Organizational Commitment is 0,033, and Coefficient of Career Growth variable to Organizational Commitment is 0,178. The result path analysis diagram in Figure 4 has the following equation:

$$\text{Sub Structure I: } Y_1 = 0,028 X_1 + 0,452 X_2 + 0,356 X_3$$

$$\text{Sub Structure II : } Y_2 = 0,287 X_1 + 0,033 X_2 + 0,178 X_3 + 0,441 Y_1$$

5. Assesment Model

The definition of the relationship of determination (R^2) in both equations. Model results as follows:

$$\begin{aligned}
 R^2_{\text{model}} &= 1 - (1 - R^2_1)(1 - R^2_2) \\
 &= 1 - (1 - 0,633)(1 - 0,703) \\
 &= 1 - (0,367)(0,297) \\
 &= 1 - 0,1090 \\
 &= 0,8910 \text{ or } 89,10\%
 \end{aligned}$$

The result of model calculation is 89,1% explained that the contribution of model to explain the structural relationship of the three variables studied is 89.10%. While the rest of 10.90% is explained by other variables that are not contained in this research model.

E. Discussion

1. Descriptive Analysis

a. Reward (X_1)

The variable of Reward (X_1) is devided into two indicators, Intrinsic with four items and Extrinsic with five items. The average score of this variable is 4,09. The number is in the range of 4,2 to 5,0 which shows that Reward is in “very good” category.

Reward has nine items of statements in the questionnaire. From all of them, the highest mean score is owned by item X1.2 with the statement of “Hotel provides bonuses for employees with achievements” and X1.6 with the statement of “The company gives the opportunity to take part in training in capacity building”. Both



have the score number of 4,20. This means that most of Hotel Sahid Montana Dua Malang employees agree that the hotel already provided capacity building training and bonuses for those with achievements.

b. Work Place Environment (X₂)

The variable of Work Place Environment (X₂) is devided into two indicators, Physical Environment with four items and Non-Physical Environment with three items. The average score of this variable is 4,03. The number is in the range of 3,4 to 4,2 which shows that Work Place Environment is in “good” category

Work Place Environment has seven items of statements in the questionnaire. From all of them, the highest mean score is owned by item X2.2 with the number of 4,18 and the statement of “The room temperature does not cause tired and sleepy while working”. This means that most of Hotel Sahid Montana Dua Malang employee agree that the Hotel already maintain the work environment temperature so employees would not causing tired or sleepy effect while working.

c. Career Growth (X₃)

The variable of Career Growth (X₃) is devided into two indicators, Training and Development with four items and Promotion Oppurtunity with four items. The average score of this variable is 4,03. The number is in the range of 3,4 to 4,2 which shows that Career Growth is in “good” category

Career Growth has eight items of statements in the questionnaire. From all of them, the highest mean score is owned by

item X3.5 with the number of 4,2 and the statement of “The suitability of the use of training in organizations according to their fields”. This means that most of Hotel Sahid Montana Dua Malang employees agreed that the Hotel provides training that suit for each of employees main job description.

d. Job Satisfaction (Y₁)

The variable of Job Satisfaction (Y₁) is devided into five indicators, Work Load with three items, Salary with three items, Promotion with three items, Supervisor with three items and Co-workers with three items. The average score of this variable is 3,89. The number is in the range of 3,4 to 4,2 which shows that Reward is in “good” category

Job Satisfaction has fifteen of statements in the questionnaire. From all of them, the highest mean score is owned by item Y1.2 with the number of 4,16 and the statement of “The tasks I do is according to my educational background, personal expertise and experience”. This means that most of Hotel Sahid Montana Dua Malang employees agree that the tasks given by the hotel match with each employees’ basic skills.

e. Organizational Commitment (Y₂)

The variable of Organizational Commitment (Y₂) is devided into three indicators, Affective Commitment with three items, Continuence Commitment with three items, and Normative

Commitment with three items. The average score of this variable is 3,95. The number is in the range of 3,4 to 4,2 which shows that Organizational Commitment is in “good” category.

Organizational Commitment has nine of statements in the questionnaire. From all of them the highest mean score is owned by item Y2.1 with the number of 4,07 and the statement of “I feel happy to spend my career life at the Hotel Sahid Montana Dua Malang”. This means that Hotel Sahid Montana Dua Malang management is succeed in retaining most of the employees.

2. Path Analysis

The result of the influencing variables on job satisfaction and their impact to organizational commitment have seven result of hypothesis testing in this research that is: reward have a significant influence on job satisfaction, work place environment have a significant influence on job satisfaction, career growth have a significant influence on job satisfaction. Reward have a significant influence on organizational commitment, work place environment have a significant influence on organizational commitment, career growth have a significant influence on organizational commitment, job satisfaction have a significant influence on organizational commitment. Here are the results of these seven tests.

a. The influence of Reward (X1) on Job Satisfaction (Y1)

Based on the path analysis result shows positive influence in reward on job satisfaction indicate by the path coefficient of 0.028 and the result show a insignificant influence with a probability of 0.855 ($p >$

0.05). Based on the result, the hypothesis states that reward has a significant influence and a positive sign on job satisfaction is rejected. The positive sign means that the higher the reward the higher the employee job satisfaction. This also means that H_1 rejected.

Based on the question of questionnaire that has been made, researcher only emphasize in financial aspect (bonus, incentive, and salary), while aspect that can increase employee job satisfaction not only from financial side but also must pay attention to employee psychological welfare. Means that apart from the reward it means there are other variables that must be considered. Sirgy (2001) provides a definition of Quality of Work Life that is job satisfaction with various needs through resources, activities, and results of participation in the company. According to Walton (1975) in Kanten (2012) mentions that there are eight dimensions of quality of work life which is adequate compensation, safe and healthy environment, development of human capacity, growth and security, social integration, constitutive, total life space, social relevance.

Can be seen from the results of research, the number with the smallest mean item of job satisfaction (Y_1) is the employee's job satisfaction with the incentive given to them on item Y1.6 that is with the mean value 3.73. If the researcher connects with the reward (X_1) it can be said that the extrinsic reward by the hotel is still less adjust to the incentive expected by the employee so it can result of insignificant influence between the two variables. Hotel Sahid Montana Dua Malang



as the result of the research shows that reward variable has a insignificant influence to job satisfaction, it seemed the hotel management need to not adding some programs that may affect to employees job satisfaction.

b. The influence of Work Place Environment (X2) on Job Satisfaction

(Y1)

Based on the path analysis result shows positive influence in work place environment on job satisfaction indicate by the path coefficient of 0.452 and the result show a insignificant influence with a probability of 0.031 ($p < 0.05$). Based on the result, the hypothesis states that work place environment has a significant influence and a positive sign on job satisfaction is accepted. The positive sign means that the higher the reward the higher the employee job satisfaction. This also means that H_2 accepted.

According Nitisemito (2000) Physical work environment is everything that is around the workers and that can affect him in carrying out the tasks charged, such as cleanliness, music and others. Meanwhile, according to Sumartono and Sugito (2004) physical work environment is the physical condition in the company around the workplace, such as air circulation, wall color, security, space and others. According Sedarmayanti (2009) non-physical work environment is all the circumstances that occur and related to the relationship work, both relationships with superiors or relationships colleagues, or relationships with subordinates. Meanwhile, according to Sumartono and Sugito (2004) non physical work environment is employee communication,



relationships with superiors and so forth. The Hotel Sahid Montana Dua Malang as the result of the research shows that work place environment has a significant influence to job satisfaction. This confirm that Hotel Sahid Montana Dua Malang seem to be able to create an conducive work place environment for the hotel employee.

c. The influence of Career Growth (X3) on Job Satisfaction (Y1)

Based on the path analysis result shows positive influence in career growth on job satisfaction indicate by the path coefficient of 0.356 and the result show a insignificant influence with a probability of 0.043 ($p < 0.05$). Based on the result, the hypothesis states that Career Growth has a significant influence and a positive sign on job satisfaction is accepted. The positive sign means that the higher the career growth the higher the employee job satisfaction. This also means that H_3 accepted.

According to Mondy (2010) career growth is a formal approach that companies use to ensure that people with the right qualifications and experience are available when needed. Another opinion from Mejia (2007) career growth can be interpreted as a formal and sustainable effort that focuses on the development of better employees. The opinion can be interpreted that career growth is a formal effort to increase and develop the ability of a worker who can open the opportunity to achieve a career plan during the working period. The Hotel Sahid Montana Dua Malang employee as this research shows that career growth has a significant influence on job satisfaction. The hotel management seems has provide



a good training and development and promotion opportunity for the employee.

d. The influence of Reward (X1) on Organizational Commitment (Y2)

Based on the path analysis result shows positive influence in career growth on job satisfaction indicated by the path coefficient of 0.287 and the result show a insignificant influence with a probability of 0.047 ($p < 0.05$). Based on the result, the hypothesis states that reward has a significant influence and a positive sign on job satisfaction is accepted. The positive sign means that the higher the reward the higher the employee organizational commitment. This also means that H_4 accepted.

One of the factors that has a relationship of commitment is the reward that if the rewards earned by employees in accordance with the expected it will encourage them to do their work and foster employees' commitment to the organization. Theoretically the influence of rewards on organizational commitment is described Gibson et al. (2006) "Intrinsic rewards are important for developing organizational management. Organizational able to meet employees's needs by providing achievement opportunities and by recognizing achievement when it occurs have significant impact on commitment. Thus, managers need to develop intrinsic reward system that focus on personal importance or self esteem to integrate individual and organizational goals and to design challenging jobs". Chiang and Chen (2013), his study examined how the trust and monetary reward given affects the nurse's job satisfaction and strengthens the organization's commitment. The results

showed that the perceived confidence and appreciation received by the nurses had a significant influence on job satisfaction and commitment to the organization. The Hotel Sahid Montana Dua Malang employee at this research shows that reward has a significant influence on job satisfaction. The hotel management seems has been provide a reward system that may retain most of employee for not leaving the Hotel.

e. The influence of Work Place Environment (X2) on Organizational Commitment (Y2)

Based on the path analysis result shows positive influence in work place environment on career growth indicate by the path coefficient of 0.033 and the result show a insignificant influence with a probability of 0.865 ($p > 0.05$). Based on the result, the hypothesis states that Work Place Environment has a significant influence and a positive sign on organizational commitment is rejected. The positive sign means that the higher the work place environment the higher the organizational commitment. This also means that H_5 rejected.

A good work environment is stress free. Whereas Pulat (1997) as well as Martino and Musri (2001) opined that some amount of stress is necessary to generate enthusiasm and creativity for optimal productivity. They were however, quick to caution that intense or too much stress in work environment poses great risk to workers' safety, health and emotional stability which in turn can influence the organizational commitment of employees. Anderson (1976) noted that work stress is a consequence of man's exposure to conflict with his fellow workers,



disintegration of work process into isolated routines, shift work arrangement, automation, rapid technological change and urbanization. The number of employees with ages over 35 has reached 70%, this is likely to affect employee comfort to work in this hotel. With the mean indicator number of the work place environment that is non-physical environment with the number 3.98, and if it is connected with the lowest indicator of organizational commitment on normative commitment with number 3.87, it can be one of the factors that make the influence is not significant. With the dominance of employees with age that is almost old, it seems the employee will only work at the hotel because to find a job outside will be more difficult with age that is fairly old.

f. The influence of Career Growth (X3) on Organizational Commitment (Y2)

Based on the path analysis result shows positive influence in career growth on organizational commitment indicate by the path coefficient of 0.178 and the result show a insignificant influence with a probability of 0.283 ($p > 0.05$). Based on the result, the hypothesis states that career growth has a insignificant influence and a positive sign on organizational commitment is rejected. The positive sign means that the higher the career growth the higher the organizational commitment. This also means that H_6 rejected.

The findings of this study disagree with opinion from Mathis (2006) which states that career development affects organizational commitment. Companies need to manage careers and develop them well



so that employee commitment is maintained and able to encourage employees to always do the best and avoid frustrating work that resulted in performance degradation. Career growth will improve the effectiveness and creativity of human resources that can foster strong commitment and improve its performance in an effort to support the company to achieve its goals. According to Robbins (2006) organizational commitment is defined as a situation in which an employee sides with a particular organization and its goals and intends to maintain membership within the organization. A high organizational commitment can mean that the employee's preoccupation with the organization that employs it is high. While Luthans (2006) defines organizational commitment as the degree to which employees identify themselves with the organization and its involvement in a particular organization. In other words organizational commitment is an attitude of employee loyalty to the organization and is an ongoing process of the organization's members to express its concern to the organization and it continues on success and prosperity. The Hotel Sahid Montana Dua Malang employee at this research shows that training and development mean indicator is 3.99, it seems the employee's need more training to improve their performance in the hotel. With a training that affect their skills and performance, it may retain the employee to stay working at the hotel because it can cause the employee's have a normative commitment. Employee's can be loyal and feel valued by the hotel so they would not quit the job and find another organization.



g. The influence of Job Satisfaction (Y1) on Organizational Commitment (Y2)

Based on the path analysis result shows positive influence in job satisfaction on organizational commitment indicate by the path coefficient of 0.441 and the result show a significant influence with a probability of 0.004 ($p < 0.05$). Based on the result, the hypothesis states that job satisfaction has a insignificant influence and a positive sign on organizational commitment is accepted. The positive sign means that the higher the job satisfaction the higher the organizational commitment. This also means that H_7 accepted.

According to Kurniawan (2010) which states that there is a significant influence of the variable of job satisfaction on organizational commitment variable. Similarly, Sholihah (2011) also found a significant influence of job satisfaction variables on organizational commitment. Spector Sopiah (2008) argues that commitment to the organization is largely determined by the exchange of contributions that a company can make to organizational members and members of the organization. Where the greater the suitability of exchanges based on the views of employees the greater their commitment to the company. In this case the exchange provided by the company can be in the form of rewards, promotional opportunities, work itself, working conditions, supervision, and co-workers. Such exchange if in accordance with the views of employees will cause job satisfaction so as to increase employee commitment to the company.





CHAPTER V

CONCLUSION AND SUGGESTION

A. Conclusion

Based on the problems that have been formulated, the results of analysis and testing of hypotheses that have been done in the previous chapter, then the research conducted can be concluded as follows:

1. The results showed that Reward variable insignificant effect on Job Satisfaction (Y1) is proved by probability value $> 0,05$ which means there is not significant influence. This means the H_1 is declined.
2. The result of research shows that Work Place Environment variables significant effect to Job Satisfaction (Y1) is proved by probability value $< 0,05$ which means there is significant influence. This means the H_2 is accepted.
3. The results showed that the variable Career Growth has significant effect on Job Satisfaction (Y1) is proved by probability value $< 0,05$ which means there is significant influence. This means the H_3 is accepted.
4. The results showed that Reward variable has significant effect on Organizational Commitment (Y2) is proved by probability value $< 0,05$ which means there is significant influence. This means the H_4 is accepted.
5. The result of research shows that Work Place Environment variable has insignificant effect on Organizational Commitment (Y2) is proved by probability value $> 0,05$ meaning there is no significant influence. This means the H_5 is declined.

6. The results showed that Career Growth variable has insignificant effect on Organizational Commitment (Y2) is proved by probability value > 0,05 meaning there is not significant influence. This means the H₆ is declined.
7. The results showed that Job Satisfaction variable has significant effect on Organizational Commitment (Y2) is proved by probability value < 0,05 which means there is significant influence. This means the H₇ is accepted.

B. Suggestion

Based on the conclusion above, the researcher comes up with some suggestion and recommendations that expected to be useful for any Hotel businesses stated below:

1. Between the three variables (reward, work place environment and career growth) there are one variable which has insignificant influence to job satisfaction which is reward, while the other variables has a significant influence to job satisfaction. Hotel management should maintain the facilities or bonus for employees' because with an evenly distributed bonus for employee's it makes them feel valued for working at the hotel, therefore the employee job satisfaction can be influenced significantly by reward system from hotel management.
2. Organizational Commitment variable in this research are influenced by four variable (reward, work place environment, career growth and job satisfaction) there are two significant influence to organizational commitment which is reward and job satisfaction, while there are two insignificant influence which is work place environment and career growth. Hotel management should pay attention to work place

environment and career growth. The work place environment have a important key for employees' to working at the hotel because, the environment condition can affect to employees' spirit of work or their motivation to work well. Researcher suggest for the hotel management consider the way of treat the employees' for providing any facilities at work and relationship between employees or supervisor. The treatment can be done with a bonding strategy like outbond, gathering, sharing, etc. While career growth strategy can be develop simultaneously with other variables. Career growth has to clearly explain to employees' to motivate them work harder and better so they have the chance for getting promotion which will have affection to job sastisfaction and organizational commitment.

3. Given the independent variables in this study is very important in influencing Organizational Commitment is expected the results of this study can be used as a reference for further researchers to develop this research by considering other variables such as participation in decision making, supervisor-subordinate interactions, salaries, work life balance, work family conflict, work hour, etc of what the variable is another variable outside the variable that has been included in this research.

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Appendix 1. Research Questionnaire

Kuisioner Penelitian

Dengan Hormat,

Saya Sahid Satria Putra, mahasiswa S1 jurusan Ilmu Administrasi Bisnis program studi Ilmu Administrasi Bisnis Konsentrasi Manajemen Sumber Daya Manusia Fakultas Ilmu Administrasi Universitas Brawijaya. Saat ini saya sedang melakukan penelitian guna menyempurnakan tugas akhir saya yaitu sebuah skripsi berjudul "**The Influence Of Reward, Work Place Environment, And Career Growth To Job Satisfaction And It's Impact On Organizational Commitment**" (**Survey on Employees of Hotel Sahid Montana II Malang**)

Pada kesempatan ini saya mohon waktu dan kesediaannya untuk mengisi kuisioner yang saya bagikan ini untuk memenuhi salah satu syarat kelulusan di jenjang strata 1 (S1). Oleh karena itu saya sangat mengharapkan bantuan serta partisipasi saudara/i untuk memberikan jawaban yang sebenar-benarnya. Kuisioner ini ditujukan untuk seluruh karyawan Hotel Sahid Montana II Malang. Saya akan menjamin kerahasiaan data yang sudah saudara/i berikan, karena jawaban tersebut hanya akan digunakan sebagai bahan penelitian dan tidak untuk dipublikasikan.

Atas segala bantuan Saudara/i dalam mengisi kuisioner ini, saya ucapan banyak terima kasih.

Malang, 29 Agustus 2017

Dosen Pembimbing,

Peneliti,

Arik Prasetya, Ph.D

NIP. 19760209 200604 1 001

Sahid Satria Putra

NIM.135030207111087

A. Identitas Responden

Nama Responden : _____

Umur : a. < 25 tahun

- b. 26-35 tahun
- c. 36-45 tahun
- d. 46-55 tahun
- e. > 55 tahun

Jenis Kelamin : L/P

Pendidikan terakhir :

Jabatan/ Golongan :

Lama Kerja : a. < 1 tahun

- b. 1-5 tahun
- c. 6-10 tahun
- d. 11-25 tahun
- e. > 25 tahun

B. Pertanyaan Responden

Pentunjuk Pengisian :

Beri tanda (✓) pada jawaban yang paling sesuai dengan pilihan pada tanggapan dari setiap pernyataan yang tersedia dengan ketentuan sebagai berikut:

SS : Sangat Setuju

TS : Tidak Setuju

S : Setuju

STS : Sangat tidak Setuju

N : Netral

X1. Reward

No.	Pernyataan	Penilaian				
		SS	S	N	TS	STS
Intrinsic						
1.	Gaji yang saya terima sudah sesuai dengan pekerjaan yang diberikan					
2.	Hotel telah memberikan bonus kepada karyawan yang mendapatkan pencapaian					
3.	Bonus yang telah diberikan dapat mempengaruhi motivasi kerja					
4.	Kompensasi sudah diberikan kepada karyawan yang melakukan lembur					
Extrinsic						
5.	Hotel sudah menyediakan fasilitas yang mendukung untuk membuat lingkungan kerja yang kondusif					
6.	Hotel sudah memberikan kesempatan untuk mengikuti pelatihan dalam peningkatan kapasitas diri					
7.	Hotel sudah memberikan kepercayaan kepada karyawan untuk melakukan pekerjaan yang sesuai dengan keahlian					
8.	Hotel sudah menyediakan kesempatan yang sama kepada semua karyawan untuk mendapatkan promosi jabatan					

9.	Hotel sudah menyediakan toleransi waktu kepada karyawan yang akan melakukan ibadah					
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X2. Work Place Environment

No.	Pernyataan	Penilaian				
		SS	S	N	TS	STS
Physical						
1.	Hotel sudah memberikan pencahayaan yang baik di tempat kerja					
2.	Suasana suhu ruangan tidak memberikan efek lelah atau mengantuk saat bekerja					
3.	Situasi bekerja tidak berisik sehingga tidak mempengaruhi fokus kerja					
4.	Hotel sudah memberikan perlengkapan yang layak dan mendukung untuk bekerja					
Non-Physical Environment						
5.	Hubungan antara atasan dengan bawahan terbuka					
6.	Hubungan antara karyawan sangat kekeluargaan dan saling mendukung					
7.	Hotel memiliki jenjang karier bagi saya					

X3. Career Growth

No.	Pernyataan	Penilaian				
		SS	S	N	TS	STS
Training and Development						
1.	Kualitas material dari pembelajaran dan pelatihan dapat digunakan untuk bekerja					
2.	Pelatihan yang diberikan oleh Hotel sangat sesuai dengan wilayah pekerjaan yang dimiliki					
3.	Hotel sudah menyediakan pelatihan yang berkaitan dengan kebutuhan karyawan					
4.	Pelatihan dapat meningkatkan performa kerja karyawan di Hotel					
Promotion Opportunity						
5.	Hotel sudah memberikan kesempatan yang adil kepada semua karyawan untuk mendapatkan posisi pekerjaan atau pelatihan					
6.	Kesempatan berkariir diberikan kepada karyawan yang mempunyai pencapaian					
7.	Karyawan memiliki hubungan yang baik antara atasan atau teman karyawan lain untuk mendukung perkembangan karir					

8.	Hotel membuat evaluasi rutin terhadap karyawan untuk memberikan promosi berdasarkan dengan hasil kinerja karyawan					
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Y1. Job Satisfaction

No.	Pernyataan	Penilaian				
		SS	S	N	TS	STS
Work Load						
1.	Saya puas dengan pekerjaan yang saya lakukan					
2.	Pekerjaan yang saya lakukan sesuai dengan latar belakang pendidikan, keahlian dan pengalaman.					
3.	Saya puas dengan beban kerja yang terkadang dilimpahkan kepada saya					
Salary						
4.	Saya puas dengan gaji yang diberikan karena itu sesuai dengan pekerjaan yang saya lakukan					
5.	Insentif yang diberikan oleh Hotel kepada karyawan sudah adil					
6.	Saya puas dengan insentif yang diberikan oleh Hotel					
Promotion						
7.	Kebijakan promosi karyawan ter-implementasikan dengan baik					
8.	Adanya promosi karyawan dapat memotivasi karyawan untuk berkembangkan					
9.	Karyawan mempunyai kesempatan untuk mendapatkan promosi jabatan					
Supervisor						
10.	Atasan selalu mendengarkan saran dari karyawan					
11.	Atasan selalu adil terhadap seluruh karyawan					
12.	Atasan selalu memberikan pujian kepada karyawan saat melakukan kerja yang baik					
Co-Workers						
13.	Hubungan dengan rekan kerja dapat terjalin dengan baik					

14.	Rekan kerja yang selalu membantu saat dibutuhkan					
15.	Saya tidak menemukan kendala saat bekerja dengan rekan kerja					

Y2. Organizational Commitment

No.	Pernyataan	Penilaian				
		SS	S	N	TS	STS
Affective Commitment						
1.	Saya merasa senang menghabiskan karir saya di Hotel					
2.	Saya bangga menjadi bagian dari Hotel					
3.	Saya mempunyai rasa kepemilikan dengan Hotel					
Continuence Commitment						
4.	Saya merasa berat meninggalkan karir saya di Hotel					
5.	Saya hanya memiliki sedikit pilihan karir jika saya meninggalkan karir di Hotel					
6.	Bekerja di Hotel merupakan keharusan bagi saya					
Normative Commitment						
7.	Saya merasa untuk setia bekerja dengan Hotel merupakan tanggung jawab moral					
8.	Saya merasa Hotel ini sudah banyak berjasa bagi hidup saya					
9.	Hotel ini layak mendapatkan kesetiaan dari saya					

Appendix 2. Respondents Frequency Table

Frequency Table

X1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	8.9	8.9	8.9
	3.00	4	8.9	8.9	17.8
	4.00	25	55.6	55.6	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	

X1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	8	17.8	17.8	20.0
	4.00	17	37.8	37.8	57.8
	5.00	19	42.2	42.2	100.0
	Total	45	100.0	100.0	

X1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	4	8.9	8.9	13.3
	4.00	29	64.4	64.4	77.8
	5.00	10	22.2	22.2	100.0
	Total	45	100.0	100.0	

X1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	12	26.7	26.7	28.9
	4.00	18	40.0	40.0	68.9
	5.00	14	31.1	31.1	100.0
	Total	45	100.0	100.0	

X1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	4	8.9	8.9	13.3
	4.00	27	60.0	60.0	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	

X1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	7	15.6	15.6	17.8
	4.00	19	42.2	42.2	60.0
	5.00	18	40.0	40.0	100.0
	Total	45	100.0	100.0	

X1.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	5	11.1	11.1	15.6
	4.00	26	57.8	57.8	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	

X1.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	8	17.8	17.8	20.0
	4.00	23	51.1	51.1	71.1
	5.00	13	28.9	28.9	100.0
	Total	45	100.0	100.0	

X1.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	9	20.0	20.0	22.2
	4.00	16	35.6	35.6	57.8
	5.00	19	42.2	42.2	100.0
	Total	45	100.0	100.0	

X2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	7	15.6	15.6	17.8
	4.00	27	60.0	60.0	77.8
	5.00	10	22.2	22.2	100.0
	Total	45	100.0	100.0	

X2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	7	15.6	15.6	20.0
	4.00	17	37.8	37.8	57.8
	5.00	19	42.2	42.2	100.0
	Total	45	100.0	100.0	

X2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	8	17.8	17.8	20.0
	4.00	22	48.9	48.9	68.9
	5.00	14	31.1	31.1	100.0
	Total	45	100.0	100.0	

X2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	6.7	6.7	6.7
	3.00	8	17.8	17.8	24.4
	4.00	21	46.7	46.7	71.1
	5.00	13	28.9	28.9	100.0
	Total	45	100.0	100.0	

X2.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	9	20.0	20.0	22.2
	4.00	23	51.1	51.1	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	



X2.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	12	26.7	26.7	31.1
	4.00	19	42.2	42.2	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	

X2.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	8.9	8.9	8.9
	3.00	5	11.1	11.1	20.0
	4.00	22	48.9	48.9	68.9
	5.00	14	31.1	31.1	100.0
	Total	45	100.0	100.0	

X3.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	11	24.4	24.4	24.4
	4.00	17	37.8	37.8	62.2
	5.00	17	37.8	37.8	100.0
	Total	45	100.0	100.0	

X3.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	6	13.3	13.3	15.6
	4.00	22	48.9	48.9	64.4
	5.00	16	35.6	35.6	100.0
	Total	45	100.0	100.0	

X3.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	6.7	6.7	6.7
	3.00	10	22.2	22.2	28.9
	4.00	23	51.1	51.1	80.0
	5.00	9	20.0	20.0	100.0
	Total	45	100.0	100.0	

X3.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	13	28.9	28.9	33.3
	4.00	21	46.7	46.7	80.0
	5.00	9	20.0	20.0	100.0
	Total	45	100.0	100.0	

X3.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	8	17.8	17.8	17.8
	4.00	20	44.4	44.4	62.2
	5.00	17	37.8	37.8	100.0
	Total	45	100.0	100.0	

X3.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	9	20.0	20.0	22.2
	4.00	24	53.3	53.3	75.6
	5.00	11	24.4	24.4	100.0
	Total	45	100.0	100.0	

X3.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	6.7	6.7	6.7
	3.00	6	13.3	13.3	20.0
	4.00	16	35.6	35.6	55.6
	5.00	20	44.4	44.4	100.0
	Total	45	100.0	100.0	

X3.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	8.9	8.9	8.9
	3.00	9	20.0	20.0	28.9
	4.00	21	46.7	46.7	75.6
	5.00	11	24.4	24.4	100.0
	Total	45	100.0	100.0	

Y1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	12	26.7	26.7	26.7
	4.00	24	53.3	53.3	80.0
	5.00	9	20.0	20.0	100.0
	Total	45	100.0	100.0	

Y1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	7	15.6	15.6	17.8
	4.00	21	46.7	46.7	64.4
	5.00	16	35.6	35.6	100.0
	Total	45	100.0	100.0	

Y1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	12	26.7	26.7	31.1
	4.00	26	57.8	57.8	88.9
	5.00	5	11.1	11.1	100.0
	Total	45	100.0	100.0	

Y1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	7	15.6	15.6	20.0
	4.00	28	62.2	62.2	82.2
	5.00	8	17.8	17.8	100.0
	Total	45	100.0	100.0	

Y1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	14	31.1	31.1	33.3
	4.00	18	40.0	40.0	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	

Y1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	8.9	8.9	8.9
	3.00	10	22.2	22.2	31.1
	4.00	25	55.6	55.6	86.7
	5.00	6	13.3	13.3	100.0
	Total	45	100.0	100.0	

Y1.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	16	35.6	35.6	37.8
	4.00	19	42.2	42.2	80.0
	5.00	9	20.0	20.0	100.0
	Total	45	100.0	100.0	

Y1.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	10	22.2	22.2	24.4
	4.00	24	53.3	53.3	77.8
	5.00	10	22.2	22.2	100.0
	Total	45	100.0	100.0	

Y1.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	8.9	8.9	8.9
	3.00	6	13.3	13.3	22.2
	4.00	26	57.8	57.8	80.0
	5.00	9	20.0	20.0	100.0
	Total	45	100.0	100.0	

Y1.10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	12	26.7	26.7	31.1
	4.00	24	53.3	53.3	84.4
	5.00	7	15.6	15.6	100.0
	Total	45	100.0	100.0	



Y1.11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	13	28.9	28.9	33.3
	4.00	20	44.4	44.4	77.8
	5.00	10	22.2	22.2	100.0
	Total	45	100.0	100.0	

Y1.12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	12	26.7	26.7	28.9
	4.00	27	60.0	60.0	88.9
	5.00	5	11.1	11.1	100.0
	Total	45	100.0	100.0	

Y1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	9	20.0	20.0	22.2
	4.00	22	48.9	48.9	71.1
	5.00	13	28.9	28.9	100.0
	Total	45	100.0	100.0	

Y1.14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	6.7	6.7	6.7
	3.00	9	20.0	20.0	26.7
	4.00	25	55.6	55.6	82.2
	5.00	8	17.8	17.8	100.0
	Total	45	100.0	100.0	

Y1.15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	6	13.3	13.3	17.8
	4.00	29	64.4	64.4	82.2
	5.00	8	17.8	17.8	100.0
	Total	45	100.0	100.0	

Y2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	9	20.0	20.0	20.0
	4.00	24	53.3	53.3	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	

Y2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	12	26.7	26.7	28.9
	4.00	19	42.2	42.2	71.1
	5.00	13	28.9	28.9	100.0
	Total	45	100.0	100.0	

Y2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	6.7	6.7	6.7
	3.00	10	22.2	22.2	28.9
	4.00	19	42.2	42.2	71.1
	5.00	13	28.9	28.9	100.0
	Total	45	100.0	100.0	

Y2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	6	13.3	13.3	17.8
	4.00	30	66.7	66.7	84.4
	5.00	7	15.6	15.6	100.0
	Total	45	100.0	100.0	

Y2.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	4.4	4.4	4.4
	3.00	4	8.9	8.9	13.3
	4.00	29	64.4	64.4	77.8
	5.00	10	22.2	22.2	100.0
	Total	45	100.0	100.0	

Y2.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	13	28.9	28.9	31.1
	4.00	16	35.6	35.6	66.7
	5.00	15	33.3	33.3	100.0
	Total	45	100.0	100.0	

Y2.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.2	2.2	2.2
	3.00	7	15.6	15.6	17.8
	4.00	32	71.1	71.1	88.9
	5.00	5	11.1	11.1	100.0
	Total	45	100.0	100.0	

Y2.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	8.9	8.9	8.9
	3.00	12	26.7	26.7	35.6
	4.00	15	33.3	33.3	68.9
	5.00	14	31.1	31.1	100.0
	Total	45	100.0	100.0	

Y2.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	8.9	8.9	8.9
	3.00	11	24.4	24.4	33.3
	4.00	18	40.0	40.0	73.3
	5.00	12	26.7	26.7	100.0
	Total	45	100.0	100.0	

Appendix 3. Overall Validity and Reliability Test

Correlations

Correlations

		X1
X1.1	Pearson Correlation	.755**
	Sig. (2-tailed)	.000
	N	45
X1.2	Pearson Correlation	.782**
	Sig. (2-tailed)	.000
	N	45
X1.3	Pearson Correlation	.757**
	Sig. (2-tailed)	.000
	N	45
X1.4	Pearson Correlation	.629**
	Sig. (2-tailed)	.000
	N	45
X1.5	Pearson Correlation	.743**
	Sig. (2-tailed)	.000
	N	45
X1.6	Pearson Correlation	.788**
	Sig. (2-tailed)	.000
	N	45
X1.7	Pearson Correlation	.612**
	Sig. (2-tailed)	.000
	N	45
X1.8	Pearson Correlation	.719**
	Sig. (2-tailed)	.000
	N	45
X1.9	Pearson Correlation	.742**
	Sig. (2-tailed)	.000
	N	45

**. Correlation is significant at the 0.01 level

Reliability

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.887	9

Correlations

Correlations

		X2
X2.1	Pearson Correlation	.737**
	Sig. (2-tailed)	.000
	N	45
X2.2	Pearson Correlation	.775**
	Sig. (2-tailed)	.000
	N	45
X2.3	Pearson Correlation	.669**
	Sig. (2-tailed)	.000
	N	45
X2.4	Pearson Correlation	.807**
	Sig. (2-tailed)	.000
	N	45
X2.5	Pearson Correlation	.786**
	Sig. (2-tailed)	.000
	N	45
X2.6	Pearson Correlation	.785**
	Sig. (2-tailed)	.000
	N	45
X2.7	Pearson Correlation	.816**
	Sig. (2-tailed)	.000
	N	45

**. Correlation is significant at the 0.01 level

Reliability

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.884	7

Correlations

Correlations		
		X3
X3.1	Pearson Correlation	.836**
	Sig. (2-tailed)	.000
	N	45
X3.2	Pearson Correlation	.852**
	Sig. (2-tailed)	.000
	N	45
X3.3	Pearson Correlation	.697**
	Sig. (2-tailed)	.000
	N	45
X3.4	Pearson Correlation	.692**
	Sig. (2-tailed)	.000
	N	45
X3.5	Pearson Correlation	.763**
	Sig. (2-tailed)	.000
	N	45
X3.6	Pearson Correlation	.861**
	Sig. (2-tailed)	.000
	N	45
X3.7	Pearson Correlation	.823**
	Sig. (2-tailed)	.000
	N	45
X3.8	Pearson Correlation	.713**
	Sig. (2-tailed)	.000
	N	45

**. Correlation is significant at the 0.01 level

Reliability

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.905	8

Correlations

Correlations

		Y1
Y1.1	Pearson Correlation	.728**
	Sig. (2-tailed)	.000
	N	45
Y1.2	Pearson Correlation	.692**
	Sig. (2-tailed)	.000
	N	45
Y1.3	Pearson Correlation	.725**
	Sig. (2-tailed)	.000
	N	45
Y1.4	Pearson Correlation	.759**
	Sig. (2-tailed)	.000
	N	45
Y1.5	Pearson Correlation	.703**
	Sig. (2-tailed)	.000
	N	45
Y1.6	Pearson Correlation	.736**
	Sig. (2-tailed)	.000
	N	45
Y1.7	Pearson Correlation	.774**
	Sig. (2-tailed)	.000
	N	45
Y1.8	Pearson Correlation	.802**
	Sig. (2-tailed)	.000
	N	45
Y1.9	Pearson Correlation	.766**
	Sig. (2-tailed)	.000
	N	45
Y1.10	Pearson Correlation	.747**
	Sig. (2-tailed)	.000
	N	45
Y1.11	Pearson Correlation	.729**
	Sig. (2-tailed)	.000
	N	45
Y1.12	Pearson Correlation	.721**
	Sig. (2-tailed)	.000
	N	45
Y1.13	Pearson Correlation	.821**
	Sig. (2-tailed)	.000
	N	45
Y1.14	Pearson Correlation	.724**
	Sig. (2-tailed)	.000
	N	45
Y1.15	Pearson Correlation	.708**
	Sig. (2-tailed)	.000
	N	45

**. Correlation is significant at the 0.01 level

Reliability Y1

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.941	15

Correlations

Correlations		
		Y2
Y2.1	Pearson Correlation	.569**
	Sig. (2-tailed)	.000
	N	45
Y2.2	Pearson Correlation	.743**
	Sig. (2-tailed)	.000
	N	45
Y2.3	Pearson Correlation	.807**
	Sig. (2-tailed)	.000
	N	45
Y2.4	Pearson Correlation	.795**
	Sig. (2-tailed)	.000
	N	45
Y2.5	Pearson Correlation	.856**
	Sig. (2-tailed)	.000
	N	45
Y2.6	Pearson Correlation	.694**
	Sig. (2-tailed)	.000
	N	45
Y2.7	Pearson Correlation	.715**
	Sig. (2-tailed)	.000
	N	45
Y2.8	Pearson Correlation	.672**
	Sig. (2-tailed)	.000
	N	45
Y2.9	Pearson Correlation	.704**
	Sig. (2-tailed)	.000
	N	45

**. Correlation is significant at the 0.01 level

Reliability

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.883	9

Appendix 4. Classic Assumption

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 X1	.381	2.624
X2	.218	4.596
X3	.307	3.256

a. Dependent Variable: Y1

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 X1	.381	2.627
X2	.194	5.155
X3	.278	3.602
Y1	.367	2.727

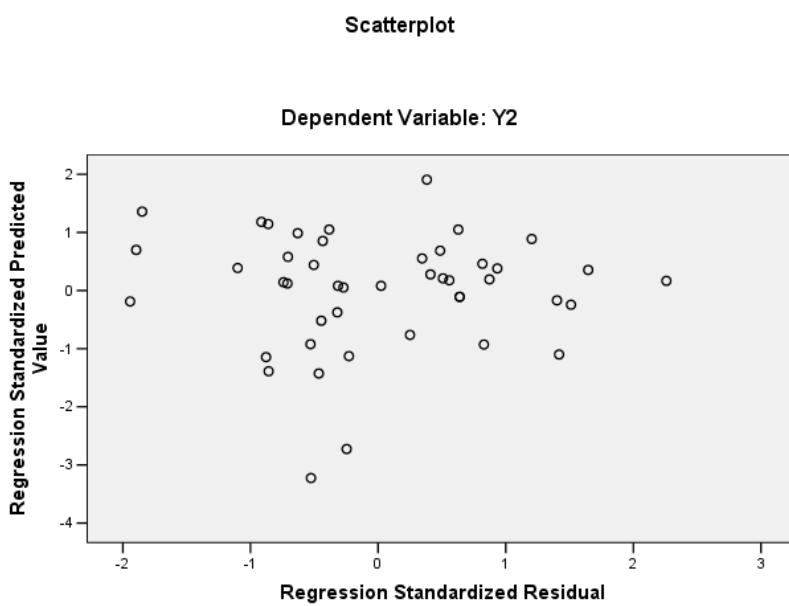
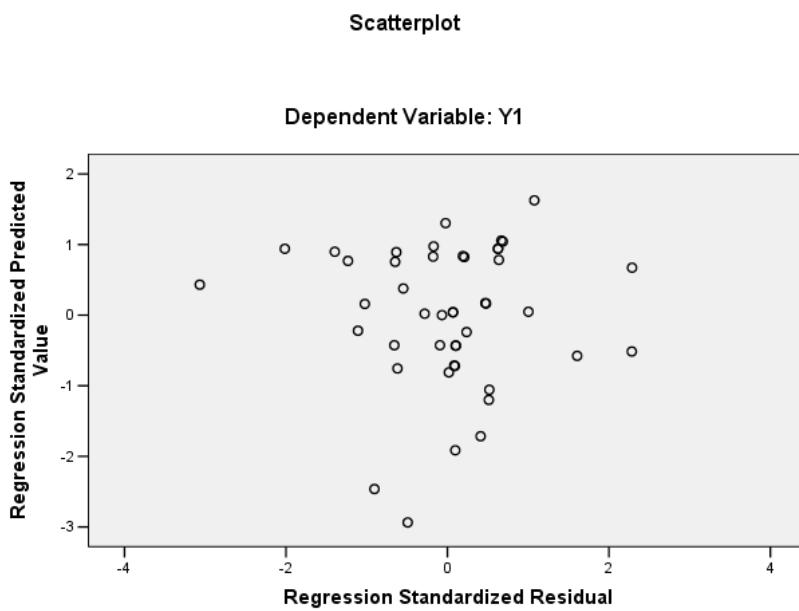
a. Dependent Variable: Y2

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	Unstandardized Residual
N		45	45
Normal Parameters ^{a,b}	Mean	.0000000	.0000000
	Std. Deviation	5.11713884	2.82664791
Most Extreme Differences	Absolute	.128	.128
	Positive	.128	.128
	Negative	-.116	-.080
Kolmogorov-Smirnov Z		.858	.859
Asymp. Sig. (2-tailed)		.454	.451

a. Test distribution is Normal.

b. Calculated from data.



Appendix 5. Path Analysis Job Satisfaction (Y1)

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Y1	58.3556	8.45081	45
X1	36.8444	5.11662	45
X2	28.2222	4.36874	45
X3	32.2222	5.00404	45

Correlations

	Y1	X1	X2	X3	
Pearson Correlation	Y1	1.000	.625	.770	.751
	X1	.625	1.000	.785	.678
	X2	.770	.785	1.000	.831
	X3	.751	.678	.831	1.000
Sig. (1-tailed)	Y1	.	.000	.000	.000
	X1	.000	.	.000	.000
	X2	.000	.000	.	.000
	X3	.000	.000	.000	.
N	Y1	45	45	45	45
	X1	45	45	45	45
	X2	45	45	45	45
	X3	45	45	45	45

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X3, X1, X2 ^b	.	Enter

- a. All requested variables entered.
- b. Dependent Variable: Y1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.633	.607	5.30105

- a. Predictors: (Constant), X3, X1, X2
- b. Dependent Variable: Y1

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1990.166	3	663.389	23.607	.000 ^a
	Residual	1152.145	41	28.101		
	Total	3142.311	44			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y1

Coefficients^a

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
1	(Constant)	12.582	6.052	2.079	.044
	X1	.047	.253	.184	.855
	X2	.875	.392	.452	.031
	X3	.601	.288	.356	.043

a. Dependent Variable: Y1

Appendix 6. Path Analysis of Organizational Commitment (Y2)

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Y2	35.5778	5.18516	45
X1	36.8444	5.11662	45
X2	28.2222	4.36874	45
X3	32.2222	5.00404	45
Y1	58.3556	8.45081	45

Correlations

		Y2	X1	X2	X3	Y1
Pearson Correlation	Y2	1.000	.709	.747	.732	.780
	X1	.709	1.000	.785	.678	.625
	X2	.747	.785	1.000	.831	.770
	X3	.732	.678	.831	1.000	.751
	Y1	.780	.625	.770	.751	1.000
Sig. (1-tailed)		.	.000	.000	.000	.000
			.	.000	.000	.000
				.	.000	.000
					.	.000
						.
N		45	45	45	45	45
			45	45	45	45
				45	45	45
					45	45
						45

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Y1 ^a , X1, X3, X2	.	Enter

a. All requested variables entered.

b. Dependent Variable: Y2

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.703	.673	2.96461

a. Predictors: (Constant), Y1, X1, X3, X2

b. Dependent Variable: Y2

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	831.420	4	207.855	23.650	.000 ^a
	Residual	351.557	40	8.789		
	Total	1182.978	44			

a. Predictors: (Constant), Y1, X1, X3, X2

b. Dependent Variable: Y2

Coefficients^a

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
1	(Constant)	2.006	3.558	.564	.576
	X1	.291	.142	.287	2.052
	X2	.040	.232	.033	.171
	X3	.184	.169	.178	1.087
	Y1	.271	.087	.441	3.101

a. Dependent Variable: Y2

Appendix 7. Documentation of Respondents



Appendix 8. List Data of Respondents

No.	Name	Position	Dept.	Level	Type Of Contract	Join Date	Contract Ended	Length of Service	Birth Date	Age
1	Siamet Sudiharto	GM	A&G	IB	Contract	30-Nov-09		07-07	20-Jun-69	48,01 /
2	Supriyadi	NIGHT MANAGER	A&G	3B	Permanent	11-Mar-93		24-04	27-Jul-69	47,12 /
3	Ahmad Dahlan	DUTY MANAGER	A&G	3B	Permanent	11-Mar-93		24-04	17-Aug-70	46,11 /
4	M Subekhan	FO COORDINATOR	FO	3B	Contract	01-Oct-16	1-Oct-17	00-09	25-Mar-95	22,04 /
5	Tiyyo Sukma Widar	FO ATTENDANT	FO	4B	Contract	01-Apr-17	1-Apr-18	00-03	25-Aug-88	28,11 /
6	Achmad Sona	FO ATTENDANT	FO	4B	Contract	01-Feb-17	1-Feb-18	00-05	31-May-90	30,01 /
7	Virza	FO ATTENDANT	FO	4B	Contract	01-Jan-17	1-Jan-18	00-06	23-May-93	24,02 /
8	Agus Surahwan	FO ATTENDANT	FO	5	Contract	01-May-16	1-May-17	01-02	08-Aug-74	42,11 /
9	Tince Hanitessari	HK ADM, OT	HK	3B	Contract	01-Jul-16	1-Jul-17	00-12	13-Aug-80	36,11 /
10	M Sholeh	HK ROOM ATTENDANT	HK	5B	Contract	01-Mar-17	1-Mar-18	00-04	11-Mar-80	37,04 /
11	Anam Anamto	HK PB AREAS ATTENDANT	HK	6	Permanent	11-Mar-93		24-04	19-Aug-74	42,11 /
12	Agus NA	GARDENER	HK	6	Permanent	11-Apr-94		23-03	10-Aug-72	44,11 /
13	M Usman	GARDENER	HK	6	Permanent	11-Mar-96		21-04	20-Mar-66	51,04 /
14	Somad	POOL ATTENDANT	HK	6	Permanent	11-Mar-93		24-04	12-Nov-70	46,08 /
15	Erra Setyaningtyas	LDY ATTENDANT	LDY	5B	Permanent	11-Mar-93		24-04	20-Sep-73	43,10 /
16	Agus Subianto	LDY ATTENDANT	LDY	5B	Permanent	01-Mar-98		19-05	08-Aug-69	47,11 /
17	Gandhi Harun AR	F&B MANAGER	F&B S	2B	Permanent	01-Mar-90		27-05	29-Jul-64	52,12 /
18	Nurindah Setyowati	F&B COORDINATOR	F&B S	3B	Contract	01-Feb-17	1-Feb-18	00-05	13-Nov-91	25,08 /
19	Suwandi	F&B ATTENDANT	F&B S	4B	Permanent	01-Jan-01		16-06	10-Jun-74	43,01 /
20	Emaskara Cahya Tama	F&B ATTENDANT	F&B S	4B	Contract	01-Apr-17	1-Apr-18	00-03	01-Jun-93	24,01 /
21	Eli Yunia DL	F&B ATTENDANT	F&B S	4B	Contract	01-Oct-16	1-Oct-17	00-09	11-Jun-94	23,01 /
22	Tutut Rosalina	F&B ATTENDANT	F&B S	4B	Contract	02-Jan-17	2-Jan-18	00-06	10-Jan-93	24,06 /
23	M Sakur	EX CHEF	F&B P	2B	Permanent	01-Mar-00		17-04	31-Jan-76	41,05 /
24	Riana Erdang	COOK	F&B P	4B	Permanent	11-Mar-93		24-04	13-Oct-66	50,09 /
25	Sugianto	COOK	F&B P	4B	Permanent	11-Mar-97		20-04	27-Aug-73	43,11 /
26	Lany Aprilia	COOK	F&B P	4B	Permanent	01-Nov-00		16-08	22-Apr-80	37,03 /
27	Ruli Setiawan Abadi	COOK	F&B P	4B	Contract	01-Jan-17	1-Jan-18	00-06	12-Mar-91	26,04 /
28	Suparlan	STEWARD	F&B P	6	Permanent	02-May-96		21-02	02-May-70	47,02 /
29	Afan Rudianto	Asst SMM	S&M	2C	Permanent	01-May-90		27-03	10-May-69	48,02 /
30	Hafean Justin Noor	SALES EXECUTIVE	S&M	3A	Contract	01-Aug-16	1-Aug-17	00-11	28-Oct-91	25,09 /
31	Muhtar Lantong	CHIEF ACCOUNTANT	ACC	2A	Contract	18-Jun-14	18-Jun-15	03-01	09-Dec-57	59,07 /
32	Budiono	INCOME AUDIT	ACC	3B	Permanent	11-Mar-93		24-04	04-May-68	49,02 /
33	Yanuar Budi Tri Wahono	COST CONTROLLER	ACC	3A	Contract	02-Feb-17	2-Feb-18	00-05	02-Jan-80	37,06 /
34	Agus Budi Utomo	GENERAL CASHIER	ACC	2B	Permanent	01-Mar-90		27-05	31-Aug-66	50,10 /
35	Seniot Mahmudi	PURCHASING	ACC	4A	Permanent	24-Apr-94		23-03	15-Nov-72	44,08 /
36	Retno Shintawati	RECEIVING / STORE	ACC	5A	Permanent	15-Dec-96		20-07	15-Mar-75	42,04 /
37	Rio Wijayanto	CHIEF ENG ASSISTANT	ENG	2C	Contract	01-Dec-16	1-Dec-17	00-07	17-Apr-85	32,03 /
38	Medi Muftianto	ENG ATTENDANT	ENG	5A	Permanent	16-Nov-96		20-08	12-Dec-56	60,07 /
39	Kamiran	ENG ATTENDANT	ENG	5A	Permanent	11-Mar-93		24-04	17-Jun-50	67,01 /
40	Sukamto	ENG ATTENDANT	ENG	5A	Permanent	01-Mar-96		21-04	11-May-76	41,02 /
41	Rusdianto Handoko	ENG ATTENDANT	ENG	5A	Contract	01-Apr-17	1-Apr-18	00-03	02-Dec-74	42,07 /
42	Supriantono	ENG ATTENDANT	ENG	5A	Contract	01-May-16	1-May-17	01-02	23-Jun-80	37,01 /
43	Shobichui Choir	HR MANAGER	HR	2A	Permanent	11-Mar-93		24-04	30-May-71	46,01 /
44	Devi Lucida Pritasuci	HR COORDINATOR	HR	3B	Contract	01-Oct-16	1-Oct-17	00-09	09-Jan-89	28,06 /
45	Saiful Munir	SECURITY GUARD	SEC	6	Permanent	11-Mar-93		24-04	26-May-65	52,02 /