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)

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ABSTRACT
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.

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

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 researchers have created the links between job satisfaction and other factors like stress and burnout, motivation, turnover intention, workplace environment, organizational commitment, empowerment, performance, turnover intention, reward, career growth and personal characteristics (Chen, 2006; Silva, 2006; Karatepe et al., 2006; Fairbrother 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. 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. 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)

LITERATURE REVIEW

Job Satisfaction

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.

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.

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 Intrinsic Reward and Extrinsic Reward.

a. Intrinsic 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.

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.

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 Rival, 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.

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.

Meyer and Allen (1997) suggested three models of commitment types, namely:
1) Affective Commitment  
2) Normative Commitment  
3) Continuence Commitment

Hypothesis

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

RESEARCH METHOD

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.

RESEARCH RESULTS AND DISCUSSION

Descriptive Analysis

a. Reward (X1)

The variable of Reward (X1) is divided 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 divided 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 employees 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 divided into two indicators, Training and Development with four items and Promotion Opportunity 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 divided 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 divided 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.

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

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Independent Variable</th>
<th>Beta</th>
<th>t count</th>
<th>P value</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction Y1</td>
<td>Reward X1</td>
<td>0.028</td>
<td>0.184</td>
<td>0.855</td>
<td>Insig</td>
</tr>
<tr>
<td></td>
<td>Work Place Environment X2</td>
<td>0.452</td>
<td>2.232</td>
<td>0.031</td>
<td>Sig</td>
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<tr>
<td></td>
<td>Career Growth X3</td>
<td>0.356</td>
<td>2.085</td>
<td>0.043</td>
<td>Sig</td>
</tr>
</tbody>
</table>

R² = 0.633

Source: SPSS Output
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 H1 rejected.

According to Riasat et al (2016) In current study explored that how firms can managed intrinsic reward for creative environment and for employee’s performance. According to current research results shows that extrinsic as well as intrinsic rewards also have significant positive impact on employee satisfaction. Both rewards have positive impact (Reily et al., 1991). Further studies summed up that, extrinsic rewards (financial rewards) are crucial employee satisfaction. Results show the positive relation of extrinsic rewards with employee satisfaction. Last researchers suggested that mere extrinsic rewards are not important intrinsic rewards should be focused. Employee should be awarded with medical allowances they focus on medical allowances. According to results extrinsic rewards show positive impact on employee satisfaction. Another researcher shows the positive results of extrinsic rewards with employee satisfaction by focusing on promotion of employees, but there are some limitations in the previous studies that is only medical allowances and promotion packages are appreciated as extrinsic rewards should be attractive in the form of salary packages. Salary should be reasonable and sufficient (Nayadema et al., 2014). Can be seen from the results of research, the number with the smallest mean item of job satisfaction (Y1) 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 (X1) it can be said that the extrinsic reward by the hotel is still less adjust to the incentive expected by the employee so that 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.

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 H2 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 Sumarto 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 Sumarto 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.

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 H3 accepted.

According 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 oppurtunity for the employee.

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

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Independent Variable</th>
<th>Beta</th>
<th>tcount</th>
<th>P value</th>
<th>Notes</th>
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</thead>
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<tr>
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<td>Reward X1</td>
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<td></td>
<td>Work Place Environment X2</td>
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<td>0.171</td>
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<td>Insig</td>
</tr>
<tr>
<td></td>
<td>Career Growth X3</td>
<td>0.178</td>
<td>1.087</td>
<td>0.283</td>
<td>Insig</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction Y1</td>
<td>0.441</td>
<td>3.101</td>
<td>0.004</td>
<td>Sig</td>
</tr>
<tr>
<td>R²</td>
<td>0.703</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: SPSS Output

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

Based on the path analysis result shows positive influence in career growth on job satisfaction indicate 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 H1 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.

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 H5 rejected.

The findings of this study is not the same with the opinion expressed by Shirey (2006) on the general characteristics of a healthy work environment that employees are treated with respect and fair, the mutual trust between management and employees, good communication between employees and between superiors with subordinates, the views of individuals as assets, and encourage each individual to feel physically and emotionally secure. McGuire and McLaren (2009) which states that the work environment is positively associated with employee commitment. Inadequate provision of equipment affects employees' commitment and intention to remain in the organization. Luthans (2006) which states that the work environment plays an important role to increase employee commitment. Managers need to
pay attention to work atmosphere that will arouse employees' commitment. A comfortable working environment is needed by workers to be able to work optimally and productively. 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.

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 H₆ 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.

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 H₇ 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.
Figure 2 Diagram of Path Analysis Result of The Influence of Reward, Work Place Environment, Career Growth on Job Satisfaction and Its Impact on Organizational Commitment

Direct Effect Reward on Organizational Commitment through Job Satisfaction of 0.287

Indirect Effect (IE) $= PY_1X_1 \times PY_2Y_1$
$= 0.028 \times 0.441$
$= 0.012$

Total Effect (TE) $= PY_2X_1 + (PY_1X \times PY_2Y_1)$
$= 0.287 + 0.012$
$= 0.299$

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

Indirect Effect (IE) $= PY_2X \times PY_2Y_1$
$= 0.452 \times 0.441$
$= 0.200$

Total Effect (TE) $= PY_2X + (PY_1X \times PY_2Y_1)$
$= 0.033 + 0.200$
$= 0.233$

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

Indirect Effect (IE) $= PY_2X_3 \times PY_2Y_1$
$= 0.356 \times 0.441$
$= 0.157$

Total Effect (TE) $= PY_2X_3 + (PY_1X \times PY_2Y_1)$
$= 0.178 + 0.157$
$= 0.335$

R²model $= 1 - (1 - R_1^2)(1 - R_2^2)$
$= 1 - (1 - 0.363)(1 - 0.703)$
$= 1 - (0.367)(0.297)$
$= 1 - 0.1090$
$= 0.8910$ or 89.10%

Conclusions

1. The results showed that Reward variable has 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 $H_6$ 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 $H_7$ is accepted.

Recommendations

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 satisfaction 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.

REFERENCES


