



## Mediating of Organizational Commitment in Improving Employee Performance

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**Abstract:** The purpose of this research was to determine and analyze the effect of leadership style and work motivation simultaneously or partially on organizational commitment, as well as the implications for employee performance at hospitality industry. The population in this study were employees of hospitality industry in Bandung West Java. The research method used in this research was descriptive and explanatory survey methods with a sample of 79 respondents, and the data analysis method used was path analysis using SPSS version 20 data processing software. Based on the results of the research found that the leadership style and work motivation simultaneously or partially have a positive and significant effect on organizational commitment, partially work motivation was the most dominant variable affecting the organizational commitment. Organizational commitment has a positive and significant effect on employee performance. Another important finding of this research was that the leadership style and work motivation indirectly have a positive and significant effect on employee performance through organizational commitment.

**Keyword:** Leadership Style, Motivation, Organizational Commitment, Employee Performance.

### INTRODUCTION

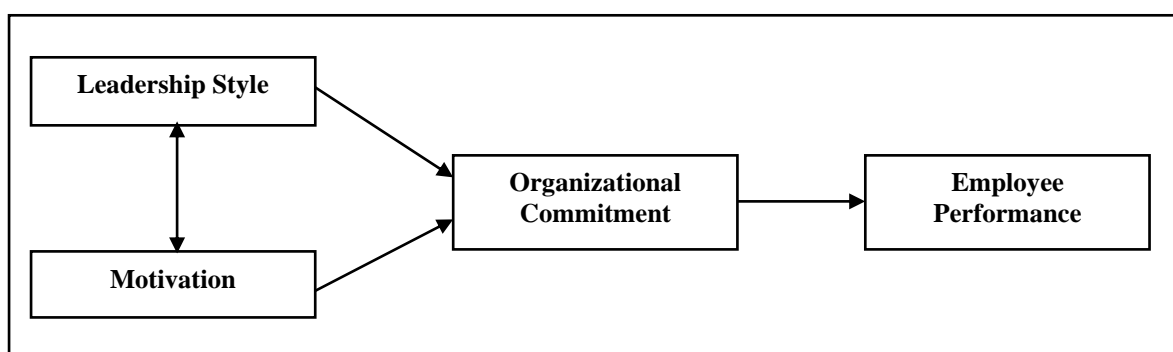
Performance management as a method plays an important role in the efficient management of individuals and teams to obtain high organizational performance (Armstrong, 2009). Employee performance as a financial indicator or other results from employees that have a direct relationship with organizational performance and achievements (Luthans, Avey, Avolio, & Peterson, 2010). Based on this statement, the decline in performance can be presumably caused by the relatively low performance of employees. Transformational leadership has a positive impact on job performance and organizational commitment (Raveendran & Gamage, 2019). Still according to (Raveendran & Gamage, 2019), it was also found that organizational commitment has a mediating effect on the impact of transformational leadership on employee performance. This finding also reveals that

organizational commitment has an impact on employee performance (Raveendran & Gamage, 2019). While Suharto, Suyanto, & Hendri (2019) stated that multicultural competence directly affects organizational justice, multicultural competence directly affects organizational commitment, multicultural competence does not have a direct effect on job performance, organizational justice directly affects organizational commitment, organizational justice has no influence directly on work performance, and organizational commitment directly affects job performance.

The mediating effect of organizational commitment on the relationship between leadership style variables and employee performance (Toban, Gani, Gani, & Zakaria, 2014). The results also show that three organizational commitments such as affective, continuous and normative, provide propositions regarding the mediating effect of organizational commitment on leadership style on employee performance (Toban et al., 2014). The significant positive influence of leadership on organizational performance and shows significantly the strength of the indirect or mediating influence of organizational commitment on organizational performance (Saleh, Nusari, Habtoor, & Isaac, 2018). While the results of his research suggest transformational leadership is positively and mostly related to affective commitment, it is moderately related to continuance and normative commitment (Dlamini, Garg, & Muchie, 2017).

According to Mangkunegara & Octorend (2015), work discipline has a positive effect on organizational commitment. work motivation has a positive effect on organizational commitment; job satisfaction has a positive effect on organizational commitment; work discipline, work motivation, and job satisfaction have a positive effect on organizational commitment. Madi (2017) based on the results of his research stated a significant influence of employee motivation on organizational commitment (affective, normative and continuity). While Curtis, Upchurch, & Severt (2009) limited differences do exist for certain motivational factors and organizational commitment factors when employees are differentiated by tipped versus nontipped employee status and by gender. Furthermore Mohamed Kamal Abdein, Hanan S. Kattara (2016) based on the results of his research stated that six intrinsic motivators and six extrinsic motivators show the significance and positive impact of motivation on organizational commitment.

**Framework**



**Figure 1. Research Framework**

**Hypothesis**

**Table 1. Research Hypothesis**

Hypothesis	Hypothesis Description
H1	There was influence of leadership style and work motivation simultaneously or partially on organizational commitment
H2	There was an influence of organizational commitment on employee performance

## METHODS

The method used in this research uses a quantitative method with a descriptive and verification analysis approach (Sugiyono, 2013). Data collection comes from primary data and secondary data. Primary data comes from field research using a questionnaire. The population in this study are hotel employees. The sampling method uses the incidental sampling method with the criteria of respondents having worked at least in the last 1 year when surveyed. The number of samples is 79 respondents. Data processing and analysis begins with validity and reliability tests, descriptive analysis, path analysis, and hypothesis testing. Methods of data analysis and hypothesis testing using path analysis (Sugiyono, 2013).

## RESULT AND DISCUSSION

Profile of hospitality employees based on the results of data collection as many as 79 respondents, shows the following composition.

**Tabel 2. Respondent Profile**

Respondent Profile	Description	Percentage (%)
Gender	(1) Male	33.0
	(2) Female	67.0
Age	(1) ≤ 20 years	25.5
	(2) 21 - 30 years	33.0
	(3) 31 - 40 years	22.5
	(4) > 40 years	19.0
Education	(1) Senior High School/ Equivalent	12.0
	(2) Diploma	23.0
	(3) Undergraduate	41.0
	(4) Postgraduate	9.0
Status	(1) Not Married Yet	49,30
	(2) Married	44,90
	(3) Widower/Widow	5,80
Length of work	(1) ≤ 2 years	38.0
	(2) 3 – 5 years	42.0
	(3) > 5 years	20.0

Source: Primary Data Processing, 2022

### Path Analysis Model

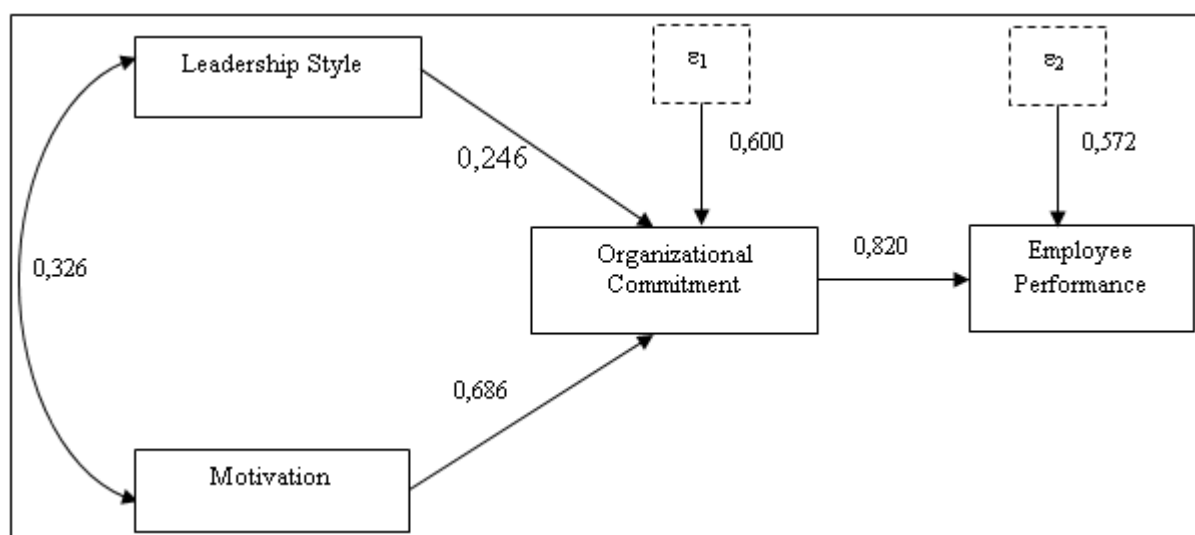


Figure 2. The Structural Model Mediates Organizational Commitment to Employee Performance

CONCLUSION

Conclusion

1. Leadership style and motivation simultaneously or partially affect organizational commitment. The magnitude of the influence of leadership style and work motivation simultaneously influences organizational commitment by 64.00%, this shows that 64.00% increase in organizational commitment to hospitality employees can be explained or carried out by increasing leadership style and work motivation. The results of the study also show that partially the influence of work motivation is 52.50% more dominant in its influence on organizational commitment compared to the influence of leadership style which is only 11.55%. This shows that partially increasing high work motivation both in the dimensions of the need for affiliation, the need to achieve success/achievements, and the dimensions of the need for power or work authority, and supported by an increase in leadership style which includes an increase in transactional and transformational leadership styles will be able to increasing organizational commitment both in increasing affective commitment, continuance commitment, and normative commitment.
2. Organizational commitment affects employee performance. The magnitude of the influence of organizational commitment on employee performance is 67.30%, this indicates that 67.30% increase in employee performance in hospitality employees can be explained or carried out by increasing organizational commitment. This shows that increasing organizational commitment in both affective commitment, continuance commitment, and normative commitment, will be able to improve employee performance both in quantity of work, quality of work, knowledge about work, creativity, cooperation, trustworthiness, initiative, and personal qualities of employees.

Suggestion

Leadership style and work motivation have an indirect effect on employee performance through organizational commitment. This shows that to improve the performance of hospitality employees, both increasing the quantity of work, quality of work, knowledge of work, creativity, coop be improved if the ho organizational commi motivation which is su

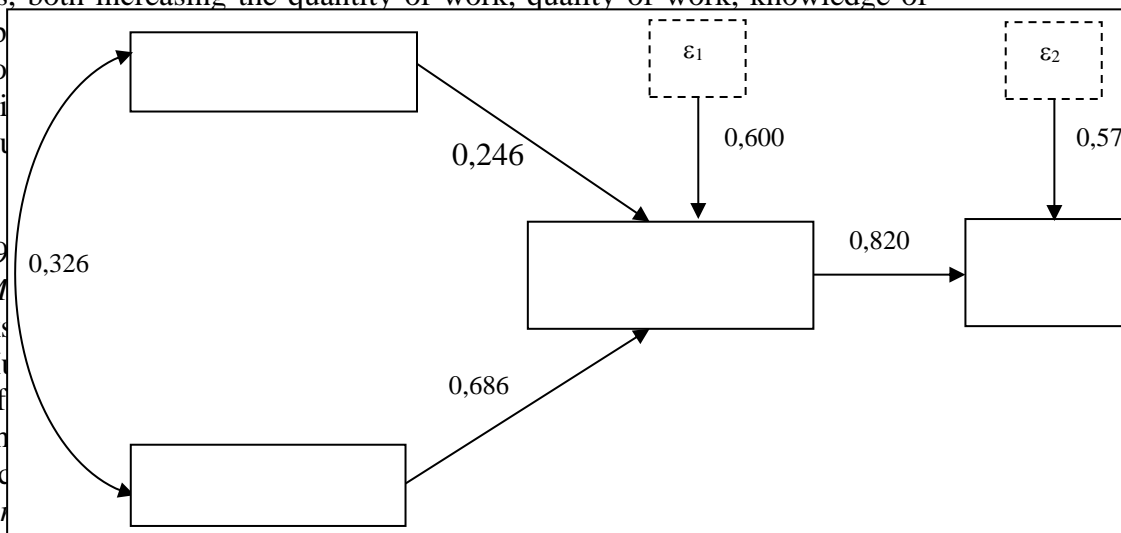
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