

The Influence of Work Commitment Towards Employee Performance in Pastry & Bakery Department at Four Seasons Resorts Bali

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Abstract: This study aims to determine the influence of work commitment on employee performance in the Pastry and Bakery Department at Four Seasons Hotel and Resorts Jimbaran, Bali. Work commitment is considered an important factor in improving employee performance because committed employees tend to be more engaged, responsible, and motivated in carrying out their duties. This research employed a descriptive and causal quantitative approach. The population consisted of 45 employees working in the Pastry and Bakery Department, and census sampling was used so that all employees became respondents. Data were collected through questionnaires, interviews, and observations. The data were analyzed using validity and reliability tests, descriptive statistics, normality test, correlation analysis, coefficient of determination, simple linear regression, and hypothesis testing using the Z-test. The findings revealed that work commitment has a significant influence on employee performance. The correlation coefficient was 0.819, indicating a strong positive relationship between work commitment and employee performance. The coefficient of determination showed that 67.10% of employee performance could be explained by work commitment, while the remaining 32.90% was influenced by other factors outside the research model. Furthermore, the Z-test result showed that Z_{count} was greater than Z_{table} ($5.43 > 1.96$), indicating that the alternative hypothesis was accepted. Therefore, work commitment significantly influences employee performance at Four Seasons Hotel and Resorts Jimbaran, Bali

Keywords: Work Commitment, Employee Performance, four season resorts bali and bakery departement, Bali, Simple Linear Regression

1. Introduction

Nowadays, the hospitality industry is one of the fastest expanding industries in the world. The hospitality sector is a diverse field that includes a wide range of companies and services related to leisure and consumer satisfaction. Hospitality emphasizes on the concepts of luxury, pleasure, enjoyment, and experiences rather than necessity and fundamentals. The hospitality business is divided into several sectors which is accomodation, food and beverages, travel and tourist. As a result, this industry is vital not only to businesses but also to customers, employees, and economies. Providing consumers with an outstanding service by creating high – standard services and environment so it can meet and even exceeding customer expectations is a must.

Outstanding service is crucial in the constantly evolving and highly competitive hospitality industry. It is the basis of success, creating consumer experiences, encouraging loyalty, and promoting a favorable brand image. Exceptional service extends beyond providing basic requirements to exceeding customer expectations, creating memorable experiences, and leaving a lasting impression. Providing exceptional service is not just a goal for hospitality facilities, such as hotels, restaurants, and resorts, but also a must for survival and development in a fiercely competitive industry.

Employee commitment to their work is vital to providing outstanding service. Work commitment consists of devotion, loyalty, and a strong sense of duty for one's job and organization. Employees in the hospitality business who are passionate about their jobs are more likely to go above and beyond to ensure customer satisfaction. Their commitment translates into genuine care and attention toward guests, leading to personalized experiences and memorable interactions. Whether it's a warm welcome at check-in, personalized

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recommendations at restaurant, or proactive help throughout a guest's stay, committed employees always try to provide exceptional service at all interactions.

In the hospitality industry, employee performance is closely linked to work commitment. Work commitment has a substantial impact on employee performance in various ways. Employees who are devoted to their jobs are more likely to be engaged, motivated, and productive, leading to improved performance. According to a study by (Hassan and Aslam, 2019), they found a significant positive relationship between organizational commitment and employee performance. Employees who exhibited higher levels of commitment to their organization demonstrated better performance outcomes. The research conducted by (Albrecht et al., 2020), found that work commitment serves as a mechanism through which organizational commitment influences performance outcomes. In other words, employees who are highly committed to their organization are more likely to be engaged in their work, and this engagement, in turn, leads to better performance.

Employee performance refers to the extent to which an employee successfully fulfills the responsibilities and expectations of their job. It is a measure of how well an employee meets the objectives and goals set by their employer. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Bintoro and Daryanto, 2017).

Recent studies from (Ardiansyah, 2021) stated that, commitment is strongly connected and linked to the performance, because if the employees have a strong commitment towards the company, and they have strong acceptance of the organization's goals values, and willingness, and also have a desire to work for the organization and remain a good employee in the company. Employees who indeed has a high spirit of commitment, will not leave their work, because he has passion in his work and it will improve employee performance to a greater extent. Another research from (Alkaresi, 2021) also stated that, commitment was one of the important factors for employees in work, because with the high commitment from the employees it will give a good impact on their performance.

The writer conducted the research in Four Seasons Hotel and Resorts, Bali at Jimbaran Bay. It is located on Bali's southwest coast in a tranquil corner of Jimbaran Village's 3-mile (4.8-kilometre) of crescent of golden sand, 20 minutes away from Ngurah Rai International Airports. Four Seasons Hotel and Resorts, Bali at Jimbaran Bay is iconic as the World's first large-scale luxury all-villa beach resort, and the first to feature plunge pools in every guest room. The villas and residences combine generous space and plush comforts with a graceful Balinese aesthetic, creating a sanctuary that has guests feeling at home in Bali.

During internship time, the writer found out there are several concerns from pastry & bakery department, one of the concern is collaboration issues, the employees choose to work as individual rather than a team, so they just focusing on their own tasks without offering support to their colleagues, they also not actively contributed in team meetings and discussion which lead to misunderstanding regarding the production schedules, employees feel overwhelmed by their workload, wasted ingredients, inefficient and last minute preparation. This will affect the quality issues, last minute preparation due to the collaboration issues can leads in neglecting attention to detail, while lack of detail directly impacts the presentation, accuracy, excellence and consistency of the products, and decrease employee performance.

The writer also found another concerns that related to work commitment, the employees are not initiative to contribute beyond their designated task or help their colleagues. They tend to stick with only their usual duties, not providing help for other employee that have a project going on, they also wait to be instructed what to do rather than proactively seeking opportunities to contribute for the project success. This happen not only one or two times but it happened frequently and seeing this the writer often offer to help and assist the chef and colleagues. The employees seem to has a low enthusiasm in work and they are not willing to go beyond expectation, this can cause several negative consequences. Firstly, the quality of the production. Without enthusiasm, the employees may do their tasks with minimal effort and creativity, leading to mediocre result. It can also affect the team dynamic, because when the employees are enthusiasm in their work they often inspire and uplift their colleagues, fostering positive work environment where ideas are being shared and collaboration thrives. Furthermore, the writer observed several

2. Proposed Method

According to [8], research design is a blueprint or plan for the collection, measurement, and analysis of data, created to answer your research questions. A good research design is those that can result in logical and systematic conclusion. According to [9], quantitative research is a type of research that produces discoveries that can be achieved using statistical procedures or other ways of quantification (measurement). In this research, the writer will focus on 2 types of research design that can be seen as follow: Descriptive Research and Causal Research. This research was conducted at JW Marriott Hotel Medan located in Jl. Putri Hijau No.10, Medan City, North Sumatra 20111.

According to [10], population is generalization area or a group consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then made a conclusion. Based on the definition above, the population used in this research is the employees that work in finance department of JW Marriott Medan, which are 32 employees.

According to [11], census sampling is a sampling technique when all members of the population are used as samples. Census method confirms a higher degree of accuracy than other techniques. The Census method provides complete information because each and every item is investigated carefully. Therefore, it is a very reliable method of data collection. This research will collect responses from all employees that work in finance department of JW Marriott Medan, which are 32 employees.

Operational variables are necessary so that reader will know exactly what the dependent variable is and how it was measured. There are two variables that have being applied in this research

Table 1. Operational Variable Definition

Variable	Indicators	Sub Indicators	Questionnaire Statement
Motivation (X)	Achievement	High Desire	The associates highly desire to develop their skills.
		Challenge	The associates are willing to accept challenging goal.
	Recognition	Appreciation	The associates receive a generous appreciation for their achievement.
		Satisfaction	The associates are satisfied with the recognition given.
	Responsibility	Accountable	The associates are accountable to complete their task on time.
		Belongingness	The associates feel a sense of belonging on their responsibilities.
	Work Quality	Consistent	The associates consistently produce good performance.
		Thoroughness	The associates are always meticulous at work.
Employee Performance (Y)	Work Quantity	Load of Assignment	The associates can get any load of assignment done quickly

	Work Behavior	Deadliness	The associates always complete their work and duties timely.
		Punctual	The associates are punctual to start their work.
		Initiative	The associates have initiative to propose rotation to other section.

Source: Writer (2024)

According to [12], data collection refers to the actual methods used to gather data for analysis. Popular research methods included, but are not limited to, are questionnaires, interviews and observations. In order to have an objective and accurate data and information needed in accomplishment of this research, the writer use methods of research, those are Primary Data Sources : A data that is obtained from respondents through questionnaires, focus groups and panels or also data from researchers' interviews with resource persons. Data obtained from primary data must be processed again. Resources that directly provide data to data collection. Secondary data is data that is obtained from records, books, government reports, and articles. Usually, data obtained from secondary research does not need to be processed anymore. analysis data is the simple linear regression equation is an equation model describes the relationship between an independent variable/ predictor (X) and a dependent variable/ response (Y). The formula is:

$Y = a + bX$ To find the value of a and b, the formula is:

$$a = \frac{(\sum Y)(\sum X^2) - (\sum X)(\sum XY)}{n \sum X^2 - (\sum X)^2}$$

$$b = \frac{(\sum XY) - (\sum X)(\sum Y)}{n \sum X^2 - (\sum X)^2}$$

Where:

n = number of sample

a = constant factor

b = regression coefficient X = independent variable Y = dependent variable

Hypothesis testing is an act in statistics whereby an analyst tests an assumption regarding a population parameter. As a result, a hypothesis test is to see which of the null hypothesis (H₀) and alternative hypothesis (H_a) will be accepted. The hypothesis test in this study uses Z-test. Z-test is a statistical test used to determine whether two population means are different when the variances are known and the sample size is more than 30. This test statistic is assumed to have a normal distribution, and standard deviation must be known to perform an accurate z-test. The formula is:

The following are the scales that were used to determine the outcome of the hypothesis test:

1. If $-z_{count} < -z_{table}$, null hypothesis (H₀) is rejected and alternative hypothesis (H_a) is accepted.
2. If $+z_{count} > +z_{table}$, null hypothesis (H₀) is rejected and alternative hypothesis (H_a) is accepted.
3. If $z_{table} \leq z_{count} \leq z_{table}$, null hypothesis (H₀) is accepted and alternative hypothesis (H_a) is rejected.

4. Results and Discussion

The correlation test is to measure strength and direction of variable. The correlation test result can be seen as bellows:

Table 2. Correlation Test on Data Variable Correlations

		Work Commitment	Employee Performance
Work Commitment	Pearson Correlation	1	.819**
	Sig. (2-tailed)		.000
	N	45	45
Employee Performance	Pearson Correlation	.819**	1
	Sig. (2-tailed)	.000	
	N	45	45

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Processing Results (2024)

From the calculation above, it show that correlation value is 0.819 which means that it is a strong positive relationship between Work Commitment and Employee Performance at Four Seasons Hotel and Resorts Jimbaran, Bali.

Determination test used to measure impact from independent variable towards dependent variable. The result can be seen as bellows:

Table 3. Determination Test On Data Variable Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.663	1.839

a. Predictors: (Constant), Work Commitment

b. Dependent Variable: Employee Performance

Source: SPSS Processing Results (2024)

The determination coefficient is 0.671 which means that there is impact of 67.10 % of Employee Performance variable can be explained by Work Commitment at Four Seasons Hotel and Resorts Jimbaran, Bali while the remaining 32.90% can be explained by other factors or variables.

Simple linear regression analysis used to explain the relationship of independent variable towards dependent variable and the result of simple linear regression can be seen as bellows:

Table 4. Simple Linear Regression Test on Data Variable

		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	3.454	.874		3.951	.000
	Work Commitment	.679	.073	.819	9.360	.000

a. Dependent Variable: Employee Performance

$$Y = a + bX$$

$$Y = 3.454 + 0.679X$$

The constant value is 3.454 and regression coefficient of Work Commitment is 0.679. Furthermore, if Work Commitment variable increased by 1 unit, then Employee Performance also will increase as 0.679 unit.

Test of hypothesis calculation is used to know whether there is impact of Work Commitment towards Employee Performance at Four Seasons Hotel and Resorts Jimbaran, Bali. In this research, the writer will use Z test due to the sample more than 30. The result of Z test can be seen as bellows:

From above calculation, the value of Z count is more than Z table where $5.43 > 1.96$ therefore as a result, null hypothesis (H_0) is rejected and alternative hypothesis (H_a) is accepted. This means that there is an influence of Work Commitment towards Employee Performance at Four Seasons Hotel and Resorts Jimbaran, Bali.

In correlation test, the correlation value is 0.819, this means that there is a strong positive relationship between Work Commitment and Employee Performance at Four Seasons Hotel and Resorts Jimbaran, Bali.

The coefficient of determination which is 0.671, mean there is 67.10% of Employee Performance variable can be explained by Work Commitment variable at Four Seasons Hotel and Resorts Jimbaran, Bali. While 32.90% can be influenced by other factors which are not included in this research model.

In simple linear regression, the constant results showed 3.454 and regression coefficient of X is 0.679. This means if variable X increased by 1 unit, the variable Y will increase 0.679 unit at Four Seasons Hotel and Resorts Jimbaran, Bali.

The results of Z test where $Z_{count} > Z_{table}$ ($5.43 > 1.96$), this means null hypothesis (H_0) is rejected while alternate hypothesis (H_a) is accepted. Therefore, there is an influence of Work Commitment towards Employee Performance at Four Seasons Hotel and Resorts Jimbaran, Bali.

The writer found out that there is an influence of Work Commitment and Employee Performance which is aligned with all of the previous researches according to Rindu (Alkarensi,2021), (Otuohere John Nonso,2021), (Lorens Riwu S et al.,2022) and (Enang Naarlan SAP,et al., 2022).

5. Conclusions

Based on the result at data analysis method, it can be concluded that the variable Work Commitment has influence towards variable Employee Performance. This can be seen from the results of Z test where $Z_{count} > Z_{table}$ ($5.43 > 1.96$), this means null hypothesis (H_0) is rejected while alternate hypothesis (H_a) is accepted. Therefore, there is an influence of Work Commitment towards Employee Performance at Four Seasons Hotel and Resorts Jimbaran, Bali. Result of correlation test, the correlation value is 0.819, this means that there is a strong positive relationship between Work Commitment and Employee Performance, this indicate if the Work Commitment is increase the Employee Performance is increase as well. The coefficient of determination which is 0.671, mean there is 67.10% of Employee Performance variable can be explained by Work Commitment variable at Four Seasons Hotel and Resorts Jimbaran, Bali. While 32.90% can be influenced by other factors which are not included in this research model.

For future researcher, the writer suggests to use other variable that might influence Employees Performance such as leadership, job satisfaction, work environment, and etc.

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