

The Influence of Affective Commitment, Continuous Commitment and Normative Commitment to Employee Performance at Sotis Hotel Kupang during the COVID-19 Pandemic

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Abstract— This study aims to determine the effect of affective commitment, normative commitment and commitment to employee performance during the Covid-19 pandemic and the object used in this study is a hotel. Handling hotels in situations like this must be supported by human resources who have a serious commitment and are accompanied by quality employee performance so that guests or tourists will return to stay in the future. The type of research used in this research is survey research and the method used is quantitative method with primary and secondary data sources. Data collection techniques through observation, interviews, questionnaires and literature study. Data analysis technique in this research is through preliminary analysis and further analysis. The preliminary analysis consisted of a validity test to measure the validity of the questionnaire and a reliability test was carried out using the Alpha Cronbach technique. The number of samples in this study were all employees of Hotel Sotis as many as 55 people. The results of this study shows that affective commitment (X1), continuance commitment (X2), normative commitment (X3) partially affect employee performance (Y). This is shown by the significance value of the three variables: $0.000 < 0.05$ and the F test results simultaneously have a significant effect with a significance value of $0.000 < 0.05$. Thus the hypothesis in this study is accepted and the multiple linear

regression equation in this study is: $Y = 12.173 + 0.228X_1 + 0.245X_2 + 0.192X_3$.

Keywords - *Affective commitment, normative commitment and continuously commitment, employee performance*

I. INTRODUCTION

Competition between companies in the era of globalization and in the midst of the covid-19 pandemic as it is today, requires human resources who are ready, capable and alert in achieving organizational goals so that companies continue to be able to survive in the face of various challenges that exist. Human Resources play an important role in the development of the company. Basically, employee performance is related to the company's efforts in developing its organizational commitment because this makes employees to be more responsible and complete every job that is their duty and responsibility. Commitment reflects how an individual identifies with the organization and is tied to the goals of the organization. Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Employees who feel more committed to the organization have

reliable habits, plan to stay longer in the organization, and devote more effort to work [1].

Organizational commitment plays an important role in improving employee performance which is the result of one's work in completing every job based on skills, experience, sincerity and time. There are several factors that can affect employee performance, namely the existence of a genuine commitment from employees in the form of Affective commitment, Continuing Commitment and Normative Commitment.

The COVID-19 pandemic has impacted various industries in Indonesia, including the hotel industry which is an important aspect of tourism competitiveness. The situation during the Covid-19 pandemic can certainly have an impact on employee performance which is influenced by several aspects of commitment in the form of commitment consisting of a high sense of belonging to the company, desire to survive, involvement in company activities, and having a great desire from employees to achieve company goals. Likewise, continuous commitment needs serious attention from the employees themselves because this is related to the awareness of employees such as staying afloat and not leaving the organization even though the conditions are difficult. This is also as important as the aspect of normative commitment, which is an employee's belief about responsibility to the company which is marked by a sense of responsibility towards the company.

Furthermore, research with the variables of Affective Commitment, Continuing Commitment and Normative Commitment during the COVID-19 pandemic has never been done before at Hotel Sotis Kupang. Therefore, considering the importance of these three aspects, the management of Sotis Hotel can take strategic steps to support and regrow this aspect of commitment so that employee performance can improve more optimally in improving the quality, quantity, implementation of tasks to the company's progress.

Based on the explanation above, the formulation of the problem in this study is:

- (1). How do Affective Commitment, Continuing Commitment, Normative Commitment partially influence employee performance at Hotel Sotis Kupang?
- (2). How do Affective Commitment, Continuing Commitment and Normative Commitment simultaneously affect employee performance at Hotel Sotis Kupang?

The aim of this research is:

- (1). To determine the effect of Affective Commitment, continuance commitment, normative commitment partially on employee performance at Hotel Sotis Kupang
- (2). To find out the effect of Affective Commitment, Continuing Commitment and Normative Commitment simultaneously on employee performance at Hotel Sotis Kupang

II.LITERATURE REVIEW

a. Affective Commitment

Affective commitment is an emotional desire possessed by someone to remain in an organization because they believe in the mission carried out by the organization [2]. Affective Commitment relates to the emotional, identification, and involvement of employees in a company. Affective commitment shows feelings of love to stay and establish and maintain social relationships because they have become members of the organization[3]. Affective commitment is an employee's emotional bond and involves himself with the organization [4].furthermore, affective commitment is a feeling of love for employees in the organization so that they have the will and build social relationships with the organization because they feel they have become an important part of the organization [5]. Affective commitment reflects the value of employee loyalty to keep working in the organization [6]. The indicators of affective commitment are: sense of belonging, desire to survive, involvement in activities, desire to achieve goals [7]

b.Continuance Commitment

Continuance Commitment refers to the employee's perception that he will suffer losses if he does not continue his work in a company. Continuing commitment is the perceived economic value of staying in an organization when compared to leaving the organization [8] . the same thing also says that sustainable commitment is related to the economic value received if it remains with the organization [9].Continuing commitment relates to an employee who is committed to the employer because he is highly paid and feels that leaving the company will destroy his family.[10]. Furthermore, indicators of continuous commitment are: Hoping to get a profit if survive, Staying in the company is a necessity, Considering

leaving the company, Heavy leaving the organization [11].

c. Normative Commitment

normative commitment, namely the strength of the employee's desire to always serve the company because they feel obliged to always be in the company, this is due to pressure from other parties [12]. Normative commitment arises from the self-values of employees who persist as members of the company because there is an awareness that being committed to the company is a must or obligation [13]. Normative commitment describes a feeling of attachment to be continue in the organization. [14]. Normative commitment refers to a comprehensive construct that causes a growing sense of shared responsibility [15]. Indicators of normative commitment are: Feelings of guilt leaving the company, Thinking about the opinions of others if leaving the company, Staying afloat is an obligation, Having a sense of responsibility towards the company [16].

d. Employee Performance

Performance (performance) refers to the employee's achievement of the given task. Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. [17]. Performance is the result of work achieved both in quality and quantity in completing the work given to him [18]. Employee performance is the result of work achieved or the success of the company with several indicators: quantity, quality, implementation of duties and responsibilities [19]. Based on the explanation and theoretical basis, the research model can be described as follows:

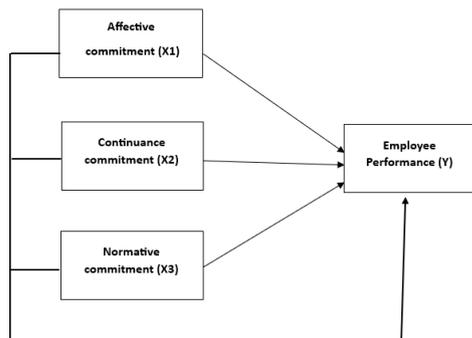


Figure 1. Research Model Framework

Variabel	Research Concept		
	Operational Defenition of Variabel	Measure	Likert Scale
Affective commitment (X1)	Affective commitment is an emotional desire possessed by someone to remain in an organization because they believe in the mission carried out by the organization	1) Sense of belonging, 2) Desire to survive 3) Involvement in activities 4) Desire to achieve goals	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree
Continuance Commitment (X2)	Continuance Commitment refers to the employee's perception that he or she will experience a loss if they do not join the company.	5) Hoping to get a profit if survive, 6) Staying in the company is a necessity 7) Considering leaving the company, 8) Heavy leaving the organization	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree
Normative Commitment (X3)	Normative commitment, namely the strength of the employee's desire to always serve the company because they feel obliged to always be in the company, this is due to pressure from other parties	9) Feelings of guilt leaving the company 10) Thinking about the opinions of others if leaving the company 11) Staying afloat is an obligation 12) Having a sense of responsibility towards the company	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree
Employee Performance (Y)	Performance (performance) refers to the employee's achievement of the given task.	13) quantity 14) quality, 15) implementation of duties 16) responsibilities	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree

III. RESEARCH METHODS

This research focuses on the issues of Affective Commitment, Continuous Commitment, Normative Commitment and Employee Performance, especially in the era of the Covid-19 pandemic which plays an important role in advancing the industry where employees work. The type of research used is survey research and the method used in this research is quantitative method with primary and secondary data sources. Data collection techniques through observation, interviews, questionnaires and literature study. The data analysis technique used in this research is through preliminary analysis and further analysis. The preliminary analysis consists of a validity test to measure the validity of a questionnaire and a reliability test is carried out using the Alpha cronbach technique [20]. The number of samples in this study were all employees of Hotel Sotis as many as 55 people. Hypothesis testing is used to answer the research hypothesis H1 = Affective Commitment (X1), Continuous Commitment (X2), Normative Commitment (X3) simultaneously affects employee performance and H2 = Affective Commitment (X1), Continuous Commitment (X2), Normative

Commitment (X3) partially affects employee performance.

IV.RESULTS AND DISCUSSION

Hotel Sotis Kupang is a four-star hotel located on Jl. Timor Raya KM 3 Pasir Panjang, Kota Lama, Kupang, East Nusa Tenggara. The company must pay attention to aspects of commitment in the form of affective commitment, continuous commitment and normative commitment during the COVID-19 in supporting the performance of employees within the company.

- a. The influence Affective Commitment, Continuous Commitment and Normative Commitment on employee performance at Sotis Hotel Kupang during the covid 19 pandemic. To answer the first problem in this study, it can be seen in the F-test (Annova) as follows:

Tabe II F Test Result

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.426	3	73.809	8.497	.000 ^a
	Residual	443.011	51	8.686		
	Total	664.436	54			

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

b. Dependent Variable: Y

In table 2, the results of the F test show that the three X variables simultaneously affect employee performance. This can be seen based on the significance value of 0.000, which is lower than 0.05. Therefore, it can be concluded that the first hypothesis is accepted, namely the variables of Affective commitment (X1), Continuance commitment (X2), normative Commitment (X3) simultaneously affect to employee performance. With the acceptance of the first hypothesis, the first problem in this study has been answered, namely Affective Commitment (X1), Continuance commitment (X2) and), normative Commitment (X3) simultaneously affect employee performance at Sotis Hotel Kupang during the COVID-19 pandemic.

To answer the next problem in this research, namely how Affective commitment (X1), Continuance commitment (X2) and normative commitment (X3) partially affect employee performance at Sotis Hotel

Kupang, the explanation below is presented as follows:

Table 3. T Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.173	4.474		2.721	.000
X1	.228	.167	.218	4.093	.000
X2	.245	.158	.248	4.222	.000
X3	.192	.110	.230	3.614	.001

a. Dependent Variable: Y

From table 3, the results of the T test show that Affective commitment variable (X1) have effect on employee performance (Y). The higher affective commitment of the employee, so better the resulting performance. With a high affective commitment to employees, a sense of belonging to the company arises so that they have the desire to survive and be involved in all existing activities for the progress of the company. With a sense of ownership and involvement in all company activities, it will have a good impact on the resulting performance. The results of this study are in accordance with research conducted by Parindang [21] and Muhyi [22].The significance value of Affective commitment is 0.000 is less than 0.05. Further for the variable of continuance commitment (X2) have effect on employee performance (Y). Continuous commitment is related to the awareness of organizational members so that they will experience losses if they leave the organization. This can be seen from the attitude of employees to survive because they will benefit and it is also a necessity to remain in the company and will also feel heavy when leaving the company. This attitude is built on the basis of economic needs that must be met so that employees

Table 4. Coefficients Determination Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.294	2.94728

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

will be very total in their work. So the higher the commitment to sustainability, the better the performance will be. The results of this study are in accordance with research conducted by Parindang [21]and Muhyi [22].The significance value of is

0.000 is less than 0.05. For normative variable (X3) have effect on employee performance (Y). Normative commitment is an employee's belief about responsibility to the company. This normative commitment is related to moral reasons, for example, employees will feel guilty about leaving the company, think about the opinions of others if they leave the company, and remain because they have responsibility for the progress of the company. Employees who have a high normative commitment will give their best to the development of the company. Of course, such an attitude will have an impact on the performance of the employees themselves. The results of this study are in accordance with research conducted by Parindang [21] and Muhyi [22]. The significance value of Normative commitment is 0.001 is less than 0.05.

For the research above is supported by research conducted by Parindang [21] and Muhyi [22], that these three variables namely : Affective Commitment (X1) , Continuance Commitment (X2) and Normative Commitment (X3) have a significant effect on employee performance either simultaneously or partially.

Based on table 3, the multiple linear regression equation is as follows:

$$Y = 12.173 + 0.228X_1 + 0.245X_2 + 0.192X_3$$

This regression equation can be stated statistically and can be stated as follows: (1) if all independent variables are 0, then employee performance is 12.173, (2) if there is an increase of 1 unit in X1 with the assumption other independent variables are constant then there is an increase employee performance of 0.228; (3) If there is an increase of 1 unit in X2 with the assumption that the other independent variables are constant, there will be an increase in employee performance of 0.245; (4) If there is an increase of 1 unit in the independent variable X3 with the assumption that the other independent variables are constant, there will be an increase in employee performance of 0.192

Furthermore, in table 4 below shows the R Square test (coefficient of determination test), indicating that of the three variables, namely affective commitment (X1), continuance commitment (x2) and normative commitment (x3), it contributes 33.3%. this means that there are 66.7% influenced by other variables not mentioned in this study.

V.CONCLUSION

1. Affective commitment (X1), continuance commitment (X2) and Normative commitment (X3) simultaneously affect employee

performance (Y) with a significance value of 0.000

2. The variables of affective commitment (x1), continuance commitment (x2) and normative commitment (x3) partially affect employee performance with the significance value of affective commitment (X1) and continuous commitment (X2) is 0.000. The significance value of normative commitment (X3) is 0.001. In this case the company can support employees in carrying out their duties so that employees have a good and optimal level of performance to realize company goals. Furthermore, the company must also pay attention to aspects of commitment in the form of affective commitment, continuance commitment and normative commitment, especially in situations like today so that employees remain maximal at work.
3. Based on the explanation above, it is recommended for further researchers to examine topics related to affective commitment, ongoing commitment and normative commitment during the COVID-19 pandemic so that they can add insight and can also be useful for policy makers in supporting and motivating employees at work.

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