

The Influence of Motivation and Organizational Culture on Employee Commitment at Kyriad Bumiminang Hotel

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ABSTRACT

This study aims to examine the impact of motivation and organizational culture on employee commitment at the Kyriad Bumiminang Hotel. The research adopts a quantitative descriptive approach using a survey method. A non-probability sampling technique was employed, specifically a saturated sample, meaning the entire population was included as the sample. In this case, all 41 operational employees at the Kyriad Bumiminang Hotel in Padang were surveyed. The collected data was analyzed and interpreted using the TCR and SPSS techniques. The findings indicate that motivation is categorized as good with a score of 3.4, organizational culture is rated as very good with a score of 3.32, and employee commitment is classified as good with a score of 3.33. The regression equation derived from the study is $Y = 24.111 + 0.110X_1 + 0.176X_2$. Additionally, the F-test result in the multiple linear regression analysis is 12.375, with a p-value of 0.000, which is below the significance threshold of 0.05. The adjusted R-squared value is 0.322, indicating the model's explanatory power.

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1. INTRODUCTION

West Sumatra is one of the tourist destinations that offers natural beauty and cultural richness, with Padang City being one of the most frequently visited locations. Some of the well-known tourist attractions in Padang City include Padang Beach, Gunung Padang, Siti Nurbaya Bridge, Pasir Jambak Beach, Air Manis Beach, and the Adityawarman Museum. As the number of tourists continues to increase, the demand for quality hotels is also rising, driving the growth of the hospitality industry in Padang. Hotels are a type of commercial accommodation that provide lodging, as well as food and beverage services, for travelers willing to pay the applicable rates [1].

One of the four-star hotels in Padang City is the Kyriad Bumiminang Hotel, located on Jl. Bundo Kanduang, West Padang. This hotel features modern architectural design while preserving the traditional values of West Sumatra, creating a grand and elegant appearance. The Kyriad Bumiminang Hotel offers various facilities, including the Maninjau swimming pool, Red Lado restaurant, Kopi-O lounge, Bar 1669, Dejavu terrace, and several meeting rooms such as Gumarang, Binuang, Kinantan, Mentawai, Pagaruyung, and Sianok. Additionally, the hotel is equipped with parking areas and other amenities to ensure guest comfort.

As part of the service industry, hotels provide lodging, food, and beverage services. However, with the rapid growth of the hospitality industry, competition among hotels has become increasingly intense. To remain profitable, hotels must enhance productivity by optimizing human resources, capital, natural resources, and technology. Human resources (HR) play a crucial role in service design and delivery, product marketing, quality control, financial resource allocation, and the formulation of organizational strategies and goals [2]. HR serves as a key asset in business operations, and employee commitment to the organization is a vital factor in improving their performance to effectively achieve company objectives [3].

Organizational commitment refers to employees' loyalty to the organization and its goals, as well as their desire to remain part of the organization [4]. Commitment is divided into three dimensions: affective commitment, continuance commitment, and normative commitment [5]. One of the factors influencing employee commitment levels is work motivation [6]. Motivation is a potential force within an individual that can be developed through internal or external factors, impacting performance either positively or negatively, depending on the individual's situation and circumstances. Motivation can also be defined as a set of attitudes and values that drive individuals to achieve certain goals [7].

Work motivation can be an effective means of enhancing employee commitment to the company. Indicators of work motivation include the drive for achievement, goal setting, work enthusiasm, creative initiative, creativity, and a sense of responsibility [8]. Another factor that influences employee commitment is organizational culture. Organizational culture serves as a guideline within a company, as a well-structured culture helps shape employees into highly committed human resources. The impact of organizational culture is significant in long-term economic performance and is a key determinant of an organization's success or failure [9]. Organizational culture comprises several elements, including organizational socialization, recognition of achievements, conflict tolerance, and opportunities for professional development.

2. METHOD

This study uses a quantitative descriptive research type using a survey method. Descriptive research only uses one variable and does not compare with other variables. This study uses a non-probability sampling technique using saturated samples [11]. Saturated samples are a sampling determination technique that makes the entire population a sample [12]. The sample used was all employees of Kyriad Hotel Bumiminang Padang, totaling 49 people. The questionnaire was a data collection tool in this study. In addition, the data obtained was described, and then the research results were described using the TCR and SPSS techniques.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Data Description

Based on research conducted on 49 employees at the Kyriad Bumiminang Hotel in Padang, the following results were obtained:

Motivation (X1) comprises five indicators with a total of 14 statements. The data collected on the motivation variable at Kyriad Bumiminang Hotel in Padang is presented in the following table:

Table 1. Description of Motivation Variable Data

Indicators	TCR	Criteria
Drive to Achieve Goals	3,14	Good Enough
Work Spirit	3,57	Good
Initiative	3,21	Good Enough
Creativity	3,39	Good Enough
Sense of Responsibility	2,94	Good Enough
Total	16,25	
Average	3,25	Criteria

Based on the table above, it can be seen that the level of achievement of respondents on the indicator of motivation to achieve goals is 3.14 with poor, the work spirit indicator is 3.57 with fairly good

criteria, the initiative indicator is 3.21 with poor, the creativity indicator is 3.39 with poor criteria, and the sense of responsibility indicator is 59% with poor. So, it can be concluded that respondents' achievement level on the motivation variable is 2.94 with poor criteria.

Organizational Culture (X2) consists of 4 indicators with 14 statement items. Data obtained from the results of the study of the Organizational Culture variable at Kyriad Hotel Bumiminang Padang as follows:

Table 2. Organizational Culture Variable Data Description (X1)		
Indicators	TCR	Kriteria
Organizational Socialization	2,70	Good Enough
Reward for Success	2,5	Good Enough
Tolerance for Conflict	2,56	Good Enough
Opportunity to develop	2,78	Good Enough
Total	10,54	Good Enough
Average	2,63	

Based on the table above, it can be explained that the level of achievement of respondents on the Organizational Socialization indicator is 2.70 with very poor criteria, the indicator of appreciation for success is 2.5 with very poor criteria, the indicator of tolerance for conflict is 2.56 with very poor criteria, and the indicator of opportunity to develop is 2.78 with poor criteria. So, it can be concluded that respondents' achievement level in the organizational culture variable is 53%, with very poor criteria.

Commitment (Y) consists of 3 indicators with 11 statement items. Data obtained from the results of the Commitment variable research at Kyriad Hotel Bumiminang Padang as follows:

Table 3. Data Description of Commitment Variable (Y)		
Indicators	TCR	Kriteria
Affective Commitment	3,79	Good
Continuance Commitment	3,4	Good
Normative Commitment	4,6	Good
Total	11,81	Good
Average	3,33	

Based on the table above, it can be explained that the level of achievement of respondents on the affective commitment indicator is 3.79 with fairly good criteria, the ongoing commitment indicator is 3.4 with fairly good criteria, and the normative commitment indicator is 4.6 with good criteria. So it can be concluded that the level of achievement of respondents on the commitment variable is 79% with fairly good criteria.

3.1.2. Test Requirements Analysis

Social media advertising variable data were collected through 11 statements that had been tested for validity and reliability. The statements were then distributed to 130 respondents.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test				
		Motivasi	Budaya Organisasi	Komitmen
N		49	49	49
Normal Parameters ^{ab}	Mean	45,4286	36,7143	43,2449
	Std. Deviation	9,40301	3,18198	8,99891
Most Extreme Differences	Absolute	,215	,109	,176
	Positive	,089	,109	,101
	Negative	-,215	-,085	-,176
Kolmogorov-Smirnov Z		1,506	,765	1,229
Asymp. Sig. (2-tailed)		,121	,602	,098
a. Test distribution is Normal.				
b. Calculated from data.				

Based on the table above, it is known that the Asymp Sig value for the motivation variable is 0.121, the organizational culture variable is 0.602 and the commitment indicator is 0.098. It is concluded that the three values are > 0.05, so it can be said that the three data are normally distributed.

Table 5. Heteroscedasticity Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-6,152	13,145		,468
	Motivasi	-,179	,127	-,188	,163
	Budaya Organisasi	1,567	,374	,554	,642

a. Dependent Variable: Komitmen

Based on the table above, it is known that the significance value of the motivation variable is 0.163 and the organizational culture variable is 0.642, so it can be concluded that there is no heteroscedasticity between the independent variables in the regression model and the regression model is suitable for use.

Table 6. Multikolonieritas Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-6,152	13,145		-,468	,642		
	Motivasi	-,179	,127	-,188	-1,416	,163	,898	1,11
	Budaya Organisasi	1,567	,374	,554	4,186	,000	,898	1,11

a. Dependent Variable: Komitmen

Based on the table above, seen in the "Collinearity Statistics" section, the Tolerance value for the Motivation (X1) and Organizational Culture (X2) variables is 0.898, meaning it is greater than 0.10. Meanwhile, the IF value for the Motivation (X1) and Organizational Culture (X2) variables is 1.114 < 10.00. So it can be concluded that there is no multicollinearity symptom in the regression model.

3.1.3. Hypothesis Testing

Table 7. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	24,111	2,618		,000
	Motivasi	,110	,040	,325	,009
	Bo	,176	,042	,498	,000

a. Dependent Variable: Komitmen

$$Y = 24.111 + 0.110X_1 + 0.176X_2$$

From the multiple linear regression equation above, it can be concluded that: a constant value of 24.111 is obtained, meaning that if the commitment variable (Y) is influenced by both of its load variables,

namely motivation (X1) and Organizational Culture (X2), then the amount of commitment is 22.275. The regression coefficient value of Motivation (X1) of 0.110 is positive. The regression coefficient value of Organizational Culture (X2) of 0.176 is positive.

Table 8. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	170,013	2	85,006	12,375	,000 ^b
	Residual	315,987	46	6,869		
	Total	486,000	48			

It is known that the F test value is 12.375 with a p-value of 0.000 which is smaller than 0.05 (significant). This shows that the variables of Motivation (X1) and Organizational Culture (X2) together have an effect on Employee Commitment at Kyriad Hotel Bumiminang Padang.

Table 9. Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,591 ^a	,350	,322	2,621

a. Predictors: (Constant), bo, Motivasi

From the table above, the Adj.R square value is 0.322, meaning that the motivation and organizational culture variables have a 33.2% influence on employee commitment at Kyriad Hotel Bumiminang Padang and 66.8% is influenced by other variables not discussed in this study.

3.2. Discussion

Based on the results of data processing from 49 respondents, it is known that the level of achievement of respondents in the motivation variable is 69% with the criteria of not good. Motivation consists of 5 indicators, the following is the level of achievement of respondents in each indicator, namely: the level of achievement of respondents in the indicator of the drive to achieve goals is 63% with not good, the work spirit indicator is 71% with fairly good criteria, the initiative indicator is 64% with not good, the creativity indicator is 68% with not good criteria, and the sense of responsibility indicator is 59% with not good.

Work motivation is the cause, channel and supporter of individual behavior in an effort to work hard and be enthusiastic in achieving optimal performance. [13] Motivation directly affects the productivity of company growth where employees try to carry out their duties well and without pressure.

Based on the results of data processing from 49 respondents, it is known that the level of achievement of respondents in the organizational culture variable is 66.5% with not good criteria. Motivation consists of 4 indicators, here are the levels of achievement of respondents in each indicator, namely: the level of achievement of respondents in the Organizational Socialization indicator is 54% with very poor criteria, the indicator of appreciation for success is 50% with very poor criteria, the indicator of tolerance for conflict is 51% with very poor criteria, and the indicator of opportunities to develop is 56% with poor criteria.

Organizational culture is a habit that has been going on for a long time, and is applied in the work activity process as one of the drivers in improving the quality of employee work. [14] in an organization, employees expect a good organizational culture, with a good organizational culture will increase enthusiasm in carrying out work.

Based on the results of data processing from 49 respondents, it is known that the level of achievement of respondents in the commitment variable is 66.6% with poor criteria. Motivation consists of 3 indicators, here are the levels of achievement of respondents in each indicator, namely: the level of achievement of respondents in the affective commitment indicator is 76% with fairly good criteria, the indicator of ongoing commitment is 79% with fairly good criteria, and the indicator of normative commitment is 81% with good criteria.

In this study, the results of the multiple linear regression test obtained the equation $Y = 24.111 + 0.110X_1 + 0.176X_2$. The constant value of 24.111 means that if the commitment variable (Y) is influenced by both load variables, namely motivation (X1) and Organizational Culture (X2), then the amount of commitment is 22.111. The regression coefficient value of Motivation (X1) of 0.110 is positive. The regression coefficient value of Organizational Culture (X2) of 0.176 is positive.

In the multiple linear regression analysis, the F test value is 12.375 and the p-value of 0.000 is smaller than 0.05 (significant). This can be interpreted that the variables Motivation (X1) and Organizational Culture (X2) together have an effect on Employee Commitment at Kyriad Hotel Bumiminang Padang.

The t-value of the motivation variable is 2.732 with sig. 0.009 is smaller than 0.05, meaning that motivation has a significant influence on employee commitment at Kyriad Hotel Bumiminang Padang. The second variable, organizational culture, has an absolute t-value of 4.186 with sig. 0.000 is smaller than 0.05, meaning that organizational culture has a significant influence on employee commitment at Kyriad Hotel Bumiminang Padang.

4. CONCLUSION

Based on the research results that have been presented previously, it can be concluded that:

- a) The motivation variable received a respondent achievement level value of 65% categorized as not good.
- b) The organizational culture variable received a respondent achievement level value of 79% categorized as quite good.
- c) The commitment variable received a respondent achievement level of 66% categorized as not good.
- d) The regression equation in this study is as follows: $Y = 24.111 + 0.110X_1 + 0.176X_2$
- e) The F test value is 12.375 with a p-value of 0.000 which is smaller than 0.05 (significant). This shows that the Motivation (X1) and Organizational Culture (X2) variables jointly influence Commitment.
- f) The Adj.R square value is 0.322, meaning that the motivation and organizational culture variables have a 33.2% influence on employee commitment at Kyriad Hotel Bumiminang Padang

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