The Influence of Employee Commitment, Organizational Culture and Employee Spirit on Employee Performance MAXI Hotel Restaurant and Spa Legian in New Normal Living

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Abstract
This study aims to determine the effect of employee commitment, organizational culture and the spirit on employee performance at Maxi Hotel Restaurant and Spa Legian. Questionnaires are distributed to 94 respondents who are all members of the population. This study uses regression analysis techniques with hypothesis testing using T test and F test. The results of the T test shows that employee commitment has a positive and significant effect on employee performance at Maxi Hotel Restaurant and Spa Legian. This is proof by the results of the analysis showing the value of the regression coefficient X1(b1) tcount = 4.694 > ttable (0.05:89) = 1.66 and sig t = 0.002 (p < 0.05). Organizational culture has a positive and significant effect on employee performance at Maxi Hotel Restaurant and Spa Legian. This is proof by the results of the analysis showing the value of the regression coefficient X2(b2) tcount = 9.984 > ttable (0.05:89) = 1.66 and sig t = 0.000 (p <0.05). Morale has a positive and significant effect on the performance of Maxi Hotel Restaurant and Spa Legian employees. This is proof by the results of the analysis showing the value of the regression coefficient X3(b3) tcount = 11.987 > ttable (0.05:89) = 1.66 and sig t = 0.000 (p <0.05). Employee commitment, organizational culture and their morale have a positive and significant impact on the performance of Maxi Hotel Restaurant and Spa Legian employees. This is proof by the results of the analysis showing the regression coefficient value Fcount = 180.487 > Ftable (0.05:2:89) = 3.10 and sig F = 0.000 (p <0.05). The work spirit has variable on greatly influences the performance of Maxi Hotel Restaurant and Spa Legian employees with the largest Beta regression coefficient among other independent variables, namely 0.540, organizational culture variable with a value of 0.477 and employee commitment variable with a value of 0.320.

Keywords: Employee Commitment, Organizational Culture, Work Spirit Employee performance
PRELIMINARY
Background of the problem
For the past 2 years, Bali has experienced a decline in the number of tourists due to the COVID-19 pandemic/outbreak, which has had a very bad impact on the entire tourism sector in Bali. Many hotels, villas, restaurants, cafes, travel agents and other businesses related to the tourism sector, cannot run their business because fewer guests are coming to Bali. An illustration of the decline in the number of guests/tourists to Bali, can be presented in the table below:

<table>
<thead>
<tr>
<th>No</th>
<th>Tahun</th>
<th>Jumlah Wisatawan (Orang)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2017</td>
<td>5.697.739</td>
</tr>
<tr>
<td>2</td>
<td>2018</td>
<td>6.070.473</td>
</tr>
<tr>
<td>3</td>
<td>2019</td>
<td>6.275.210</td>
</tr>
<tr>
<td>4</td>
<td>2020</td>
<td>1.069.473</td>
</tr>
<tr>
<td>5</td>
<td>2021</td>
<td>51</td>
</tr>
</tbody>
</table>

Source: Provincial Central Statistics Agency Bali, 2022

Based on the data in the table above, it shows a decrease in the number of guests coming to Bali, where the number of tourists in 2017 was 5,697,739 tourists and the number of tourists in 2021 was 51 tourists. Many businesses have closed in the tourism sector, resulting in many employees not having permanent jobs during the COVID-19 pandemic. Most of the employees who are temporarily out of work will take any kind of work to meet the basic needs of their families. The Central Government, through all levels of the Regional Government, especially in Bali, has taken various ways to try to suppress cases of the spread of COVID-19 by implementing a lockdown for foreign or domestic tourists and mass vaccination until the 3rd stage (buster vaccine) for every resident who applies 3M (Washing hands), Wearing Masks, Keeping Distance) and CHSE (Cleanliness, Health, Safety and Sustainable Environment) certification for business actors in the tourism sector. Public awareness of the importance of the government's recommendations is the key to success in efforts to suppress the occurrence of COVID-19 cases. This will certainly foster tourists' confidence about cleanliness and safety to come back to Bali, so that activities in the tourism sector will soon recover. In 2022, through the Government's policy, Bali has begun to be opened to domestic tourists at an early stage, then continued with foreign tourists. Government policies have a positive impact on the tourism sector to start their business, because tourists are starting to come back to Bali. This also has an impact on Maxi Hotel Restaurant and Spa Legian in preparing all facilities and human resources (employees) to provide the best service to guests in a very tight business competition. Precarious work during the COVID-19 pandemic and employees' distrust of the future due to the issue of the emergence of a new variant virus, have created separate problems at Maxi Hotel Restaurant and Spa Legian. The results of initial observations, there is a phenomenon that appears at Maxi Hotel Restaurant and Spa Legian is employee commitment to the company caused by doubts that can be done by several organizations because a pandemic appears at any time, the possibility of
changes to culture in the new order of life will later affect employee performance and employee doubts about the recovery of the tourism sector in Bali, which can affect employee morale at work.

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Many businesses have closed in the tourism sector, resulting in many employees do not have permanent jobs during the COVID-19 pandemic. Most of the employees who are temporarily out of work will take any kind of work to fill the basic needs of their families. The Central Government, through all levels of the Regional Government, especially in Bali, has taken various ways to try to suppress cases spreading of COVID-19 by implementing a lockdown for foreign or domestic tourists and mass vaccination until the 3rd stage (booster vaccine), every resident should apply 3M (Washing hands, Wearing Masks, Keeping Distance) and CHSE (Cleanliness, Health, Safety and Sustainable Environment) certification for business actors in the tourism sector. Public awareness of the importance of the government's recommendations is the key to success in efforts to suppress the occurrence of COVID-19 cases. This will certainly grow tourists’ confidence about cleanliness and safety to come back to Bali, so that activities in the tourism sector will soon recover. In 2022, through the Government's policy, Bali has begun to be opened to domestic tourists at an early stage, then continued with foreign tourists. Government policies have a positive impact on the tourism sector to start their business, because tourists are starting to come back to Bali.

This situation also has an impact on Maxi Hotel Restaurant and Spa Legian in preparing all facilities and human resources (employees) to provide the best service to guests in a very tight business competition. Precarious work during the covid 19 pandemic and employees’ distrust of the future due to the issue of the emergence of a new virus variant, have created separate problems at Maxi Hotel Restaurant and Spa Legian. Based on the results of initial observations, there are several problem phenomena that arise at Maxi Hotel Restaurant and Spa Legian, namely the decrease in employee commitment to the company caused by doubts about its future continuity because a pandemic can appear at any time, the possibility of changes to organizational culture in a new life order that later it will affect employee performance and employee doubts about the recovery of the tourism sector in Bali, which can affect employee morale at work.

**Formulation of the Problem**

Based on the description in the background of the problem, several problems related to the research conducted at Maxi Hotel Restaurant and Spa Legian, can be formulated as follows:

1. Does employee commitment affect the performance of Maxi Hotel
Restaurant and Spa Legian employees?
2. Does organizational culture affect employee performance at Maxi Hotel Restaurant and Spa Legian?
3. Does work spirit affect the performance of Maxi Hotel Restaurant and Spa Legian employees?
4. Do employee commitment, organizational culture and the spirit affect the performance of Maxi Hotel Restaurant and Spa Legian employees?

Research Purposes
The purpose of research in writing is based on the formulation of the problem that has been described systematically, it can be determined that the objectives of this research are:
1. To determine the effect of employee commitment on employee performance at Maxi Hotel Restaurant and Spa Legian?
2. To find out the influence of organizational culture on employee performance at Maxi Hotel Restaurant and Spa Legian?
3. To find out the effect of spirit on the performance of Maxi Hotel Restaurant and Spa Legian employees?
4. To determine the effect of employee commitment, organizational culture and the spirit on employee performance at Maxi Hotel Restaurant and Spa Legian?

Benefits of research
The results of this study are expected to be used as consideration for Maxi Hotel Restaurant and Spa Legian to take policies regarding employee commitment, organizational culture and morale in order to improve employee performance.

Literature Review
Definition of Employee Commitment
Organizational commitment is a tangible form of a series of psychological relationships of employees to an organization where the employee gives the decision to remain part of the organization. Yusuf and Syarif, (2018) in their theory state that organizational commitment is an attitude of employee loyalty to the organization by staying in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason.

Understanding Organizational Culture
Organizational culture has consistency within an organization where the existing culture will persist even though the people in the organization are no longer part of the organization. Organizational culture is indeed very difficult to change, because the growth of an organizational culture has gone through a long process of growth and selection, so that organizational culture has a broad depth and reach and is able to influence all members in the organization and all aspects that exist within the organization, which includes cultural values that are believed, applicable norms and values that live and are mutually agreed upon. This statement is emphasized by Sutrisno
(2019) in his theory stating that organizational culture is a set of value systems, beliefs, assumptions and norms that have long been in effect, agreed upon and followed by members of an organization as code of conduct and solving organizational problems.

**Employee Commitment Indicator**

Indicators of employee commitment are based on the theory put forward by Meyer and Allen in Yusuf and Syarif (2018):
1. Effective commitment is a form of emotional commitment between employees towards their organization.
2. Continuence commitment is a form of employee commitment to remain part of the organization.
3. Normative commitment is a form of commitment in which employees feel obligated to remain in the organization because this is something that is already true.

**Literature Review**

Understanding Employee Commitment

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**Organizational Culture Indicator**

Indicators of organizational culture based on the theory proposed by Robbins and Timothy (2018), are:
1. Individual Initiative
   Individual initiatives need to be appreciated by every member of an organization as long as the idea is aimed at advancing and developing the organization.
2. Tolerance of risky actions
   The organization provides tolerance for members or employees to dare to take risks with theaim that these employees can act innovatively to advance the organization.
3. Briefing
   Organizations can rationalize about the goals and expectations listed in the vision, mission and goals of the organization.
4. Integration
   Organizations are able to encourage employees to work in a coordinated manner to improve the quality and quantity of performance.
5. Management support
   Organizations through management are able to provide clear direction, assistance and support to their subordinate employees.
6. Control tool
   Serves as a means of control based on the norms that apply within an organization.
7. Identity
   Identity as part of an organization.
8. Reward system
   The extent to which the allocation of rewards (salary increases, promotions and so on) is based on the employee's work performance.
9. Tolerance to conflict
   Tolerance of employees who raise conflicts (problems) and criticism openly. This often happens in an organization to make strategic
improvements in achieving organizational goals.

10. Communication patterns
Formal communication patterns between superiors and subordinates or between employees.

Organizational culture has consistency within an organization where the existing culture will persist even though the people in the organization are no longer part of the organization. Organizational culture is indeed very difficult to change, because the growth of an organizational culture has gone through a long process of growth and selection, so that organizational culture has a broad depth and reach and is able to influence all members in the organization and all aspects that exist within the organization, which includes cultural values that are believed, applicable norms and values that live and are mutually agreed upon. This statement is emphasized by Sutrisno (2019) in his theory stating that organizational culture is a set of value systems, beliefs, assumptions, and norms that have long been in effect, agreed upon, and followed by members of an organization as code of conduct and solving organizational problems.

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To do a good job that comes from a variety of diverse psychological strengths to achieve good performance. This statement is confirmed in the theory put forward by Darmawan (2019) which states that morale can be interpreted as a climate or work atmosphere that exists within an organization that shows a sense of enthusiasm in carrying out work and encourages them to work better and more productively. According to Nawawi (2017) states that there are 5 factors that can affect the level of employee morale, namely: (1) interest in the work being done; (2) salary or wages; (3) social status of work; (4) work atmosphere and work relationships; and (5) work objectives.

The Definition of Working Morale

Morale is the desire and sincerity of an employee to do a good job that comes from a variety of diverse psychological strengths to achieve good performance. This statement is emphasized in the theory put forward by Darmawan (2019) which states that work enthusiasm can be interpreted as a climate or work atmosphere contained in an organization that shows a sense of excitement in carrying out work and encourages them to work better and more productively.

According to Nawawi (2017), there are 5 factors that can affect the level of employee morale, namely: (1) interest in the work being done; (2) salary or wages; (3) social status of work; (4) work atmosphere and relationships at work; and (5) the purpose of the work.

Morale Indicator

Indicators of morale based on the theory proposed by Dharma (2018) consist of:
1. Obedience to orders
   The obedience of each employee to the implementation of orders given by his superiors.
2. Obedience to the rules
   Employees consciously comply with applicable rules and regulations.
3. Attendance
   High and low levels of employee absenteeism within a certain period of time.
4. Employee cooperation
   How much is the employee’s interest in establishing cooperation between employees and their superiors and among these employees.
5. Employee satisfaction
   Employee assessment of the comparison between the expectations they have with the reality.
6. Satisfaction with the work environment.
   High and low employee assessment of the environment in which the employee works.
7. Satisfaction with the guarantee provided.
   There is a sense of satisfaction with the guarantee/security of the future.
8. Job satisfaction
   Feeling happy about the work that is the duty and responsibility.

Spirit Indicator

Indicators of spirit based on the theory put forward by Dharma (2018) consist of:
1. Obedience to orders
Obedience of every employee to the implementation of orders given by his superiors.

2. Obedience to the rules
   Employees consciously comply with the applicable rules and regulations.

3. Absence
   High or low levels of employee absences within a certain period of time.

4. Employee cooperation
   How much is the employee's interest in establishing cooperation between employees and their superiors and among these employees.

5. Employee satisfaction
   Employee assessment of the comparison between the expectations that are owned by the reality that exists.

6. Satisfaction with the work environment. High or low employee assessment of the environment in which the employee works.

7. Satisfaction with the guarantee provided. There is a sense of satisfaction with the guarantee/security of the future.

8. Satisfaction with work
   Feel happy about the work that is the duty and responsibility.

Definition of Employee Performance
Employee performance is a real manifestation of the work produced by an employee in an organization. The performance of an employee in an organization is a picture of the organization in achieving the organizational goals that have been set, so that management will always try in various ways to improve the performance of its employees. Hasibuan (2016) in theory states that employee performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skills, experience and sincerity as well as time.

Employee Performance Indicator
Bernadin and Russell in Kaswan (2017), state that there are 6 indicators that are used as a basis for assessing employee performance, namely:

1. Quality
   How well the employee's work results from a process based on predetermined criteria.

2. Quantity
   The number of jobs that can be completed by employees in a certain time.

3. Punctuality
   Accuracy of employees to the time allotted to complete a job.

4. Cost effectiveness
   Effective use of costs without reducing the standards that have been set.

5. Need for supervision
   How much employees in carrying out their duties must ask for supervision assistance from their superiors.

6. Interpersonal impact
   How much impact does the company have on the work that has been done by the employee?

Research Conceptual Framework
The research conceptual framework is a chart/picture of several concepts and clarifies the relationship between research variables.
The conceptual framework will also reinforce the boundaries and provide an overview of the research flow in examining the relationship between research variables consisting of organizational culture employee commitment, morale and employee performance at Maxi Hotel Restaurant and Spa Legian. As for the conceptual framework of the research, it can be presented in the image below:

Tabel

The Effect of Employee Commitment, Organizational Culture and Work Spirit on the Employee Performance of Maxi Hotel Restaurant and Spa Legian

Hypothesis

Based on the background of the problem formulation, research objectives and literature review that have been stated previously, the hypotheses in this study are:

1. Employee commitment affects employee performance at Maxi Hotel Restaurant and Spa Legian.
2. Organizational culture affects employee performance at Maxi Hotel Restaurant and Spa Legian.
3. Work spirit affects the performance of Maxi Hotel Restaurant and Spa Legian employees.
4. Employee commitment, organizational culture and morale affect employee performance at
Maxi Hotel Restaurant and Spa Legian.

Research Method
Population and Sample Determination
Sugiyono (2017) in his theory states that the population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The sample is part or representative of the population to be observed and the researcher will draw conclusions about the population based on the sample, this is called sample research (Gorda, 2012). Arikunto (2019) in theory states that if the population is less than 100 people, then the whole is taken, so that the research is population research. However, if the total population is more than 100 people, then the sample is taken at 10% - 15% or 20% - 25% or more. Based on this theory where the number of employees of Maxi Hotel Restaurant and Spa Legian is 94 people, this study uses a saturated sample, namely all employees of Maxi Hotel Restaurant and Spa Legian.

Operational definition
Employee Commitment (X1)
Organizational commitment is an attitude of employee loyalty to Maxi Hotel Restaurant and Spa Legian by staying in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason.

Organizational Culture (X2)
Organizational culture is a set of value systems, beliefs, assumptions and norms that have long been in effect, agreed upon and followed by employees of Maxi Hotel Restaurant and Spa Legian as behavioral guidelines and solutions to problems that arise. Might happen at Maxi Hotel Restaurant and Spa Legian.

Working Morale (X3)
Working morale is a climate or work atmosphere found at Maxi Hotel Restaurant and Spa Legian which shows a sense of excitement in carrying out work and encourages employees of Maxi Hotel Restaurant and Spa Legian to work better and more productively.

Employee Working Performance (Y)
The working performance of employees of Maxi Hotel Restaurant and Spa Legian is a result of the work
achieved by employees of Maxi Hotel Restaurant and Spa Legian in carrying out the tasks assigned to them based on skills, experience and sincerity as well as the specified time.

**Work Spirit (X3)**
Morale is a climate or work atmosphere that exists at Maxi Hotel Restaurant and Spa Legian which shows a sense of enthusiasm in carrying out work and encourages Maxi Hotel Restaurant and Spa Legian employees to work better and more productively.

**Method of collecting data**
Data collection methods used in this study are:
1. Observation
   Observation techniques are used to make direct observations of the main issues in research.
2. Documentation
   Documentation techniques are used to record and analyze data based on documents related to research.
3. Questionnaire
   Data collection uses a list of written questions that are distributed and answered by research respondents.
4. Literature Review
   Collecting data from various literatures related to research.

**Analysis Techniques**
1. **Descriptive Statistical Analysis**
   Descriptive statistical analysis is an analysis that uses data to be made either individually or in groups that aim to make a systematic description of actual and accurate data regarding the facts and the relationship between the phenomena being investigated or researched (Ridwan and Sunarto, 2012).

2. **Multiple Regression Analysis**
   This analysis is used to measure or determine the linear relationship between two or more variables.

3. **Multiple Correlation Analysis**
   Multiple correlation analysis aims to simultaneously determine the relationship between several independent variables and the dependent variable.

4. **Partial Correlation Analysis**
   Partial correlation analysis aims to determine the strength of the relationship between two variables where the other variables are considered constant.

5. **Classical Assumption Test**
   The multiple regression model is said to be good, if the regression model meets the classical assumptions which aims to find out so that the data used in the study obtains the right analytical results. The classical assumption test consists of:
   a. Normality test is an analysis used to test the independent variables and the dependent variable is normally distributed or not. The data is said to be normal if the coefficient of asymp sig (2-tailed) is greater than 0.05 (Sujarwendi, 2019).
   b. Multicollinearity test is an analysis used to show a linear relationship between independent variables in the regression model. The data is said to have no multicollinearity, if the tolerance value is > 0.1 and the Variance Inflation Factor
(VIF) value is $<10$ (Sugiyono, 2017).

c. Heteroscedasticity test is used to show that the variation of variables is not the same for all observations. This test aims to test whether in the regression model there is / does not occur variance inequality from the residual of one observation to another observation (Priyanto. 2014).

### The Results of the Validity and Reliability of Research Instruments

The results of the validity and reliability test of the instrument from the research variables of employee commitment, organizational culture, work enthusiasm and employee performance at Maxi Hotel Restaurant and SPA Legian, can be presented in the table below:

<table>
<thead>
<tr>
<th>No</th>
<th>Variabel</th>
<th>Koefisien Reliabilitas</th>
<th>Item Pertanyaan</th>
<th>Koefisien Korelasi</th>
<th>Ket.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Komitmen Karyawan (X1)</td>
<td>0.743</td>
<td>X.1.1</td>
<td>0.479</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.2</td>
<td>0.571</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.3</td>
<td>0.495</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.4</td>
<td>0.541</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.5</td>
<td>0.554</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.6</td>
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<td>Valid</td>
</tr>
<tr>
<td>2</td>
<td>Budaya Organisasi (X2)</td>
<td>0.764</td>
<td>X.2.1</td>
<td>0.394</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.2</td>
<td>0.743</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.3</td>
<td>0.679</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.4</td>
<td>0.742</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.5</td>
<td>0.717</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.6</td>
<td>0.663</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.7</td>
<td>0.742</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.8</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.9</td>
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<tr>
<td>3</td>
<td>Semangat Kerja (X3)</td>
<td>0.792</td>
<td>X.3.1</td>
<td>0.661</td>
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<tr>
<td></td>
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<td>0.738</td>
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<td>X.3.3</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>X.3.8</td>
<td>0.795</td>
<td>Valid</td>
</tr>
</tbody>
</table>
Based on the table above, it shows that the correlation coefficient value of each research variable indicator has a correlation coefficient value greater than 0.3 and a reliability value greater than 0.6 which means that all research data is declared valid and reliable so that it can be used for further statistical analysis, Classical Assumption Test Results.

### Normality Test Results

<table>
<thead>
<tr>
<th>N</th>
<th>94</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal Parameters(^{a,b})</td>
<td>Mean</td>
</tr>
<tr>
<td></td>
<td>Std. Deviation</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
<td>Absolute</td>
</tr>
<tr>
<td></td>
<td>Positive</td>
</tr>
<tr>
<td>Test Statistic</td>
<td></td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td></td>
</tr>
</tbody>
</table>

\(a\). Test distribution is Normal.

\(b\). Calculated from data.

1. Kolmogorov-Smirnov Test

The results of the normality test in the table above show that the Kolmogorov-Smirnov value for the asymp sig (2-tailed) coefficient is 0.200 > alpha = 0.05 which means that all research data is normally distributed.
2. Multicollinearity Test

Multicollinearity test is used for shows that there is a linear relationship between the independent variables in the regression model (Subiyanto, 2003). The results of the multicollinearity test for each paired variable can be seen in the table below:

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Komitmen Karyawan</td>
<td>801</td>
<td>1.249</td>
</tr>
<tr>
<td></td>
<td>Budaya Organisasi</td>
<td>682</td>
<td>1.466</td>
</tr>
<tr>
<td></td>
<td>Semangat Kerja</td>
<td>780</td>
<td>1.283</td>
</tr>
</tbody>
</table>

3. Heteroscedasticity Test

Heteroscedasticity test is used to show that the variation of variables is not the same for all observations. This test aims to test whether in the regression model there is / does not occur variance inequality from the residual of one observation to another observation (Priyanto, 2014). The results of the heteroscedasticity test with the Scatter Plot Graph can be described in the image below:
**Multiple Linear Regression Analysis Results**

The results of multiple linear regression analysis of the variables of employee commitment, organizational culture and work enthusiasm on employee performance at Maxi Hotel Restaurant and Spa Legian, can be described in the table below:

<table>
<thead>
<tr>
<th>Variabel terikat/Tight variable</th>
<th>Variable bebas/Free variable</th>
<th>R (Parsial)</th>
<th>R (Berganda)</th>
<th>B</th>
<th>β (Beta)</th>
<th>Thitung</th>
<th>Sig t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kinerja Karyawan (Y)</td>
<td>Komitmen Karyawan/Employee commitment (X1)</td>
<td>0,573</td>
<td>0,857</td>
<td>0,227</td>
<td>0,320</td>
<td>4,694</td>
<td>0,002</td>
</tr>
<tr>
<td></td>
<td>Budaya Organisasi (X2)</td>
<td>0,722</td>
<td>0,270</td>
<td>0,477</td>
<td>9,984</td>
<td>11,987</td>
<td>0,000</td>
</tr>
<tr>
<td></td>
<td>Semangat Kerja (X3)</td>
<td>0,784</td>
<td>0,312</td>
<td>0,540</td>
<td>0,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

R² = 0,926  
Konstanta = 0,766  
Fhitung = 180,487  
Ftable (0,05:2:89) = 3,10
Results of Employee Commitment Analysis (X1) on Employee Performance (Y)
The results of the analysis of employee commitment to employee performance show the regression coefficient value X1(b1) \( t_{count} = 4.694 > t_{table} (0.05:89) = 1.66 \) and sig \( t = 0.002 \) (p <0.05) indicates that Ho is rejected and accepts Ha, and has a significant effect. The data means that employee commitment has a positive and significant effect on employee performance at Maxi Hotel Restaurant and Spa Legian. Positive and significant influence means that with increasing employee commitment, the performance of Maxi Hotel Restaurant and Spa Legian employees will also increase.

Results of Organizational Culture Analysis (X2) on Employee Performance (Y)
The results of the analysis of organizational culture on employee performance show the regression coefficient value X2(b2) \( t_{count} = 9.984 > t_{table} (0.05:89) = 1.66 \) and sig \( t = 0.000 \) (p <0.05) indicates that Ho is rejected and accepts Ha, and has a significant effect. The data means that organizational culture has a positive and significant effect on the performance of employees of Maxi Hotel Restaurant and Spa Legian. Positive and significant influence means that with increasing organizational culture, the performance of Maxi Hotel Restaurant and Spa Legian employees will also increase.

Results of Work spirit Analysis (X3) on Employee Performance (Y)
The results of the analysis of work spirit on employee performance show the regression coefficient value X3(b3) \( t_{count} = 11.987 > t_{table} (0.05:89) = 1.66 \) and sig \( t = 0.000 \) (p <0.05) indicates that Ho is rejected and accepts Ha, and has a significant effect. The data means that work spirit has a positive and significant effect on the performance of Maxi Hotel Restaurant and Spa Legian employees. Having a positive and significant effect means that with increasing morale, the performance of Maxi Hotel Restaurant and Spa Legian employees will also increase.

Results of Analysis of Employee Commitment (X1), Organizational Culture (X2) and Work Spirit (X3) on Employee Performance
The results of the analysis of employee commitment, organizational culture and morale on employee performance show the regression coefficient value \( F_{count} = 180.487 > F_{table} (0.05:2:89) = 3.10 \) and sig \( F = 0.000 \) (p <0.05), indicating that Ho is rejected and Ha accepts, and has a significant effect. The data means that employee commitment, organizational culture and morale have a positive and significant effect on the performance of Maxi Hotel Restaurant and Spa Legian employees. Positive and significant influence means that with increasing employee commitment, organizational culture and morale, the performance of Maxi Hotel Restaurant and Spa Legian employees will also increase. The most dominant variable influencing the performance of Maxi Hotel Restaurant and Spa Legian employees is the work spirit variable. This can be seen in the Beta column where morale shows the largest number among other variables, which is 0.540, the organizational culture variable shows a Beta number.
of 0.477 and the employee commitment variable shows a Beta number of 0.320. The data means that employee commitment, organizational culture and morale have a positive and significant effect on the working performance of Maxi Hotel Restaurant and Spa Legian employees. Positive and significant influence means that with increasing employee commitment, organizational culture and morale, the working performance of Maxi Hotel Restaurant and Spa Legian employees will also increase. The most dominant variable influencing the working performance of Maxi Hotel Restaurant and Spa Legian employees is the work spirit variable. This can be seen in the Beta column where morale shows the largest number among other variables, which is 0.540, the organizational culture variable shows a Beta number of 0.477 and the employee commitment variable shows a Beta number of 0.320.

**Research Instruments Validity and Reliability Test Results**

The results of the validity and reliability tests of the research variables of employee commitment, organizational culture, morale and employee performance at Maxi Hotel Restaurant and Spa Legian, can be presented in the table below:

Based on the table above, it shows that the correlation coefficient value of each research variable indicator has a correlation coefficient value greater than 0.3 and a reliability value greater than 0.6 which means that all research data is valid and reliable so that it can be used for further statistical analysis.

The results of the analysis of employee commitment, organizational culture and morale on employee working performance show the regression coefficient value $F_{count} = 180.487 > F_{table (0.05:2:89)} = 3.10$ and $\text{sig } F = 0.000 \ (p < 0.05)$, indicating that $H_0$ is rejected and $H_a$ accepts, and has a significant effect. The data means that employee commitment, organizational culture and morale have a positive and significant effect on the working performance of Maxi Hotel Restaurant and Spa Legian employees. Positive and significant influence means that with increasing employee commitment, organizational culture and morale, the working performance of Maxi Hotel Restaurant and Spa Legian employees will also increase.

The most dominant variable influencing the working performance of Maxi Hotel Restaurant and Spa Legian employees is the work spirit variable. This can be seen in the Beta column where morale shows the largest number among other variables, which is 0.540, the organizational culture variable shows a Beta number of 0.477 and the employee commitment variable shows a Beta number of 0.320.

**Conclusion**

The results of the analysis of employee commitment, organizational culture and morale on employee working performance show the regression coefficient value $F_{count} = 180.487 > F_{table (0.05:2:89)} = 3.10$ and $\text{sig } F = 0.000 \ (p < 0.05)$, indicating that $H_0$ is rejected and $H_a$ accepts, and has a significant effect. The data means that employee commitment, organizational culture and morale have a positive and significant effect on the working performance of Maxi Hotel Restaurant and Spa Legian employees. Positive and significant influence means that with increasing employee commitment, organizational culture and morale, the working performance of Maxi Hotel Restaurant and Spa Legian employees will also increase.

The most dominant variable influencing the working performance of Maxi Hotel Restaurant and Spa Legian employees is the work spirit variable. This can be seen in the Beta column where morale shows the largest number among other variables, which is 0.540, the organizational culture variable shows a Beta number of 0.477 and the employee commitment variable shows a Beta number of 0.320.
culture and morale have a positive and significant effect on the working performance of Maxi Hotel Restaurant and Spa Legian employees. Positive and significant influence means that with increasing employee commitment, organizational culture and morale, the working performance of Maxi Hotel Restaurant and Spa Legian employees will also increase.

The most dominant variable influencing the working performance of Maxi Hotel Restaurant and Spa Legian employees is the work spirit variable. This can be seen in the Beta column where morale shows the largest number among other variables, which is 0.540, the organizational culture variable shows a Beta number of 0.477 and the employee commitment variable shows a Beta number of 0.320.

Based on the data in the table, it shows a decrease in the number of guests coming to Bali, where the number of tourists in 2017 was 5,697,739 tourists and the number of tourists in 2021 was 51 tourists. Many businesses have closed in the tourism sector, resulting in many employees do not have permanent jobs during the COVID-19 pandemic. Most of the employees who are temporarily out of work will take any kind of work to fill the basic needs of their families. The Central Government, through all levels of the Regional Government, especially in Bali, has taken various ways to try to suppress cases spreading of COVID-19 by implementing a lockdown for foreign or domestic tourists and mass vaccination until the 3rd stage (booster vaccine), every resident should apply 3M (Washing hands), Wearing Masks, Keeping Distance) and CHSE (Cleanliness, Health, Safety and Sustainable Environment) certification for business actors in the tourism sector. Public awareness of the importance of the government's recommendations is the key to success in efforts to suppress the occurrence of COVID-19 cases. This will certainly grow tourist confidence about cleanliness and safety to come back to Bali, so that activities in the tourism sector will soon recover. In 2022, through the Government's policy, Bali has begun to be opened to domestic tourists at an early stage, then continued with foreign tourists. Government policies have a positive impact on the tourism sector to start their business, because tourists are starting to come back to Bali. This situation also has an impact on Maxi Hotel Restaurant and Spa Legian in preparing all facilities and human resources (employees) to provide the best service to guests in a very tight business competition. Precarious work during the covid 19 pandemic and employees’ distrust of the future due to the issue of the emergence of a new virus variant, have created separate problems at Maxi Hotel Restaurant and Spa Legian. Based on the results of initial observations, there are several problem phenomena that arise at Maxi Hotel Restaurant and Spa Legian, namely the decrease in employee commitment to the company caused by doubts about its future continuity because a pandemic can appear at any time, the possibility of changes to organizational culture in a new life order that later it will affect employee performance and employee doubts about the recovery of the tourism
sector in Bali, which can affect employee morale at work. Based on the results of the analysis and discussion that have been described, it can be concluded as follows:

1. Employee commitment has a positive and significant effect on employee performance at Maxi Hotel Restaurant and Spa Legian.
2. Organizational Culture has a positive and significant effect on employee performance at Maxi Hotel Restaurant and Spa Legian.
3. Morale has a positive and significant effect on employee performance at Maxi Hotel Restaurant and Spa Legian.
4. Employee commitment, organizational culture and work spirit have a positive and significant impact on employee performance at Maxi Hotel Restaurant and Spa Legian.

The results of the analysis of working morale on employee working performance show the regression coefficient value $X_3(b_3)$ $t$ count = 11.987 > $t$ table (0.05:89) = 1.66 and sig $t$ = 0.000 ($p < 0.05$) indicates that Ho is rejected and accepts Ha, and has a significant effect. The data means that working morale has a positive and significant effect on the working performance of Maxi Hotel Restaurant and Spa Legian employees. Having a positive and significant effect means that with increasing morale, the working performance of Maxi Hotel Restaurant and Spa Legian employees will also increase.

**Suggestion**

For the past 2 years, Bali has experienced a decline in the number of tourists due to pandemic/outbreak of the COVID-19, which has had a very bad impact on the entire tourism sector in Bali. Many hotels, villas, restaurants, cafes, travel agents and other businesses related to the tourism sector cannot run their business because fewer guests are coming to Bali. An illustration of the decline in the number of guests/tourists to Bali. Some suggestions that can be submitted to the management of Maxi Hotel Restaurant and Spa Legian are as follows:

1. Management should keep trying to increase employee commitment to work.
2. Maintain and improve employee morale.
3. Further research can be developed by looking for variables that can increase morale, such as: work motivation, training and the leader.
Bibliography


