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The Importance of Emotional Engagement in Improving the Performance of Amusement Rides Industry Employees in Jakarta

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Abstract: This research aims to explore the relationship between compensation, organizational culture, affective commitment and employee performance in the amusement rides industry headquartered in Jakarta. This research is based on understanding more specifically how these factors are interrelated and have the potential to influence employee performance in the amusement rides industry. The research method uses a quantitative approach using Structural Equation Modeling (SEM) which is processed with the help of SmartPLS software. This research used saturated sampling or census, where 110 respondents from the employee population of the amusement rides industry at the Jakarta head office were sampled. The data collection technique was carried out by distributing questionnaires. The research results show that there is a positive relationship between fair compensation, inclusive organizational culture and employee affective commitment. The findings also highlight that employee affective commitment acts as a mediator between compensation, organizational culture and employee performance. The implications of this research provide a deeper understanding regarding the importance of affective commitment in strengthening the relationship between compensation, organizational culture and employee performance in the entertainment environment. In conclusion, increasing affective commitment may be the key to improving employee performance, which is necessary for companies to achieve business goals and provide the best experience to customers.

Keywords: Compensation, Organizational Culture, Affective Commitment, Employee Performance

INTRODUCTION

In an organizational context, successful employee performance plays a crucial role in achieving company goals and success. Optimal human resources are able to carry out the company's vision and mission, especially if supported by good employee performance, in accordance with Mangkunegara's (2011) explanation that successful performance is an increase in work targets.

Efforts to achieve high performance involve considering the influence of compensation and organizational culture on employees. Compensation that is fair and commensurate with

employee contributions can be an important motivation factor. According to Martoyo (2000), compensation involves arrangements for providing remuneration, both in the form of money and non-financial. The phenomenon of the relationship between compensation and employee performance, as found in the research of Darma and Supriyanto (2017), Hartati (2020), Pangastuti et al (2020), Reddy (2020), Syahreza et al (2017) shows a significant impact on organizations.

A strong organizational culture also plays an important role, creating an environment that supports employees to perform optimally. Organizational culture can have a positive effect on employee performance, as seen in the results of research conducted by Nazarian et al (2017), Hakim (2015), Nikpour (2017), Pinho et al (2013), Soepardjo and Nugrohoseno (2014), Yulian (2015), Suryani (2016), Sugiri (2015). In contrast to this research, Harwiki (2016), Pane and Astuti (2009), Handoko et al (2010), Syauta et al (2012), and Arifin (2015), actually show different results, namely that organizational culture has an insignificant influence. on employee performance.

Another important component is affective commitment, which is a form of employee emotional attachment to the organization. Employees with high levels of affective commitment tend to be more motivated and have better performance. However, a deeper understanding of how compensation, organizational culture, and affective commitment influence each other is needed. During the COVID-19 pandemic, companies operating in the amusement rides industry experienced a major impact on the number of employees and their performance. This can be seen from the decline in the number of employees, high turnover rates, and declining performance appraisals.

A small survey of employee decisions to stay or not indicates doubts and dissatisfaction, which could be related to compensation, company culture, and political factors that need to be considered. Well-being, company culture and work atmosphere emerged as key factors in an employee's decision to stay.

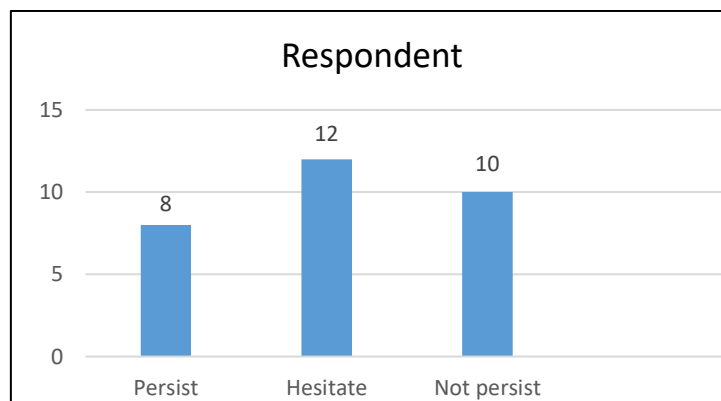


Figure 1. Survey of Employee Decisions to Stay or Not (n=30)
Source: Researcher Survey Results (2023)

Based on Figure 1 above, it is known that the results of the survey on employee decisions to stay or not show that 12 respondents said they were unsure about the decision to stay or not and 10 respondents said they would not stay. Only 8 respondents chose to stay. The results of the survey of 30 respondents were linked to the lack of affective commitment of employees in their involvement in every activity and policy set by the company.

In the context of this research, it is important to understand whether compensation and organizational culture have a direct influence on employee performance as well as the extent to which affective commitment mediates this relationship. This research has particular relevance in the amusement rides industry, which may have unique characteristics in the influence of these factors on employee performance.

This research proposes to thoroughly examine the influence of compensation and organizational culture on employee performance, as well as the role of affective commitment as a mediator. Involving employees in the amusement rides industry as research subjects can provide valuable insight, especially as previous research on this subject is limited.

METHOD

This research is classified as associative research, namely between two or more variables or concepts. The main goal of associative research is to identify whether there is a correlation or relationship between these variables. Sulyanto (2018, p.15) explains that associative research is research that aims to analyze the relationship or influence between two or more variables.

Furthermore, the research method used in this research is quantitative. The definition of quantitative research is close to data that is formed by numbers or numbers, so that quantitative research requires an understanding of statistics according to Riadi (2016, p.2).

The population in this research is known to be 110 employees in the amusement rides industry at the head office in Jakarta. The research sample selection used the saturated sampling technique or census method, namely the sampling technique used when all members of the population are sampled, which is the employee population. All data was analyzed using SmartPLS by testing the outer model (validity and reliability) and inner model (R-Square test, Goodness of Fit Model and Path Coefficient).

The questionnaire consists of two parts, the first part is the demographic profile of the respondent and the second part consists of the research's independent variables, namely compensation and organizational culture and the dependent variable, namely employee performance, as well as the mediating variable, namely affective commitment. This questionnaire uses a five-point Likert's scale from 1=strongly disagree to 5=strongly agree. The instrument used in this survey was an online questionnaire using Google forms.

RESULTS AND DISCUSSION

Employee performance

Zainal et al. (2015) stated that performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company.

There are 3 indicators of employee performance according to Darma and Supriyanto (2017), namely:

1. Quality. Work quality is measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities.
2. Quantity. It is the amount produced expressed in terms such as number of units, number of activity cycles completed.
3. Accuracy of Time. It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.

Compensation

Compensation is all forms of financial returns, tangible services, and benefits that employees receive as part of employment according to Simamora (2004).

Compensation indicators according to Darma and Supriyanto (2017) are:

1. Financial
2. Non Financial

Organizational culture

Organizational culture is a system of shared meaning carried out by members that differentiates an organization from other organizations according to Schein (1996).

Organizational culture indicators according to Lee, J., Chiang, FF, Van Esch, E., & Cai, Z. (2018), namely:

1. Involvement
2. Consistency
3. Adaptability
4. Missions

Affective Commitment

Affective commitment means employee emotional attachment to, employee identification with, and employee involvement in the company. Employees who have strong affective commitment continue to work for the company because they want to according to Allen and Mayer (1991).

Indicators of affective commitment according to Ashikali, T., & Groeneveld, S. (2015) are:

1. Feel part of the company.
2. This company has a lot of meaning and significance to my life. Have a strong sense of the organization.
3. I feel a strong sense of belonging to this company.

Based on an in-depth literature review and equipped with empirical studies that show contradictions in the relationships between variables, the hypothesis proposed in this research is as follows:

- H1: Compensation has a positive and significant effect on employee performance, the greater the compensation given, the higher the employee's performance.
- H2: Organizational culture has a positive and significant effect on employee performance, the more the organization is understood, the higher employee performance.
- H3: Affective commitment has a positive and significant effect on employee performance. The higher the affective commitment, the higher the employee's performance.
- H4: Compensation has a positive and significant effect on employee performance with affective commitment as a mediating variable. The greater the compensation, the higher the employee's performance with affective commitment as mediation.
- H5: Organizational culture has a positive and significant effect on employee performance with affective commitment as a mediating variable. The more organizational culture is understood, the higher employee performance will be with the mediation of affective commitment.

Framework

Based on the literature review and previous hypothesis development, a research framework can be formed as shown in Figure 2 below:

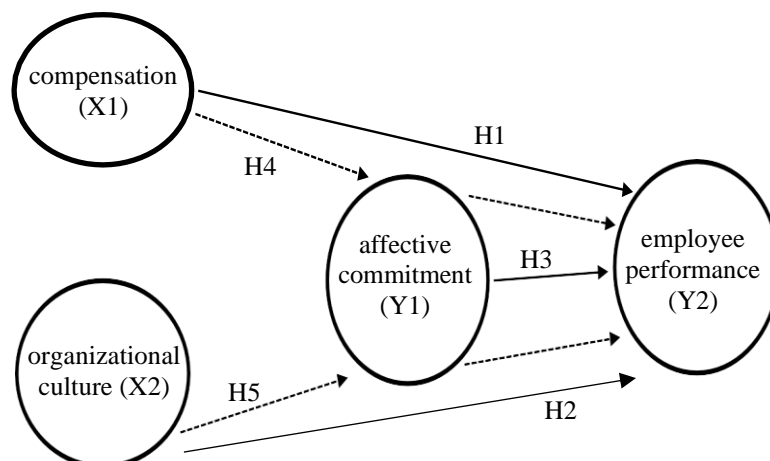


Figure 2. Research Model
Source: Developed for this research

This research examines the relationship consisting of exogenous variables, namely compensation (X1), organizational culture (X2) with endogenous variables, namely affective commitment (Y1) and employee performance (Y2). This research included 110 individuals who were used as respondents and samples. Before processing the data using a large sample (N=110), validity and reliability tests were carried out on the questionnaire used using a small sample of 30 respondents (n=30).

Validity and Reliability Test (n=30)

The convergent validity test is carried out by measuring the level of factor loading of each latent variable, where the factor loading indicator of each latent variable must be > 0.50. In research, if there is an indicator that has a factor loading of <0.50, the indicator is considered invalid so that an indicator with a value of less than 0.50 must be replaced. This change was made to get good results when these indicators were tested using a large number of respondents.

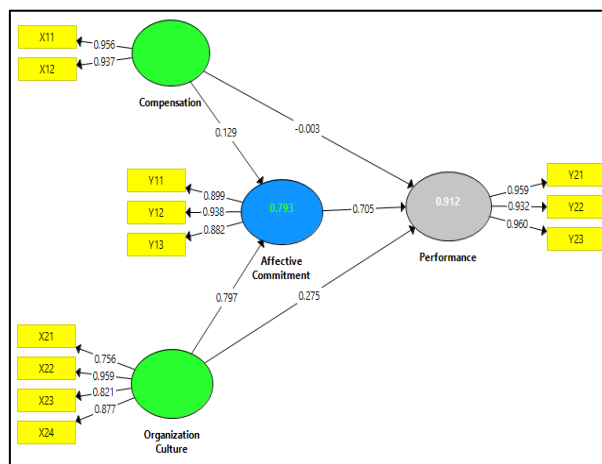


Figure 3. Outer Model (n=30)
Source : Processed by researchers (2023)

Based on Figure 3, it is known that all the indicators used obtained valid results where the factor loading was > 0.50, where the compensation latent variable consisting of 2 indicators was declared valid, the organizational culture latent variable consisting of 4 indicators was declared valid, affective commitment consisting of 3 indicators was declared valid and employee performance with 3 indicators is declared valid.

Confirmatory Factor Analysis Test (N=110)

The next stage of testing, after the validity and reliability tests were declared valid and reliable, was continued with the confirmatory factor analysis (CFA) test using a large sample of 110 respondents. The stages in the CFA test are divided into two, namely outer model and inner model. The outer model refers to the relationship formed between latent variables and their indicators, while the inner model is a form of relationship between one latent variable and another (the relationship between the latent variables being tested).

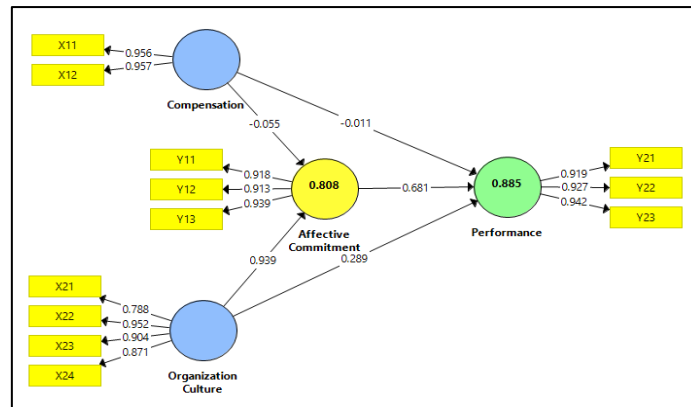


Figure 4. Outer Model (N=110)
 Source : Processed by researchers (2023)

Based on Figure 4, it is known that all the indicators used obtained valid results where the factor loading was > 0.70 , where the compensation latent variable consisting of 2 indicators was declared valid, the organizational culture latent variable consisting of 4 indicators was declared valid, affective commitment consisting of 3 indicators was declared valid and employee performance with 3 indicators is declared valid.

The next test in the inner model is the path correlation test (hypothesis test). The path correlation test is found by paying attention to the t value with the p value obtained as a result of the relationship between exogenous variables and endogenous variables.

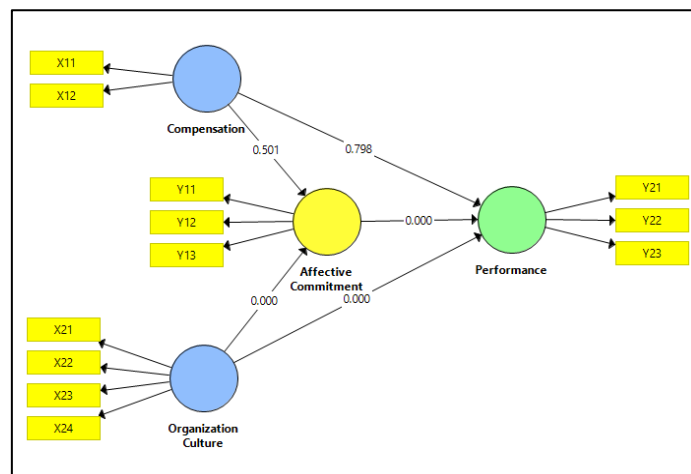


Figure 5. Inner Model (N=110)
 Source: Processed by researchers (2023)

In Figure 5 you can see the relationship that occurs between latent variables where the required p value must be less than 0.05 in order to be declared significant. Based on Figure 5, it was found that several relationships between exogenous and endogenous variables found significant and insignificant values.

Table 1 Path Correlation Test Results (N=110)

Path	T value	P value	Criteria	Results
Compensation (X1) on Employee Performance (Y2)	0.256	0.798	$P \text{ value} \leq 0.05$	Positive But Not Significant

Organizational Culture (X2) on Employee Performance (Y2)	3,661	0,000	P value ≤ 0.05	Positive And Significant
Affective Commitment (Y1) to Employee Performance (Y2)	8,389	0,000	P value ≤ 0.05	Positive And Significant
Compensation (X1) Against Affective Commitment (Y1)	0.673	0.501	P value ≤ 0.05	Positive But Not Significant
Organizational Culture (X2) on Affective Commitment (Y1)	13,754	0,000	P value ≤ 0.05	Positive And Significant

Source: Processed by researchers (2023)

In Table 1, the results of the relationship between exogenous and endogenous variables are found, where there are 3 positive and significant relationships and 2 positive and insignificant relationships. To strengthen the resulting relationship between exogenous and endogenous variables, we proceed with a correlation test between dimensions so that the relationship between the dimensions of the exogenous variable and the dimensions of the endogenous variable can be determined.

	X11	X12	X21	X22	X23	X24	Y11	Y12	Y13	Y21	Y22	Y23
X11	1.000	0.830	0.636	0.609	0.608	0.538	0.538	0.558	0.564	0.621	0.563	0.552
X12	0.830	1.000	0.731	0.673	0.731	0.514	0.507	0.668	0.553	0.661	0.488	0.517
X21	0.636	0.731	1.000	0.700	0.607	0.526	0.559	0.744	0.608	0.723	0.520	0.623
X22	0.609	0.673	0.700	1.000	0.851	0.784	0.649	0.883	0.747	0.888	0.675	0.758
X23	0.608	0.731	0.607	0.851	1.000	0.714	0.594	0.818	0.686	0.847	0.651	0.703
X24	0.538	0.514	0.526	0.784	0.714	1.000	0.793	0.777	0.820	0.788	0.754	0.760
Y11	0.538	0.507	0.559	0.649	0.594	0.793	1.000	0.734	0.827	0.699	0.803	0.795
Y12	0.558	0.668	0.744	0.883	0.818	0.777	0.734	1.000	0.777	0.932	0.716	0.807
Y13	0.564	0.553	0.608	0.747	0.686	0.820	0.827	0.777	1.000	0.758	0.830	0.848
Y21	0.621	0.661	0.723	0.888	0.847	0.788	0.699	0.932	0.758	1.000	0.761	0.791
Y22	0.563	0.488	0.520	0.675	0.651	0.754	0.803	0.716	0.830	0.761	1.000	0.834
Y23	0.552	0.517	0.623	0.758	0.703	0.760	0.795	0.807	0.848	0.791	0.834	1.000

Figure 6. Correlation Results Between Dimensions

Source: Processed by researchers (2023)

The relationship between compensation and employee performance

This research found that the results of the relationship between compensation and employee performance were positive but not significant. This is proven by the results of data processing which found a t value of 0.256 and a p value of 0.798. Previous research conducted by Darma and Supriyanto (2017) proves that compensation in the form of salary, bonuses, various facilities, holidays has a strong influence on employee performance. Apart from that, employees who are satisfied with the compensation they receive from the company will have a tendency to improve their performance. Another research conducted by Hartati (2020) found that the role of compensation greatly influences employee performance. Providing

compensation for the work carried out by the company is able to provide motivation for employees to provide better performance and satisfactory work results.

In this study, the biggest factor that makes the relationship between compensation and employee performance insignificant is the weak correlation between X12 and Y22 of 0.488. This weak correlation explains that non-financial dimension factors have a weak relationship with the quality dimension. This weak correlation explains that the comfort factor of the work environment greatly influences the quality of work produced. Comfort is important for young workers in providing their potential to produce maximum work. In this research, young workers pay great attention to the work environment where young workers want a comfortable work environment.

For young workers, non-financial factors in the form of comfort are the main choice compared to finance. This may be based on the need for young workers to be able to develop and provide ideas and freedom of behavior within the organization. A comfortable environment allows young workers to provide maximum performance not only in quantity but also in good quality work.

The relationship between organizational culture and employee performance

Organizational culture is a system of shared meaning carried out by members that differentiates an organization from other organizations (Schein, 1996). A good organizational culture will be able to provide a comfortable and calm work climate for every employee so that it will trigger high performance from every employee. This is proven by Stare (2011), Ahmad (2012), Murphy et al. (2013), Shahzad et al. (2013) who found that organizational culture is able to have a positive impact on improving performance. In this research, it was found that the results of the relationship between organizational culture and employee performance were declared positive and significant based on the results of data processing which obtained a t value of 3.661 and a p value of 0.000.

The correlation between dimensions of the relationship between organizational culture and employee performance was found to have the largest value in the indicator X22 to Y21 of 0.888, namely the consistency dimension to the quantity dimension. This explains that the consistency of the work carried out is able to provide good performance, in this case the maximum quantity of work that can be completed. Of course, this also proves that a good organizational culture provides a comfortable environment so that employees are able to provide maximum performance.

The relationship between affective commitment and employee performance

This research proves that the relationship between affective commitment and employee performance is positive and significant, where based on the results of data processing it was found that the t value was 8.389 and the p value was 0.000. Affective commitment is defined by Kreitnrt and Kinicki (2014) as employee emotional attachment and employee involvement in the organization. Employees who have strong affective commitment continue to work for the company because they want it so that high performance will be achieved. This was proven by Tsai et al. (2010), Kim and Brymer (2011), Gelderen and Bijk (2011), Fu and Desphade (2014) who found that employee commitment to the organization was able to produce significant employee performance.

The results of this research strengthen the results of previous research which stated that affective commitment has a positive and significant relationship with employee performance, where this research also explains the strong correlation between the Y12 indicator and the Y21 indicator of 0.932. This strong correlation proves that there is a strong relationship between the dimensions of feels part of company and quantity. This explains that the greater the employee's feeling of being an important part of the company, the more motivated the employee will be to

provide good performance as evidenced by the strong correlation with the amount of work that the employee is able to do in large numbers.

The relationship of compensation to affective commitment

Based on the results of data processing, it was found that the relationship was positive but not significant, which was proven by the results of a t value of 0.673 (positive) and a p value of 0.501. Several previous studies have proven that there is a positive and significant relationship between compensation and affective commitment, such as the results of research by Alamelu et al. (2015) in the manufacturing industry in India shows that employee compensation on commitment has a significant and positive influence. Kee et al. (2016) in the banking industry in Malaysia shows that there is a significant influence between the relationship between compensation and commitment. Research conducted by Milgo et al. (2014) shows that there is a significant influence between compensation and commitment and research conducted by Nawab and Bhatti (2011) on the education industry in Pakistan shows that compensation has a positive and significant influence on commitment.

In this study, it is known that the hypothesis results were positive but not significant, this is in line with research conducted by Paik et al. (2007) where there are certain conditions that result in a worker remaining committed to the company with a level of compensation that is deemed unsatisfactory due to the fact that the individual has no other job other than the current job. This condition forces workers to continue working at the company under duress in order to earn a living wage. In this study, the lowest correlation factor was found to be 0.507, which was found in the indicator X12 to Y11. This indicator explains that non-financial dimensions have a low influence on the dimensions of being part of the company.

In this study, it was discovered that the subjects studied had employees, the majority of whom were young. The young workers in this study are proven by the low correlation between comfort factors in the company where they work. Comfort factors (non-financial) are important for young workers to want to be involved in every company activity, thereby creating a sense of belonging to the company.

The relationship of organizational culture to affective commitment

This research proves that there is a positive and significant relationship between organizational culture and affective commitment, where data processing results show a t value of 13.754 and a p value of 0.000. Schein (1996) suggests that a strong organizational culture will provide stability to the organization. Organizational culture is a system of shared meaning carried out by members that differentiates an organization from other organizations. A good organizational culture will have an influence on employee commitment. This has been proven by Parra and Castillo (2013); Pinho et al., (2014); Shim et al., (2015) found that organizational culture as a culture that is developed, rational, and part of a group creates a good organizational climate so that employee commitment can be created well.

The results of this research also strengthen the results of previous research which explains that organizational culture has a significant influence on organizational commitment, in this case affective commitment. The correlation results show that the X22 indicator against Y12 has a value of 0.883, where the consistency dimension is strongly correlated with the have emotional positive with company dimension. The results of this correlation explain that workers who carry out their work following the work guidelines determined by the company have meaning for these workers because of their love for their work and the company where they work. By following these work guidelines, workers show their caution not to make mistakes due to emotional closeness in the form of meaning and significance for the workers themselves. The meaning and meaning of the company for workers can be interpreted as workers' concern for the continuity of the company's operations.

Employees want the company to be able to operate as long as possible so that workers really pay attention to work guidelines to minimize errors that occur which have a negative impact on the company. This also proves how much the company means to the lives of these employees.

CONCLUSION

This research effectively shows the positive and significant influence of financial compensation and organizational culture on employee performance. The mediating role of affective commitment is proven to have a positive and significant impact on employee performance. Although there is a positive relationship, non-financial compensation is not significant on affective commitment and employee performance. It is hoped that organizations will increase attention to aspects of comfort in the work environment, continue to build a supportive organizational culture, and understand more deeply the factors that influence affective commitment. In this way, organizations can improve employee performance and create a more positive work environment. It is also hoped that future research can add other variables that influence employee performance and also conduct research using a qualitative approach to strengthen research measurement instruments that are vulnerable to respondents' perceptions that do not reflect the actual situation.

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