



## Affective Commitment: The Mediating Role of Job Satisfaction (A Study on Five Star Hotel in Surabaya)

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### ABSTRACT

This study aims to analyze the influence of human resources management practices (HRM practices) and organizational communication on affective commitment mediated by job satisfaction. The sample was employees of Five Star Hotels in Surabaya. With the purposive sampling method, 180 respondents were obtained as samples. The results showed that recruitment & selection and organizational communication had an effect on job satisfaction, while training & socialization and employment security had no effect on job satisfaction. Training & socialization, employment security, and job satisfaction have an effect on affective commitment, while recruitment and selection have no effect on affective commitment. Job satisfaction as a mediating variable can strengthen the influence of HRM practices on affective commitment and the influence of organizational communication on affective commitment.

Keywords: *HRM Practices, organizational communication, job satisfaction, affective commitment*

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## 1. INTRODUCTION

One of the tourist destination cities, Surabaya City is visited by many tourists, both domestic and foreign. The tourists are generally interested in history, cultural diversity, and other panoramas (Aliandi and Handayani, 2013). The number of occupancy rates for star and non-star hotels from 2018 to 2020 is as follows:

**TABLE 1** | Occupancy Rate of Star and Non-Star Hotels in 2018 to 2020

	Occupancy Rate (%)					
	Star Hotels			Non-star Hotels and Other accommodation		
	2018	2019	2020	2018	2019	2020
SUMATERA SELATAN	58.88	53.99	40.75	37.76	32.51	22.72
BENGKULU	58.91	64.06	39.40	20.11	29.04	13.62
LAMPUNG	59.55	60.31	44.04	32.86	34.87	18.26
DKI JAKARTA	66.65	59.71	41.22	74.27	56.95	34.97
JAWA BARAT	58.76	54.47	36.22	29.05	29.80	20.01
JAWA TENGAH	45.49	47.46	29.31	30.72	27.67	19.45
DI YOGYAKARTA	57.24	58.91	35.96	28.25	32.21	15.86
JAWA TIMUR	55.82	57.20	36.09	29.98	30.95	20.09
BANTEN	54.11	51.57	34.27	25.44	26.57	19.93
BALI	64.72	61.13	23.85	34.67	34.76	12.05

Source: [www.bps.go.id](http://www.bps.go.id) (2024)

When the Covid-19 pandemic hit the world, the hospitality industry in Indonesia received a huge impact. News in the mass media related to the closure of hotel businesses in Surabaya and other cities has made the Covid-19 pandemic a disaster for the hotel industry in Indonesia. Various ways have been done by hotel entrepreneurs, tourism entrepreneurs, hospitality associations, and the government to reduce the impact of losses on the hotel industry, especially in Indonesia. The Indonesian Hotel and Restaurant Association is at the forefront for entrepreneurs to convey and propose aspirations to reduce further losses. The relaxation proposal was prepared and submitted to the government. Another basis is the condition of hotel entrepreneurs using banks as business capital and facing difficulties in making loan payments. This analysis was carried out for two months by collecting news from various sources as well as taking quotes from webinar activities conducted during the government's policy to work from home for approximately two months. Looking at the data, the hotel occupancy rate from the last three years of data has fluctuated. Non-star hotels in East Java experienced an increase in 2018, but the following years experienced a decrease in occupancy rates, while star hotels experienced a slight increase in each year. Although the occupancy rate of star hotels has increased, the increase in hotel occupancy rates is not significant when compared to the growth in the number of hotel rooms occurring.

The first reason is because of the decline in human resources management practices, including recruitment and selection, training and socialization, and employment security, organizational communication, job satisfaction, and affective commitment, because the hotel industry is too concerned with competitive competition between hotels. The second reason is because of the Covid-19 pandemic; hotels have become a place for guests who come from out of town.

To achieve sustainable competitiveness, hotels must understand the need to retain stronger employees with emotional ties to the organization, as such employees can offer a higher level of quality service to customers and demonstrate greater customer orientation. The reason affective commitment needs to be researched is because the existence of hotel employees is very dependent on the compatibility between organizational goals and employee life principles. If there is a change in organizational goals, it will have an impact on employees, because employees will try to find a conformity of their principles with the goals of the hotel. If there is still a match, then the desire to continue working in the hotel remains, but if there is a mismatch, it is possible that the employee will think about looking for another alternative job.

The higher the affective commitment possessed by employees is determined by job satisfaction because all employees' positive feelings are related to work (Akgunduz and Eser, 2020). Job satisfaction is a positive emotional condition and pleasant feelings within employees when working at a company (Culibrk et al., 2018). The better job satisfaction an employee has, the more it is indicated by the employee's positive attitudes and behavior towards the job they have (Saeed and Waghule, 2021). HRM practices must be improved in order to increase the work results achieved by employees (Amarneh and Muthuveloo, 2020). An organization, especially a hotel, faces increasingly competitive challenges to achieve organizational goals by improving HRM Practices activities to become more effective and efficient so that it can increase positive feelings within employees regarding all aspects of work (Amah and Oyetunde, 2019). The better HRM practices will be seen from the better the functions carried out by the company so that it can increase employee contributions to achieve company success because employees have positive attitudes and behavior when working at the company (Hauret et al., 2020). Apart from HRM practices, organizational communication influences affective commitment, as seen from the better relationship between employees and leaders so that employees can achieve the goals set by the company (Kakakhel et al., 2015).

Previous studies have examined the mediating role of job satisfaction on the effect of HRM practices and organizational communication on affective commitment (Hussien et al., 2021; Adiguzel et al., 2019). However, no one has examined this issue in the hospitality industry. Researchers are interested in research objects from five-star hotels because the hospitality industry has experienced a drastic decline during the Covid-19 pandemic from 2020 to 2023. This has an impact on the commitment of employees. In 2024, the tourism industry began to increase again, accompanied by an increase in the hospitality industry. So it is deemed necessary to foster commitment, especially employee affective commitment, in order to restore employee and organizational performance with HRM practices and organizational communication that creates job satisfaction.

## 2. LITERATURE REVIEW

### Human Resources Management Practices

Research conducted by Rasool et al. (2019) found that HRM practices are policies and practices needed to carry out human resource routines in an organization, such as employee staffing, staff development, performance management, compensation management, and encouraging employee involvement in decision-making. Alsafadi and Altahat (2020) provide an understanding that HRM practices are important predictors of organizational performance and have the potential to promote organizational innovation. According to Giancaspro et al. (2021), HRM practices are all employee perceptions related to human resource management, such as career advancement, training, and development. Based on some of the definitions of HRM practices above, it can be concluded that HRM practices are a policy, practice, and system.

## **Recruitment and Selection**

Nizam et al. (2022) define recruitment and selection as important operations in HRM, designed to maximize employee strengths to meet strategic goals and objectives. Odorardi et al. (2019) defines recruitment as the key to strong, progressive academics and the cornerstone of any developing economy, as any wrong recruitment policy imposes permanent weakness on any economy, while selection is informed decision-making using a systematic process to select the best candidate from the pool of available candidates after being vetted using appropriate selection tools.

## **Training and Socialization**

Training and socialization are the processes of employees acquiring the knowledge necessary to participate and function effectively as members of the organization (Liao et al., 2022). Training and socialization, such as formal and informal training, are aimed at employees in the workplace so that they can complete tasks quickly (Nikolaou, 2021). To face the challenges, companies must invest in human resources to improve employee skills and knowledge. Human resources has become an important asset for organizations (Alam, 2022). Organizations can improve employee performance by providing employees with effective training, in turn increasing productivity (Hassan and Mahmood, 2016). Training can be internal and external, but external training can be more effective than internal (Abhishek et al., 2018).

## **Employment Security**

Job/ employment security indicates the extent to which the company ensures job continuity for its employees, such as promotion opportunities and long-term career opportunities (De Meulenaere, 2015). Ayodele (2022) defines employment security as the ability of employees to demonstrate typical mastery and application of the latest technology in the performance of daily responsibilities.

## **Organizational Communication**

Eka et al. (2020) define organizational communication as patterns, networks, and communication systems in an organization designed with the aim of keeping organizational members working effectively to achieve organizational goals. Adiguzel et al. (2020) provide an understanding of how organizational communication is integral to employee health in determining the flow of goals and the direction of communication perceptions in the company. According to Affandie et al. (2020), organizational communication is the process by which employees or organizational members exchange information within a company or organization. It is concluded that organizational communication is the exchange of verbal and non-verbal messages between the sender and receiver of the message.

## **Job Satisfaction**

Yanchovska (2022) states the definition of job satisfaction is a positive feeling emotional state resulting from an assessment of an employee's work or work experience. Gazi et al. (2022) defines job satisfaction as a positive attitude of employees towards their work. Alzougool and Awawdeh (2022) provide an understanding of job satisfaction, which is characterized as the extent to which an employee is satisfied with work. From several researchers who explain the meaning of job satisfaction, it can be concluded that job satisfaction is a collection of feelings towards work owned by an employee, which is a feeling of pleasure or positive feelings from within the employee towards one of the jobs or work experiences.

## **Hyphotesis Development**

Recruitment and selection is the process of attracting individuals in a timely manner in sufficient numbers with appropriate qualifications so as to create a positive emotional response from within employees when working at BSLN companies in Madurai SSA (Gopinath and Shibu, 2014). Koech et al. (2020) assessed the procedures involved in

identifying candidates for employment and encouraging employees to express interest in positions within an organization among 508 public secondary school security personnel in Kenya. The research results of Koech et al. (2020) show that all qualifications possessed by employees in accordance with the job can make employees feel happy working in the company because employees have good skills and expertise when 508 security personnel work in public secondary schools in Kenya. Based on the results of previous research above, the first hypothesis can be formulated as follows:

**H1: Recruitment and selection have a positive effect on job satisfaction.**

Recruitment and selection consists of (1) job description, (2) job specifications, (3) job evaluation, and (4) job analysis. Recruitment and selection have an important meaning and fundamental role in human resource management. Recruitment and selection is carried out to attract suitable and appropriate candidates into the organization, which is often a challenge and is a comprehensive program for many organizations so that it can increase the desire to establish good, long-term relationships with leaders at PT. Semarang Autocomp Manufacturing Indonesia (Azmy, 2018). The results of research by Wilson and Nuwatuhaire (2018) show that all qualifications possessed by employees that are appropriate to the job can create positive emotional closeness within 132 academic staff in Uganda. The results of research by Riyanto et al. (2021) show that accepting prospective employee candidates who meet the requirements can create employees who have positive psychology when working in IT companies in Indonesia. Based on the results of the previous research above, a second hypothesis can be formulated as follows:

**H2: Recruitment and selection have a positive effect on affective commitment.**

Well- structured training and socialization that influences the job performance of new employees can achieve all company goals, such as increasing productivity, commitment, satisfaction, and employee involvement at JFC companies in the United States (Elnaga and Imran, 2013). The research results of Surji et al. (2014) prove that the process of forming positive relationships between employees and leaders can create feelings of joy within 33 staff employees at the Lebanese French university in Iraq. Based on the results of the previous research above, a third hypothesis can be formulated as follows:

**H3: Training and socialization have a positive effect on job satisfaction.**

Training and socialization are carried out to develop knowledge and skills so that employees can achieve the goals set by the Irish company with a total of 6000 employees (Batra and Hyde, 2020). The results of research by Men and Yue (2019) show that positive interaction and communication between employees and leaders can create positive emotional conditions within 300 employees when working in the United States. Based on the results of the previous research above, the fourth hypothesis can be formulated as follows:

**H4: Training and socialization have a positive effect on effective commitment.**

Employment security as a desire to continue working within the company made 228 employees continue to have positive feelings when working in Ghanaian state schools (Domfeh and Hunsaker, 2020). The results of research by Artz and Kaya (2014) that the better employees avoid risks when working in a company resulted in 115 employees assessing positively all aspects of work at NSCW Companies in the United States. Based on the results of the previous research above, the fifth hypothesis can be formulated as follows:

**H5: Employment security has a positive effect on job satisfaction.**

Employees feel confident when working at the company, which creates positive emotions for the 5866 employees who work at 3 companies, namely Kenya Power, KenGen, and Mumias Sugar (Butali and Njoroge, 2016). Employees having positive psychology when working in a company can create a desire for 460 employees to maintain good relationships when working in South African state institutions (Moshoeu and Geldenhuys, 2015). The research

results of Domfeh and Hunsaker (2020) show that employees understand the continuity and stability of work, making 228 employees positively assess all aspects of work in Ghana's state schools. Based on the results of the previous research above, the sixth hypothesis can be formulated as follows:

**H6: Employment security has a positive effect on affective commitment.**

All positive feelings from within employees can create positive emotional relationships between 282 employees and companies in Kathmandu (Yukongdi and Shrestha, 2020). Yukongdi and Shrestha's (2020) research results prove that employees who are able to assess positively all aspects of their work as a whole will make employees willing to make sacrifices for the company. Based on the results of previous research above, the seventh hypothesis can be formulated as follows:

**H7: Job satisfaction has a positive effect on affective commitment.**

All positive interactions between leaders and employees can create good relationships between 92 employees and leaders at the Treta Makedonska Brigada Company (Trajkova et al. 2014). The research results of Trajkova et al. (2014) show that employees who are able to exchange information with other colleagues make 92 employees have positive emotions towards work at the Treta Makedonska Brigada Company. The research results of Ilyash et al. (2019) show that employees who are able to have positive interactions with other colleagues make 171 employees want to continue working at Ukrainian state banking companies in the long term. Based on the results of the previous research above, the eighth hypothesis can be formulated as follows:

**H8: Organizational communication has a positive effect on affective commitment.**

The ability of employees to exchange information with other colleagues can create positive attitudes within 300 employees when working in different companies (Kakakhel et al. 2015). The results of research by Sharma et al. (2016) that employees were able to work according to their roles and responsibilities made 2600 employees have a positive assessment of work at Northeast Tennessee institutions. Based on the results of the previous research above, the ninth hypothesis can be formulated as follows:

**H9: Organizational communication has a positive effect on job satisfaction.**

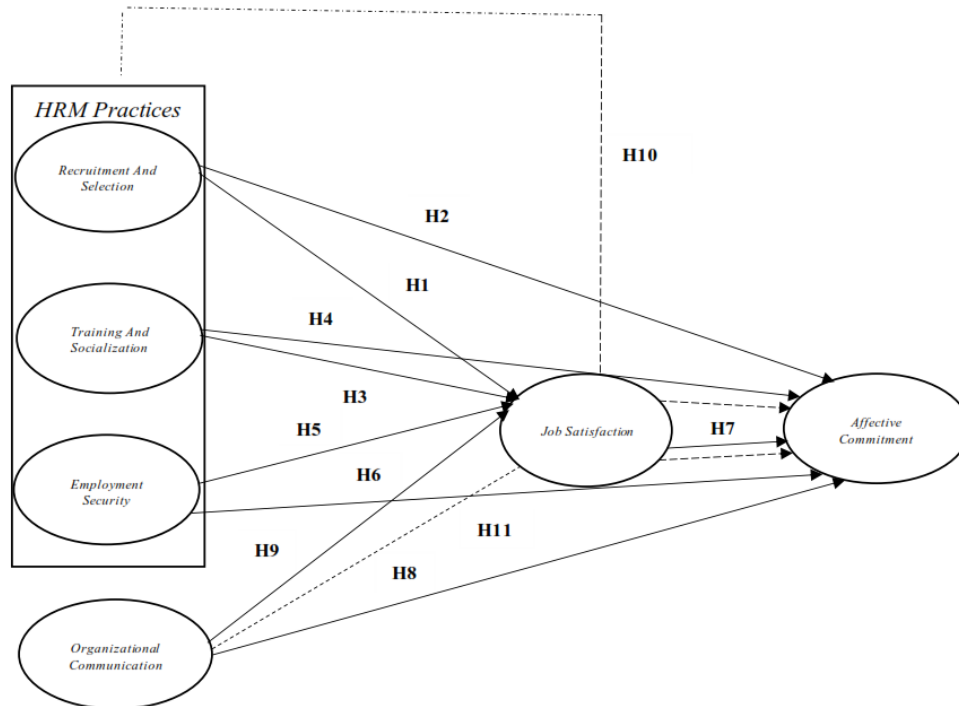
All planning and policies related to human resource management activities and positive assessments from within employees of the company can create emotional closeness from within 797 employees when working in private companies in Iran (Aziz et al. 2021). All human resource management functions can improve the knowledge and skills possessed by employees so that they can increase the emotional closeness within 450 employees when working in Nigerian state companies (Amah and Oyetunde, 2019). The research results of Bisharat et al. (2017) show that all practices form human resource management so that employees want to maintain emotional relationships when working in the company because 200 pharmaceutical employees have a positive assessment of work in Jordanian pharmacies. Based on the results of the previous research above, the tenth hypothesis can be formulated as follows:

**H10: HR practices have a positive effect on affective commitment, mediated by job satisfaction.**

The ability of employees to coordinate and interact with co-workers can make 92 employees have an emotional closeness to the Treta Makedonska Brigada company (Trajkova et al. 2014). The results of research by Ilyash et al. (2019) show that employees are able to exchange information with other colleagues, making employees have a positive psychological condition when working at the company because 171 employees have a positive assessment of the work of the Ukrainian state banking company. The research results of McKay et al. (2013) show that employees who are able to provide positive feedback to leaders can create a positive emotional state within employees when working at the company because 92 employees have positive attitudes and behavior towards work at the Treta Makedonska Brigada company. Based on the results of the previous research above, the eleventh hypothesis can be

formulated as follows:

**H11: Organizational communication has a positive effect on affective commitment, mediated by job satisfaction.**



**Figure 1.** Conceptual Framework

### 3. RESEARCH METHOD

#### Research Design

The method in this research is quantitative research and is a one-shot research or cross-sectional study. Cross-sectional research is research that can be carried out by collecting data once, perhaps over a period of several days or several weeks or several months, to answer questions in research (Sekaran and Bougie, 2020). The testing in this research uses hypothesis testing, which is a temporary assumption that has been stated in the form of a statement. The unit of analysis used in this research is individual employees who work at Five Star Hotels in Surabaya as research objects.

#### Measurements

The independent variable, HRM Practices, was adopted and measured using a 20-item scale developed by Hussien et al. (2021). Organizational communication variables were measured using five items developed by Adiguzel et al. (2020). A questionnaire for job satisfaction developed by Hussien et al. (2021) was used to measure employees' job satisfaction using a five-item scale. Lastly, affective commitment was measured using six items adapted from Hussien et al. (2021) (see table 2).

**TABLE 2 |** Construct Measurement and Sources

Variable	Measurement	Sources
HRM Practices 1. Recruitmen & Selection	1. Appointments in this hotel are based on merit 2. Prospective employees are fully informed about the job qualifications in the company 3. The hotel uses advertising to recruit employees 4. There is a formal induction, orientation and recognition process designed to help recruits understand the organization 5. In this hotel, line managers and HR managers follow the selection process	Hussien et al. (2021).



2. Training & Socialization	6. The selection system selects employees who have the desired knowledge, skills and attitudes 7. Vacancies are filled by internally qualified employees.	
	1. Extensive training programs are provided for employees in all aspects 2. I have training opportunities to learn and grow 3. I am selected for training programs that match job needs 4. Training needs are identified with a formal mechanism based on performance appraisal results 5. Training provided to employees can improve skills. 6. The training provided by leaders makes employees able to overcome problems in the company 7. My communication and working relationships with colleagues have improved due to the training program provided by leaders 8. I feel more prepared to solve unexpected events.	
3. Employee Security	1. It's hard to dismiss an employee 2. Everyone is treated with respect in the workplace, regardless of who they are. 3. My job is fully secured with this hotel. 4. Leaders are able to address problems that occur in the company. 5. There is a formal, fair and reasonable process for dealing with complaints and grievances.	
Organizational Communication	1. Employees understand all information about the progress of the business run by the company. 2. Leaders always provide direction to employees in overcoming problems in the company. 3. Employees always understand the importance of communication for the company. 4. Leaders often conduct meetings and meetings. 5. Leaders are very trusting of employees.	Adiguzel et al. (2020).
Job Satisfaction	1. I have a positive feeling when working at the company 2. I like working at this company compared to working at other companies. 3. I feel satisfied when working at the company because the environment is pleasant. 4. I have a valuable sense of accomplishment at work. 5. Giving employees the opportunity to make decisions on job roles	Hussien et al. (2021).
Affective Commitment	1. I want to spend the rest of my career in this hotel. 2. I feel as if the hotel's problems are my own. 3. I feel strong feelings towards this hotel 4. I have an emotional attachment to this hotel. 5. I feel like part of the family at this hotel 6. I feel like the hotel cares about my career development.	Hussien et al. (2021).

Source: Data Processed (2024)

This measuring instrument uses a Likert Scale, which is classified as an interval scale. The interval scale is a scale that has a range and distance (Sekaran and Bougie, 2020). This Likert scale is structured as follows: Scale 1 = Strongly disagree (STS), Scale 2 = Disagree (TS), Scale 3 = Somewhat Agree, Scale 4 = Agree (S), and Scale 5 = Quite Agree (SS).

### Population and Samples

The sampling technique used was purposive sampling. Purposive sampling is a data collection technique with certain criteria (Sekaran and Bougie, 2020). The population criteria for this study are employees of five-star hotels in Surabaya, which consists of 3 hotels, namely, Oakwood Hotel and Residence, Hotel Majapahit Surabaya, and Hotel Royal Tulip Darmo. The reason for choosing 3 hotels was because the Covid-19 pandemic conditions made



these three hotels a quarantine place for guests coming from outside the city or abroad. Determination of sample size is based on Hair et al. (2020), that the minimum sample size is the number of indicators multiplied by 5-10. The total indicators for this research are 36 items, then multiplied by 5 = 180 respondents.

### Validity and Reliability Test

The approach taken to test the validity of measuring instruments is by connecting a construct being studied with other constructs (Sekaran and Bougie, 2020). Validity test indicators are factor loading  $> 0.5$  (statement items indicate valid) and factor loading  $< 0.5$  (statement items indicate invalid). The validity test results for the HRM Practices statement items show that all are valid because the factor loading is more than 0.5. The meaning of "valid" is that all statement items that determine HRM practices can be measured. The validity test results for the organizational communication statement item, job satisfaction item, and affective commitment item also show that it is valid because the factor loading is more than 0.5. Reliability testing on measuring instruments needs to be carried out to ensure that the instruments used for this research are consistent and accurate. Reliability is related to the consistency, accuracy, and predictability of a measuring instrument (Sekaran and Bougie, 2020). The basis for decision making for this reliability test is as follows: (a) If the Cronbach's Alpha coefficient is  $> 0.6 \rightarrow$  then Cronbach's Alpha is acceptable (construct reliable). (b) If Cronbach's Alpha  $< 0.6$ , then Cronbach's Alpha is unacceptable (construct unreliable). The results of the reliability test show that the Cronbach's alpha coefficient value is more than 0.6 for the variables recruitment and selection, training and socialization, employment security, organizational communication, job satisfaction, and affective commitment. This shows that the measuring instrument used is reliable, or in other words, the variables are declared reliable and can be continued for further research..

### Goodness Of Fit Test

The model fit test is used to evaluate the suitability of the model to the data; the observed values are the same or close to those expected in the model. The model used must meet Goodness of Fit (GoF). The goodness-of-fit model results in table 3 appear to meet the specified criteria. This shows that the formation of the conceptual framework is in accordance with the statement items.

**TABLE 3** | Goodness Of Fit Results

Measurement	Value	Criteria	Decision
P-value	0,057	$\geq 0,05$	Goodness Of Fit
GFI	0,817	$\geq 0,90$	Poor Fit
RMSEA	0,046	$\leq 0,10$	Goodness Of Fit
AGFI	0,789	$\geq 0,90$	Poor Fit
NFI	0,851	$\geq 0,90$	Poor Fit
TLI	0,950	$\geq 0,90$	Marginal Fit
CFI	0,954	$\geq 0,90$	Marginal Fit
CMIN/DF	1,093	1 - 5	Goodness Of Fit

Source: Data Processing Results with AMOS 24

The formation of the Structural Equation Model can be seen in Figure 2:

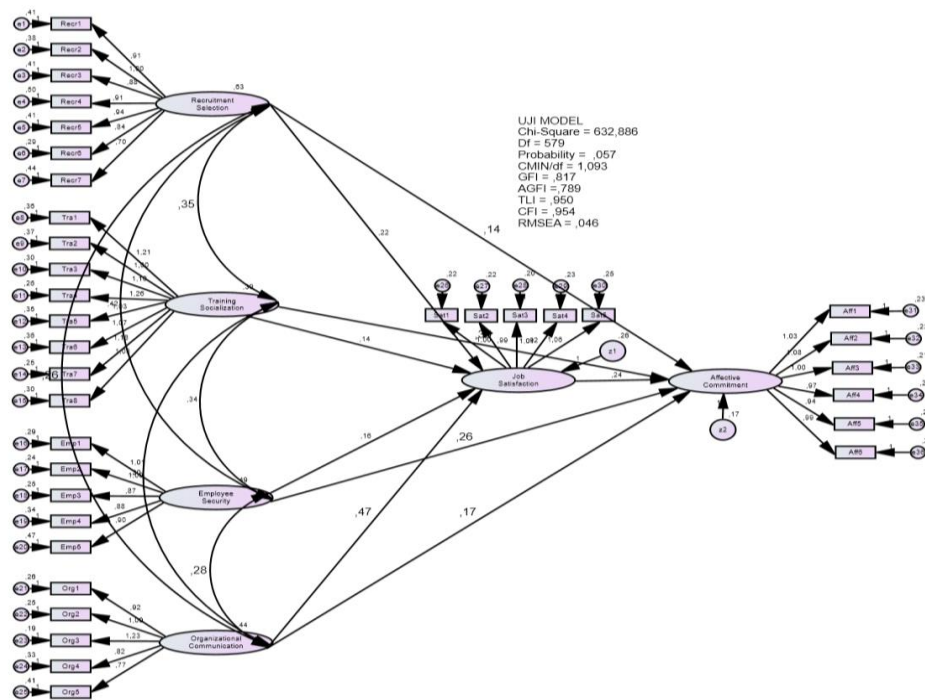


Figure 2. Structural Equation Model (SEM)

## 4. RESULTS AND DISCUSSION

### 4.1 RESULTS

#### Descriptive Statistics

Descriptive analysis is shown to describe the data from the independent variable and the dependent variable.

TABLE 4 | Descriptive Statistics Recruitment and Selection

No	Item	Mean
1.	Appointments in this hotel are based on merit	3,97
2.	Prospective employees are fully informed about the job qualifications in the company	4,17
3.	<b>The hotel uses advertising to recruit employees</b>	<b>3,82</b>
4.	There is a formal induction, orientation and recognition process designed to help recruits understand the organization	3,83
5.	In this hotel, line managers and HR managers follow the selection process	3,86
6.	<b>The selection system selects employees who have the desired knowledge, skills and attitudes</b>	<b>4,19</b>
7.	Vacancies are filled by internally qualified employees.	4,07
	<b>Total Average Score (Mean) (<math>\chi</math>) =</b>	<b>3,98</b>

Source: SPSS Version 25

With a total overall average value of 3.98, which means that employees at Five Star Hotels agree with the practice of recruitment and selection. From table 4 above, the highest average value of statement item six on Recruitment and Selection is shown through the statement that the selection system selects employees who have the desired knowledge, skills, and attitudes. This shows that recruitment and selection run by the hotel are very good. Better recruitment and selection can be seen from a human resource management planning decision regarding the number of employees needed and what criteria are needed in a hotel. Recruitment is basically an effort to fill vacant positions or jobs within an organization or company; for this reason, the hotel has its own Standard Operating

Procedure (SOP) in the recruitment process. The hotel hires employees according to their abilities, and employees who meet the requirements for hotel vacancies are transferred to fill vacancies or selected according to the process until employees are hired. Selection is the stage of selecting and accepting applicants who have the qualifications and abilities according to the needs of the hotel, while applicants who do not have the appropriate qualifications or do not match the requirements are determined to be rejected.

From table 4 above, the lowest average value of statement item three on recruitment and selection is shown through the statement that this hotel uses advertisements to recruit employees. This shows that the recruitment and selection carried out by the hotel still needs to be improved for the future. This shows the process needs to involve job reviews, and job requirements need to identify gaps in the hotel. Job descriptions and employee specifications are developed for management to produce tasks and personal attributes of employees to be hired. Social media recruitment processes through LinkedIn, Jobstreet, and Facebook are methods to attract prospective employees through social media platforms. Due to the rise of ubiquitous social media, the hotel devised a comprehensive social media recruitment strategy and then incorporated it into the hotel management strategy for branding and recruitment of the hotel involving the posting of job vacancies. The selection process must be well designed to ensure efficiency; the process starts when an applicant applies for a job and ends with an acceptance decision. This recruiter acts as an intermediary to connect as many applicants as possible by linking hotels and job seekers who can be recruited from schools or community training centers.

**TABLE 5** | Descriptive Statistics Training and Socialization

No.	Item	Mean
1.	Extensive training programs are provided for employees in all aspects	3,89
2.	<b>I have training opportunities to learn and grow</b>	<b>3,84</b>
3.	I am selected for training programs that match job needs	3,84
4.	<b>Training needs are identified with a formal mechanism based on performance appraisal results</b>	<b>3,98</b>
5.	Training provided to employees can improve skills.	3,86
6.	The training provided by leaders makes employees able to overcome problems in the company	3,85
7.	My communication and working relationships with colleagues have improved due to the training program provided by leaders	
8.	I feel more prepared to solve unexpected events.	3,86
	<b>Total Average Score (Mean) (<math>\bar{x}</math>) =</b>	<b>3,88</b>

Source: SPSS Version 25

With a total overall average value of 3.88, which means that employees at Five Star Hotels agree with the practice of training and socialization. From table 5 above, the highest average value of statement item four on training and socialization is shown through the statement that training needs are identified with a formal mechanism based on the results of performance appraisals. This shows that the training and socialization carried out by the hotel are very good. Training is often considered the most visible and most common of all staffing activities. Employers support training because through training employees will become more skilled and more productive. These benefits must be weighed against the time spent when employees are being trained. Socialization can be seen from the training provided by the hotel, which can improve the ability of employees. This shows that training is a process of teaching certain knowledge and skills and attitudes so that employees are increasingly skilled and able to carry out their responsibilities better, according to the standards set by the hotel. New employees can only be accepted as members and therefore allowed to participate in organizational activities, including work interactions, if the employee is formally declared to meet cultural requirements and is willing to accept or implement the values,

rules, and customs in the hotel.

From table 5 above, the lowest average value of statement item two on training and socialization is shown through the statement that I have training opportunities to learn and grow. Training is a short-term educational process using systematic and organized procedures. Non-managerial employees learn technical knowledge and skills within the limited objectives set by star hotel management. Forms of competency development in meeting demands in an effort to fulfill the maximum performance of employees and star hotel management. Training is assessed by the better knowledge, skills, and attitudes possessed by employees who work in star hotel management. Socialization is defined as a process of employees learning habits that include ways of life, values, and social norms contained in society in order to be accepted. The hotel realizes that employees have a very important role and position in the hotel, so employees need to understand that each guest has a different character and cultural background so that the hotel provides socialization about guest characteristics.

**TABLE 6 | Descriptive Statistics Employment Security**

No.	Item	Mean
1.	It's hard to dismiss an employee	4,12
2.	Everyone is treated with respect in the workplace, regardless of who they are.	4,08
<b>3.</b>	<b>My job is fully secured with this hotel.</b>	<b>4,31</b>
4.	Leaders are able to address problems that occur in the company.	4,07
<b>5.</b>	<b>There is a formal, fair and reasonable process for dealing with complaints and grievances.</b>	<b>4,04</b>
	<b>Total Average Score (Mean) (<math>\bar{x}</math>) =</b>	<b>4,12</b>

Source: SPSS Version 25

With a total overall average value of 4.12, which means that employees at Five Star Hotels agree with the leadership statement being able to overcome problems that occur in the company. From table 6 above, the highest average value of statement item three on Employment Security is shown through the statement that my job is fully guaranteed with this hotel. This shows that Employment Security owned by employees is very good. employees are said to have employment security not only obtained from good coworkers, harmonious relationships between employees in a hotel, and the hotel employs an employee must be able to provide adequate work support facilities and of course support the work given to employees. These facilities should also be able to facilitate employees in completing their work.

From table 6 above, the lowest average value of statement item five on Employment Security is shown through the statement that there is a formal, fair, and reasonable process for handling complaints and grievances. The hotel tries to handle complaints from employees so that employees remain enthusiastic when working in the hotel. This shows that Employment Security run by the hotel still needs to be improved for the future. Leaders always try to be open to collecting complaints and complaints submitted by employees so that solutions are found together. A good leader is a leader who is able to create a sense of confidence and responsibility in employees to carry out tasks full of responsibility to increase productivity achieved by the hotel. Employees who work at the hotel try to find opportunities to advance in their careers; there is a sense of security that the job will continue to be owned, and leaders always understand the needs of employees. The role of the leader is considered good by employees because the leader gives appreciation for the work done by employees, such as if an employee works well and achieves his work targets well, the employee will be recommended for promotion. The leader also gives attention in the form of encouragement to motivate employees, such as creating a comfortable working atmosphere, namely room arrangement, and repairing damaged work equipment.

**TABLE 7 |** Descriptive Statistics Organizational Communication

No	Item	Mean
1.	<b>Employees understand all information about the progress of the business run by the company.</b>	<b>3,93</b>
2.	Leaders always provide direction to employees in overcoming problems in the company.	4,02
3.	Employees always understand the importance of communication for the company.	4,02
4.	<b>Leaders often conduct meetings and meetings.</b>	<b>4,04</b>
5.	Leaders are very trusting of employees.	3,96
	<b>Total Average Score (Mean) (<math>\bar{x}</math>) =</b>	<b>3,97</b>

Source: SPSS Version 25

With a total overall average value of 3.97, which means that leaders often conduct meetings and meetings. From table 7 above, the highest average value of statement item four on organizational communication is shown through the statement that leaders often hold meetings. This shows the ability of the leadership to provide direction, instructions, and policies well for employees who work at the hotel. Organizational communication run by the hotel is very good. Leaders must be able to determine whether or not to hold a meeting, determine the objectives, select participants, compile an agenda, and prepare a meeting location. Because meetings have activities that require cost and time. So before the invitation is delivered, it needs to be determined that the only best way to achieve the goal, organizing a meeting, is considered based on whether or not group interaction is needed to discuss a topic.

From table 7 above, the lowest average value of statement item one on organizational communication is shown through the statement that employees understand all information about business progress carried out by the company. This shows that organizational communication run by hotels still needs to be improved for the future. The development of the hotel business is now growing and mushrooming in every city in Indonesia. Communication occurs to interact with each other, both in work matters and in the desire to get closer between employees. If communication in the hotel is not effective, it can be said that the hotel is not running well. Hotels are developing as a promising business and a driver of tourism growth in Indonesia. The hotel business can be said to be a labor-intensive and high-risk business, so it requires large capital and adequate labor in operational management. For this reason, in its management, it must be equipped with facilities and infrastructure that support and meet the needs of hotel guests staying overnight to dominate the competitive market. This business in the hospitality sector shows that there is increasingly fierce competition in increasing the occupancy rate of rooms owned by each hotel. Various hotels are competing to improve existing facilities and services to compete with other hotels. Changes and developments in market conditions cause hotels to set the right strategy. Given the increasingly intense competition faced, it is necessary for the hotel to analyze and develop existing hotel strategies so that they are in accordance with the conditions faced both now and in the future. With the development of the right hotel strategy, it can support the hotel in accepting changing conditions and business developments so that the hotel can build a competitive advantage.

**TABLE 8 | Descriptive Statistics Job Satisfaction**

No	Item	Mean
1.	I have a positive feeling when working at the company	4,01
2.	I like working at this company compared to working at other companies.	3,97
3.	<b>I feel satisfied when working at the company because the environment is pleasant.</b>	<b>3,94</b>
4.	I have a valuable sense of accomplishment at work.	3,99
5.	<b>Giving employees the opportunity to make decisions on job roles</b>	<b>4,01</b>
	<b>Total Average Score (Mean) (<math>\bar{x}</math>) =</b>	<b>3,98</b>

Source: SPSS Version 25

With a total overall average value of 3.98, which means that there is satisfaction when working at the company because the environmental conditions are pleasant. From table 8 above, the highest average value of statement item five on job satisfaction is shown through the statement that it gives employees the opportunity to make decisions on job roles. This shows that job satisfaction run by the hotel is very good. When employees are given the opportunity to be involved in the decision-making process, employees feel a sense of responsibility that arises because they feel that employees are trusted and valued for their existence in the hotel. Responsibility will direct employees in achieving personal and hotel success. Trust given by the hotel through employee involvement in decision-making can encourage employees to show their best performance. Employees will maximize self-actualization and employee competence so that creativity and innovation are encouraged to grow. Active participation of employees facilitated by the hotel can increase employee morale due to a sense of pride in the trust given by the hotel so as to increase the strength for self-improvement and can indirectly create superior performance.

From table 8 above, the lowest average value of statement item three on job satisfaction is shown through the statement that I feel satisfied when working at the company because the environmental conditions are pleasant. This shows that job satisfaction run by the hotel still needs to be improved in the future. A pleasant work situation can be formed if the nature and type of work must be carried out in accordance with the needs and values of the employee. Satisfied employees like their work situation more than dissatisfied employees dislike their work situation. An employee who has a high level of satisfaction has positive feelings about work, but if he has a low level of satisfaction, he will feel negative about his job and want to leave the hotel.

**TABLE 9 | Descriptive Statistics Affective Commitment**

No	Item	Mean
1.	I want to spend the rest of my career in this hotel.	4,11
2.	I feel as if the hotel's problems are my own.	4,00
3.	<b>I feel strong feelings towards this hotel</b>	<b>3,94</b>
4.	I have an emotional attachment to this hotel.	4,02
5.	<b>I feel like part of the family at this hotel</b>	<b>4,14</b>
6.	I feel like the hotel cares about my career development.	3,95
	<b>Total Nilai Rata-Rata (Mean) (<math>\bar{x}</math>) =</b>	<b>4,02</b>

Source: SPSS Version 25

With a total overall average value of 4.02, which means I feel strong feelings towards this hotel. From table 9 above, the highest average value of statement item five on Affective Commitment is shown through the statement that I feel like part of the family at this hotel. Affective commitment run by the hotel is very good. This shows the presence of positive emotions from within employees when working at the hotel. Positive emotions are characterized by the desire of employees to maintain good relationships in the long term when working at the



hotel. Commitment makes an employee have both physical and mental attachment to the hotel, have a sense of pride, and find it difficult to leave the hotel.

From table 9 above, the lowest average value of statement item three on Affective Commitment is shown through the statement that I feel strong feelings for this hotel. This shows that the affective commitment carried out by the hotel still needs to be improved for the future. Individuals' sense of belonging to the hotel and a sense of pride and empathy for the hotel's values and goals. Employees who have high affective commitment will continue to be members of the hotel because they really have a desire to continue working in the hotel. Affective commitment can also be seen from an employee's sense of pride in the hotel and employee loyalty to the hotel, so employees can help carry out the hotel's vision and mission as desired.

### Hypothesis test result

After testing the suitability of the *goodness-of-fit* model, the next step is hypothesis testing. In this study, hypothesis testing was carried out using the *SEM (Structural Equation Modeling)* method with the help of the AMOS 24.0 program. The hypothesis was tested at a significance level of 0.05 and a confidence level of 95%.

**Table 10 | Hypothesis Test Results**

	Estimate	p-value	Decision
H1: Recruitment and selection have a positive effect on job satisfaction	0,221	0,034	H1 Supported
H2: Recruitment and selection have a positive effect on affective commitment	0,136	0,121	H2 Not Supported
H3: Training and socialization have a positive effect on friend satisfaction	0,144	0,274	H3 Not Supported
H4: Training and socialization have a positive effect on effective commitment	0,354	0,002	H4 Supported
H5: Employment security has a positive effect on job satisfaction	0,162	0,263	H5 Not Supported
H6: Employment security has a positive effect on affective commitment	0,259	0,032	H6 Supported
H7: Job satisfaction has a positive effect on affective commitment	0,240	0,002	H7 Supported
H8: Organizational communication has a positive effect on affective commitment	0,173	0,039	H8 Supported
H9: Organizational communication has a positive effect on job	0,469	0,000	H9 Supported
H10: HR Practices have a positive effect on affective commitment, mediated by job satisfaction	0,053	0,016	H10 Supported
H11: Organizational communication has a positive effect on affective commitment, mediated by job satisfaction	0,112	0,009	H11 Supported

Source: Data Processing Results with AMOS 24

Based on the results of hypothesis testing in the table above, there are three hypotheses that are not supported, namely H2, H3, and H5. While other hypotheses are supported.

## 4.2 DISCUSSION

From the first hypothesis, it can be seen that the p-value for the test shows that recruitment and selection has an effect on job satisfaction of  $0.034 < 0.05$ . The results support previous research conducted by Hussien et al. (2021) on 378 employees of Five Star Hotels and Resorts in Egypt, which stated that recruitment and selection had an influence on job satisfaction. When the recruitment process is effective and the employee selection process is in accordance with the qualifications needed to fill work positions, employees will carry out work according to their skills. When employees carry out work according to their skills, employees will feel satisfied with the work they do.



On the fourth hypothesis, it can be seen that the p-value for testing shows that training and socialization have an effect on affective commitment of  $0.002 < 0.05$ . The results of this research support previous research conducted by Hussien et al. (2021). The better the training and socialization provided by the hotel to its employees, the higher the employee's affective commitment because employees feel comfortable in the work environment.

For hypothesis six, the p-value for the test is  $0.032 < 0.05$ . The results of this research support previous research conducted by Hussien et al. (2021). The implementation of K3 implemented by hotels is closely related to employee affective commitment. The better the K3 program run by the hotel, the more employee affective commitment to the hotel can increase. Guaranteeing work safety for employees will provide a sense of security and comfort for employees while working. Employees will be committed and loyal to the hotel if employees feel comfortable while working.

From the results of testing hypothesis seven, the p-value for the test shows that job satisfaction has an effect on affective commitment of  $0.002 < 0.05$ . This supports previous research conducted by Akinyemi et al. (2022), which stated that job satisfaction has an influence on the affective commitment of 200 nurses at a public hospital in Ondo State in Nigeria. This is because positive attitudes and behavior within employees can create better affective commitment. Affective commitment shows a psychological attachment to the hotel. Employees stay at the hotel because they want to. Employees who have a strong affective commitment will identify themselves, be deeply involved, and enjoy their membership at the hotel.

In hypothesis eight, the p-value for the test shows that organizational communication has an effect on affective commitment of  $0.039 < 0.05$ . The results of this research support previous research conducted by Adiguzel, Cakir, and Kucukoglu (2020) on 334 employees in manufacturing companies in Turkey, which stated that organizational communication has an influence on affective commitment. Positive interactions from leaders to subordinates can create emotional closeness within employees when working in hotels, so that close relationships between leaders and subordinates can create employees' desire to identify the advantages of the business run by the hotel.

From hypothesis nine, it can be seen that the p-value for the test shows that organizational communication has an effect on job satisfaction of  $0.000 < 0.05$ , supporting previous research conducted by Kakakhel et al. (2015). This is because the leadership has established a good communication relationship with employees so that it is easier for employees to understand what the leadership is ordering without having to postpone work. Employees have carried out tasks as assigned and can complete work according to target. Hotels can maintain effective internal communication, which will increase close relationships at every level of the hotel, which is one of the hotel's ways of improving employee welfare, which will also have an impact on harmony between employees and management at the hotel.

From the results of testing the tenth hypothesis, it can be seen that the p-value for the test shows that HR practices on affective commitment are mediated by job satisfaction of  $0.016 < 0.05$ . The results of this study support previous research conducted by Hussien et al. (2021) on 378 employees of Five Star Hotels and Resorts in Egypt, which stated that HR practices have an influence on affective commitment mediated by job satisfaction. Good human resource practice activities can influence hotel affective commitment, mediated by hotel job satisfaction. Apart from that, it is known that to increase hotel job satisfaction, which has an impact on work commitment, hotels need to pay attention to giving appropriate rewards and selecting appropriate employees correctly, which can increase job satisfaction, which then increases hotel commitment. The HR Practice activity program offered by hotels meets the expectations of employee needs because most of the training programs are practical and relate to problems that actually arise in the workplace. Employees can try techniques learned from training programs in the course of job duties. Apart from that, employee perceptions are reflected in their commitment to participating in training provided by the hotel. Meanwhile, to increase job satisfaction, employees can obtain input by learning and various experiences

from other participants in most training programs.

Also on the eleventh hypothesis, the p-value for the test is  $0.009 < 0.05$ . Shows that organizational communication on affective commitment is mediated by job satisfaction. This supports previous research conducted by Choi et al. (2021), stating that organizational communication has an influence on affective commitment mediated by job satisfaction in 10,005 Krivet employees in Korea. Effective communication provided by superiors to employees can increase hotel employees' commitment to work without being asked, which will increase job satisfaction in working at the hotel.

From the results of testing hypothesis two, it can be seen that the p-value for the test shows that recruitment and selection has no effect on affective commitment of  $0.121 > 0.05$ . This supports previous research conducted by Luturlean et al. (2019), which stated that recruitment and selection had no influence on the affective commitment of 178 officers not holding managerial positions in Bandung. Sometimes the tighter recruitment and selection process provided by hotels will be an obstacle for prospective employees to decide to accept a job because basically the portion of commitment for individuals varies.

Also, on the results of testing hypothesis three, there is no influence of training and socialization on job satisfaction because the p-value  $0.274 > 0.05$ . This supports previous research conducted by Hauret et al. (2020), which stated that training and socialization had no influence on job statistics among employees in the social security administration section in Luxembourg. The lack of influence of training and socialization on job statistics can be caused by several things, such as inappropriate training materials, a hostile work environment, and poor training resources.

Results of testing the fifth hypothesis also show no effect of employment security on job satisfaction, with a p-value of  $0.263 > 0.05$ . The results of this research support previous research conducted by Ayodele et al. (2022), which stated that employment security has no influence on job satisfaction among non-teaching staff at state universities in Lagos State. Employees who do not feel job security do not have the ability to think positively about their situation, such as finding it difficult to get a job amidst competition from other job seekers.

## 5. CONCLUSION

Based on the results of the hypothesis test, it was found that recruitment and selection, as well as organizational commitment, have a positive influence on job satisfaction. Training and socialization, employment security, job satisfaction, and organizational communication have positive influence on affective commitment. The better the recruitment and selection program run by the hotel, the greater the job satisfaction. Training and socialization have increased both in quality and quantity, so these changing conditions will affect the level of employee commitment. Job safety guarantees for employees will provide a sense of security and comfort for employees while working. If an employee can feel satisfaction provided by the hotel, a sense of responsibility and commitment will slowly arise to complete duties well and not leave the hotel. Positive communication encourages employee commitment to the hotel. Job satisfaction can mediate the influence of HRM practices and organizational communication on affective commitment. HRM practices that can lead to satisfaction will affect affective commitment.

## 6. LIMITATION AND IMPLICATION

### 6.1 Limitation

This research cannot be separated from the existence of several limitations, which include examining employees at Five Star Hotels in Surabaya consisting of 3 hotels, namely Oakwood Hotel and Residence, Majapahit Hotel Surabaya, and Royal Tulip Darmo Hotel as respondents, and discussing only the variables of recruitment and selection, training and socialization, employment security, organizational communication, job satisfaction, and

affective commitment. Future research can be on other five-star hotels, such as JW Marriott Hotel Surabaya, Ascott Waterplace Surabaya, and Sheraton Surabaya Hotel and Tower, so that the research results can be generalized. Future researchers can also examine other independent variables such as career development and work-family conflicts, so that it will enrich the research results.

## 6.2 Implication

The recommendation of this research that can be taken into consideration for hotel management is that hotels should use a social media recruitment process as a method to attract prospective employees, because social media is increasing everywhere, and prospective employees often look for more job vacancies through online media; hotels need to carry out an external training needs analysis process such as guest comments. Hotel management can carry out an internal training needs analysis using performance appraisals carried out by superiors to assess employee training needs; the hotel should handle complaints, such as always trying to be open to collecting complaints so that solutions can be found together and employees remain enthusiastic when working in the hotel.

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