

The Effects of Organizational Culture, Reward Systems, Competencies, and Organizational Citizenship Behavior (OCB) on Organizational Commitment, Intention to Leave and The Performance of Hotel Employees in Batam City

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The purpose of this study is to investigate the influence of organizational culture, reward systems, competencies, and organizational citizenship behavior (OCB) on organizational commitment, intention to leave, and the performance of hotel employees in Batam City. The population in this study were four-star hotel employees in Batam City of 1,800 employees. Sampling using a purposive sampling method using the Slovin formula obtained a sample of 316 people.

The results also show that organizational culture, reward system, competence, and OCB had a significant organizational commitment, organizational culture and OCB had a significant intention to leave, reward system and competence had no intention to leave. Organizational culture and reward systems had no employee performance. Competence and OCB had significant employee performance. Organizational commitment and Intention to leave had a significant employee performance and the organizational commitment had a significant intention to leave.

This study recommends that companies to make policies on the reward system, especially in the system of giving bonuses, namely by providing bonuses that can improve morale at work, give bonuses fairly to employees and bonuses received by employees are in line with expectations and employee competencies, especially regarding skills, i.e. by adjusting the skills possessed by employees to the needs of the company, skills so that they can complete the work assignments given by the company, and emphasizing each employee to have skills in accordance with their field of work.

Keywords: organizational culture, reward system, competence, OCB, competence intention to leave and employee performance

INTRODUCTION

Tourism as a sector of life has taken an important role in the economic development of the nations of the world (WEF, 2013: 5). Tourism is one of the development sectors which is very strategic, directly or indirectly, so that it has an impact on the social, cultural, educational, and economic sectors of the country (Riyadi, 2012: 521). Tourism has also been able to reduce poverty, that the increasing development of tourism, it has an impact on decreasing poverty (Sedarmayanti, 2014: 138).

The tourism sector in the Riau Islands Province is one of the drivers of economic growth in the Riau Islands Province and the focus of the development of the Riau Islands Province Government must be increased competitiveness. The number of foreign tourist arrivals shows the total number of foreign tourist arrivals to the Riau Islands, which is calculated based on entry data through 4 (four) entrances, namely Batam City, Tanjungpinang City, Karimun Regency, and Bintan Regency, as follows:

Table 1. Number of Foreign Tourist Visits based on Entrance Riau Islands Province

No	Entrance	Year		
		2016	2017	2018
1	Batam	1.432.472	1.504.275	1.887.244
2	Bintan	305.404	368.587	523.106
3	Tanjungpinang	93.249	117.384	140.596
4	Karimun	89.107	84.288	84.718
Jumlah		1.920.232	2.074.534	2.635.664

Source: Riau Islands Province Tourism Office Performance Report 2018

Table 1 shows Batam City being the largest destination for foreign tourists visiting the Riau Islands. In 2017 tourist visits to Batam City increased by 5.01% compared to visits in 2016. In 2018 tourist visits to Batam City experienced an increase of 25.46% compared to visits in 2017. This shows that Batam City is one of the tourism destination areas that quite crowded visited by foreign tourists. Batam consists of three islands, namely Batam, Rempang, and Galang which are connected by a bridge namely the Barelang Bridge. Batam is the largest city in the Riau Islands. Batam is a city with a very strategic location. Besides being on an international shipping lane, the Batam City Region is surrounded by the Singapore Strait and the Malacca Strait, so it has a very close distance and is directly bordered by Singapore and Malaysia. This is a distinct advantage for Batam City because there are many domestic and foreign tourists visiting Batam City. The number of tourists who visit proves that Batam has very good potential to be developed into a tourist city.

These innovations efforts will have an impact on hotel employee behavior patterns on organizational culture. Thus individual behavior becomes a major factor that must be considered by the organization, so that the function of human resources becomes very important and determines the organization's goals. Understanding the behavior of each individual becomes the main resource for each organization as an indicator to measure success in achieving organizational goals (Mujanah, 2009: 1).

The problem that occurs is that tourism with an increasingly neglected organizational culture, a reward system that is incompatible with the unfair ones, and a decrease in competence that causes employee performance to decline. Another problem that occurs in the tourism sector in the city of Batam is the culture of Organizational Citizenship Behavior (OCB) which is increasingly one of which helps colleagues who are increasingly lost so that in working to highlight individual abilities and low organizational commitment in giving employees rights so as to cause unrest in employees so raises the employee's intention to leave the company.

In addition, the results of previous studies of Chaterina Melina Taurisa and Intan Ratnawati (2012), Friends of Koesmono (2005), Syawfitri Dewi (2015) Farras Abiddiaz Lanjar, Djamhur Hamid and Mochamad Djudi Mukzam (2017), by Dian Novita Sari (2013), Chess Widayati and Yolanda Yunia (2016), Hanifah Arbi'atun Nisa (2016), Umar Makawi, Normajatun, Abdul Haliq (2015) are different, this certainly has led to a research gap, therefore differences in the results of the research need to be clarified again the findings of empirical evidence. So the novelty of this research is the independent variable consisting of organizational culture, reward systems, competencies, and the dependent variable consisting of employee performance, with organizational commitment and intention to leave as an intervening variable.

Based on this phenomenon, deeper research needs to be done about the influence of organizational culture, reward systems, competencies, and organizational citizenship behavior (OCB) on organizational commitment, intention to leave and the performance of hotel employees in Batam.

LITERATURE REVIEW

Organizational culture

Luthans (2011:71) culture in organizations, is an individual culture that is in contact with the culture of a group or organization, which consists of norms, formal rules of organization and procedures, formal codes of behavior, rituals, duties, paying systems, jargon, and jokes that only understood by insiders, and so, these elements are manifestations of organizational culture. According to Sutrisno (2010: 2), organizational culture as a system of values, beliefs and norms that has long been in force, agreed and followed by members of an organization as a guide for behavior and organizational problem solving. Organizational culture is also called corporate culture, which is a set of values or norms that have been relatively long in effect, shared by members of the organization (employees) as norms of behavior to solve organizational problems (companies).

Robbins and Coulter (2010: 63) suggest that organizational culture is an organization's values, principles, traditions and ways of working shared and influences the behavior and actions of members of the organization. In most organizations, values and practices that are shared and have developed rapidly along with the times have greatly influenced how an organization is run. Robbins and Judge (2011: 520) assert that organizational culture is a system of shared meanings held by members that distinguishes one organization from another organization.

Robbins (2008: 256) states that a system of shared meaning is formed by its citizens who are at the same time distinguishing it from other organizations. Seven indicators that can be used together in understanding the nature of organizational culture are as follows: Innovation and risk taking, Attention to detail, Outcome orientation, People oriented, Team oriented, Aggressiveness and Stability.

Rewards System

Martoyo (2014: 116) the reward system is an overall arrangement of the remuneration for employers and employees both directly in the form of money (financial) and indirectly in the form of money (non-financial). Hasibuan (2013: 117) says that compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Retnowati and Widia (2012: 2) compensation is not only important for employees, but also important for the organization itself.

Rewards system programs are a reflection of an organization's efforts to maintain human resources. Organizational attention is not good in paying attention to compensation for employees, sooner or later will lose high-quality human resources. The organization provides compensation in the hope of reciprocity from the employee to work with good performance.

Hasibuan (2012: 120) compensation or compensation programs generally aim at the interests of companies, employees and the government / community. In order to achieve and provide satisfaction for all parties, compensation programs should be based on fair and reasonable principles, labor laws and pay attention to internal and external

consistency. Umar (2014: 82) Indicators of the reward system are as follows: Salary, Incentives, Bonus, Wages, Premiums and Treatment.

Competence

Robbin (2015: 78) competence is the ability or capacity of a person to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability. According to Mangkunegara (2012: 40) human resource competencies are competencies related to knowledge, skills, abilities and personality characteristics that directly affect its performance. Competence can be described as the ability to carry out a task, role or task, the ability to integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based on experience and learning done.

Spencer and Spencer (2011: 106) explain that competencies in relation to performance can be classified into two types, namely:

1. Threshold competencies, namely the minimum and essential criteria needed / demanded from a position and must be fulfilled by each position holder to be able to work to carry out the work effectively
2. Differentiating competencies, the criteria that can distinguish between people who always achieve superior performance and people who only average performance.

Moehariono (2012: 82) competence is an underlying characteristic of a person related to the effectiveness of individual performance in work or the basic characteristics of individuals who have a causal relationship or cause and effect with criteria used as a reference, effective or excellent or superior performance at work in organizations. Hutapea and Thoha (2013: 56) revealed that there are three main components of competency formation, namely: Knowledge, Skills and Experience.

Organizational Citizenship Behavior (OCB)

The concept of OCB was first discussed in the organizational research literature in the early 1980s (Bateman and Organ, 1983; Binstock et al., 2003: 360), Robbins argues that OCB is a behavioral choice that does not form part of an employee's formal work obligations, but supports the functioning of an employee. the organization effectively. Organ (2006: 31), OCB is individual behavior that is free, not directly or explicitly recognized in the awarding system and in promoting the effective functioning of the organization. Be free that the behavior is not a requirement that must be carried out in a particular role, or the behavior is a personal choice (Podsakoff et al. 2000: 513).

Robbins and Judge (2014: 88) explain that OCB is a behavioral choice that does not become part of an employee's formal work obligations, but supports the effective functioning of the organization. Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of the role at work and is rewarded by the acquisition of task performance.

OCB involves several behaviors including helping others, volunteering for extra tasks, complying with rules and procedures at work. These behaviors describe "employee added value" which is a form of pro social behavior, namely positive, constructive and meaningful social behavior that helps (Aldag & Resckhe, 1997: 1). Organ, Podsakoff and MacKenzie (2006: 287-288), OCB indicators are as follows: Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship

Organizational Commitment

Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization. Robbins and Judge (2008: 100) organizational commitment is a situation in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. High job involvement means taking sides with a particular job of an individual, while high organizational commitment means taking sides with the organization that recruits the individual.

Gibson (2012: 315) organizational commitment involves three attitudes: (1) identification with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization. So it means that organizational commitment is a form of identification, loyalty and involvement expressed by employees of the organization. (Gibson, 2009: 315). Employees who have good commitment means that the employee has loyalty to the organization where he is currently and will strive to try to optimally achieve the goals of the organization where he works.

Ivancevich (2014: 234) Organizational commitment is a feeling of identification, involvement, and loyalty expressed by employees towards the organization. Based on this understanding, it can be identified that commitment to the organization involves three attitudes, namely, a sense of identification with organizational goals, a feeling of being involved in organizational tasks, and a feeling of loyalty to the organization. Robbins and Judge (2008: 100-102), organizational commitment is a situation where an employee sides with a particular organization and its aims and desires to maintain membership in that organization. Three indicators of organizational commitment: Affective commitment, Continued commitment and Normative commitment.

Intention To leave

Martin (2011: 121) Intention to leave is the tendency of employees to stop working from work according to their own choice having the opinion that a psychological process followed by individuals when employees consider alternative work where at that time there is dissatisfaction with his current job. This Intention To Leave is a response from employees' dissatisfaction with their work. The desire to leave is an initial signal of a turnover in a statement stating that intention to quit is the direct cause of employee turnover. (Lee and Mowday, 1987, Michael and Spector 1982, in Anis K, Ardiansyah and Sutapa 2003).

Harnoto (2002: 2) states: intention to leave is the level or intensity of an employee's desire to leave the company, many reasons cause the intention to leave the desire to get a better job. The opinion is also relatively the same as the opinion that has been expressed previously, that intention to leave is basically the desire to leave the company. Intention To Leave is the tendency or intention of employees to quit their jobs voluntarily according to their own choice. The desire to leave is strongly influenced by work dissatisfaction, the low level of organizational commitment. (Firth, 2014: 82). Intention To Leave explains the individual's desire to leave and quit the organization where he works. The study conducted, this variable is used in a broad scope covering the whole act of withdrawal (withdrawal cognitions) conducted by employees.

Harnoto (2002: 2), Intentions to leave is marked by a variety of matters relating to employee behavior, including: increased absenteeism, lazy work, increased courage to violate work rules, courage to oppose or protest to superiors, and seriousness to completing all employee responsibilities that are very different from usual: Increased attendance, Getting lazy at work, Increased violations of work order, Increased protests against superiors and Positive behavior.

Employee performance

Jufrizen (2016: 4) employee performance is the result of the work of employees both in terms of quality and quantity in performing and completing tasks assigned to these employees by their superiors or leaders based on their role in the company. Employee performance is an important factor that must be considered by the company. Employee performance will greatly affect overall company productivity. (Diatuti, 2014: 116) Performance is the level of achievement of the results or implementation of certain tasks in order to realize the goals and objectives of the company. Performance is closely related to a person's productivity in carrying out their duties and responsibilities in the company.

Performance is the output produced by the functions or indicators of a job or a profession within a certain time (Wirawan, 2014: 88). Broadly speaking, performance can be understood as the work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the organization's objectives legally, not violating the law and in accordance with morals and ethics. Sedarmayanti (2014: 182) The term performance comes from the word job performance or actual performance (actual work achievements or achievements achieved by someone).

Maheswari and Lutvy (2015: 237) methods and techniques have the same goal, which is to assess the performance of employees objectively for a certain period of time in the past that the results are beneficial to the organization or agency, such as for the benefit of employee mutation or for the employee concerned himself in the context of developing his career. Based on the five dimensions of employee performance developed by Schuler and Jakson (2006), the employee performance indicators are as follows: Job Quantity, Work Quality, Timeliness, Cooperation and Personal qualities.

Hyphothesis

1. Organizational culture has a significant effect on hotel organizational commitment in Batam City.
2. The reward system has a significant effect on hotel organizational commitment in Batam City.
3. Organizational citizenship behavior significantly influences hotel organizational commitment in Batam City.
4. Competence has a significant effect on hotel organizational commitment in Batam City.
5. Organizational culture has a significant effect on intention to leave hotels in Batam.
6. The reward system significantly influences the intention to leave the hotel in Batam City.
7. Competence has a significant effect on intention to Leave hotels in Batam City.
8. Organizational citizenship behavior has a significant effect on Intention to leave hotels in Batam City.

9. Organizational culture has a significant effect on the performance of hotel employees in Batam City.
10. The reward system has a significant effect on the performance of hotel employees in Batam City.
11. Competence has a significant effect on the performance of hotel employees in the city of Batam
12. Organizational citizenship behavior has a significant effect on the performance of hotel employees in Batam City
13. Organizational commitment has a significant effect on the performance of hotel employees in Batam City
14. Intention to Leave has a significant effect on the performance of hotel employees in Batam City
15. Organizational commitment has a significant effect on intention to leave hotels in Batam

Conceptual Framework

Sekaran (2006: 14) the conceptual framework is a conceptual model of how theories relate to various factors or variables, which have been identified or identified as very important problems. A conceptual framework will provide a temporary explanation of the symptoms that are the problem (object) of the study. While the conceptual framework in this research discussion can be illustrated as in Figure 1.

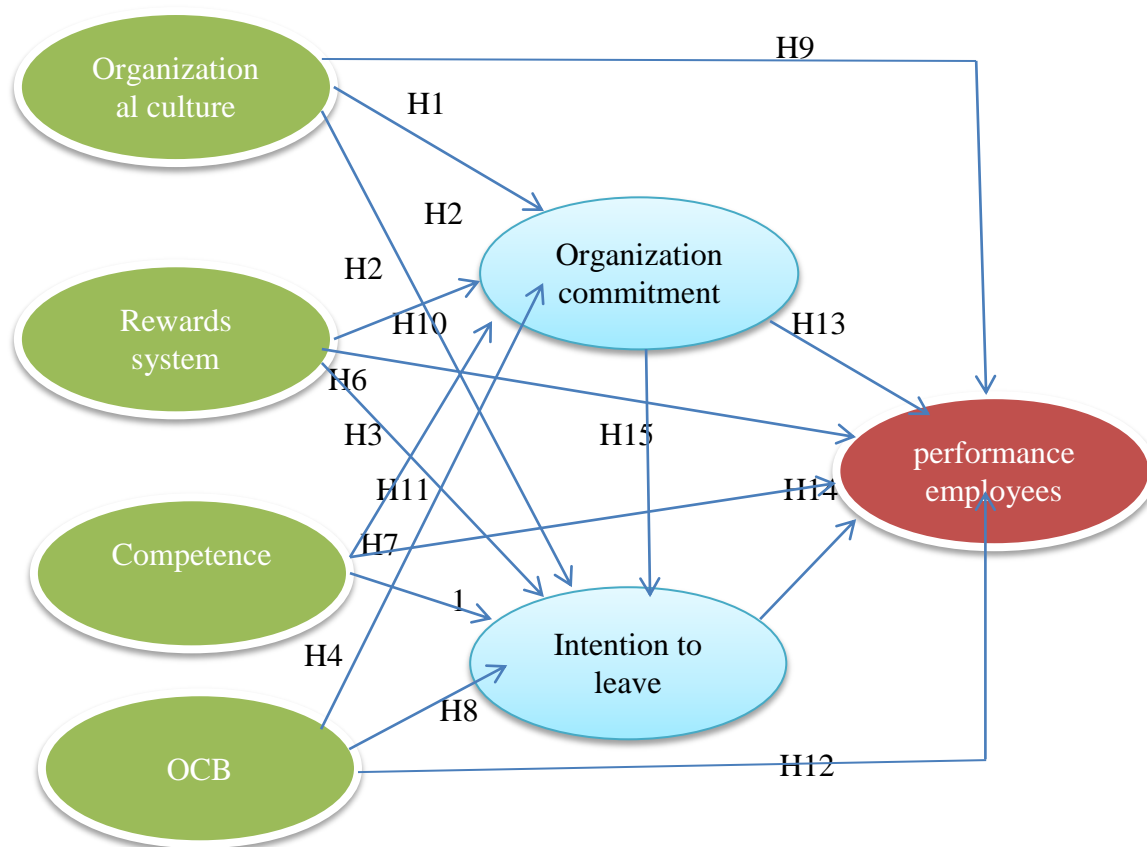


Figure 1. Conceptual framework

RESEARCH METHODS

Sugiyono (2014: 206) descriptive analysis is an analysis used to analyze data by describing or describing data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. Sugiarto (2017: 270) states that descriptive analysis is an analysis carried out by describing or describing data, this analysis is used to describe information about individual characteristics or units of analysis on the data of concern. Data presentation can use tables, graphs, summarize and explain the data related to concentration and variation of data or forms of data distribution.

Data analysis techniques based on the conceptual framework and the design of the research, then this study uses the SEM analysis techniques (Structural Equation Modeling) with the program AMOS. Structural Equation Modeling is statistikal techniques, allowing to test a series of relatively complicated relationships and simultaneous. Ferdinand (2006) SEM requires a minimum sample in SEM is: between 100 to 200 samples so that a sample of research above meets the requirements of both the sample and the minimum requirements to use the techniques of analysis of the complicated relationship of SEM. It can be built from one or several variables bound and free variables or multiple. The population in this study were four-star hotel employees in Batam City of 1,800 employees. Sampling using a purposive sampling method with sample criteria are employees who have worked at least one year in the hotel, employees who have at least a high school / vocational level of education and employees concerned with a minimum level of staff positions up to the head of department or head of department and a maximum of assistants manager, using the Slovin formula obtained a sample of 316 people.

RESULT AND DISCUSSION

Structural Model Analysis

The results of the calculation of the goodness of fit index values generated by the structural model are as follows:

Table 1. Goodness of Fit dan Cut off Value Structural Model

Criteria	Test Results of Models	Critical Value	Remarks
Probabilitas X ² Chi square	0,010	≥ 0,05	No fit
Cmin/DF	1,153	≤ 2,00	Fit
RMSEA	0,022	≤ 0,08	Fit
GFI	0,905	≥ 0,90	Fit
AGFI	0,889	≥ 0,90	No fit
TLI	0,978	≥ 0,95	Fit
CFI	0,980	≥ 0,95	Fit

The calculation results show that almost all the criteria for conformity of the model (goodness of fit) already provide an index in accordance with that recommended, except chi-square. Statistics for samples above 200 are sensitive, so they are not good and must look at other goodness of fit criteria. Thus, it was concluded that the model developed in this study was fit or in accordance with the facts in the field. Next will be continued with hypothesis testing to determine the significance of the influence path between variables.

Direct and Indirect Effects

The following are SEM test results with SEM or standardized coefficient values for each variable:

Table 2. Coefficient of Direct Effect and Indirect Effect

Pengaruh Antar Variabel		Direct Effect	Indirect Effect	Total Effect
organizational culture (X ₁)	→ organizational commitment (Z ₁)	0,176	-	0,176
Sistem imbalan (X ₂)	→ organizational commitment (Z ₁)	0,269	-	0,269
Kompetensi (X ₃)	→ organizational commitment (Z ₁)	0,289	-	0,289
OCB (X ₄)	→ organizational commitment (Z ₁)	0,299	-	0,299
organizational culture (X ₁)	→ <i>Intention to leave</i> (Z ₂)	-0,266	-0,039	-0,305
Rewards System (X ₂)	→ <i>Intention to leave</i> (Z ₂)	-0,004	-0,059	-0,063
competence (X ₃)	→ <i>Intention to leave</i> (Z ₂)	-0,081	-0,064	-0,145
OCB (X ₄)	→ <i>Intention to leave</i> (Z ₂)	-0,264	-0,066	-0,330
organizational culture (X ₁)	→ employee performance (Y)	0,041	0,097	0,138
Rewards System (X ₂)	→ employee performance (Y)	0,060	0,058	0,118
competence (X ₃)	→ employee performance (Y)	0,225	0,079	0,304
OCB (X ₄)	→ employee performance (Y)	0,237	0,122	0,359
organizational commitment (Z ₁)	→ employee performance (Y)	0,162	0,049	0,211
<i>Intention to leave</i> (Z ₂)	→ employee performance (Y)	-0,223	-	-0,223
organizational commitment (Z ₁)	→ <i>Intention to leave</i> (Z ₂)	-0,221	-	-0,221

Discussion of Hypothesis Testing Results

Effect of organizational culture on organizational commitment

The results of research and testing using SEM with AMOS v.20 Software show the influence of organizational culture on employee organizational commitment at the Four Star Hotel in Batam City. The estimated parameters of the influence of organizational culture on organizational commitment show significant results with CR values greater than 1.96, and the significance value (p-value) is less than 5%, so the first hypothesis stating that organizational culture has a significant effect on organizational commitment employees at the Four Star Hotel in Batam City, can be accepted.

Organizational culture has a big influence on job satisfaction, if members of the organization feel satisfied with their work, then a feeling of satisfaction will be applied in the form of commitment to the organization. Organizational commitment is very important owned by every member of the organization, namely employees. The results of this study are consistent with Robbins's (2005: 110) statement that the culture of employee spirituality in organizations is positively related to employee satisfaction, team performance and organizational commitment. This is supported by research conducted by Imaniyati (2007) that organizational culture provides the greatest and most significant influence on organizational commitment. Primanda (2008) and Fajrina

(2009) also concluded that organizational culture has a positive effect on employee commitment.

Effect of Rewards System on Organizational Commitment

The results of research and testing using SEM with AMOS v.20 Software also indicate the effect of the reward system on organizational commitment of employees at the Four Star Hotel in Batam City. The estimated parameters of the effect of the reward system on organizational commitment show significant results with a CR value greater than 1.96, and the significance value (p-value) is less than 5%, so the second hypothesis stating that the reward system has a significant effect on organizational commitment employees at the Four Star Hotel in Batam City, can also be accepted.

The results of this study are consistent with the statement of Simamora (2004) that compensation in the form of finance is important for employees, because with this compensation they can meet their needs directly, especially physiological needs. However, of course, employees also hope that the compensation they receive in accordance with the sacrifices that have been given in the form of non-finance is also very important for employees, especially for their career development. Steers (1983) also states that one way to increase employee satisfaction is to provide satisfactory compensation. Febriyani (2015) in his research concluded that the corresponding reward system had a positive effect on employee commitment to the organization, so this could reduce the desire to move employees to other companies.

Effect of competence on organizational commitment

The results of research and testing using SEM with AMOS v.20 Software also show the effect of competence on employee organizational commitment at the Four Star Hotel in Batam City. The results of the parameter estimation of the effect of competence on organizational commitment show significant results with a CR value greater than 1.96, and a significance value (p-value) less than 5%, so the third hypothesis stating that competence has a significant effect on organizational commitment of employees at Four Star Hotels in Batam City, can also be accepted.

The results of this study are consistent with the statement of Yasir (2012) in his research that employees who already have very good competencies will certainly have high values so that the company will provide a commitment by giving employees the needed rights. Competence is proven to have a positive and significant effect on job satisfaction and organizational commitment.

Effect of OCB on organizational commitment

The results of research and testing using SEM with AMOS v.20 Software also shows the influence of OCB on the organizational commitment of employees at the Four Star Hotel in Batam City. The estimated parameter results of OCB influence on organizational commitment show significant results with a CR value greater than 1.96, and a significance value (p-value) less than 5%, so the fourth hypothesis stating that OCB has a significant effect on organizational commitment of employees at Four Star Hotels in Batam City, can also be accepted.

The results of this study are consistent with the statement of Robbin and Judge (2008) that organizational citizenship behavior can arise from various factors in the organization, including because of job satisfaction and employee commitment. When employees feel satisfied with what is in the organization, then employees will provide

maximum and best performance results. Likewise with employees who have high commitment to the organization, will do anything to advance the company because they believe and believe in the organization where the employee works (Luthans, 2005). When employees already have a high commitment to the company, the employee wholeheartedly has satisfaction at work, and is willing to take actions aimed at advancing the company.

Effect of organizational culture on intention to leave

The results of research and testing using SEM with AMOS v.20 Software shows the influence of organizational culture on employee intention to leave at the Four Star Hotel in Batam City. The estimation results of the parameters of the influence of organizational culture on intention to leave show significant results with a CR value greater than 1.96, and a significance value (p-value) less than 5%, the resulting coefficient value is negative, meaning that the better the organizational culture then the intention to leave is getting lower. Thus, the fifth hypothesis which states that organizational culture significantly influences the intention to leave employees at the Four Star Hotel in Batam City, can be accepted.

The results of this study are consistent with Robbins's statement (2002: 279) that organizational culture concerns how members view the organization, not whether or not the members of the organization like it, because members absorb organizational culture based on what they see or hear in the organization . Organizational members tend to perceive the same about the culture in the organization even though they come from different backgrounds or work at different levels of expertise within the organization.

Effect of the reward system on intention to leave

The results of research and testing using SEM with AMOS v.20 Software showed no effect of the reward system on employee intention to leave at the Four Star Hotel in Batam City. The estimated results of the parameters of the effect of the reward system on intention to leave show insignificant results with a CR value smaller than 1.96, and a significance value (p-value) greater than 5%, the resulting coefficient value is also very small, meaning that the system increases rewards are not able to have a large impact on employee's intention to leave. Thus, the sixth hypothesis stating that the reward system has a significant effect on employee intention to leave at the Four Star Hotel in Batam City, cannot be accepted.

The results of this study are not consistent with the statements of Mondy and Noe (1993: 320) that direct financial compensation consisting of salaries, wages, bonuses and commissions affects the desire of employees to continue to be in organizational membership. Indirect financial compensation is also called an allowance, which includes all financial rewards that are not covered by direct compensation. Whereas non-financial compensation consists of satisfaction received either from the work itself, such as responsibilities, opportunities for recognition, opportunities for promotion, or from the psychological and / physical environment in which the person is located.

Effect of competence on intention to leave

The results of research and testing using SEM with AMOS v.20 Software showed no effect of competence on employee intention to leave at the Four Star Hotel

in Batam City. The results of the parameter estimation of the effect of competence on intention to leave show insignificant results with a CR value smaller than 1.96, and a significance value (p-value) greater than 5%, the resulting coefficient value is also very small, meaning an increase in employee competency not able to have a large impact on employee's intention to leave. Thus, the seventh hypothesis which states that competence has a significant effect on employees' intention to leave at the Four Star Hotel in Batam City, cannot be accepted.

The results of this study are not consistent with Sutrisno's statement (2011: 202) that competencies are needed to help organizations create a high work culture, the more competencies considered in the process of human resources (HR), will further enhance the culture of organizational performance.

Effect of OCB on intention to leave

The results of research and testing using SEM with AMOS v.20 Software showed the influence of OCB on the intention to leave employees at the Four Star Hotel in Batam City. The estimated parameter results of OCB influence on intention to leave show significant results with a CR value greater than 1.96, and a significance value (p-value) less than 5%, the resulting coefficient value is negative, meaning that the better the OCB, the intention to leave is getting lower. Thus, the eighth hypothesis which states that OCB has a significant effect on employee intention to leave at the Four Star Hotel in Batam City, can be accepted.

The results of this study are consistent with Chen et al. (1998) who found an inverse relationship between OCB and intention to leave. The research can be concluded that employees who have a low OCB have a tendency to leave the organization compared to employees who have a high OCB level still wanting to stay in the organization.

Effect of organizational culture on employee performance

The results of research and testing using SEM with AMOS v.20 Software showed no influence of organizational culture on employee performance at the Four Star Hotel in Batam City. The estimation results of the parameters of the influence of organizational culture on employee performance show insignificant results with a CR value of less than 1.96, and a significance value (p-value) greater than 5%, the resulting coefficient value is also very small, meaning an improvement in organizational culture not able to have a large impact on employee performance. Thus, the ninth hypothesis which states that organizational culture has a significant effect on employee performance at Four Star Hotels in Batam City, cannot be accepted.

The results of this study are not consistent with the results of Koesmono's (2005) study which concluded that organizational culture influences employee performance. Taurisa and Ratnawati (2012) in their research also concluded that organizational culture had a positive and significant effect on employee performance

Effect of reward systems on employee performance

The results of research and testing using SEM with AMOS v.20 Software also showed no effect of the reward system on employee performance at the Four Star Hotel in Batam City. The results of the estimated parameters of the effect of the reward system on employee performance show insignificant results with a CR value smaller than 1.96, and a significance value (p-value) greater than 5%, the resulting coefficient

value is also very small, meaning that the reward system increases not able to have a large impact on employee performance.

Thus, the tenth hypothesis which states that the reward system significantly influences employee performance at Four Star Hotels in Batam City, is also not acceptable. The results of this study are not consistent with the results of Sianturi's (2006) study that incentives affect employee performance.

Effect of competence on employee performance

The results of research and testing using SEM with AMOS v.20 Software showed the effect of competence on employee performance at the Four Star Hotel in Batam City. The results of the parameter estimation of the effect of competence on employee performance show significant results with a CR value greater than 1.96, and a significance value (p-value) less than 5%, so the eleventh hypothesis stating that competence has a significant effect on employee performance in hotels Four Stars in Batam City, acceptable.

The results of this study are consistent with the results of Mc Clelland's research (in Usmara, 2002), which shows that non-academic competencies, such as the ability to generate innovative ideas, management skills, speed in learning networks, and so successfully predict individual achievement in his work Dharma (2002) also shows that competence always contains a purpose or goal, which is an impetus for motives or traits that cause an action to obtain an outcome. With this competency, human resources are seen as humans with their uniqueness that needs to be developed. Humans are seen as valuable assets. Given these trends, the role of human resources will be increasingly valued, especially in terms of human resource competencies.

Effect of OCB on employee performance

The results of research and testing using SEM with AMOS v.20 Software also showed the influence of OCB on employee performance at the Four Star Hotel in Batam City. The estimated parameter results of OCB influence on employee performance show significant results with CR values greater than 1.96, and the significance value (p-value) is smaller than 5%, so the twelfth hypothesis stating that OCB has a significant effect on employee performance at Four Star Hotels in Batam City, can also be accepted.

Effect of organizational commitment on employee performance

The results of research and testing using SEM with AMOS v.20 Software also indicate the effect of organizational commitment on employee performance at the Four Star Hotel in Batam City. The estimated parameters of the effect of organizational commitment on employee performance show significant results with a CR value greater than 1.96, and a significance value (p-value) less than 5%, so the thirteenth hypothesis stating that organizational commitment has a significant effect on performance employees at the Four Star Hotel in Batam City, can also be accepted.

The level of commitment both the company's commitment to employees, and between employees to the company is very necessary because through these commitments will create a professional work climate. Individuals who are satisfied with their work tend to fulfill commitments to the organization, resulting in employee commitment to the organization, which ultimately causes the employee to have a sense of dependency and responsibility on the organization. Individuals who have low organizational commitment tend to do ways that can interfere with organizational performance such as high turnover, inaction at work, complaints and even strikes.

Effect of intention to leave on employee performance

The results of research and testing using SEM with AMOS v.20 Software also showed the influence of intention to leave on employee performance at the Four Star Hotel in Batam City. The estimated results of the intention to leave effect parameters on employee performance show significant results with a CR value greater than 1.96, and a significance value (p-value) less than 5%, the coefficient value of the effect is negative, meaning that the lower the intention to leave then the employee's performance will be higher. Thus, the fourteenth hypothesis which states that intention to leave has a significant effect on employee performance at the Four Star Hotel in Batam City, is also acceptable.

Effect of organizational commitment on intention to leave

The results of research and testing using SEM with AMOS v.20 Software also shows the influence of organizational commitment to intention to leave at the Four Star Hotel in Batam City. The estimation results of the parameters of the influence of organizational commitment on intention to leave show significant results with CR values greater than 1.96, and the significance value (p-value) is less than 5%, the coefficient value of influence is negative, meaning that the stronger the organizational commitment then intention to leave will be lower. Thus the fifteenth hypothesis which states that organizational commitment has a significant effect on intention to leave at the Four Star Hotel in Batam, can also be accepted.

The results of this study are consistent with the statement of Chiu et al. (2005) that organizational commitment has an influence on employee intention to leave. There are several elements so that organizational commitment can cause certain reactions to outgoing intentions. Employees who are highly committed to the organization are less likely to leave the organization than relatively non-committed employees. Meyer & Allen in Barlett (2001: 76) added, in general organizational commitment can be considered as a level of relevance to the organization where he works. Employees with high commitment will remain with the organization when times are hard and happy. They tend to work regularly, work in full, protect company assets and share organizational goals. Companies that understand what employees need will have more opportunities to increase employee organizational commitment as planned by the company.

While Dessler (2010) in his research also showed that employees who have high commitment have low absenteeism value and have a longer working period and tend to work hard and show good achievements. With the high commitment of employees to the organization causing employees to feel comfortable in the organization and there is no desire to leave the organization. Employees will strive to do everything to progress can pay attention to what the employee desires so that organizational goals can be achieved with the organization and its own karinya.

CONCLUSIONS AND RECOMMENDATIONS

Based on the formulation of the problem, literature review, research results and discussions that have been described in the previous chapter, it can be concluded as follows:

1. Organizational culture influences organizational commitment, the better the organizational culture, the stronger organizational commitment of employees.

2. The reward system influences organizational commitment, the better the reward system, the stronger the organizational commitment of employees.
3. Competence influences organizational commitment, the better the employee competency, the stronger organizational commitment of employees.
4. OCB influences organizational commitment, the better OCB employee behavior, the stronger organizational commitment of employees.
5. Organizational culture influences intention to leave, the better the organizational culture, the lower the intention to leave employees.
6. The reward system does not affect the intention to leave, the better the reward system received by employees is not able to provide a large impact on reducing employee intention to leave.
7. Competence has no effect on intention to leave, the better the competency of employees is not able to provide a large impact on decreasing intention to leave employees.
8. OCB affects the intention to leave, the better the OCB behavior, the lower the intention to leave the employee.
9. Organizational culture has no effect on employee performance, the better the organizational culture is not able to have a major impact on improving employee performance.
10. The reward system also has no effect on employee performance, the better the reward system is not able to have a large impact on improving employee performance.
11. Competence affects employee performance, the better the competency, the higher the employee's performance.
12. OCB affects employee performance, the better the OCB employee's behavior, the higher the performance.
13. Organizational commitment affects employee performance, the stronger the organizational commitment of employees, the higher the performance.
14. Intention to leave affects the performance of employees, the lower the intention to leave the employee, the higher the performance.
15. Organizational commitment influences intention to leave, the stronger the organizational commitment of employees, the lower the intention to leave employees.

Suggestions

Based on the results of the study, several things that can be suggested to Four Star Hotels in Batam City can further improve the performance of its employees, including:

1. Improve organizational culture, especially on results-oriented planning, namely by encouraging employees to be oriented to the results of work in carrying out their work tasks, requires employees to develop themselves to get optimal results in completing work, and emphasize employees to think effectively at work to get maximum results.
2. Improving the reward system, especially in the system of giving bonuses, namely by providing bonuses that are able to increase morale at work, give bonuses fairly to employees, and bonuses received by employees have been as expected.
3. Improving employee competencies, especially regarding skills, namely by adjusting the skills possessed by employees with the needs of the company, improving skills

- so that they can complete the work assignments provided by the company, and emphasizing on each employee to have skills in accordance with their field of work.
4. Improve OCB behavior in employees, especially courtesy, namely by often coordinating with colleagues in carrying out tasks, willing to help colleagues in providing information relating to work, and always willing to discuss problems that arise with coworkers.
 5. Strengthening organizational commitment especially normative commitment, namely by increasing employee pride to spend a career in this organization, employees believe in the value of the organization, and increase loyalty.
 6. Reducing intention to leave employees, especially on the emergence of different behaviors in employees, namely by frequently monitoring so that employees do tasks on time, making the company as a place that provides initiatives in developing employee creativity, and leaders must provide good examples to employees in compliance with company regulations.
 7. Improving aspects of employee performance, especially in terms of timeliness, employees are expected to be able to complete their tasks in accordance with established time standards, able to complete their work in accordance with priorities, and able to complete their jobs on target.

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