

THE EFFECT OF ORGANIZATIONAL COMMITMENT ON SERVICE EXCELLENT AT PALM CAFE

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Abstract - The development of the hotel business, which is running more rapidly, and the recovery of the tourism industry also has an impact on the food and beverage provider sector which continues to grow. Doing business in providing food and drinks what is offered to guests is not only about food and drinks, but also the quality of service provided to guests. This study aims to analyze the relationship of organizational commitment to service excellent using quantitative research methods and collecting interview data and direct observation which clearly describes the object under study. Data analysis method used linear regression analysis with the help of Partial Least Square -SEM consists of two variables The target population in this study was all employees in palm café and the sample in this study was employees who worked in the food and beverage Service Department which amounted to 16 research respondents using the non-probability sampling method. Nonprobability sampling is a sampling technique Organizational Commitment as an independent variable and Service Excellent as the dependent variable. Employee commitment formed through regular employee training is one approach that has been used by organizational companies to achieve company goals in increasing profits. Employees who are trained continuously will have extensive knowledge, skills, and insights that will improve their job performance through the quality of service provided to customers by providing service excellent and besides that will generate loyalty to the company. In this study, employee organizational commitment has a relationship with service excellent.

Keywords: Commitment, Organizational, Training, Employee, Service Excellent

I. INTRODUCTION

The hospitality business is growing rapidly in various tourist target places which makes the competition in the hospitality business industry even more intense. Based on data from the Central Statistics Agency for Gross Domestic Product (GDP) on a profitable basis (ADHB) the business field of accommodation and food and beverage providers experienced a growth of 9.76% in 2017, with an increase of 1.29% from 2016. There was an increase of 28.25% in the accommodation provision sub-category and 6.18% in the food and beverage supply sub-category. Thus, the recovery of the tourism industry marked by an increase in tourist visits has made the sector of providing accommodation and food and beverage experience an expansion (Statistics of Domestic Nusantara Tourists, 2020).

The accommodation and food and beverage provider industry is re-emerging by applying digital technologies such as fiber technology and integrated network systems to every economic activity from production to consumption (Zambrano et al., 2020). The application of digital technology is balanced with efforts to achieve the goals of a company with the adoption of a human resources approach that is more important than profit. According to Law number 13 of 2003 concerning manpower, internship activities are part of every job training that is held in a structured manner between job training and apprentices under direct supervision by employees in the institution or company. This is certainly a practical step to prepare human resources who are ready to work with service excellent in order to achieve the organizational goals of a company or certain institutions accompanied by commitment in it.

A study on the hospitality industry in one of the cities in South America confirmed the role of significant hotels based on the expressive managerial characteristics of the organization in demonstrating organizational commitment and quality service through an employee work system that controls emotions, training, and regular screening that increases employee commitment and service excellent implemented by employees. According to Kaswan (2017) in (Ridlo et al., 2021), organizational commitment is a measure of employees' willingness to stay with the company now and in the future. This is because organizations that succeed in achieving goals and objectives are inseparable from employee commitment to their organization, identified from the attitude of employees who are willing to work harder to achieve organizational goals demonstrated by psychological and

physical linkages and attachments to the organization in which he works (Wong & Gao, 2014). Other opinions also support that the human factor plays an important role in management to achieve the goals of the organization and encourage fierce competition in the industries of its competitors, organizations need to realize the importance of cooperation with employees to achieve organizational goals (Wirtz & Lovelock, 2016). Therefore, the practice of organizational and employee cooperation in achieving organizational goals can be seen in high commitment and service excellent in conducting maximum service to customers.

Customer satisfaction is a concern in the relationship between organizational commitment and service excellent which is a tangible manifestation of employees with high commitment to the organization (Wirtz & Zeithaml, 2018). It is known that employees who have a high commitment will be willing to improve their performance in support of organizational goals, because organizational commitments address how willing to work earnestly for the benefit of an organization that maintains membership in an organization through its involvement (Cetin & Basim, 2011; Ellitan, 2014; Aziz et al., 2021). Organizational commitment plays an important role in planning, implementing, and evaluating which begins with the development of leadership strategies that influence organizational commitment strategies (Cetin & Basim, 2011).

In organizational commitment, there are three indicators that are most popularly used with affective, normative, and sustainable commitment components (Ellitan, 2022). Affective commitment is manifested in understanding employee skill needs and the appreciation given by their influence on working conditions and the level of employee engagement that supports the objectives organization and increased employee performance (Liu et al., 2019). Then, normative commitment holds the view that an individual demonstrates commitment through right moral action, moral obligation is measured by the urgency of performing his faithful duty to organization, making it a person who is willing to sacrifice to support the goals of the organization (Lazar et al., 2022). In addition, the third component, namely continuous commitment, refers to the willingness of employees to remain in an organization, due to personal investments that cannot be diverted such as close workplace locations and relationships with co-workers, pension investment and career investment, acquiring unique job skills for a particular organization, years of work in a particular organization, as well as involvement in the community (Ogunnaike, 2011). Therefore, organizational commitment as measured by affective, normative, and sustainable components will affect the quality of service excellent.

Service excellent or service excellent is an effort to provide the best service to customers by prioritizing their interests, so as to obtain optimal satisfaction from customers. Service excellent is a target that must be achieved by every organization to produce optimal service (Nazri & Raji, 2013). This is one of the important selling points for a service industry (Marković et al., 2019). Service that is not done well to customers causes dissatisfaction, so that customers have a bad experience that can damage the marketing activities of the products offered to customers (Singh et al., 2017). Therefore, service excellent must be carried out as a form of concern for customers through the best service to facilitate the fulfillment of customer needs to always be loyal to the service company offered (Wirtz & Zeithaml, 2018).

II. METHOD

In this study, the author uses quantitative methods, where a systematic and accurate description of the data studied will be made. The quantitative method chosen because the research carried out aims to clearly describe the object under study naturally. This study aims to analyze the Effect of Organizational Commitment to Service excellent at Palm Café. The free variables in this study are Organizational Commitment and Bound variables are variables that are influenced or that become a result due to the existence of independent variables. Data and information collection techniques in this study used google forms questionnaires and interviews with employees at Palm Café. The target population in this study was all employees in Palm Cafe and the sample in this study was employees who worked in the food and beverage Service Department which amounted to 16 research respondents using the non-probability sampling method. Nonprobability sampling is a sampling technique that does not provide equal opportunities for each individual to become a sample member either who has a position as a permanent staff or a daily worker with an age range of 20 to 40 years by collecting information from available population members and the type of non-probability sampling used is quota sampling because the number of samples has been determined in advance, namely 16 palm café employees. (Plourde, 2019).

This research is quantitative in nature which was carried out at Palm Café on December 9, 2022-December 25, 2022. The respondents involved in this study were all employees who worked at Palm Café Lippo Village with a total of 16 employees consisting of 5 permanent staff and 11 daily workers. The research design used in this study was with an error tolerance of 5 percent for the number of samples of 16. (Becker et al., 2022; Sekaran and Bougie, 2016).

Organizational commitment has a positive effect on service excellent, and this statement is also supported by a study from (Arumi et al., 2019) job satisfaction and organizational commitment have a significant influence on employee performance it is also based on the work performance of employees having a higher level to support every value and goal in the organization. (Kerns et al., 2019) According to Ivancevich et al (2013) said

organizational behavior that has an impact on organizational commitment is a driving force to improve the quality of service. Then in a literature review by (Park and Jeong, 2019) said the quality of service in the tourism industry has become a special concern as a driving force in developing the tourism industry. The focus of the study of the value of quality of service for customers, quality restaurant service, customer perception and evaluation of service and results has significant implications for both theory and practice. In research (Dhar, 2015); (Dash & Paul, 2021) it was found that organizational commitment has a positive relationship with the quality of services offered to customers This suggests that when employees develop a higher level of commitment to the organization, tend to perform well by providing a better quality of service leading to customer satisfaction and positive word of mouth publicity. Customer satisfaction is a series of individual perceptions of employees that will affect the attitudes and behaviors of the individual employees during work. After employee job satisfaction is created, the employee's organizational commitment will be built by itself which will have an impact on maximum service. The importance of high-quality services in research conducted by (Kukanja et al., 2019) analyzing efficient operations to provide high-quality services that will affect satisfaction and loyalty levels has an influence and is significant Based on previous research can be formulated the hypothesis as follows.

H1: Organizational commitment has a positive and significant effect on service excellent.

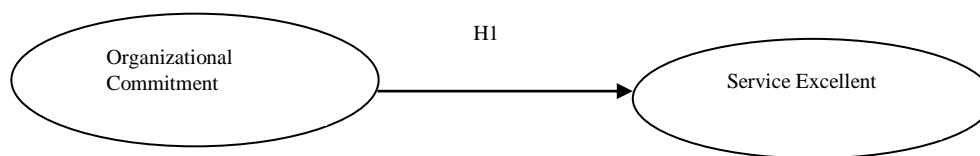


Figure 1. Conceptual Framework

It is a very good method of analysis because it is not based on many assumptions, the Partial Least Square method can connect the set of independent (free) variables to many dependent (bound) variables, because PLS-SEM can handle many independent (free) variables, even when the predictor displays multicollinearity.

SmartPLS is implemented as a regression model, predicting one or more than one more independent variable because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large. (Lowry & Gaskin, 2014). SmartPLS in addition to being able to be used as a confirmation of theory can also be used to recommend existing relationships or not and also propose subsequent testing propositions.

Partial Least Square is the most suitable technique if the purpose of the study is prediction or theory development. The variant-based Structural Equation Modeling (SEM) method is known as the Partial Least Square (OUTER) method. The reasons behind the selection of the PLS analysis model are:

PLS is an analytical method that is not based on many assumptions and allows the analysis of various indicators of latent variables of reflecting and formative indicators. (Hair et al., 2014). The PLS method is easier to operate, because PLS does not require any specific distribution assumptions, does not require any index modifications and is very suitable to be seen in Q-Square Predictive. (Sarstedt et al., 2014) The analysis method used is PLS-SEM SmartPLS 3.2.9 to process data. So that the data is obtained and then managed with the following stages: Descriptive Statistical Analysis. That is statistics used to measure and analyze data. (Hair et al., 2014).

Test Measurement Model (Outer Model)

Validity test

Aim to find out whether the statement used in the questionnaire is valid. In this study using convergent validity and discriminant validity. For convergent validity will measure constructs positively correlated with the size of other variables that or can be seen from the outer loading of each variable indicator. An indicator is said to have good reliability if the outer loading value for each indicator > 0.70 If using the standard Convergent Validity value > 0.70 , then the loading value below 0.70 is removed from the model. The validity of the discriminant aims to test to what extent the latent construct differs from other constructs. A high value of discriminant validity gives an indication that a construct is unique and capable of explaining the measured phenomenon. A construct is said to be valid by comparing the root value of AVE with the value of the correlation between latent variables. The root value of AVE must be greater than the correlation between latent variables. (Hair et al., 2014).

Reliability Test

Aiming to measure the reliability of variable constructs in SmartPLS whose values are considered reliable must be above 0.70, the reliability construct is the same as cronbach alpha. (Hair et al., 2014)

Structural Model Test (Inner Model)

Aims to calculate the significance value of the variable value relationship directly and see how big the relationship between variables is using Path coefficients. (Hair et al., 2014). The relationships between variables are said to be significant or cannot be seen from the statistical T table. If the statistical T value is more than 1.96 then the relationship between variables is said to be significant (Hair et al., 2014).

R-Square

To test the correlation it is useful to know the strength of the relationships between variables to know how much the independent variables have a relationship with the dependent variables. The value of an independent variable has the information needed for a dependent variable if the value of the coefficient of determination is 1 (one) or close to 1 (one) (Purwanto et al., 2021).

Effect size (f²)

In addition to assessing whether or not there is a significant relationship between variables, a researcher should also assess the magnitude of the influence between variables with an effect Size or f-square (Wong, 2013). The f2 value is 0.02 as small, 0.15 as medium, and the value 0.35 as large. Values less than 0.02 can be ignored or considered to have no effect. (Purwanto et al.,2021)

Q-Square

Q-square tests are used to assess predictive relevance. A Q2 value of > 0.05 indicates that the model has an accurate predictive relevance to a particular construct while a Q2 value of < 0.05 indicates that the model lacks predictive relevance (Purwanto et al., 2021)

Hypothesis Test

The submission of a hypothesis aims to analyze the magnitude of the parameter coefficient for an independent variable against a dependent variable. This research uses linear analysis, so the hypothesis testing is two-tailed because it has not been directed and the significance value is not yet known and is in line with the theory used by Kock, (2014). Hypothesis submission will be accepted if the significance level is less than 0.05 or the t value exceeds the critical value. The critical value used for significance level was 5 percent and testing was 1.96 (Hair et al. 2014).

Table 1. Conceptual Definitions and Operational Definitions

Variable	Conceptual Definition	Operational Definition	Sources
Service Excellent	<p>Service Excellent is an effort to provide the best service to be oriented towards the interests of customers that allows us to be able to provide and create optimal satisfaction. (Safaeimanesh et al., 2021).</p> <p>Defining service excellent as an organizational strategy to provide a high level of service that results in customer satisfaction with the organization or company (Wirtz & Zeithaml, 2018)</p>	<ol style="list-style-type: none"> 1. I am communicative and have good product knowledge when serving guests at Palm Cafe Aryaduta Lippo Village 2. I am able to communicate to each customer and quickly understand the wishes of customers at Palm Cafe Aryaduta Lippo Village. 3. I use good facilities and infrastructure in serving customers 4. I am polite, friendly, and quick to respond to customers at Palm Cafe Aryaduta Lippo (Marković et al., 2022) 5. I look neat and attractive when serving customers at Palm Cafe Aryaduta Lippo Village. 6. I am able to pay attention as a form of concern to customers at Palm Cafe Aryaduta Lippo Village. 7. I am able to serve customers according to customer expectations at Palm Cafe Aryaduta Lippo Village 8. I am responsible for the service that is in accordance with the wishes of the customer. 	<p>Safaeimanesh, et al. (2021)</p> <p>(Wirtz & Zeithaml, 2018)</p>
Organizational Commitment	<p>Organizational Commitment The willingness of each individual to use strives earnestly to support the interests of the organization and the desire to maintain the goals of the organization An employee with a high commitment will be willing to maintain relationships with customers (Khan et al., 2021). Maintain good relations with the organization and make sufficient efforts to achieve fruitful organizational success in all sectors (Khan et al., 2021). Organizational commitment is the degree to which an individual</p>	<ol style="list-style-type: none"> 1. I understand the purpose of the Aryaduta Lippo Vilage Organization, namely "Global Competitive and Indonesian Hotel Brand" which is implemented at Palm Café. 2. I understand the control system as important in the commitment in the organization at Palm Cafe Aryaduta Lippo Village. 4. I consider it important to be involved in planning, controlling, and evaluating as a form of organizational commitment at Palm Café as a review for 5. I am willing to improve performance in 	<p>Khan, et al. (2021). (Juliana et al., 2022)</p> <p>(Skala likert 1-6)</p>

	believes in a values and goals of the organization. Organizational commitment is Important characteristics that determine the variety organizational results such as employee work achievements and job satisfaction. (Juliana et al., 2022).	supporting business goals at Palm Café to achieve profit. 6. I have loyalty to Palm Café. 7. I will always be ready to work together to support Palm Café. 8. I am ready to continue working at Palm Café because of the guarantee of a safe job. I am willing to keep working at Palm Café because of the guarantee that the work is safe 9. I provide <i>the best excellent service</i> for customer satisfaction and commitment to Palm Cafe Aryaduta Lippo Village 10. I am willing to give time and energy to achieve profit at Palm Cafe Aryaduta Lippo Village. As provided by the organization or management.	
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Source: Processed data (2022)

III. RESULT AND DISCUSSION

Descriptive Analysis Results

Descriptive statistical results are used to analyze the value of each indicator. After analyzing and converting using the likert scale, statistical data is obtained from independent variables and dependent variables. After conducting the research obtained the following data. In the table below, 6.3% are female respondents and 93.8% are male respondents. Respondents aged 17-21 years consisted of 6.3%, aged 21-25 years 25%, aged 26-30 years as much as 25%, aged 31-35 years as much as 12.5%, and aged 36-40% as much as 37.5%. With a total staff of 31.25% and daily workers of 68.8%.

Table 2. Respondent

Respondent Data Profile	Aspect Data Profile	Frequency	Percentage
Gender	Woman	1	6,3%
	Man	15	93,8%
Age	17-21	1	6,3%
	21-25	4	25%
	26-30	4	25%
	31-35	2	12,5%
	36-40	6	37,5%
Position	Staff	5	31,25%
	Daily Worker	11	68,8%

Source: Processed data (2022)

Table 3. Results of Descriptive Analysis of Variable X and Variable Y

	N	Minimum	Maximum	Mean	Std. Deviation	Category
X1	16	5	6	5.6875	0.47871	Agree
X2	16	5	6	5.5625	0.51235	Agree
X3	16	5	6	5.625	0.5	Agree
X4	16	5	6	5.75	0.44721	Agree
X5	16	5	6	5.6875	0.47871	Agree
X6	16	5	6	5.5625	0.51235	Agree
X7	16	4	6	5.5	0.63246	Agree
X8	16	1	6	5.0625	1.28938	
X9	16	5	6	5.6875	0.47871	Agree

X10	16	1	6	5.25	1.29099	
Y1	16	5	6	5.625	0.5	Agree
Y2	16	5	6	5.5625	0.51235	
Y3	16	4	6	5.4375	0.62915	Agree
Y4	16	5	6	5.4375	0.51235	
Y5	16	5	6	5.4375	0.51235	Agree
Y6	16	4	6	5.4375	0.62915	
Y7	16	4	6	5.4375	0.62915	Agree
Y8	16	5	6	5.5625	0.51235	
Valid N (listwise)	16			5.5625	0.51235	

Source: Data analysis (2022)

After research and assessment from respondents on the variables Organizational commitment and Service excellent variables obtained an average total of 5.5625 so that the value is included in the category of agreeing. (Hair, et al., 2020).

Measurement Model Test Results (outer model)

The Partial Least Square assumption is specifically only related to structural modeling, and is not related to hypothesis testing, namely the :P indicator measurement (Outer Model) is carried out by looking at Convergent validity, Construct Reliability, Average Variance Extracted-AVE, Discriminant validity, cross loading and dimensionality model influence of Organizational Commitment (X) On Service Excellent (Y). So Service Excellent (Y) as the endogenous latent variable, while Organizational Commitment (X) as the exogenous latent variable. (Sarstedt et al.,2014).

The latent constructions or variables in this structural equation include Organizational Commitment (X) and Service Excellent (Y). Each of these latent variables has an indicator or manifest variable in it. The stage model based on the PLS concept above, the results of the outer model analysis on the data are as follows. (Purwanto et al. 2021).

Table 4. Loading Factor

	Organizational Commitment (X)	Service Excellent (Y)
X1	0,780	0,641
X4	0,887	0,568
X5	0,745	0,710
X6	0,677	0,643
X7	0,781	0,553
Y1	0,514	0,676
Y2	0,498	0,772
Y4	0,634	0,814
Y5	0,714	0,869
Y6	0,549	0,843
Y7	0,829	0,788
Y8	0,642	0,748

Source: Data analysis (2022)

From the outer loading value table above, it can be seen that all indicators of the outer loading value have been > 0.6 so that based on the validity of the outer loading it is stated that all indicators have been valid convergent validity. From the outer loading value table above, it can be seen that not all items or indicators of the outer loading value have > 0.7 (Purwanto et al., 2021). And the outer loading value above can be seen that all indicators of the outer loading value have > 0.6 so that based on the validity of the outer loading it is stated that all indicators have been valid convergent validity.

Table 5. Average Variance Extraceted

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)

Organizational Commitment(X)	0,833	0,832	0,883	0,604
Service Excellent (Y)	0,899	0,912	0,920	0,623

Source: Data analysis (2022)

And based on the Average Variance Extracted (AVE) value to determine the achievement of the convergent validity requirement, all constructs have been achieved convergent validity requirements because the AVE values of all > 0.50, namely the AVE of the latent variable (Organizational Commitment (X)) of 0.604 > 0.5 then (Organizational Commitment (X)) is valid convergently. (Hair et al., 2014).

Discriminant Test

Measuring each construct is different from other constructs that can be measured with fornell-larcker criterion and cross loading. Fornell-larcker criterion test, higher than the AVE value so the relationship between variables is said to be good

Table 6. fornell-larcker

	Organizational Commitment (X)	Service Excellent (Y)
Organizational (X)	0.709	
Service Excellent (Y)	0.860	0.806

Source: Data analysis (2022)

Table 7. Heterotrait-Monotrait Ratio (HTMT)

	Organizational COmmitment (X)	Service Excellent (Y)
Organizational Commitment (X)		
Service Excellent (Y)	0.886	

Source: Data analysis (2022)

Based on the theory of Hair et.al (2014), that the minimum value of HTMT is 0.90. the value of the study above the HTMT value shows that the value of the variable is greater than 0.90, so it can be concluded that each variable measured is valid and has discriminant validity.

Table 8. Cross Loading

Variable	Organizational Commitment(X)	Service Excellent (Y)
X1	0,780	0,641
X4	0,887	0,568
X5	0,745	0,710
X6	0,677	0,643
X7	0,781	0,553
Y1	0,514	0,676
Y2	0,498	0,772
Y4	0,634	0,814
Y5	0,714	0,869
Y6	0,549	0,843
Y7	0,829	0,788
Y8	0,642	0,748

Source: Data analysis (2022)

From the table above, it can be seen that all loading indicators of the *construction > cross loading*. For example, in Organizational Commitment (X), where all loading values of all indicators are greater than all cross loadings to other constructs. An example is the X1 indicator where the loading value is 0.780 greater than the cross loading to other constructs, which is 0.641 to (Y). Likewise with other items where the value of

loading to the construct > cross loading to other constructs. Because all indicators of its loading value against its construct > cross loading, this model has met the requirements of discriminant validity (Hair et al., 2014).

Reliability Test

To measure the reliability of latent variable constructs. The value considered reliable must be above 0.70.

Table 9. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Commitment (X)	0,833	0,832	0,883
Service Excellent (Y)	0,899	0,912	0,920

Source: Data analysis (2022)

Based on Cronbach's *Alpha and Composite Reliability* tables, it can be seen that the construct has a value of Cronbach's Alpha value > 0.6. Thus, each variable can be said to be reliable with Cronbach's Alpha and Composite Reliability values of $d > 0.7$ and can be concluded to be used in subsequent analysis (Hair et al., 2014).

Structural Model Test Results (Inner Model)

The analysis carried out on the structural model is to connect interpretive constructions to see the significance and strength of the relationship and measure hypotheses that range from -1 to +1. The closer the value of +1, the stronger the relationship between the two constructs. A relationship that is closer to -1 indicates that the relationship is negative. The results of the analysis at the inner level are as follows: R-square (coefficient determinant), Effect size (f^2), predictive relevance (Q^2).

R-Square

The coefficient of determination (R^2) is a way to assess how large an endogenous construct can be explained by an exogenous construct. The value of the coefficient of determination (R^2) is expected to be between 0 and 1. R^2 values 0.75 strong models, 0.50 moderate, and 0.25 weak models (Sarstedt et al., 2020). And the R Square Value of the effect of Organizational Commitment (X) On and Service Excellent (Y) is 0.665 with an adjusted r square value of 0.641, then it can be explained that the free variable of Organizational Commitment (X) affects Service Excellent (Y) by 0.641 or 64.1%. Because Adjusted R Square is 64.1% > 33%, the effect of the free variable Organizational Commitment (X) on Service Excellent (Y) includes moderates.

Table 10. R-Square

	R Square	R Square Adjusted
Service Excellent (Y)	0,665	0,641

Source: Data analysis (2022)

f-Square

Aims to assess the magnitude of influence between variables. The f^2 value of 0.02 means small, 0.15 means medium, and the value of 0.35 means large. Values less than 0.02 can be ignored or considered to have no effect. So based on the *f-Square* value table the relationship of the variable Organizational Commitment (X) to Service Excellent (Y) has a large size effect.

Table 11. f-Square

	Organizational Commitment (X)	Service Excellent (Y)
Organizational Commitment (X)		1,986
Service Excellent (Y)		

Source: Data analysis (2022)

Path Coefficients

Aims to analyze the direction of relationships between constructs to see the significance and strength of those relationships and also to test hypotheses. Path coefficients values range from -1 to +1. The closer the value of +1, the stronger the relationship between the two constructs. Relationships that are closer to -1 indicate that they are negative (Sarstedt et al., 2014). Based on the table above, it can be assessed that the path coefficients of the Organizational Commitment variable are 0.860 so that the direction of the relationship of the positive variable because it is close to the number one.

Table 12. Path Coefficients

	Organizational Commitment (X)	Service Excellent (Y)
Organizational Commitment (X)		0.860
Service Excellent (Y)		

Source: Data analysis (2022)

Relevance of Prediction or Q-square (Q²)

Q2 value of > 0.05 indicates that the model has accurate predictive relevance to a particular construct while a Q2 value of < 0.05 indicates that the model lacks predictive relevance (Rigdon et al, 2017). The relevance of a prediction is to assess whether the prediction obtained is relevant or not. The calculation is in PLS-SEM using Q-Square. Bfollowing the results:(Sarstedt et al, 2014). Based on the Q Square value above, the prediction of Service Excellent (Y) is relevant or accurate because it > 0.05.

Table 13. Q-Square

	SSO	SSE	Q ² (=1-SSE/SSO)
Organizational Commitment (X)	80,000	80,000	
Service Excellent (Y)	112,000	71,594	0,361

Source: Data analysis (2022)

Hypothesis Test

Here is hypothesis testing in SmartPLS using the Bootstrapping function.

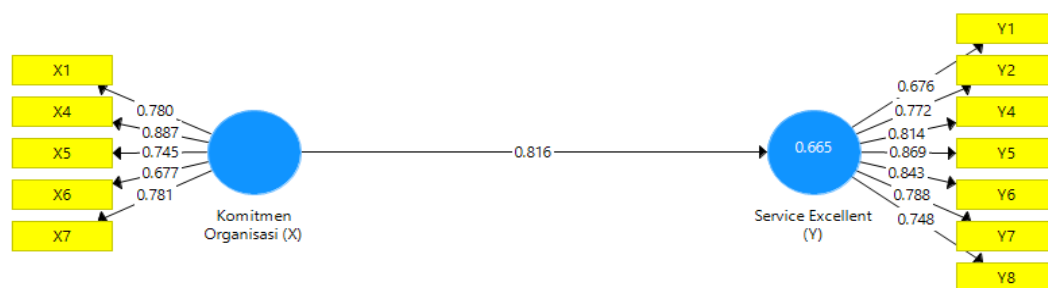


Figure 2 Structural Model Test

The magnitude of the parameter coefficient for the variable Organizational Commitment to Service Excellent (is 0.816 which means that there is a positive influence on Service Excellent (Y). Or it can be interpreted that the better the value of Organizational Commitment, the more Service Excellent will increase. An increase in one unit of Organizational Commitment will increase Service Excellent by 81.6%. Based on calculations using bootstrapping or resampling, where the test results of the coefficient of estimating organizational commitment to service excellent (Y) bootstrapping results are 0.852 with a calculated t value of 15,441, the p value is 0.000 < 0.05 so that it receives H1 or which means the direct influence of organizational commitment to service excellent is statistically significant. So that in the research Organizational Commitment has a significant effect on Service Excellent because with a p value of < 0.05. (Hair et al., 2014).

Table 14. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Commitment -> Service Excellent	0,816	0,852	0,053	15,441	0,000

Source: Data analysis (2022)

IV. CONCLUSION

Customer satisfaction is a concern in the relationship between organizational commitment and excellent service which is a tangible manifestation of employees with high commitment to the organization (Wirtz & Zeithaml, 2018). It is known that highly committed employees will be willing to improve their performance in support of organizational goals, since organizational commitments address how to be willing to work earnestly for the benefit of organizations that maintain membership in an organization through their involvement (Cetin & Basim, 2011; Ellitan, 2014). So that in the research from the research above which aims to analyze the influence of organizational commitment to service excellent using quantitative research methods and linear regression analysis statistically processed with Partial Least Square -SEM shows the influence of organizational commitment to excellent service at Palm Café with the magnitude of the parameter coefficient for the variable Organizational Commitment (X) to Service Excellent (Y) of 0.816 which means that there is a positive influence of Organizational Commitment (X) on Service Excellent (Y). Or it can be interpreted that the better the value of Organizational Commitment (X) then the Service Excellent (Y) will increase and based on calculations using bootstrapping or resampling, where the test results of the coefficient of estimating Organizational Commitment (X) to Service Excellent (Y) bootstrapping results are 0.852 with a calculated t value of 15,441 then the p value is $0.000 < 0.05$ so that it receives H1 or which means the direct influence of Organizational Commitment (X) on Service Excellent (Y) is statistically meaningful or significant. (Sarstedt et al., 2014). So, in this model, Organizational Commitment (X) has a significant effect on Service Excellent (Y) because the p value < 0.05 . Employee empowerment is one of the important factors in determining success at Palm Café restaurants. The role of food and beverage service managers has become dominant in conducting training and leadership for their employees, which is an important resource and managers understand that employees need empowerment in achieving operational goals at Palm Café. Palm Cafe restaurant will continuously improve its capabilities in the fields of technology and soft skills and improve the employees' work performance system so that later it will be able to compete competitively and be able to face technological changes. Therefore, one of the effective ways to facilitate Palm Cafe restaurants is to empower employees in Palm Cafe. An important role of empowerment factors that influence the improvement of Palm Cafe performance is to shape the characteristics of human resources at Palm Cafe, namely both leaders and employees. In addition, with the commitment to empower employees in terms of processes and decision making and sharing responsibilities, it will improve the quality of employee work which is realized through excellent service, with the aim that guests will be loyal and become one way to return customers and improve business quality in the future.

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