

# THE EFFECT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT PT. SENTOSA DELI MANDIRI MEDAN

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## ABSTRACT

*Companies in development need commitments consistent with company advancement programs that support the company's commitment to employee performance in the form of support for benefits, education, and training, but company commitments are up to Strong employee support, organizational commitment is very important. So how does organizational involvement affect PT employee performance? Sentosa Derimandiri Rimedang, this study used quantitative research methods with research approaches covering his three types of qualitative, quantitative and mixed or combined methods (also called mixed methods). Based on the results of this research analysis, organizational involvement has a significant impact. Partially perceived organizational commitment can therefore have a significant impact on performance. In other words, perceived organizational involvement can be a strong predictor or predictor of employee performance in PT. Sentosa Deli Mandiri Medan*

**keyword: Organizational involvement/support, employee performance**

## ABSTRAK

Perusahaan yang dapat berkembang memerlukan komitmen, sesuai dengan program kemajuan perusahaan, komitmen perusahaan terhadap aktivitas karyawan untuk mendukung kesejahteraan, pendidikan dan pelatihan, namun komitmen perusahaan belum maksimal, memberikan dukungan yang kuat kepada karyawan, sedangkan komitmen organisasi sangat penting. Bagaimana komitmen organisasi mempengaruhi kinerja karyawan di PT Sentosa Deli Mandiri Medan, Penelitian ini menggunakan metode penelitian kuantitatif dimana pendekatan penelitiannya meliputi tiga jenis yaitu kualitatif, kuantitatif dan campuran atau disebut juga mixed method. Berdasarkan hasil analisis penelitian ini, komitmen organisasi berpengaruh signifikan. Dengan demikian, dapat dinyatakan bahwa komitmen organisasional yang dirasakan secara parsial berpengaruh signifikan terhadap kinerja. Dengan kata lain, persepsi komitmen organisasi dapat menjadi prediktor atau variabel prediktor yang kuat terhadap kinerja karyawan di PT. Sentosa Deli Mandiri Medan

**Kata Kunci: Komitmen/Dukungan Organisasi, Kinerja Karyawan**

## 1. INTRODUCTION

In the development of modern times, employee work motivation needs to be paid more attention to in order to provide

the best results for the company. This requires the company's commitment to support employee performance, the company really needs resources such as

natural resources, science and technology resources, financial resources and human resources to support each other. Dessler (2010) says that the most important resource is human resources, since HR is the most important asset of an organization, because people are the power they have to manage all existing resources.

A company's business continuity cannot be separated from the quality of its human resources. Employees are assets that companies must consider. As human resources, employees play an important role in helping a company achieve its goals (Mujiasih & Ratnaningsih, 2012). Companies urgently need to take care of their most important asset, their employees. Employee quality cannot be separated from company concerns. Business continuity is closely related to the role of human resources. For a company to achieve its organizational goals, it needs people who are fully committed to the organization/company. Today's organizations/businesses no longer need only moderately skilled employees. Organizations also need employees who are fully engaged in proactive work and who are strongly committed to quality standards of performance. To ensure that, we guarantee the welfare of our employees. In addition, organizations also

need employees who are dedicated to their work. One consideration is the employee's commitment to work within the organization (Baker & Leiter, 2010). This is referred to as perceived organizational support, in relation to a variety of factors or methods for increasing engagement, including increasing employee confidence in the organization that the organization values their contributions. will be Perceived organizational support refers to employee perceptions of how well an organization values their contributions, provides support, and cares about their well-being. Perceptions of support from the organization are also based on the employee's experience with policies/rules and their interaction and well-being with the organization's management. When employees perceive the support they receive from their organization as high, they perceive themselves as part of the organization and build a more positive perception of the organization. Company PT. Sentosa Deli Mandiri Medan is a company engaged in printing, book publishing, consulting and contract services, established in 2014. The company is growing and needs qualified employees according to the company's promotion program with PT. Sentosa Deli Mandiri Medan needs to support the company's commitment to employee performance, while the company's

manpower needs to be improved in the form of training and internship support, but the company's commitment is not yet strong. . While organizational commitment is very important, it supports the development of quality human resources within the company. Research presented by Gokul, Sridevi, and Srinivasan (2012) states that perceptions of organizational support have a highly positive impact on employee performance, and these findings suggest that legitimate organizational support explains why employees play an important role in the company's progress. Play. at points. Sentosa Deli Mandiri Medan does not give its staff the greatest attention, but they are worthy of attention.

## **2. BIBLIOGRAPHY REVIEW**

### **A. Organizational Commitment**

Organizational support itself was introduced by Eisenberger Huntington, Hutchinson, and Sowa in 1986, where Eisenberger's concept of organizational support was based on views of social exchange theory and reciprocal norms that explained the perspective of employee and organizational relations. That people and organizations are variables that support each other. According to the theory of Eisenberger et al. (1986), the relationship between employees and their organizations is a social exchange relationship in which the organization provides employees with

good working conditions and compensation in the hope that employees will show loyalty and better work performance. When employees feel that they have been supported by the organization, reciprocal norms arise which means that employees who have been treated well by the company have an obligation to repay the good treatment received.

Employees also see how much the organization recognizes and values their efforts and supports their social-emotional needs, and as employees they respond to this by treating their organization well. Thus, the efforts of employees are exchanged for benefits received by employees of the organization (salary, social security, etc.) And the fulfillment of socio-emotional needs (self-confidence, recognition, achievements and rewards). In this case, in order for this reciprocity to be realized both by the organization and by employees, then good treatment of the other party must also be reciprocal, which is beneficial to both parties.

According to Robbins (Mujiasihissa 2015), perceptions of organizational support are the extent to which employees believe that the organization values their contributions and cares about their well-being. If management does not support employees, they may find this task inconvenient and may not be effective for

the organization. Perceived organizational support is also defined as the employee's perception of how much the organization wants to help them and how much the organization supports them. Therefore, from the description of the definitions in the figure above, we can conclude that perceptions of organizational support are about understanding employees' beliefs about how much the organization cares about their well-being and well-being. increase. life. Accept how much your organization values your employees' contributions.

Company PT. Sentosa Deli Mandir must be committed to employees in the workplace to provide dedicated support to employees and care about their well-being in the workplace so that employees can have confidence in the company's maximum performance. must have. , in such actions, the organization and employees can be understood as inseparable variables. According to the theory of Rhoades and Eisenberger (Mujiasih 2015) the concept of organizational support has aspects derived from its definition, which are as follows:

a. Evaluating Employee Contributions

An organization or company rewards an employee's efforts or contributions in the form of recognition and attention, promotion and salary, as well as access to

information or other forms that employees need to perform their work. works as well as possible.

- b. Care for the well-being of the employee The organization's attention can be in the form of paying attention to the welfare of employees, listening to the opinions or complaints of employees. . and keep employees focused on their work.

With the support of one of the companies, namely PT. Sentosa Deli Mandiri provides rewarding support to its employees in the form of salary and promotion considerations needed by employees, and the company also cares about employee welfare by listening to employee complaints and paying attention to work. , while the employee's work is being evaluated.

Meanwhile, Allen & Brady (2016) explained the aspects or indicators that are the main concerns of employees, namely:

1. The attitude of the organization to the ideas of employees. The perception of employees is positive when the organization listens and uses ideas from employees. On the other hand, if the company rejects the idea of the employee and does everything on its own, the perception is negative.

2. Attitude to the problems facing employees. Employees feel that the organization will not support affected employees if the company does not seek to help employees solve problems.
3. Attitude to the well-being and health of employees. Employees see that the organization provides support so that everyone can work optimally to achieve common goals between the company and employees.

point. Sentosa Deli Mandiri believes that these aspects and indicators need to systematically support employee ideas by providing employees with opportunities to innovate while on the job and by valuing the innovation they bring to the company. I understand Organizations must also be able to respond to employee issues. Relief of company PT. Sentosa Deli Mandiri. Tissue support can be measured with gauges. According to the Perceived Organizational Support (SPOS) study by Rhoades and Eisenberger (2002), the SPOS scale refers to the assessment of well-being contribution and maintenance. According to Rhoades and Eisenberger (2002) which shows three dimensions of perceived organizational support, namely:

- a. Procedural fairness relates to how an organization determines allocation of resources among employees

(Greenberg, Rhoades, and Eisenberger, 2002). Shore and Shore (in Rhoades & Eisenberger, 2002) found that resource equity decisions made within an organization have a strong cumulative effect on the organization's perception of support. Cropanzo and Greenberg (in Rhoades & Eisenberger, 2002) distinguish between structural and social aspects of procedural justice. Structural aspects are the impartiality of formal rules and policies relating to employees and the impartiality of organizational decisions that may affect employees. This includes information before decisions are made, access to accurate information, and the ability to vote in decisions. Fairness is shown in how an organization treats and respects its employees.

- b. Support from Supervisors Employees have a common perception of the extent to which supervisors value their contributions and care about their well-being (Kottke & Sharafinski, Rhoades & Eisenberger, 2002). Boss support, such as employee motivation and praise, is closely related to employee perceptions of organizational support. This is because the superior is the organizational representative

responsible for monitoring and evaluating the performance of subordinates (Levinson et al., Rhoades & Eisenberger, 2002). Ha Remuneration and working conditions of the organization The form of remuneration and working conditions of the organization are as follows.

1. Salaries, Recognition, and Promotions Job satisfaction opportunities (salaries, recognition, and promotions) make employees feel valued for their contributions, thereby increasing recognition of the organization's support (Rhoades & Eisenberger, 2002).
2. Employment Security: This is a guarantee that an organization wants to retain its employees in the future and is a strong indicator of organizational support (Griffith et al., Eisenberger and Rhoades, 2002).
3. Autonomy Independence allows employees to feel in control of their work. By giving employees confidence in the organization that determines how they work, it increases the employee's perception of the organization's support (Cameron et al., Rhoades & Eisenberger, 2002).

4. Roles Stressors Stress is the inability of an individual to cope with environmental demands (Lazarus & Folkman, Rhoades & Eisenberger, 2002). Stress is negatively correlated with perceptions of organizational support because the factors that cause stress come from the environment controlled by the organization. Stress is associated with three employee roles within an organization and is negatively correlated with perceptions of organizational support. Demands beyond an employee's ability to work for a period of time (overload), lack of clear information about duties (role ambiguity), and the presence of role conflicts (Lazarus & Folkman, Rhoades & Eisenberger, 2002)
5. On-the-job training is seen as an investment in employees and there is growing recognition of organizational support (Wayne et al., Rhoades & Eisenberger, 2002).
6. Size of organization Individuals feel undervalued in large organizations

## **B. Employee Performance**

Anwar Prabhu (2011:9) The meaning of performance actually comes from the word job performance, also known as actual performance, actual work performance, or employee achieved performance. There are a great many definitions and meanings of performance given by experts, but they all share some similarities in the meaning and semantics of performance.239) is "a record of results obtained for a particular function or work activity over a specified period of time". Performance is essentially what employees do or don't do, which influences how much they contribute to the organization (Mathis and Jackson, 2011:78) Performance is the overall result or success of an individual in performing a task over a period of time compared to pre-established and generally agreed standards of work products, goals or standards (Rivai , 2004:421). Levi further explained that performance is related to job satisfaction and reward, not alone, and is influenced by individual skills, abilities, and traits. In other words, performance is determined by ability, desire, and environment. Improving performance therefore requires having a strong desire to do one's job and knowing what can be improved when there is a balance between work and competence (Mariam, 2011:49).

Based on expert opinion defining performance, the authors estimate the

overall success of employees in carrying out an organization's or corporate body's program as compared to previously agreed standards of work results, goals, and methods. It can be concluded that there is .When measuring performance, the most important issue is defining the criteria. Work standards are the most important factor in how people work. In a way, job standards describe everything an organization has already paid its employees. These criteria are therefore important. Individual performance against job standards should be measured, compared to existing standards, and the results communicated to each employee. Not all job criteria can be used to evaluate employee performance. Of course, you have to be very specific to the nature of the job being assessed. Bernardin & Russell (2013:383), there are six main metrics that can be used to measure performance.

- a. Quality is the degree to which a process or result of carrying out an activity comes close to perfect or expected goals.
- b. Quantity is the quantity to be produced. B. Number of Rupiahs, Number of Units and Number of Cycles of Activities Completed.
- c. Timeliness is the degree to which an activity is completed at the desired time, taking into account the time

available for coordinating other outcomes and other activities.

- d. Cost efficiency means maximizing the use of an organization's resources (human, financial, technical, and physical) to achieve the best results or to reduce losses from each resource usage unit. degree to do.
- e. Need for supervision is the extent to which a worker can perform work functions without requiring the supervision of a supervisor to prevent undesired conduct. f Interpersonal influence is the degree to which an employee maintains self-esteem, prestige, and cooperation with colleagues and subordinates.

Performance indicators are aspects on which performance evaluations are based. Performance metrics by Edy Sutrisno (2012):378) are:

- a. Crowd  
Represents generation count expressed in terms such as number of units, number of activity cycles completed by an employee, number of activities generated.
- b. Quality  
Work quality is measured by the employee's perception of the quality of work done and the completion of tasks related to the employee's skills and abilities.

- c. timeliness

Punctuality is measured by the employee's perception that the activity was completed at the beginning of the time to output.

- d. Current

An employee's presence in a company has a full impact on their performance, both when they start work, when they leave work, when they have permission, and when they are in the absence of information.

- e. Ability to cooperate

Collaborative competence is an employee's ability to work collaboratively with others to complete assigned tasks and work to achieve maximum usability and usefulness. From this we can conclude that performance is the result achieved by a person on the basis of given criteria or standards. Or, because organizations are fundamentally guided by people, performance is actually human behavior, the role they play in meeting predetermined standards of behavior within an organization to achieve desired behaviors and outcomes. The indicators used in performance variables are quantity, quality, punctuality, presence and ability to cooperate.

This study presents a research framework for understanding the

dimensions used to measure the impact of each variable and indicator.

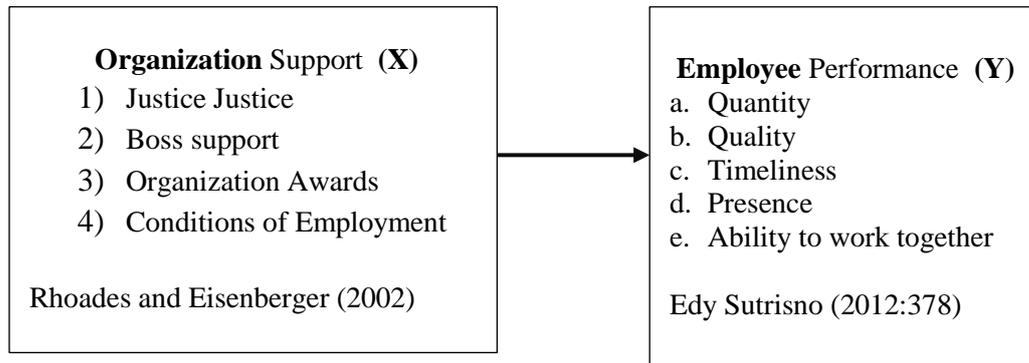


Figure 1. Conceptual Framework

The hypothesis is still preliminary. Hypothesis establishment only describes phenomena and possible answers to research questions. The real answer came after research was done. Here are some hypotheses based on our research: There is a direct impact of organizational support on PT employee performance. Sentosa Deli Mandiri.

### 3. RESEARCH METHODS

This study uses quantitative research techniques. This research was conducted by PT. Located in the Menteng VII Menteng Indah Housing Complex in Block VI E Medan City, Sentosa Deli Mandiri Medan describes a research approach as a way of thinking that researchers adopt about how research designs are developed and how research is conducted. (Sugiono, 2014). In social research, there are three types of research approaches: qualitative,

quantifiable, and mixed or combined, also known as mixed methods. The process of data analysis using any of the three approaches can be inductive, deductive, or a combination of both. In terms of data collection, quantitative approaches use structured surveys or interviews. Depending on the data collection method, commonly used tools are questionnaires or questionnaires, test books, etc. Quantitative approaches use a combination of social and statistical sciences for data analysis (Yu-kun et al., 2012).

A population is a group of people, events, or anything with particular characteristics (Sugishirono (2016:80). The population for this study was all PT employees. Arikunto (1998:

5) If the population is less than 100, extract from the total, and if the total population exceeds 100, extract by 10%-15%-20%-25% or more. Determination of

the study sample using the total population method. The following were used in the data collection process for this study:

- a. Observation, or this activity, is to check the field, the location of the study, in which the author investigates field phenomena such as problems and other conditions.
- b. Interviews, or interviews, are a method of gathering data and information by asking and answering questions with respondents. Interviews are data collection when researchers want to do preliminary research to find out what issues they need to investigate, and when they want to get something deeper out of the respondents, and the number of respondents is relatively small. method (Sugishirono, 2017). In this case, an interview with PT was conducted. Sentosa Deli Mandiri Medan
- c. Questionnaires, or questionnaires, are a data collection technique in research methods, where survey questions and respondents' answers can be submitted in writing through questionnaires (Indriantoro and Supomo, 2018). In this study, questionnaires were filled out by respondents from questionnaire questions answered directly by the respondents.

- d. Documentation, or documentation, is done to complete the reality of the conditions discussed at the research site.

## **4. RESULTS OF RESEARCH AND DISCUSSION**

### **1. Company Overview**

PT. Sentosa Deli Mandiri Medan is a company engaged in construction and general trade founded by Mr. Ridwan Lubis, SH, M. Hum and Mr. Abdul Latif in Medan in 2014. The name Sentosa Deli Mandiri for the first time is listed in Notarial Deed No. 196 with Notary Teguh Perdana Sulaiman, SH, Sp.N. PT. Sentosa Deli Mandiri Medan is a company engaged in contracting in the field of civil buildings such as buildings, shophouses, offices and so on, PT Sentosa Deli Mandiri Medan is ready with the support of a strategic network, namely in Medan, and its surroundings. PT. Sentosa Deli Mandiri Medan not only focuses on building construction, but also holds general trade, leveransir, distributors and book publishing. PT. Sentosa Deli Mandiri Medan has collaborated with several service procurements in collaboration with the Indonesian Chamber of Commerce (KADIN) for the North Sumatra Region. PT. Sentosa Deli Mandiri Medan as a trusted contractor company, is challenged to continuously

make improvements and quality in building customer trust. PT. Sentosa Deli Mandiri Medan continues to strive to further improve professionalism, productivity and efficiency in order to achieve customer satisfaction. PT. Sentosa Deli Mandiri Medan realizes how important the role of human resources is, therefore PT. Sentosa Deli Mandiri Medan continues to strive to improve human resources by holding regular integrated education and training for employees and all staff, both internally and by attending seminars outside. The business field of PT. Sentosa Deli Mandiri Medan includes:

- a. Construction execution work which includes; civil works (for all construction sectors), building works, electrical mechanics including networks, radio telecommunications and instrumentation and repair/maintenance/renovation on the construction work.
- b. General trade includes export and import, both for own calculations and calculations of other persons or bodies on behalf of the commission
- c. Leveransir, wholesalers and distributors / suppliers, commissioners, representatives of other companies or entities at home or abroad

- d. Conducting printing, binding and publishing books and other businesses
- e. Transportation and transportation by receiving and transporting people and or goods from one place to another
- f. Conducting agriculture, plantations and animal husbandry as well as fisheries
- g. Managing mining businesses such as coal, metals, gold and so on
- h. Running a business in the field of pharmacy or medicines and medical devices

## **2. Research Results**

According to Situmorang, Syafrizal Helmi, and Musclih Lufti (2014), validity indicates how effective a measuring device is in measuring examined data. If a researcher wants to measure a questionnaire in collecting survey data, the questionnaire put together by the researcher should measure what it wants to measure. After the questionnaire has been compiled and tested for validity, the data collected does not actually have to be valid data. To check the validity, assuming a sample size of 63, compare the value of Corrected Item Total Correlation with table r, the value of table r is 0.2461. For this, the write value of the corrected item total correlation is compared against the table r (0.2461) to validate the item.

Conversely, Situmorang & Lufti (2012). The validity check is to determine whether the data obtained after the survey is valid with the provided measuring equipment (survey form) (whether the data obtained from the survey form can achieve the purpose of the survey). . Efficacy testing

was performed on 63 subjects, PT study respondents. Ace Hardware Juanda Branch. The questionnaire consisted of free variables, 20 questions about organizational support and employee performance. The following table shows the results of validation processing.

No	Variable	Items	r <sub>count</sub>	r <sub>table</sub>	Information
1	Organization Support (X)	Leveling 1	0.606	0.2461	Valid
		Leveling 2	0.733		Valid
		Leveling 3	0.700		Valid
		Leveling 4	0.622		Valid
		Equalization 5	0.698		Valid
		Leveling 6	0.555		Valid
		Equalization 7	0.554		Valid
		Equalization 8	0.533		Valid
		Leveling 9	0.547		Valid
		Leveling 10	0.519		
3	Performance (Y)	Leveling 1	0.766	0.2461	Valid
		Leveling 2	0.865		Valid
		Leveling 3	0.705		Valid
		Leveling 4	0.835		Valid
		Equalization 5	0.812		Valid
		Leveling 6	0.688		Valid
		Equalization 7	0.828		Valid
		Equalization 8	0.803		Valid
		Leveling 9	0.786		Valid
		Leveling 10	0.800		Valid

Table 1. Validity Test for Each Question Item

Table 1. Validity Tests For each question item, we show that the overall question item is valid, as evidenced by the number of r larger than the r table (0.2461) for each item in the question. Therefore, it was concluded that the 20 questions used in the study were valid. Situmorang, Syafrizal Helmi, and Musclih Lufti (2014: twenty three). Reliability is an indicator of how reliable or reliable the meter is. If the meter is used twice to measure the same

symptom and the readings obtained are relatively consistent, then the meter is reliable. SPSS is a tool with the ability to measure reliability with the statistical test Cronbach Alpha ( $\alpha$ ). A component or variable is considered reliable if it produces a Cronbach Alpha  $> 0.60$ . The tests were run on an IBM 23 SPSS. Question items declared as valid in validity tests are judged for reliability using the following criteria:

- a. If Cronbach Alpha value  $> 0.60$ , it is declared reliable.
- b. Cronbach alpha value  $< 0.60$  is declared unreliable

A reliability test was conducted on 63 non-survey respondents to PT Mall customers. Sentosa Deli Mandiri. Below are the results of the reliability test for valid question items.

**Table 2. Data Reability Test Results**

No	Variable	Cronbach Alpha	Information
1	Organization Support (X)	0,824	Reability
2	Employee Performance (Y)	0.781	Reability

Sumber : Processed Data Questionnaire 2023

From Table 2, it can be seen that each variable instrument including purchase decisions, price, product quality, and brand has a *Cronbach's Alpha* value greater than 0.60 so it is worth stating reliable.

Partial Regression Model Test Results (t Test) Phase I that the results of a regression nalisis summarized as in table 3 can be interpreted as follows :

**Table 3. Partial Regression Test Results (t)**

		Coefficients <sup>a</sup>					Correlations			Collinearity Statistics	
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Zero-order	Partia l	Part	Toleranc e	VIFs
		B	Std. Error	Beta							
1	(Constant)	3,473	8,099		2,898	,005					
	DOrganization	,326	,138	,326	3,640	,04	,088	,382	,367	,999	1,001

a. Dependent Variable: Performance

Sumber : Processed Data Questionnaire 2023

The perceived impact of significant organizational support received a calculated t value of 3.640  $>$ Table 2.000 and a sig value of 0.036  $<$  0.05). So, in part, we can say that an organization's perception of support has a real impact on performance. In short, perceptions of organizational support can be one of the estimated variables or strong predictors of employee performance in PT. Sentosa Deli

Mandiri. Therefore, perceptions of organizational support can be included in employee performance estimation models.

## 2. Discussion

We recognize the organizational support for employee performance at Pengaruh PT. Sentosa Deli Mandiri Medan states that the significant impact of perceived organizational support is sig score = 0.036  $<$  0.036 with calculated t-

score of 3,640 > t-table 2,000. 0.05). So, in part, an organization's perception of support has a real impact on performance. In other words, perceptions of organizational support can be one of the estimated variables or strong predictors of employee performance in PT. Sentosa Deli Mandiri Medan. Therefore, organizational perceptions of support can be included in employee performance estimation models. Organizational perceptions of support can be used as a form of organizational commitment to employees that can ultimately affect employee performance. This perception of organizational support is related to employee hiring, which creates good relationships between employees and their organizations (Chiang & Hsieh, 2012:182). When an organization supports its employees, employees feel a sense of commitment to the organization, and ultimately employees give back to the organization with their best performance, creating a good relationship between employees and the organization. Previous research on the effect of organizational support on performance has shown a positive impact. Arshadi & Hayavi (2013:724) concluded that for drilling workers in Iran, perceptions of organizational support positively affect worker performance. The results of this study were also published by Afzali et al. (2014:626) and Miao & Kim (2010:257)

show that organizational perceptions of support positively impact performance. From this research result, it can be said that when an organization pays attention to employee welfare and contribution to the organization, employee performance improves.

## 5. CONCLUSION

Based on the results of our analysis and discussion, we can suggest the following conclusions: The significant effect of perceived organizational support received values of  $\text{sig} = 0.036 < 0$ , with a calculated t-score of 3,640 > t table of 2,000. 0.05). So, in part, we can say that an organization's perception of support has a real impact on performance. In other words, perceptions of organizational support can be one of the estimated variables or strong predictors of employee performance in PT. Sentosa Deli Mandiri Medan.

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