

The Influence of Organizational Commitment on Employee Performance (Case Study at PT. Herlinah Cipta Pratama)

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ABSTRACT

This research is motivated by employee performance that is not yet optimal, especially in terms of organizational commitment. Some employees have not fully fulfilled the responsibilities and tasks that have been given by the company so that it affects the decline in employee performance. The purpose of this study is to determine organizational commitment at PT. Herlinah Cipta Pratama, to determine the performance of employees at PT. Herlinah Cipta Pratama and to find out how organizational commitment influences employee performance at PT. Herlinah Cipta Pratama. The research method used is quantitative with a descriptive and causal associative approach with a total of 70 respondents. Data analysis techniques using instrument validity tests and instrument reliability tests, simple correlation tests, coefficient of determination tests and hypothesis testing (T test) using SPSS (Statistical Product and Service Solutions) version 25. The results of the study prove that organizational commitment has a positive effect on employee performance at PT. Herlinah Cipta Pratama.

Keywords: Organizational Commitment, Employee Performance

INTRODUCTION

Currently, Indonesia is considered to have become the largest manufacturing base in ASEAN, this is in line with the government's efforts to continue to develop and want to transform the economy so that it focuses on developing the non-oil and gas processing industry. This condition requires an organization or company to always carry out various innovations to anticipate current industrial competition in the manufacturing sector. This encourages an organization or company to improve the quality of its human resources (Oscar and Mahazan: 2020).

Human resources are one of the keys to the success of an organization or company in achieving its goals and objectives, especially in the manufacturing sector, because Human Resources as the driving force and control of a company's success or failure can be measured by the quality of the human resources it has. Therefore, an organization or company must be able to develop and improve the quality of human resources in order to have good performance. Performance is a potential that every employee must have to carry out every task and responsibility given. With good employee performance, an organization or company can achieve the goals and objectives that have been set. (Kurnianto:2019).

Good performance can be demonstrated by organizational commitment, employees who have a high commitment to an organization or company will create strong trust and acceptance of

the organization's goals and values. Organizational commitment can be demonstrated by a strong will to work for the organization and the desire to remain a loyal employee to the organization or company. With this, employees who have high commitment will not abandon their duties and responsibilities at work, because in their souls they have enthusiasm for work which will improve employee performance for the better.

In line with research regarding the influence of organizational commitment on employee performance, namely by Eri Pranata (2020) at PT. Nicepro Megatama stated that organizational commitment has a positive and significant effect on performance, through the T test with a significance level of 0.001, it is in the H0 rejection area, so Organizational Commitment has a positive and significant effect on Employee Performance at PT. Nicepro Megatama Denpasar.

The author conducted a case study at PT. Herlinah Cipta Pratama, which is one of the companies that produces typical food from Garut Regency, namely dodol, has been established since 1949 with the trademark "Picnic" located at Jln. Pasundan no. 102 Kulon City Village, Garut District, Garut City, West Java Regency 44112. In an effort to improve employee performance to achieve predetermined goals and objectives, PT. Herlinah Cipta Pratama continues to develop the effectiveness of its human resources so that it can compete. Therefore, organizational commitment at PT. Herlinah Cipta Pratama is one of the main priorities, so that employees are able to carry out their duties and responsibilities so as to produce optimal performance.

Every organization or company certainly hopes to have optimal performance, so that the implementation of its business can run as desired to achieve the goals and targets that have been set. But in reality, PT. Herlinah Cipta Pratama has problems and obstacles in its efforts to improve the performance of its employees. One of the causes of the problems and obstacles that occur is the low work commitment of employees, which creates a problem for the company, namely a decrease in employee performance. This can be proven from the results of employee performance assessments at PT. Herlinah Cipta Pratama below:

Table 1. Results of PT employee performance assessment. Herlinah Cipta Pratama

No	Indicator evaluation Performance	Year 2020	Year 2021	Year 2022	Average	Information
1	Work quality	77%	79%	81%	79%	Good
2	Work Quantity	79%	78%	80%	79%	Good
3	Implementation	68%	65%	64%	65,6%	Enough
4	Task	68%	67%	65%	66,6%	Enough
5	Attitude	67%	65%	64%	65,3%	Enough

Source : PT Herlina Cipta

Based on the table above, it can be seen that the results of employee performance assessment at PT. Herlinah Cipta Pratama received information that the performance assessment data was not optimal, because several indicators had different assessment percentages, from 2020 to 2022. The work quality and work quantity indicators had increased with a percentage of 79% which was included in the "Good" category. Meanwhile, the task implementation indicator has decreased by a percentage of 65.6% and is included in the "Sufficient" category, this is because there are still several employees who have not fulfilled the instructions given by the company. Furthermore, the attitude indicator has decreased every year with a percentage of 66.6% and is included in the

"Enough" category, this is because some employees still do not comply with the regulations and policies that apply in the company. And the knowledge indicator has decreased every year with a percentage of 65.3% and is included in the "Enough" category, this is because some employees still do not fulfill their duties and responsibilities in full. With several declines in performance indicators of task implementation and attitudes, employee performance at PT. Herlinah Cipta Pratama has not met good employee performance. Regarding the problems faced by PT. Herlinah Cipta Pratama is about employee performance which is not yet optimal, especially in terms of organizational commitment, so the author is interested in conducting research with the title The Influence of Organizational Commitment on Employee Performance at PT. Herlinah Cipta Pratama.

METHOD

The type of research used is quantitative research using descriptive and associative methods. According to Garaika (2019:52) states that "quantitative research methods are research methods that use data in the form of numbers and emphasize objective measurement of results using statistical analysis. ". According to Sugiyono (2019:35) states that "the descriptive method is research carried out to determine the value of independent variables, either one or more variables without making comparisons, or connecting them with other variables". Meanwhile, according to Sugiyono (2019:37) states "the associative method is a research problem formulation which has the aim of asking about the relationship between two or more variables in the form of a causal relationship, namely a relationship that shows cause and effect." The data collection method uses a questionnaire which was distributed to respondents as many as 70 employees of PT. Herlinah Cipta Pratama as the sample for this research.

This research uses instrument tests, namely validity and reliability tests, simple correlation tests and uses coefficient of determination tests and hypothesis tests (T Test) using SPSS 25.

RESEARCH RESULTS AND DISCUSSION

Research Results

1. Validity Test

The validity test is the degree of accuracy between the actual data that occurs on the research object and the data that can be reported by the researcher." To find out the results of the validity test of the Organizational Commitment and Employee Performance research instrument, the author distributed a questionnaire consisting of 7 statements and 16 statements to 70 respondents, then the respondents were asked to assess each statement.

Table 2. Validity Test Results of Organizational Commitment and Employee Performance

Organizational Commitment			
statement	R Account	R table	Information
1.	0,252	0,198	Valid
2.	0,312	0,198	Valid
3.	0,729	0,198	Valid
4.	0,763	0,198	Valid
5.	0,490	0,198	Valid
6.	0,506	0,198	Valid

7.	0,646	0,198	Valid
Employee performance			
statement	R Account	R table	Information
1.	0.231	0,198	Valid
2.	0,412	0,198	Valid
3.	0.211	0,198	Valid
4.	0.231	0,198	Valid
5.	0,275	0,198	Valid
6.	0,429	0,198	Valid
7.	0,673	0,198	Valid
8.	0,588	0,198	Valid
9.	0,362	0,198	Valid
10.	0.198	0,198	Valid
11.	0,566	0,198	Valid
12.	0,499	0,198	Valid
13.	0,605	0,198	Valid
14.	0,424	0,198	Valid
15.	0,471	0,198	Valid
16.	0,621	0,198	Valid

Source: SPSS 25 2023 Calculation data

Reliability Test

Reliability Test is used to ensure whether the questionnaire used to collect research variable data produces a reliable instrument or not. A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data. After carrying out a validity test on 7 statements on variable

Table 3. Reliability Test of Organizational Commitment and Employee Performance

Variable	Alpha	Kefisien α	Information
Organizational Commitment (X)	0.622	0.600	Reliabel
Employee performance (Y)	0.716	0.600	Reliabel

Based on tests carried out on the variable instrument X (Organizational Commitment), a Cronbach's Alpha value of 0.622 was obtained. According to the comparison criteria used, namely if the reliability value is ≥ 0.600 , it can be said that the instrument used is reliable. So it can be concluded that the Cronbach's Alpha value is $0.622 > 0.600$, which means that the instrument is reliable. Meanwhile, the tests that were carried out on the variable Y instrument (Employee Performance) obtained a Cronbach's Alpha value of 0.716. According to the comparison criteria used, namely if the reliability value is ≥ 0.600 , it can be said that the instrument used is reliable. So it can be concluded that the Cronbach's Alpha value is $0.716 > 0.600$, which means that the instrument is reliable.

Simple Correlation Test

A simple correlation test is used to measure the degree of relationship which includes the strength of the relationship in shape or direction between variables, in this case to determine the relationship between variable X (Organizational Commitment) and variable Y (Employee Performance) at PT.

Herlinah Cipta Pratama. After distributing the questionnaire to 70 respondents, testing was then carried out using SPSS 25 with the results below:

Table 4. Simple correlation test of the influence of organizational commitment on employee performance

		Correlations	
		organizational commitment	employee performance
organizational commitment	Pearson Correlation	1	.592**
	Sig. (2-tailed)		0.003
	N	70	70
employee performance	Pearson Correlation	.592**	1
	Sig. (2-tailed)	0.003	
	N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the results of the correlation test which was carried out to determine how big the relationship is between variable X (Organizational Commitment) and variable Y (Employee Performance), a correlation value of 0.592 was obtained. According to Sugiyono (2019:180) the correlation value of 0.592 is in the "medium" interval so it can be said that the influence of organizational commitment on employee performance at PT. Herlinah Cipta Pratama has a moderate level of relationship with a percentage of 59.2%.

Coefficient of Determination Test

The coefficient of determination is a measuring tool used to measure how much influence variable X (Organizational Commitment) has on variable Y (Employee Performance). The formula for calculating the coefficient of determination is as follows:

$$\begin{aligned}
 KD &= R^2 \times 100\% \\
 &= 0,350 \times 100\% \\
 &= 35\%
 \end{aligned}$$

Based on the calculations above, a coefficient of determination is obtained of 35%, which means that the influence of variable Kashmir theory quoted by Meithiana (2017:55) which states that "factors that influence employee performance are abilities and skills, knowledge, work design, personality, work motivation, organizational culture, leadership, commitment, satisfaction, work environment, loyalty and work discipline".

Hypothesis Testing

To determine the hypothesis in this research, a t test was carried out which was used to find out whether the independent variable had an influence on the dependent variable. With the following conditions:

- a) If $t \text{ count} > t \text{ table}$, then it is rejected and accepted, meaning that there is an influence between variable X and variable Y.

- b) If $t \text{ count} < t \text{ table}$, then it is accepted and rejected, meaning that there is no influence between variable X and variable Y.

The author uses SPSS 25 to find out whether organizational commitment has an influence on employee performance, so the results of the t test carried out are as follows:

Table 5. Hypothesis Test Results of Organizational Commitment on Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	56.207	5.459		10.296	0.000
	Organizational Commitment	0.504	0.180	0.321	6.055	0.002

a. Dependent Variable: **Employee Performance**

Based on the provisions of the t table, the number of respondents is 70 with an error level of 10%, the t table value is 1.293, from the test results that have been carried out, the t count obtained is 6.055, which means $t \text{ count} > t \text{ table}$, meaning there is an influence between organizational commitment and employee performance. PT. Herlinah Cipta Pratama.

Discussion

This research was conducted to find out how much influence organizational commitment has on employee performance at PT. Herlinah Cipta Pratama by distributing questionnaires to 70 respondents. According to Kashmir, quoted by Meithiana (2017:55), the factors that influence employee performance are abilities and skills, knowledge, work design, personality, work motivation, organizational culture, leadership, commitment, satisfaction, work environment, loyalty and discipline. Work. In line with this theory, one of the factors that influences performance is organizational commitment.

To prove whether organizational commitment has an influence on employee performance, the author tested the data obtained from 70 PT respondents. Herlinah Cipta Pratama with variable Statistical tests using simple correlation were used to determine the degree of strength of the relationship between variables. After testing, the result was 0.592, where this value was in the medium interval so it could be said that the influence between organizational commitment and employee performance at PT. Herlinah Cipta Pratama has a moderate level of relationship with a percentage of 59.2%.

Furthermore, the coefficient of determination test is a measuring tool used to measure how much influence variable X has on variable Y, in this case to find out how much influence organizational commitment has on employee performance at PT. Herlinah Cipta Pratama. Based on the calculation results, a result of 35% was obtained, which means that the influence of variable X (Organizational Commitment) on variable Y (Employee Performance) was 35% and the remaining 65% was influenced by other factors. which was not examined in this research, this is

because there are several indicator values that are still low. Meanwhile, to determine the hypothesis in this research, a T test was carried out which was used to find out whether the independent variable (Independent Variable) had an influence on the dependent variable (Dependent Variable), namely to find out whether organizational commitment had an influence on employee performance or not. The number of respondents in this study was 70 respondents with an error level of 10%, based on the provisions of the t table which is 1.293. After carrying out the T test, the calculated t value was 6.055, which means $t_{\text{calculated}} > t_{\text{table}}$, which means there is a positive influence between organizational commitment and employee performance at PT. Herlinah Cipta Pratama.

CONCLUSION

Based on the results of the research and discussion above, it can be concluded that the influence of organizational commitment on performance at PT. Herlinah Cipta Pratama has an influence at the "medium" level based on the results of a simple correlation test of 0.592 or 59.2%. Furthermore, the results of the calculation of the coefficient of determination test, obtained a result of 35%, which means that the influence of variable This is because there are several indicator values that are still low. Next, the test carried out is the T test which is used to find out whether organizational commitment has an influence on employee performance or not. The number of respondents in this study was 70 respondents with an error level of 10%, based on the provisions of the t table which is 1.293. After carrying out the T test, the calculated t value was 6.055, which means $t_{\text{calculated}} > t_{\text{table}}$, which means there is a positive influence between organizational commitment and employee performance at PT. Herlinah Cipta Pratama.

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