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The Effect of Organizational Support and Organizational Commitment on Employee Performance at PT Gruti Lestari Pratama

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Abstract

This study aims to analyze the influence of organizational support and organizational commitment on employee performance at PT Gruti Lestari Pratama. The phenomenon of declining employee performance characterized by non-fulfillment of work targets and low work discipline is the main driver of this study. This study uses a quantitative approach with a verifiable descriptive method. The population in this study is 87 employees of PT Gruti Lestari Pratama, with the total sampling technique as a sampling method. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS software version 26. The results showed that organizational support had a positive and significant effect on employee performance ($t = 4.312$, $p < 0.05$), organizational commitment had a positive and significant effect on employee performance ($t = 3.897$, $p < 0.05$), and simultaneously, organizational support and organizational commitment had a significant effect on employee performance ($F = 28.64$, $p < 0.05$) with a determination coefficient (R^2) of 0.621 which showed that 62.1% of employee performance variance was explained by both variables studied. The findings of this study confirm the importance of organizational support and commitment as a strategic driver to improve employee performance within the company.

Keywords: Organizational Support; Organizational Commitment; Employee Performance

INTRODUCTION

In an era of increasingly fierce and dynamic business competition, employee performance is one of the most crucial assets for organizational success. Optimal employee performance is not only determined by individual competencies alone, but is also greatly influenced by the organizational factors that surround it, such as the extent to which the organization provides support to its employees and how strong the employee's commitment to their organization is.

PT Gruti Lestari Pratama is a company engaged in plantations and natural product management operating in North Sumatra. As a medium-scale company with a significant number of employees, PT Gruti Lestari Pratama faces real challenges in managing its human resources in order to perform optimally and consistently.

Based on the results of initial observations and interviews with the management of PT Gruti Lestari Pratama, several phenomena were found that indicated problems in employee

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performance. First, the realization of production targets in the last three years (2021–2023) shows an unsatisfactory trend, where the average target achievement is only in the range of 73-78% of the set. Second, the employee attendance rate, which tends to increase from year to year, reached 8.3% in 2023, far exceeding the company's tolerance limit of 5%. Third, the results of periodic performance evaluations show that more than 35% of employees receive performance predicates below the set standards.

The above phenomenon is inseparable from the condition of organizational support felt by employees. Based on an initial survey of 30 employees at random, 63% stated that they felt they were not getting enough attention and appreciation from the company for the contributions they had made. In addition, as many as 58% of employees stated that the facilities and work facilities provided have not fully supported the optimal implementation of their work. This condition reflects the low Perceived Organizational Support (POS) among PT Gruti Lestari Pratama employees.

On the other hand, the phenomenon related to organizational commitment also seems worrisome. Employee turnover data shows that the employee turnover rate will reach 12.4% in 2023, which indicates a low desire for employees to stay and contribute long-term to the organization. From the results of in-depth interviews, most employees stated that they work more out of economic compulsion than because of a strong sense of attachment and loyalty to the company.

Theoretically, organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 2021). When employees feel supported by the organization, they tend to internalize the organization's values and exhibit more positive work behavior. Meanwhile, organizational commitment reflects an employee's psychological attachment to his or her organization which ultimately influences the decision to stay and work hard for the advancement of the organization (Allen & Meyer in Makena et al., 2022).

Various previous studies have proven the relationship between organizational support and organizational commitment to employee performance. Sitepu & Siagian (2023) research in North Sumatra manufacturing companies found that organizational support has a significant positive effect on employee performance. Similarly, research by Pratiwi et al. (2022) found that organizational commitment consistently contributes to improving employee performance. However, specific research that examines both variables simultaneously in the context of plantation companies such as PT Gruti Lestari Pratama is still very limited.

Based on this background description, this study aims to: (1) analyze the influence of organizational support on employee performance at PT Gruti Lestari Pratama; (2) analyze the influence of organizational commitment on employee performance at PT Gruti Lestari Pratama; and (3) analyze the influence of organizational support and organizational commitment simultaneously on employee performance at PT Gruti Lestari Pratama.

METHOD

This study uses a quantitative approach with a verifiable descriptive method that aims to test the hypothesis regarding the influence of independent variables (organizational support and organizational commitment) on bound variables (employee performance). The quantitative

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approach was chosen because it allows systematic, objective, and replicable measurements of the phenomenon being studied (Sugiyono, 2022).

The population in this study is all permanent employees of PT Gruti Lestari Pratama which is 87 people. Given the relatively small and affordable population, this study uses a total sampling (census) technique, in which all members of the population are used as research respondents. Thus, the number of samples in this study is 87 respondents.

Data is collected through two main methods. First, a structured questionnaire developed based on validated instruments from previous research. The questionnaire uses a five-point Likert scale (1 = Strongly Agree to 5 = Strongly Agree). Organizational support variables were measured using 12 statements adapted from the Survey of Perceived Organizational Support (SPOS) Eisenberger et al. (2021). The organizational commitment variable was measured using 15 statement items referring to the Meyer & Allen Organizational Commitment Questionnaire (OCQ) (in Makena et al., 2022). Employee performance variables were measured using 14 statements adapted from Robbins & Judge (2021). Second, a documentation study to obtain secondary data in the form of company profiles, personnel data, and performance reports.

The validity of the instrument was tested using the Pearson Product Moment correlation with valid criteria if the value r was calculated > r of the table (0.211 for N=87 at α=5%). The reliability of the instrument was tested using the Alpha Cronbach coefficient with the reliability criterion if the Alpha value ≥ 0.60. The classical assumption test carried out includes: normality test (Kolmogorov-Smirnov), multicollinearity test (VIF and Tolerance), and heteroscedasticity test (Glejser).

The data analysis technique used was multiple linear regression with an equation model: $Y = a + b_1X_1 + b_2X_2 + e$, where Y = employee performance, X_1 = organizational support, X_2 = organizational commitment, a = constant, b_1,b_2 = regression coefficient, and e = error term. Hypothesis testing was carried out through the t-test (partial) and the F-test (simultaneous) at a significance level of 5% (α = 0.05). The magnitude of the contribution of the independent variable to the bound variable was measured using the determination coefficient (R^2). All statistical analysis was carried out using SPSS (Statistical Package for Social Sciences) software version 26.

RESULTS AND DISCUSSION

Characteristics of Respondents

Based on the results of data collection from 87 respondents who were employees of PT Gruti Lestari Pratama, the following description of respondent characteristics was obtained: the majority of respondents were male (62.1%), with the largest age group in the range of 31-40 years (41.4%). The highest level of education for respondents was high school/vocational school (39.1%), followed by Diploma (25.3%), and Bachelor of S1 (24.1%). Based on the length of service, most respondents have worked for 5-10 years (36.8%).

Validity and Reliability Test Results

The results of the validity test showed that all statements in the three research variables were declared valid with a calculated r value ranging from 0.312 to 0.748, all of which exceeded the table r value of 0.211. The results of the reliability test showed that all variables had an Alpha Cronbach value above 0.70, which indicates a good level of reliability.

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Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Remarks
Organizational Support (X_1)	0,841	12	Reliable
Organizational Commitment (X_2)	0,876	15	Reliable
Employee Performance (Y)	0,863	14	Reliable

Source: Primary data processed, 2024

Classical Assumption Test Results

The normality test using Kolmogorov-Smirnov showed the value of Asymp. Sig. (2-tailed) is 0.142 > 0.05, which means that the data is normally distributed. The multicollinearity test showed the Tolerance values for X_1 = 0.673 and X_2 = 0.673, as well as the VIF values for X_1 = 1.486 and X_2 = 1.486. Because the Tolerance value is > 0.10 and VIF is < 10, there is no multicollinearity problem. The heteroscedasticity test using the Glejser test showed significance values for X_1 = 0.384 and X_2 = 0.217, both > 0.05, so there were no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis Results

Table 2. Results of Multiple Linear Regression Analysis

Models	B	Std. Error	t count	Sig.
(Constant)	5,214	2,347	2,221	0,029
Organizational Support (X_1)	0,437	0,101	4,312	0,000
Organizational Commitment (X_2)	0,382	0,098	3,897	0,000

Source: Primary data processed with SPSS 26, 2024
Bound variables: Employee Performance (Y); t table = 1.989 (df=84, α=5%)

Based on Table 2, the multiple linear regression equations formed are: $Y = 5.214 + 0.437X_1 + 0.382X_2 + e$. The equation can be interpreted as follows: (a) a constant of 5.214 indicates that if the variables of organizational support and organizational commitment are zero (no influence), then employee performance is 5.214; (b) an X_1 coefficient of 0.437 indicates that every increase in one unit of organizational support will increase employee performance by 0.437 units, assuming other variables are constant; (c) an X_2 coefficient of 0.382 indicates that every one unit increase in organizational commitment will increase employee performance by 0.382 units, assuming other variables are constant.

Hypothesis Test Results (Partial t-test)

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Table 3. Results of the t-test (partial)

Variable	t count	t table	Sig.	Remarks
Organizational Support (X_1) → Performance (Y)	4,312	1,989	0,000	**H1 Accepted**
Organizational Commitment (X_2) → Performance (Y)	3,897	1,989	0,000	**H2 Accepted**

Source: Primary data processed with SPSS 26, 2024

Results of the F (Simultaneous) Test and Coefficient of Determination

Table 4. Test F Results (Simultaneous)

Models	Sum of Squares	df	Mean Square	F count	Sig.
Regression	1.847,32	2	923,66	**28,640**	**0,000**
Residual	2.710,64	84	32,27		
Total	4.557,96	86			

Source: Primary data processed with SPSS 26, 2024; F table = 3.11 (ff1=2, ff2=84, α=5%)

Table 5. Coefficient of Determination (R^2)

R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
0,788	0,621	0,612	5,682

Source: Primary data processed with SPSS 26, 2024

Based on Table 4, the F value is calculated as 28.640 > F table is 3.11, with a significance value of 0.000 < 0.05. This shows that simultaneously, organizational support and organizational commitment have a significant effect on employee performance, so H3 is accepted. Meanwhile, based on Table 5, the value of the determination coefficient (R^2) of 0.621 indicates that 62.1% of the variation in employee performance can be explained by the variables of organizational support and organizational commitment, while the remaining 37.9% is explained by other variables outside this research model.

Discussion

The Effect of Organizational Support on Employee Performance

The results of the first hypothesis test (H1) showed that organizational support had a positive and significant effect on employee performance at PT Gruti Lestari Pratama (t = 4.312 > t table 1.989, sig. = 0.000 < 0.05). These findings confirm that the higher the perception of employees of the support provided by the organization, the higher the performance they will show.

The results of this study are in line with the findings of Sitepu & Siagian (2023) who also found

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a significant positive influence of organizational support on employee performance. Theoretically, these findings can be explained through the perspective of Social Exchange Theory. When an organization shows its concern through various forms of support—whether in the form of financial rewards, attention to welfare, or the provision of adequate work facilities—employees will respond by increasing dedication and effort in work as a form of reciprocity (Nandini & Prasetya, 2022).

In the context of PT Gruti Lestari Pratama, this finding has significant practical implications. The low performance of employees that has occurred so far is largely due to the lack of support felt by employees. Programs to increase organizational support, such as providing more transparent and fair rewards, improving the quality of work facilities, and more comprehensive welfare programs, need to be implemented immediately to encourage performance improvement.

The Influence of Organizational Commitment on Employee Performance

The results of the second hypothesis test (H2) showed that organizational commitment had a positive and significant effect on employee performance at PT Gruti Lestari Pratama ($t = 3.897 > t$ table 1.989, sig. $= 0.000 < 0.05$). These findings confirm that employees who have a high commitment to the organization will be motivated to make their best contribution to achieving the organization's goals.

These findings are consistent with the results of research by Pratiwi et al. (2022) and Wibowo & Paramita (2022) which consistently found a positive influence of organizational commitment on employee performance. Employees with strong organizational commitment tend to have a long-term career orientation, are more willing to invest extra time and energy, and exhibit organizational citizenship behavior (OCB) behaviors that contribute positively to overall performance (Mubarok & Harsono, 2021).

The high turnover and absenteeism rates found at PT Gruti Lestari Pratama are a clear indication of the low commitment of the employee organization. Therefore, strategies to build and strengthen employee commitment—especially affective commitment—are a top priority that needs to be addressed immediately by company management.

The Simultaneous Influence of Organizational Support and Organizational Commitment on Employee Performance

The results of the third hypothesis test (H3) confirmed that simultaneously, organizational support and organizational commitment had a significant effect on employee performance ($F = 28.640 > F$ table 3.11, sig. $= 0.000$). The R^2 value of 0.621 shows that the contribution of these two variables is very substantial in explaining the variation in employee performance.

These findings confirm that organizational support and organizational commitment are not variables that work independently, but complement each other in encouraging employee performance. Organizations that manage to build a strong perception of support among their employees will simultaneously encourage the formation of stronger commitments, which ultimately synergize to produce optimal performance (Eisenberger et al., 2021; Makena et al., 2022).

The managerial implication of these findings is the need for PT Gruti Lestari Pratama to develop an integrated program—not only focusing on support or commitment aspects—but a program

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that holistically improves both at the same time. For example, a positive organizational culture development program, which includes elements of employee contribution recognition, open and transparent communication, and clear career development opportunities.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, several conclusions can be drawn as follows. First, organizational support has a positive and significant effect on employee performance at PT Gruti Lestari Pratama. These findings confirm that the higher the perception of support felt by employees from their organization, the higher the performance they show. This means that management needs to consistently and continuously increase various forms of organizational support to employees.

Second, organizational commitment has a positive and significant effect on employee performance at PT Gruti Lestari Pratama. These results indicate the importance of building and strengthening employees' psychological attachment to the organization, especially the dimension of affective commitment that has been proven to be the strongest in driving performance.

Third, simultaneously, organizational support and organizational commitment have a significant effect on employee performance at PT Gruti Lestari Pratama, with a contribution of 62.1% ($R^2 = 0.621$). This shows that these two variables are very important determinants of performance and need serious attention from management.

Based on these findings, some practical recommendations that can be given to the management of PT Gruti Lestari Pratama include: (1) developing a more transparent, fair, and performance-based reward system to increase the perception of organizational support; (2) strengthening internal communication programs to increase employee engagement and identification with the organization; (3) provide a clear competency development program and career path to encourage employee long-term commitment; and (4) conducting periodic employee satisfaction and engagement surveys as a basis for strategic HR decision-making.

This study has limitations in terms of limited scope to one company only, so generalization of results needs to be done carefully. Further research is suggested to expand the scope of the population, add relevant mediating or moderation variables (such as job satisfaction or organizational culture), and use mixed methods to gain a more comprehensive understanding.

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