

The Influence Of Supervisory And Organizational Commitment On Employee Performance

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Abstract. The purpose of this study was the effect of supervision and organizational commitment on employee performance at Grasindo Book Store Lubuk Linggau.. The formulation of the problem of this research is whether supervision and organizational commitment on employee performance at Grasindo Book Store Lubuk Linggau.. The population and samples used were 60 employees. This study uses quantitative research methods. The results obtained 1) Supervision has a positive and partially significant effect on employee performance with $t_{count} = 4.905 > t_{table} = 1.674$ significant $0.000 < 0.05$. 2) Organizational Commitment has a partially significant positive effect on employee performance with $t_{count} = 5.060 > t_{table} = 1.674$ significant $0.000 < 0.05$. 3) Supervision and Organizational Commitment have a significant positive effect simultaneously on Employee Performance with $F_{count} = 18.127 > F_{table} = 3.18$ significant $0.000 < 0.05$. The conclusion is that supervision and organizational commitment have a positive and significant effect partially and simultaneously on employee performance at Grasindo Book Store Lubuk Linggau.

Keywords: Supervision, Organizational Commitment, Employee Performance

INTRODUCTION

Agencies, both government and private, require Human Resources in carrying out their operational activities. Human Resources also become one of the most important in an organization, along with other factors such as capital, materials and methods. Therefore, Human Resources are one of the factors that have an important role to achieve goals. Realizing the importance of the role of Human Resources or employees, every organization needs to carry out many activities to improve the capacity and performance of employees in achieving their goals. Employee performance is the result of work and work behavior achieved in completing tasks and responsibilities given in a certain period (Abadi et al., 2020). To achieve organizational goals, employees must achieve employee performance in carrying out duties in accordance with the responsibilities given (Abdi & Senin, 2014). Getting good performance from an employee, there

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needs to be organizational supervision and commitment to support its performance.

Leaders must take other managerial steps to create employee performance successful and satisfying, in order to achieve organizational goals. One of these steps is to supervise all work done by employees. Supervision is the process of monitoring, assessing, and reporting plans for the achievement of predetermined goals for corrective actions for further improvement (Abdullah, 2014; Adedokun et al., 2010; Adhayanto et al., 2019). Supervision is one of the important elements in the development of individuals in an organization, because supervision can be a driving force behind subordinates or employees in order to act in accordance with what has been planned in accordance with applicable rules. An employee's commitment to the organization is very important, especially in carrying out his work at work. Every organization wants its employees to have high involvement in the organization. High commitment can encourage employees to work well (Purwanto & Malini, 2022). However, employee commitment to the organization does not take place just like that, but must go through a rather long and gradual process. Organizational commitment is the feelings, attitudes and behaviors of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals, (Purwanto, 2022; Abidin et al., 2021). Organizational commitment shows a person's confidence, support, and loyalty to the values and goals that the organization wants to achieve.

The results of observations at Grasindo Lubuk Linggau Bookstore found problems regarding supervision is: 1) Leaders are less active in monitoring employees at work by directly supervising the tasks carried out by employees; 2) Not optimal leadership in providing corrective actions on the work done by employees by providing instructions and directions for improvement. The organizational commitment of employees at Grasindo Lubuk Linggau Bookstore also found problems regarding: 1) There are employees who have not shown high work loyalty at work because they still lack a sense of responsibility in carrying out work; 2) There are employees who have not shown a sense of pride in working in the organization because there is still a lack of morale and cooperation shown by employees. The performance of employees at Grasindo Lubuk Linggau Bookstore found problems, namely: 1) The network or server system used often went down or errors so as to hinder employees in carrying out the assigned tasks; 2) Not optimal quality of employee service to stake holders because there is still a lack of responsiveness in carrying out work. Based on these findings, the author conducted the study.

LITERATURE REVIEW

Employee Performance

Employee performance is the result of work and work behavior achieved in completing tasks and responsibilities given in a certain period (Affiyah, 2022). Then, employee performance is about doing the work and the results achieved from the work. Performance is about what is done and how to do it (Agus & Fadli, 2022). Furthermore, Performance is the result of a process that refers to and is measured over a certain period based on predetermined terms or agreements, (Agustin, 2021). From some expert opinions about employee performance above, it can be concluded that employee performance is a result of work carried out by employees in a certain period to achieve the goals set by the organization. Agencies can be said to be successful if the planned goals can be achieved optimally. To find out this achievement, performance indicators are needed. As for according to expert indicators to measure employee performance, (Alemayehu et al., 2018), namely: productivity, service quality, responsiveness, responsibility and accountability.

Supervision

Supervision is a way for an organization to realize effective and efficient performance, and further support the realization of the organization's vision and mission (Alfes et al., 2017). Then, supervision is a function that ensures that activities can provide the desired results (Ali Taha et al., 2016). Furthermore, supervision is every effort and action in order to find out the extent of the implementation of tasks carried out according to the provisions and targets to be achieved (Alsughayir, 2014). From some of the opinions of experts about supervision above, it can be concluded that supervision is an act of effort made by superiors to subordinates to ensure the extent to which the work provided provides the desired results. Leaders really need to supervise the work done by their employees so that there are no irregularities, omissions, and maintain employee discipline so that organizational goals can be achieved optimally. According to experts, supervision consists of four indicators, (Amini, 2016; Andriani & Agustina, 2022; Angelia et al., 2020), namely setting standards, measurement, comparing and taking action.

Organizational Commitment

Organizational commitment is the loyalty of the apparatus to the organization and the work it carries out in public organizations, which is reflected in its high involvement in achieving the goals of public organizations, (Balsanelli & Cunha, 2015). Then, organizational commitment is the attitude of loyalty of workers to their organization and is also a process of expressing their

attention and participation to the organization, (Benn et al., 2014). Furthermore, organizational commitment is the feelings, attitudes and behaviors of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals, (Boxall & Purcell, 2022). From some of the opinions of experts about organizational commitment above, it can be concluded that organizational commitment is an attitude of employee loyalty at work shown in the organization which is seen by its high participation in achieving organizational goals. Organizations need employees who have a high commitment to work in order to make a good contribution to the organization. According to expert indicators of organizational commitment (Chusnah & Purwanti, 2020), namely affective commitment, sustainable commitment and normative commitment.

RESEARCH METHODS

Population and Sample

Researchers use quantitative type research, where researchers will use instruments to collect data. Research instruments are used to measure the value of the variables studied. The instrument to be used is a question or statement related to the indicator, which will be used to collect data in this study. The population in this study was 60 employees of Grasindo Lubuk Linggau Bookstore. The sample technique of this study uses a saturated sample method, where the entire population becomes a sample in this study

1. **Data Collection Techniques** Data collection techniques in research are as follows: Observation is a data collection activity by conducting direct research on the environmental conditions of the research object that supports research activities, so that a clear picture of the condition of the research object is obtained. Observations were made at Grasindo Lubuk Linggau Bookstore;
2. **Questionnaire** is a data collection technique by distributing questionnaires to the parties concerned in the research. Questionnaires will be distributed to Grasindo Lubuk Linggau Bookstore employees;
3. **Documentation**, namely the collection of data on matters or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, meeting minutes, agendas and so on. This collection technique is used in order to support theories and data obtained both through observation and questionnaires conducted at Grasindo Lubuk Linggau Bookstore.

In this study using data collection techniques to obtain and collect data through observation, questionnaire questionnaires, and documentation. Data Analysis Techniques, data analysis activities include data processing and data presentation, performing calculations to describe data and testing hypotheses using statistical test analysis, (Kesumawati et al., 2017). The statistical tests used in this study are alanisa description of respondents, simple linear regression test, correlation coefficient test, t test, multiple linear regression test, determination coefficient test and F test.

RESULTS AND DISCUSSION

a. Results of Supervisory Data Analysis on Employee Performance

Table 1. Results of Supervisory Data Analysis on Employee Performance

<i>Model</i>	<i>B</i>	<i>Std. Error</i>	<i>t</i>	<i>Sig.</i>	<i>R</i>
<i>(Constant)</i>	28,385	6,721	4,224	,0001,000	
Supervisor _X1	0,695	,142	4,905	,0000,566	

Table 1 results of the analysis of the Employee Performance Supervision data above for simple linear regression shows the regression equation, namely $Y = 28.385 + 0.695 X1$. From the equation the regression value shows that the value of the constant obtained is $a = 28.385$ units. This shows that, without being influenced by the independent variable Supervision ($X1$), the value of Employee Performance (Y) is 28,385 units. The value of the regression coefficient of the Supervision variable obtained is $b = 0.695$ units, indicating that for every change in the value of Supervision, the value of Employee Performance will change directly proportional to 0.695 units.

Then, Table 1. the results of the analysis of the Supervision of Employee Performance data above for the Supervisory variable t test ($X1$) on Employee Performance (Y) obtained a calculated value = 4.905 greater than the ttable value $(53-1=52) = 1.674$ with a significant value of $0.000 < 0.05$. That is, the Supervision variable ($X1$) has a partial significant influence on Employee Performance (Y) at Grasindo Lubuk Linggau Bookstore.

Furthermore, Table 1. the results of Supervision of Employee Performance above for the correlation coefficient test (r) of the independent variable of Supervision ($X1$) obtained are 0.566. This can be interpreted that the relationship between the independent variable of Supervision ($X1$) and the variable bound to Employee Performance (Y) can be partially said to be moderate at 0.566 because the value is in the coefficient interval $0.40 - 0.599$.

The results of this t test also prove that the first hypothesis of this study, namely "Allegedly Supervision has a partial effect on Employee Performance at Grasindo Lubuk Linggau Bookstore" is proven to be true and the hypothesis is accepted. These results are supported by relevant research entitled "The Effect of Supervision and Commitment to Employee Performance at the Office of the Ministry of Religious Affairs of Soppeng Regency" (Cogin et al., 2016) which obtained the results "There is a negative and significant influence between supervision and the performance of employees of the Office of the Ministry of Religious Affairs of Soppeng Regency". So, researchers can conclude that supervision has a partial effect on employee performance at Grasindo Lubuk Linggau Bookstore.

b. Results of Data Analysis of Organizational Commitment to Employee Performance

Table 2. Results of Data Analysis of Organizational Commitment to Employee Performance

<i>Model</i>	<i>B</i>	<i>Std. Error</i>	<i>t</i>	<i>Sig.</i>	<i>R</i>
<i>(Constant)</i>	31,200	5,960	5,235	,000	1,000
Organizational Commitment_X2	0,832	,164	5,060	,000	0,578

Table 2 of the results of the data analysis of Organizational Commitment to Employee Performance above for simple linear regression results shows the regression equation, namely $Y = 31.200 + 0.832 X_2$. From the equation the regression value shows that the value of the constant obtained is $a = 31,200$ units. This shows that without being influenced by the independent variable Organizational Commitment (X_2), the value of Employee Performance (Y) is 31,200 units. The value of the regression coefficient of the Organizational Commitment variable obtained is $b = 0.832$ units, indicating that every change in the value of Organizational Commitment, the value of Employee Performance will change directly proportional to 0.832 units.

Then, Table 2. the results of Organizational Commitment to Employee Performance above for the t test variable Organizational Commitment (X_2) to Employee Performance (Y) obtained a calculated value = 5.060 greater than the ttable value $(53-1=52) = 1.674$ with a significant value of $0.000 < 0.05$. That is, the variable Organizational Commitment (X_2) has a partially significant influence on Employee Performance (Y) at the Office of the Ministry of Religious Affairs in Lubuklinggau City.

Next, Table 2. the results of Organizational Commitment to Employee Performance above for the correlation coefficient test (r) of the independent variable Organizational Commitment (X_2) obtained are 0.578. This can be interpreted that the relationship between the independent variable of Organizational Commitment (X_2) and the variable tied to Employee Performance (Y) can be partially said to be moderate at 0.578 because the value is in the coefficient interval 0.40 – 0.599.

The results of this t test also prove that the hypothesis of these two studies is "It is suspected that Organizational Commitment has a partial effect on Employee Performance at PT. Telesindo Assurance Indonesia" proved to be true and the hypothesis was accepted. These results are supported by relevant research entitled "The Influence of Work Discipline, Organizational Commitment and Teamwork on Employee Performance at the Serang Regency Ministry of Religious Affairs" (Danish & Usman, 2010) which obtained the results "organizational commitment has a positive and significant influence on employee performance". So, researchers can conclude that Organizational Commitment has a partial effect on Employee Performance at Grasindo Lubuk Linggau Bookstore.

c. Results of Supervisory Data Analysis and Organizational Commitment to Employee Performance Employee Performance

Table 3. Results of Supervisory Data Analysis and Organizational
Commitment to Employee Performance

<i>Model</i>	<i>B</i>	<i>Std. Error</i>	<i>R Square</i>	<i>F</i>	<i>Sig.</i>
<i>(Constant)</i>	20,933	6,765			
Supervision_X1	0,434	,159	0,420	18,127	,000 _b
Commitment <u>Organization_X2</u>	0,548	,187			

Table 3. the results of the analysis of Supervisory and Organizational Commitment data to Employee Performance above for multiple linear regression tests obtain the regression equation, namely: $Y = 20.933 + 0.434 X_1 + 0.548 X_2$. From the equation the regression value shows that the value of the constant obtained is $a = 20.933$ units. This shows that without being influenced by the independent variables of Supervision (X_1), and Organizational Commitment (X_2), the value of Employee Performance (Y) is 20,933 units. The value of the regression coefficient of the Supervision variable obtained is $b_1 = 0.434$ units, indicating that for every change in the value of Supervision, the value of Employee Performance will change directly proportional to 0.434 units assuming other independent variables are constant. The value of the regression coefficient of the Organizational Commitment variable obtained is $b_2 = 0.548$ units, indicating that every change in the value of Organizational Commitment, the value of Employee Performance will change directly proportional to 0.548 units assuming other independent variables are constant.

Then, Table 3. The results of the analysis of the Organization's Supervision and Commitment to Employee Performance data above for the coefficient of determination test show that the value of the coefficient of determination (R^2) obtained is 0.420. That is, the change in the value of the variable tied to Employee Performance explained by all independent variables, namely Supervision and Organizational Commitment simultaneously is 42%. The remaining 58% (100%-42%) were influenced by other variables not studied in this study.

Next, Table 3. the results of the analysis of Organizational Supervision and Commitment to Employee Performance data above for F test (simultaneous) variables of Organizational Supervision and Commitment to Employee Performance at PT. Telesindo Assurance Indonesia shows that the $F_{\text{calculate}}$ value obtained is $18.127 > F_{\text{table}} (53-2-1=50) = 3.18$ with a significant value of $0.000 < 0.05$. This shows that the independent variables of Supervision and Organizational Commitment have a significant influence simultaneously on the variables tied to Employee Performance at Grasindo Lubuk Linggau Bookstore.

The results of this F (simultaneous) test prove that the hypothesis of these three studies, namely "It is suspected that Supervision and Organizational Requests have a simultaneous effect on Employee Performance at Grasindo Lubuk Linggau Bookstore" is proven to be true and the hypothesis is accepted. These results are supported by relevant research entitled "Effect of Organizational Commitment, Organizational Citizenship Behavior (OCB) and Organizational Culture on Employee Performance: (Study on the employees of Forged Wheel Plant, Raebareli)"

(Dewi, 2022) which obtained the results of "analysis show that organizational commitment, Organizational Citizenship Behavior (OCB) and organizational culture have a significant effect on the performance of employees of the FWP" . So, researchers can conclude that Organizational Supervision and Commitment simultaneously affect Employee Performance at Grasindo Lubuk Linggau Bookstore.

CONCLUSION

The results of the research that has been done, it can be concluded that: supervision has a partial effect on employee performance at Grasindo Lubuk Linggau Bookstore. Then, organizational commitment has a partial effect on employee performance at Grasindo Lubuk Linggau Bookstore. Furthermore, organizational supervision and commitment simultaneously affect employee performance at Grasindo Lubuk Linggau Bookstore.

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