



# Relevance of organizational commitment, as a mediator of its contribution to employee performance at the Merak-Banten marine transportation service company

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## ABSTRACT

Organizations can achieve success through their resources, especially human resources. Therefore, employees become the driving force in making a real contribution to the success of the organization on an ongoing basis. Of course, only employees with optimal performance can achieve this success. However, to maximize employee performance, there must be a strategy to improve it, among others by creating employee organizational commitment. This study aims to find out how this strategy improves employee performance. This research was conducted at PT Bintang Samudra Utama Merak Banten Indonesia with a population of 76 employees while the sample used by the author, namely all the population was drawn into the sample with the Total / Saturated sampling technique. The PLS-SEM approach was used in this study. The results of this study indicate that intrinsic motivation, work discipline, and organizational commitment can be a driver in strategies to improve employee performance, either directly or indirectly optimally through organizational commitment. To be able to improve employee performance, it is necessary to improve intrinsic motivation and work discipline both directly and through organizational commitment.

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## INTRODUCTION

Membership in the organization is a very meaningful matter in an organization and formation in the organizational structure of the company because the success and effectiveness of a company or organization are highly dependent on the quality of employees it has in the system. Individuals are often the determinant of attendance in the organization where they work, thus organizations should no longer view individuals as a problem, but as a valuable corporate asset (Haryadi, Haerofiatna, et al., 2022; Purwanto et al., 2021; Wahyudi et al., 2022). Human resources are one of the bases of competitive strength and a key part of what it means to achieve success in competing to achieve goals. Therefore, HR management for companies or industries is a matter of significance

for services to the public (Alfarizi et al., 2022; Rahmatullah et al., 2022; Ruiz-Palomo et al., 2020). Employees are the main asset of the organization and have a strategic role in the company as thinkers, planners, and controllers of organizational activities for the achievement of organizational goals (Prahawan & Simbolon, 2014; Haryadi et al., 2021).

The biggest problem with human resources is the need to see and demonstrate the impact of sustainable competitive advantage on the organization's strategy as the main source. Strategy can be expressed as determining the goals and objectives of the organization, analyzing the relationship between the organization and its environment, reorganizing the activities required for the realization of these goals, and effectively distributing the needed resources in the long run. On the other hand, strategy is a management plan that aims to improve an organization's position in the market, customer satisfaction, and performance. In other words, companies that want to realize a high level of performance must determine a strategy. Efforts to create high-performing employees are influenced by many factors, such as motivation (Good et al., 2022; Wandu, 2022; Zheng et al., 2022).

Employees are an important part of the company compared to other parts such as capital, technology, and other resources because individuals themselves organize others. Individuals sort out technology, individuals seek capital, and individuals use, on the individual side can be one of the bases of competitive advantage and the basis of eternal competitive advantage. Therefore, HR management in the company is a very important matter. The success of a company's management is largely determined by the utilization activities of its employees (Bhatia & Arora, 2021; Gunawan et al., 2022; Riyanto et al., 2022).

Employee performance is one of the important work attitudes to evaluate, and assess and organizations often conduct regular surveys related to individual performance. High employee performance can increase customer loyalty and trust (Abdelwahed et al., 2022; Anshori et al., 2022; Haryadi et al., 2021). Performance is the overall result or success of a person during a certain task period compared to job standards, targets, or criteria that have been predetermined and agreed upon. In other words, employee performance is determined by ability, desire, and environment (Awan et al., 2020; Haryadi, Setiawati, Barat, et al., 2022; Parray, 2020).

Employee performance is influenced by organizational commitment. Organizational commitment is conceptualized as the strength of an individual's identification with and involvement in a particular organization. Individuals with high organizational commitment tend to believe in the values of the organization and follow its goals. The relationship between organizational commitment and knowledge-sharing, studies found a positive effect of organizational commitment on knowledge-sharing among employees (Rahmatullah et al., 2022; Ryu & Moon, 2019). Organizational commitment can be defined as an employee's adherence to the institution as well as the process of achieving goals in a sustainable way (Kurniasari et al., 2018).

In addition to organizational commitment, employee performance can be influenced by work motivation. Motivation is the basis of individual behavior and performance according to the classic theory of reasoned action (Novitasari et al., 2021). In this study, researchers focus on the motivation used is intrinsic motivation. Intrinsic motivation relates to the performance of an activity for inherent satisfaction and enjoyment and interest in the task itself. (Su et al., 2020). Intrinsic motivation usually results from an individual's positive reaction to the work itself and is related to their engagement, curiosity, interest, and feelings of satisfaction (Haryadi, et al., 2022; Shareef & Atan, 2019).

Efforts to improve employee performance, among others, by paying attention to work discipline. A person tends to work enthusiastically if satisfaction can be obtained from his career and satisfaction in employee activities is the key to encouraging behavior, order, and the results of worker activities in supporting the realization of agency goals. (Andry, 2018; Haryadi et al., 2022). Discipline is a person's actions, behavior, and actions that follow the rules of the institution, whether recorded or not (Syahputra et al., 2020).

PT Bintang Samudra Utama Merak which is located at Jl. Raya Merak Km. 116 No. 25 Tg. Gerem-Merak 42438 Banten. PT Bintang Samudra Utama was established on July 21, 1997, to unite the vision and mission of a company that focuses on the marine transportation service sector. The company has focused on the tanker shipping agency industry since it was first established in 1997. PT Bintang Samudra Utama serves a variety of customers, both ship owners, ship charterers, operators, brokers, and various sizes. The three main divisions at PT Bintang Samudra Utama Shipping Agency are operations, finance, and human resource development (HRD). Employee performance in each division has fluctuated over 3 years with a target achievement of 100%. The marketing division experienced a decrease in target realization in 2020 of 94% compared to 99% in 2019 and a lower 93% in 2018. Inconsistencies also occurred in the operational division in 2020 at 98%, which increased compared to 2019 at 90% and 2018 at 97%. Employee performance from 2018 to 2020 experienced an insignificant increase in 2020 at 96.8% compared to 2019 at 95.2%.

Human resources or employees are the most important resources owned by organizations. Motivating these resources will enable organizations to achieve their expected goals. Motivation can also be interpreted as the determination and formation of the elements necessary for employees to work voluntarily to achieve organizational goals or objectives and ensure efficiency. Providing the most effective efficiency depends on employee motivation. As in all sectors, employee motivation has a significant impact on the success of a company. Motivated employees will work more willingly and efficiently, positively reflecting business performance. Therefore, management should consider an approach to being able to provide motivation. This coaching pattern can form an impetus that allows employee creativity to emerge, and employee creativity can improve performance (Ismail et al., 2019; Wahyudi et al., 2022; Ximenes et al., 2019).

By using an associative descriptive quantitative approach with a survey, the author can observe the objectives of this study. Thus, the author can contribute to providing practical and theoretical advice. This study was conducted to identify the objectives to be achieved and the benefits and uses that could be derived from the results of this study, especially the factors that could contribute to improved employee performance.

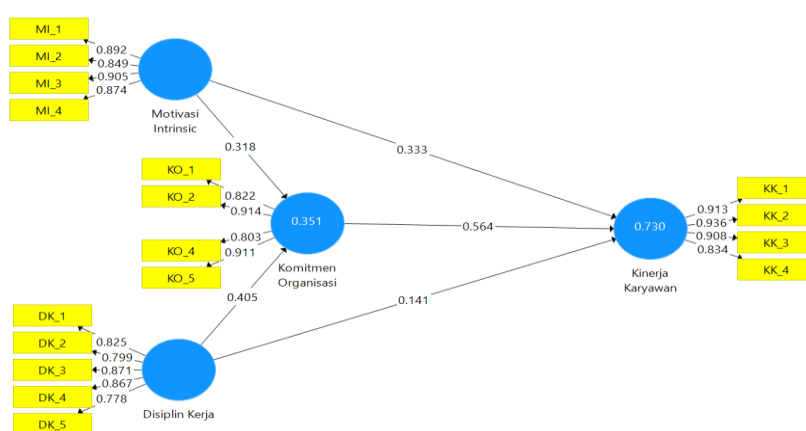
## RESEARCH METHOD

This study will use a quantitative method with a causal approach based on PLS-SEM. The study is based on a sample of 76 respondents from PT Bintang Samudra Utama Merak, located at Jl. 116 No. 25 Tg. Gerem-Merak 42438 Banten. A total sample of 76 respondents was used. The data collection method used was a questionnaire with a 10-point scale from 1 strongly disagree to 10 strongly agree, distributed online using Google Forms. The descriptive items used were drawn from various studies. The tool for processing data is the help of SmartPLS version 4 software (Ringle et al., 2022). The tests carried out are discriminant validity by looking at loading factors, Cronbach's alpha, composite reliability, AVE, and R-Squares. In addition, bootstrapping techniques are used to see the effect, both directly and indirectly (Hair et al., 2017). The hypotheses of this study are as follows: H1: employee performance is significantly positively influenced by intrinsic motivation., H2: employee performance is significantly positively influenced by work discipline, H3: organizational commitment is significantly positively influenced by intrinsic motivation, H4: organizational commitment is significantly positively influenced by work discipline. H5: employee performance is significantly positively influenced by organizational commitment.

## RESULTS AND DISCUSSIONS

Validity testing is necessary to show how supportive the design of the measurement tools and techniques is before hypothesis testing can be conducted. Convergent and discriminant validity were examined in this study to assess validity. In addition, the following vignette shows the results of the validity test. For measurements on the outer model carried out by the author, from the

employee performance variable, there are 4 indicators, namely the quality of work results, quantity of work results, timeliness, and productivity (Insan, 2019: 47; Vipraprastha et al., 2018; Ricardianto, 2018: 67), then the intrinsic motivation variable has 4 indicators, namely work itself, success, reward, and development (Makki & Abid, 2017). The work discipline variable has 5 indicators, namely attendance, adherence to work rules, adherence to work standards, high alertness, and work ethics (Sinambela, 2016; Saleh & Utomo, 2018; Sunarsi *et al.*, 2021). For the organizational commitment variable, there are 5 indicators, including a sense of belonging, a sense of pride, active completion, having a high spirit, and a desire to manage the organization (Utami *et al.*, 2021; Kanwal & Shar, 2021).



**Figure 1.** Outer Model Research  
 Source: Results of 2023 research data processing

The graph above demonstrates that the data automatically satisfies the validity requirements if each indicator's elasticities are all greater than 0.70. Opinion (Ghozali & Latan., 2015: 74) Each indicator is said to be correct if the external load numbers are greater than 0.70. Convergent validity may be seen from the values that must be more than 0.50 in addition to the external load numbers (AVE) (Chin et al., 2020; Ghozali. I & Latan. H, 2015; Hair et al., 2021). The mean variance derived from each variable in this form is greater than 0.50, as seen in the table below.

**Table 1.** Outer model

Indicator/ Variable	Work Discipline (DK)	Employee Performance (KK)	Organizational Commitment (KO)	Intrinsic Motivation (MI)
DK_1	0,825	0,419	0,417	0,225
DK_2	0,799	0,405	0,447	0,214
DK_3	0,871	0,548	0,452	0,409
DK_4	0,867	0,474	0,447	0,344
DK_5	0,778	0,358	0,337	0,127
KK_1	0,454	0,913	0,772	0,555
KK_2	0,498	0,936	0,719	0,563
KK_3	0,537	0,908	0,718	0,500
KK_4	0,448	0,834	0,611	0,667
KO_1	0,515	0,694	0,822	0,415
KO_2	0,421	0,690	0,914	0,375
KO_4	0,389	0,646	0,803	0,398
KO_5	0,428	0,680	0,911	0,371
MI_1	0,278	0,564	0,374	0,892

MI_2	0,257	0,489	0,366	0,849
MI_3	0,311	0,620	0,421	0,905
MI_4	0,314	0,550	0,427	0,874

The table shows that the reliability test values indicate that Cronbach's alpha value, the composite reliability value for all variables is greater than or equal to 0.70 points. Thus, the conclusion is that all variables are reliable or meet the reliability test, and the Average Variance Extracted (AVE) value is > 0.50, which indicates that reliability and construct validity are met.

**Tabel. 2** Outer Reliability

Latent Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0,886	0,896	0,916	0,687
Employee Performance	0,920	0,921	0,944	0,808
Organizational Commitment	0,885	0,886	0,921	0,746
Intrinsic Motivation	0,903	0,908	0,932	0,775

It can be concluded that each variable meets the reliability requirements so that it can be continued for further testing. After testing the outer and inner models, the authors continued testing the data to determine the effect of the variables assumed by the authors, which in full can be seen in the bootstrap test below. The assumed results are said to be accepted if the T statistical value and the t table index value > (1,960) or if the P value is smaller than the significance value of 0.05. The results can be seen in the following figure or table.

**Table. 3** Bootstrapping Direct/Indirect Effect Test Results

Path Coefficient Direct Effect				
Hypothesis	Variable Influence Relations	Original Sample	T Statistic	P Values
H <sub>1</sub>	Intrinsic Motivation → Employee Performance	0.333	4.294	0.000
H <sub>2</sub>	Work Discipline → Employee Performance	0.141	2.033	0.043
H <sub>3</sub>	Intrinsic Motivation → Organizational Commitment	0.318	2.454	0.014
H <sub>4</sub>	Work Discipline → Organizational Commitment	0.405	3.644	0.000
H <sub>5</sub>	Organizational Commitment → Employee Performance	0.564	6.691	0.000
Direct Effect Test Results				
	Intrinsic Motivation → Organizational Commitment → Employee Performance	0.179	2.325	0.002
	Work Discipline → Organizational Commitment → Employee Performance	0.228	3.045	0.020

Sumber: Output SmartPLS 4.0 diolah 2023

The form of the table above is the result of the Bootstrapping test with SmartPLS 4.0 which can be explained in the discussion below: The findings of the first hypothesis of the results of this study indicate that intrinsic motivation has a significant effect on employee performance is accepted. Intrinsic motivation is motives that become active or functional and do not require external stimulation because within each individual there is already an urge to do something. Intrinsic motivation is the motivation that arises within a person (Siyal et al., 2021). Intrinsic motivation is a motivation that arises from within the individual himself without any coercion of other people's encouragement but based on his own will (Oțelea & Popescu, 2014). The author builds a hypothesis in the previous chapter that intrinsic motivation has a significant effect on

employee performance. The higher the intrinsic motivation possessed by an employee, the higher the employee's performance. This research is in line with and supports the results of previous research conducted by (Haryadi et al., 2022; Mardanov, 2020; Nguyen et al., 2020) which state that intrinsic motivation has a significant effect on employee performance. This research rejects the results of previous research conducted by (Bawintil et al., 2019; Cahya et al., 2021; Lubis, 2019) the results of his research stated that intrinsic motivation has no significant effect on employee performance.

The findings of the second hypothesis work discipline have a significant effect on employee performance. Work discipline is a tool used by leaders to talk to employees so that they want to change their attitude and as an effort to increase the understanding and willingness of a person to obey all agency regulations and legal social norms. (Rivai & Sagala, 2010:825). Discipline emerges when people in a field of work create a community to define discipline and ensure its development through some kind of institutionalization of discipline. Discipline does not arise from technological and structural changes in society (Astutik, 2016). This research is in line with and supports the results of previous research conducted by (Amri & Ramdani, 2021; Maryani et al., 2021; Sunarsi et al., 2021) which states that work discipline has a significant effect on employee performance. This study rejects the results of previous research conducted by (Candana et al., 2020; Rizqika, 2020; Sanggarawati et al., 2021; Satedjo & Kempa, 2017) in the results of his research stated that work discipline has no significant effect on employee performance.

The findings of the third hypothesis, namely intrinsic motivation, have a significant effect on organizational commitment. Intrinsic motivation is a series of intrinsic conditions that, if present on the job, will be able to drive a strong level of motivation and produce good work performance, but the conditions caused to cause a sense of dissatisfaction (Fernadi *et al.*, 2016). Triadi & Hidayah, (2019) The researcher explained that intrinsic motivation is a driver of activities that come from within the worker as a worker in the form of understanding the meaning or use or meaning of the profession towards the obligations he carries out. This research is in line with and supports the results of previous research conducted by (Aflah et al., 2021; Suwignyo & Triastity, 2017; Melati et al., 2021) which states that intrinsic motivation has a significant effect on employee performance.

The findings of the fourth hypothesis, namely discipline, have a significant effect on organizational commitment. These results indicate that the higher the work discipline possessed by an employee, the higher the organizational commitment. Where the higher the employee who has a high level of work discipline, the higher the organizational commitment. Discipline is discipline to the provisions or orders formalized by the institution in a way that is used in finding cases in their work (Sinambela, 2019:334). This research is in line with and supports the results of previous research conducted by (Abdullah et al., 2022; Isnaini et al., 2020; Pohan, 2021; Roy & Sumartik, 2021) which states that work discipline has a significant effect on employee organizational commitment.

The findings of the fifth hypothesis regarding the organizational commitment variable have a significant effect on employee performance. Organizational commitment is very meaningful because agencies want employees who have high organizational commitment so that the agency can survive and improve the services and products it produces (Lv et al., 2022). This research is in line with the results of previous research conducted by (Amri et al., 2021; Astuti & Soliha, 2021; Bagis et al., 2021; Donkor et al., 2021; Jufrizen et al., 2021) which states that organizational commitment has a positive and important influence on employee performance.

## CONCLUSION

For organizations to be successful, they must integrate various functions and make the most of them. Among effective management systems, the importance of human resources is increasing. Employee performance is one of the most important factors affecting success. Therefore, human

resource management in an organization has become one of the most important functions of a company. Strategies that can be applied to create superior performance include work discipline, intrinsic motivation, and organizational commitment. In this context, this research is expected to make a theoretical contribution to the literature. This research is limited to PT Bintang Samudera. For further research, it is necessary to add variables and research objects elsewhere.

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