

# Effect Of Organizational Commitment, Leadership, And Compensation On Employee Performance at PT Trustlog Total Solusindo Surabaya

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## ABSTRACT

This study examines the effect of organizational commitment, leadership, and compensation on employee performance. The sample in this study were 40 employees at PT Tustlog Total Solusindo in Surabaya. The analytical tool used is multiple linear regression. The results showed that simultaneously the variables of organizational commitment, leadership and compensation had an effect on employee performance, while partially leadership and compensation variables had a positive effect on employee performance, while the organizational commitment variable had no effect on employee performance at PT Trustlog Total Solusindo Surabaya. And the most dominant variable in its influence on employee performance is the leadership variable.

**Keywords:** organizational commitment, leadership, compensation, employee performance

## 1. INTRODUCTION

Business competition in the current era of globalization can be said to be growing rapidly. Many companies are vying to win the existing business competition. Especially the business competition in container transportation services which is a routine business managed by PT Trustlog Total Solusindo which is located in Perak Surabaya. The role of human resources is the most important thing in the progress of a management, implementation and process of running a business to achieve the company's targets and goals. In its implementation, human resources in this company become the main element when compared to other resource elements. Therefore, a company must maintain its survival and growth by means of effective and best possible management of its human resources.

The success of a company in achieving its goals cannot be separated from employees who can hold organizational commitments in their place to work well. The organizational commitment in question is not only related to the level of employee turnover, but is also related to the level of employee willingness to work wholeheartedly and sacrifice for the company where they work. The achievement of a company goal is also inseparable from the role of a leader in the company. According to Rivai (2011: 53) leadership is an ability possessed by a leader to be able to influence others around him by growing positive feelings in the minds and self of the people he leads to achieve a certain goal he wants. The success or failure of a company goal that can be achieved by the company depends on the leader.

One of the important factors that enable employees to improve their performance in addition to organizational commitment and leadership is the compensation received. Compensation for an employee or employees is an important thing for them, because compensation is considered as a reward given by the company to them for the dedication they have given to the company. The need for efforts made by the company to improve employee performance is nothing but so that the company's goals will be easier to achieve.

Similar research has been carried out before, namely research from Silalahi (2019) entitled "The Influence of Leadership, Compensation, and Organizational Culture on Employee Performance at the Ministry of Youth and Sports of the Republic of Indonesia" and then there is another study from Ghifary and

Faizah (2019) entitled "The Influence of Leadership and Organizational Commitment to Employee Performance at the Industry and Trade Office of Pasuruan Regency, East Java "from many existing studies, there has never been a similar research conducted on companies engaged in container transportation services, therefore this research takes the object of research on companies PT Trustlog Total Solusindo located in the city of Surabaya, which has a type of container transportation business. like other companies that want to improve the performance of their employees in order to survive in business competition that is experiencing rapid progress as it is today, because this is an important issue although in practice it is not that easy to make it happen. Based on the description of the background that has been described above, the researchers need to conduct research with the title "Effect of Organizational Commitment, Leadership, and Compensation on Employee Performance at PT Trustlog Total Solusindo Surabaya".

## **2. LITERATUR REVIEW**

### **a. Employee performance**

Employee performance is an aspect that is assessed individually, because each employee has different abilities and expertise in completing their work. The management can evaluate and measure the performance of their employees by looking at the performance results of each employee. Performance is an outcome or action, not an event. In essence, performance is an individual thing because employees have different skills and abilities in carrying out their work, therefore the company's performance depends on the combination of abilities, efforts and opportunities obtained by the employee. From the description above, it can be concluded that performance is the result of work that can be measured in terms of quality and quantity but by referring to the requirements of work standards such as completion of tasks or targets being met, and the results of the employee's work being achieved within a certain period in accordance with the work responsibilities that have been assigned given.

### **b. Organizational Commitment**

Organizational commitment is considered as a value orientation towards an organization which shows that the individual really thinks about and prioritizes the work assigned to him and the responsibility towards the company where the individual works. The employee will try to give all the ability and effort to help the company where he works in achieving its goals. Another opinion was expressed by Sopiah (2008: 155) which states that organizational commitment is a desire of members of the organization to maintain their membership in the organization and will be dedicated to achieving the common goals of the organization.

### **c. Leadership**

Leaders hold strategic positions in determining performance in an organization. Leaders who carry out their leadership effectively will be able to move the people around them, namely their subordinates to follow the directions that he ordered so that the performance of employees will also increase because of the presence of a leader figure who can direct well, and to achieve common goals in a company. Such a leader must have a leadership figure whose attitude is a role model and role model in a company. And vice versa, if there is a leader who lacks influence and a bad figure in front of his subordinates, this will result in slow company performance. This can happen because the leader does not have the capability or ability and skill in creating a good performance situation in a company.

### **d. Compensation**

According to Hasibuan (2012:118) compensation is all income in the form of money, goods or facilities received by employees in return for services that have been provided by the company. Meanwhile, according to Rivai (2012:141) compensation is something received by employees as a substitute for contributions for services that have been provided by the employee to the company. The provision of compensation is one form of the implementation of the HR function related to all types of awarding employees as compensation for the organizational tasks that have been carried out.

The problem of compensation is the most important thing as one of the factors that causes employee performance to increase. Because compensation can create a big boost and influence on employee morale. Thus, companies must determine the right amount of compensation for their employees, either by making certain criteria and standards that are important to be fair, this is one of the efforts to support the achievement of company goals. It should also be borne in mind that the issue of compensation is not a simple problem but quite complex, so every company should have a guideline on how to determine the appropriate amount of compensation for its employees.

In this study, the author describes several previous studies that are relevant to the problems to be studied. The first research is research from Ghifary and Faizah (2019), in his research entitled "The Influence of Leadership and Organizational Commitment on Employee Performance at the Industry and Trade Office of Pasuruan Regency". Silalahi's second research (2019), his research entitled "The Influence of Leadership, Compensation, and Organizational Culture on Employee Performance at the Ministry of Youth and Sports of

the Republic of Indonesia". The third research from Trisdayanti (2021), in his research entitled "The Effect of Training and Compensation on Employee Performance at the Old Public Health Center". the fourth study conducted by Astuti and Suhendri (2020) entitled "The Effect of Compensation and Motivation on Employee Performance at PT Tunas Jaya Utama", the results of the study state that partially compensation and motivation have a positive and significant effect on employee performance.

### 3. RESEARCH METHOD

The analytical model in this study is derived from the theoretical study discussed in the previous section, which conceptually states that the influence of organizational commitment, leadership and compensation has an influence on employee performance. Thus, based on the background of the problem and a review of the literature, a conceptual framework is made as shown in the following figure:

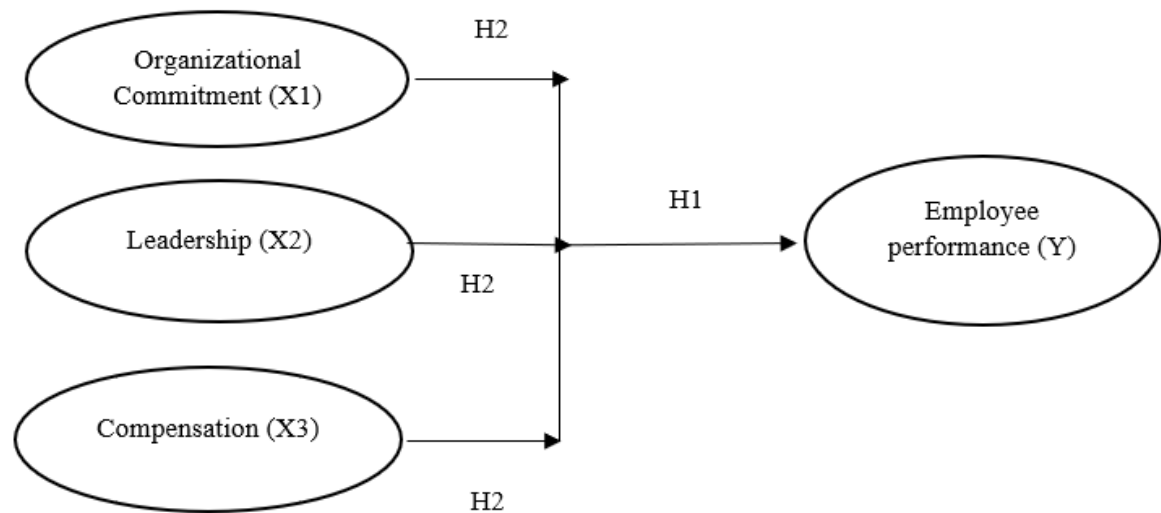


Figure 1. Hypotesis

#### a. Hypothesis

- 1) Organizational commitment, leadership, and compensation simultaneously affect employee performance at PT Trustlog Total Solusindo Surabaya.
- 2) Organizational commitment, leadership, and compensation partially affect employee performance at PT Trustlog Total Solusindo Surabaya
- 3) Which variables between organizational commitment, leadership, and compensation have a dominant effect on employee performance at PT Trustlog Total Solusindo Surabaya.

#### b. Population and Research Sample

The number of employees of PT Trustlog Total Solusindo is 40 people, consisting of management levels such as directors, finance, HRD and staff. The population in this study were all employees of PT Trustlog Total Solusindo totaling 40 people. This study was conducted on the entire population. Thus, the method used in this research is census.

The measurement scale used in this study is the Likert scale. According to Sugiyono (2011:132) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The Likert scale assessment is as follows:

- 1) Answers strongly agree are given a weight of 5
- 2) Answers agree are given a weight of 4
- 3) Neutral answers are given a weight of 3
- 4) Disagree answers are given a weight of 2
- 5) Strongly disagree answers are given a weight of 1

#### c. Data Type

The type of data collected by the author is primary data. The primary data in the research is data obtained directly from the respondents by using a questionnaire compiled based on the variables studied (Ghozali, 2016: 130). Data obtained directly from respondents (objects of research) in the form of a questionnaire which was used as a benchmark in the research which was distributed to employees of PT Trustlog Total Solusindo in Surabaya.

#### d. Data analysis

Data analysis in this study was processed using the Statistical Package For Social Sciences (SPSS) software version of SPSS 20 for Windows. Data analysis in this study includes validity and reliability tests, classical assumption test, regression test, coefficient of determination test, and hypothesis testing.

e. Data analysis method

Multiple regression analysis is done by determining a mathematical model that reflects the causal relationship between the dependent variable and the independent variable. This analysis uses the SPSS 20.0 program with the following equation formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where :

Y = Employee Performance

a = constant value

X1 = Organizational commitment factor

X2 = Leadership factor

X3 = Compensation factor

b1,b2,b3 = coefficient of variables

e = standard error

f. Hypothesis test

The output of the path analysis is to find out the results of the hypothesis through the SPSS program by conducting a Simultaneous test with the F test and partial test with the T test, as well as the dominant test.

g. Place and time of research

This research was conducted at the Office of PT Trustlog Total Solusindo, which is located on Jl. Perak Timur 512 Block A4, Surabaya, East Java. The time of the research implementation in June 2022.

#### 4. RESULTS AND ANALYSIS

a. Validity test

Validity test is used to determine the level of validity of a questionnaire. The provisions in the validity test are if the significance of r count > r table then it is declared valid.

Table 1. Validity Test Result

Variabel	Indicator	r count	r table	Description
Organizational commitment (KO)	KO.1	0,713	0,3120	Valid
	KO.2	0,765	0,3120	Valid
	KO.3	0,560	0,3120	Valid
	KO.4	0,725	0,3120	Valid
	KO.5	0,745	0,3120	Valid
	KO.6	0,728	0,3120	Valid
	KO.7	0,691	0,3120	Valid
	KO.8	0,690	0,3120	Valid
	KO.9	0,745	0,3120	Valid
Leadership (KE)	KE.1	0,730	0,3120	Valid
	KE.2	0,735	0,3120	Valid
	KE.3	0,861	0,3120	Valid
	KE.4	0,840	0,3120	Valid
	KE.5	0,778	0,3120	Valid
	KE.6	0,661	0,3120	Valid
Compensation (KOM)	KOM.1	0,772	0,3120	Valid
	KOM.2	0,738	0,3120	Valid
	KOM.3	0,781	0,3120	Valid
	KOM.4	0,702	0,3120	Valid
	KOM.5	0,689	0,3120	Valid
	KOM.6	0,786	0,3120	Valid
	KOM.7	0,648	0,3120	Valid
	KOM.8	0,689	0,3120	Valid

Employee Performance (KK)	KK.1	0,848	0,3120	Valid
	KK.2	0,781	0,3120	Valid
	KK.3	0,869	0,3120	Valid
	KK.4	0,565	0,3120	Valid
	KK.5	0,619	0,3120	Valid
	KK.6	0,847	0,3120	Valid

Source: Primary Data 2022

Based on table 1, all the questions in this study were declared valid, because they had an r-count > 0.3120.

#### b. Reliability Test

To measure the reliability of a research questionnaire must use Cronbach alpha. If a questionnaire has a Cronbach alpha value > 0.60 then the questionnaire can be said to be reliable

Table 2. Reliability Test Result

Variabel	Cronbach's Alpha	Kriteria	Keterangan
Organizational commitment (KO)	0,875	0,60	Reliabel
Leadership (KE)	0,856	0,60	Reliabel
Compensation (KOM)	0,872	0,60	Reliabel
Employee Performance (KK)	0,854	0,60	Reliabel

Source: Data Processing Results, 2022

Based on table 2, it can be seen that all variables in this study are declared reliable because they have a Cronbach alpha value > 0.60

#### c. Classic assumption test

##### 1) Normality test

Kolmogorov Smirnov approach

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal	Mean	0E-7
Parameters <sup>a,b</sup>	Std. Deviation	1,74567612
Most Extreme	Absolute	,066
Differences	Positive	,058
	Negative	-,066
Kolmogorov-Smirnov Z		,419
Asymp. Sig. (2-tailed)		,995

a. Test distribution is Normal.

b. Calculated from data

Based on table 3, the results of the Kolmogorov-Smirnov (K-S) test have an Asymp value. Sig. of 0.995. Where is the Asymp value. Sig of 0.995 > 0.05, then the data used in this study was declared normal.

##### 2) Multicollinearity Test

Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Organizational commitment	,190	5,265
Leadership	,349	2,864
Compensation	,284	3,520

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data Processing Results, 2022

Based on table 4, it can be seen that the VIF value of each independent variable in this study is  $< 10$ , while the tolerance value of each variable is  $> 0.10$ . So it can be stated that all independent variables in this study are free from multicollinearity.

### 3) Heteroscedasticity Test

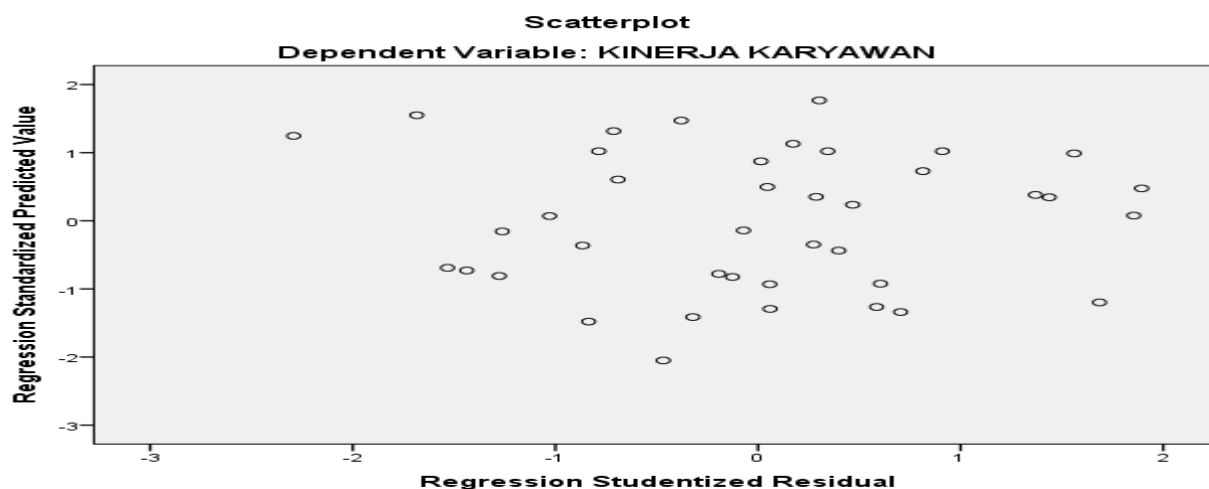


Figure 2  
Heteroscedasticity Test Graph

Source: Data Processing Results, 2022

Based on Figure 2, it can be seen that the points in the image are scattered randomly and no particular pattern is formed. So it can be concluded that in this regression model, there is no heteroscedasticity.

### d. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.696	2,637		1,022	,313
1 Organizational commitment	-,098	,160	-,124	-,615	,542
Leadership	,632	,141	,670	4,494	,000
Compensation	,306	,139	,363	2,198	,034

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data Processing Results, 2022

Based on table 5, then the multiple linear regression equation using Sig. 5%:

$$KK = 2,696 - 0,098 KO + 0,632 KE + 0,306 KOM + e$$

### e. Hypothesis test

#### 1) Simultaneous Test (F Test)

Table 6. F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	307,127	3	102,376	31,010	,000 <sup>b</sup>
Residual	118,848	36	3,301		
Total	425,975	39			

a. Dependent Variable: KK

b. Predictors: (Constant), KO, KE, KOM

Source: Data Processing Results, 2022

Based on table 6, it can be seen that the F value is 31,010 with a Sig level.  $0.000 < 0.05$ . It can be concluded that the first hypothesis which states that the variables of organizational commitment, leadership, and compensation simultaneously affect employee performance is accepted.

## 2) Partial Test (t Test)

Table 7. t Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.696	2,637		1,022	,313
1 Organizational commitment	-,098	,160	-,124	-,615	,542
Leadership	,632	,141	,670	4,494	,000
Compensation	,306	,139	,363	2,198	,034

a. Dependent Variable: Employee Performance

Source: Data Processing Results, 2022

Based on table 7, it is explained how much influence the independent variable has on the dependent variable. Then the results of hypothesis testing can be described as follows Organizational Commitment (KO) to Employee Performance (KK). Value of Sig. t test for organizational commitment variable is 0.542 or  $> 0.05$ . Leadership hypothesis testing (KE) on Employee Performance (KK). Value of Sig. t test for the leadership variable is 0.000 or  $< 0.05$ . Compensation (KOM) hypothesis testing on Employee Performance (KK). Value of Sig. t test for compensation variable is 0.034 or  $< 0.05$ . So it can be concluded that the second hypothesis of organizational commitment variable has no effect on employee performance, while leadership and compensation partially affect employee performance.

## 3) Dominant Test

Table 8. Dominant Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	2.696	2,637		,313
1 Organizational commitment	-,098	,160	-,124	,542
Leadership	,632	,141	,670	,000
Compensation	,306	,139	,363	,034

a. Dependent Variable: Employee Performance

Source: Data Processing Results, 2022

Based on table 8 to determine the dominant variable, the variables that have a significant effect or not are determined, in the table it can be seen if the leadership and compensation variables have a significant effect because  $\text{sig} < 0.05$ . Then just compare the beta values. If beta is further away from zero (0) then the variable is increasingly influential (dominant). In table 8 the leadership variable is the variable with the most dominant influence on employee performance compared to organizational commitment and compensation variables. The leadership variable has a beta value of 0.670 (getting away from zero), so it can be said that leadership is the most dominant variable.

## 5. CONCLUSION

- a. Simultaneous influence between organizational commitment variables, leadership and compensation on employee performance

The results of testing the first hypothesis prove that based on the explanation of the F test results that the variables of organizational commitment, leadership, and compensation simultaneously affect employee performance. This is evidenced by the results of the significance of the F test, which is 0.000, which is  $< 0.05$ .

- b. Partial influence between organizational commitment, leadership and compensation variables on employee performance

The results of testing the second hypothesis partially prove that organizational commitment has no effect on employee performance, as evidenced by the sig value of 0.542, which is  $>$  from 0.05. And leadership and compensation variables have an effect on employee performance. It is proven by the results of the

significance of the leadership variable of 0.000 that is  $<0.05$  and the significance of the compensation variable is 0.034 which is  $<0.05$ .

- c. The influence of which variable is the most dominant between the variables of organizational commitment, leadership and compensation on employee performance  
The results of testing the third hypothesis prove that the leadership variable is the variable that has the most dominant influence on employee performance. Evidenced by the results of the beta value of 0.670 (getting away from zero, when compared to other variables).
- d. Research limitations  
In this study, only three independent variables were used, which in fact could still be added other variables such as employee placement, work motivation and so on, and the company used for research is still classified as a small company because it only has 40 employees.
- e. Suggestions for future researchers  
The next researcher is expected to choose a case study place that is large enough to be able to take more research samples, so that the research results are closer to the real facts. And it is hoped that further researchers can add other factors that can improve employee performance, for example discipline, work motivation and so on.

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