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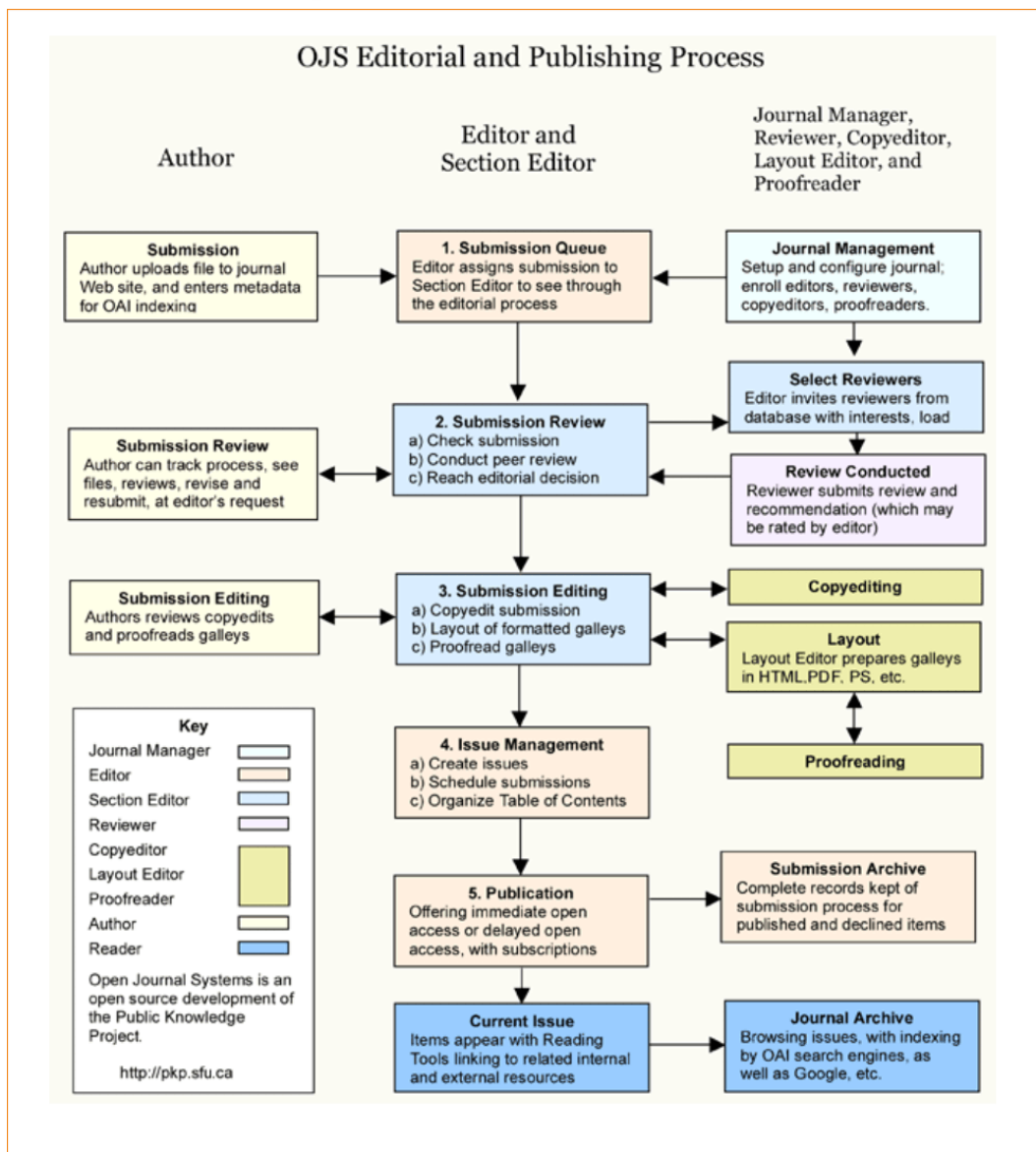
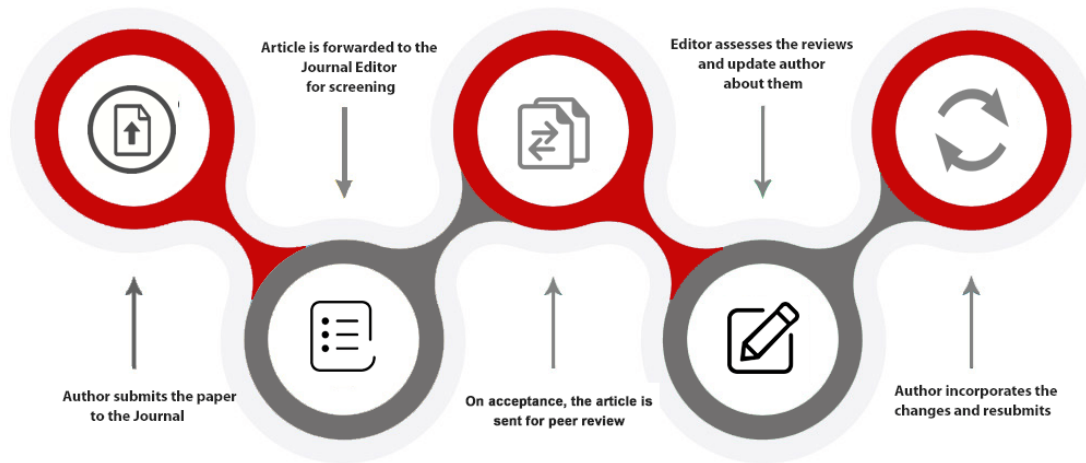
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The Effect of Work Communication and Work Motivation to Employee Performance at PT. Catur Mitra Sejati Sentosa

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Abstract

This research intends to determine: (1) the effect of work communication on employee performance, and (2) the effect of work motivation on employee performance. The population in this research are all employees of PT. Catur Mitra Sejati Sentosa, totaling 65 employees. The sample utilized in this research is the entire population of 65 employees, thus it is called a population research. Instrument testing was carried out at PT. Catur Mitra Sejati Sentosa. The validity test used correlation product moment, while the reliability test used Spearman Brown which processed by using SPSS 18.0 for Windows. In the validity test of work communication, there are 9 statements and all are valid. In the validity test of work motivation, there are 5 statements and all are valid. In the validity test of employee performance, there are 9 statements and all are valid. Furthermore, the classical assumption test includes multicollinearity test and heteroscedasticity test. Meanwhile, the hypothesis test in this research applies multiple regression analysis and the coefficient of determination. The results of this research indicate that: (1) Work Communication (X1) has a partially significant influence on the Employee Performance variable (Y). This is demonstrated by the magnitude of the significance value of 0.029 which is smaller than 0.05. In accordance with these results, it can be concluded that work communication has a significant effect on the employee performance of PT. Catur Mitra Sejati Sentosa. (2) Work Motivation (X2) has a partially significant influence on Employee Performance (Y). This is indicated by the magnitude of the significance value of more than 0.008 which is smaller than 0.05. According to these results, it can be inferred that work motivation has a significant effect on the employee performance of PT. Catur Mitra Sejati Sentosa. (3) Work Communication (X1) and Work Motivation (X2) have a significant effect simultaneously on the Employee Performance variable (Y). This is revealed by the magnitude of the significance value of more than 0.008 which is smaller than 0.05. Based on these results, it can be concluded that work motivation has a significant effect on the employee performance of PT. Catur Mitra Sejati Sentosa. (3) Work Communication (X1) and Work Motivation (X2) have a significant effect simultaneously on the Employee Performance variable (Y).

Keywords:

Employee Performance, Work Communication, Work Motivation

1. Introduction

During the Covid-19 pandemic, the rapid competition required companies to develop new ideas in order to achieve company goals. The company must have advantages and competitiveness, so that it can survive among other companies. The role of human resources is essential in achieving company goals. According to Hasibuan (2002) human resources (HR) is the science and art of managing the relationships and roles of labor in order to make it effective and efficient in terms of realizing the company, employee and community goals. Especially in the retail business where many competing companies share strong goals and targets for advancing the company. For instance, PT. Catur Mitra Sejati Sentosa is a company that produces building materials located on Jalan Wiyung Surabaya. Located in the southern part of the Surabaya city, which is well-known for a lot of new housing developments. Selling building materials, especially granite and ceramics, with a variety of different services to the various prices, it caused this company has many competitors. Therefore, this company must be more nimble and clearer in carrying out all activities to achieve the main results and goals in accordance with the company's targets. In addition, employees with real and high performance are needed in advancing the company. According to Irham (2014), Performance is the result obtained by an organization, both profit oriented and non-profit oriented organization which is produced over a period of time.

Employee performance affects the success of PT. Catur Mitra Sejati Sentosa. While, the capability of a company to develop is rely on the competence of human resources. In order to utilize existing resources in the

company to carry out work tasks within a purposeful framework. The success of all work tasks of a company is largely determined by the availability of quality human resources. This is not only about improving the quality of human resources, but the company is also required to continue to increase its competitiveness through improving the quality of management. Therefore, maintaining a harmonious and sustainable relationship with employees is essential so that the company can develop optimally. There are several negative factors that can lower employee performance, including poor communication with fellow employees and communication with consumers, and the lack of motivation to employees, thus employee productivity decreases. In this case, communication and motivation are highly important to achieve company goals.

Communication has a major role in organizational and group life. In light of achieving common goals, humans with a good communication organization are needed, communication can be either verbal or non-verbal, both of which can be used with the same goal of achieving company goals. In a company or organization, it is obligatory to teach excellent communication to all employees, hence, there will be no miscommunication either to fellow employees or to consumers. Meanwhile, at PT. Catur Mitra Sejati Sentosa, there are several obstacles in communication that affected to employee performance which is less good and also resulted in consumer complaints. Communication problems that often occur, are communication between divisions which caused consumer disappointment and eventually they complain. For examples, the wrong type of goods which taken or delivered to the consumers, and the incompatibility between the goods ordered and what the consumer receives. Communication, therefore, is an integral part of a management process through effective communication so that harmonious cooperation can be developed to achieve the goals (Baccal, 2005).

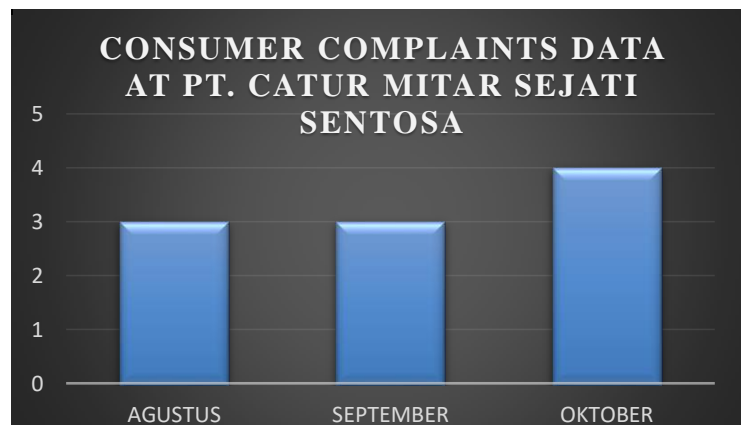


Figure 1. Consumer Complaints Data at PT. Catur Mitar Sejati Sentosa

Source: PT. Catur Mitra Sejati Sentosa (2020)

Work motivation for employees is also very important since it can encourage and train employees to do high-performance work based on company expectations. Even though the company has great competence employees, if the company cannot properly direct their potential, it is hardly to achieve the company's goals. Motivation is a condition in which one's efforts and willpower are directed towards achieving certain results or goals. The intended results can be seen in the form of productivity, attendance or other creative work behavior (Sopiah, 2008). Regarding motivation, it should lead to the desires of all employees, so that there is true alignment of motives between the company and its employees about how to work together to achieve the company's goals that have been set with the high performance. Thus, both parties can work effectively and optimally to develop and advance the company in the future.

Based on the description of the phenomenon above, the researcher is interested in conducting research regarding "The Effect of Work Communication and Work Motivation to Employee Performance at PT. Catur True Partners, Sentosa".

2. Literature Review

According to Athoillah (2010) communication can be seen as a process. It means that communication is a flow of information through a series or sequence of several stages or steps that are dynamic. It is due to the fact that communication is a two-way process, not a one-way process. While the operational definition of communication is the quality of communication that exists between employees or between employees and superiors at PT. Catur Mitra Sejati Sentosa.

The indicators employed in this research are cited from Athoillah (2010), among others:

- 1) The quality of communication between superiors and subordinates
- 2) The quality of communication between subordinates and superiors
- 3) The quality of communication between subordinates
- 4) Providing a positive influence
- 5) Familiarity
- 6) Increasing knowledge
- 7) Facilitating a problem solving
- 8) Equalizing perceptions
- 9) Exchanging experiences

Meanwhile, in accordance with Fathoni (2006), Motivation is a suggestion or encouragement which appears owing to the fact that it is given by someone to others or oneself. The encouragement is meant to change a person to be a better person. Motivation can also be interpreted as the reason for an action done by someone. The three main elements in this definition are intensity, direction and persistence.

1. Forms of Motivation

The following are forms of motivation often utilized by an organization or company, including:

- a. Financial Compensation
One of the most often forms given to the work's achievement is compensation. The compensation provided by employees is usually in the form of money.
- b. Direction and Control
Briefings are meant to determine for employees what they should do and what they shouldn't do.
- c. Establishing effective work patterns
Effective adjustment of work patterns in increasing employee needs is not possible, at least in a large size, without implementing major changes in the internal culture of the company.
- d. Policy
A policy can be defined as an action taken deliberately by management to influence the attitudes or feelings of employees. In other words, a policy is an attempt to create happiness among employees.

2. Types of Motivation

- a. Intrinsic Motivation is motives that become active or works without external stimulation, since in every individual already has an urge to do something.
- b. Extrinsic Motivation is motives that become active or works because of external stimulation.

The indicators employed in this research include:

- a. Employment Relations
- b. Work Environment
- c. Praise at work
- d. Salary earned
- e. Yearly reward

According to Samsuddin (2018), employee performance is the level of success of employees in accomplishing their duties and responsibilities. Performance is basically what employees do and don't do. While the operational definition of employee performance itself is the level of employee performance at the Bank Jatim Branch of Dr. Soetomo Surabaya has a good performance cited from Samsuddin (2018) which is quoted from (Sedarmayanti, 2001) which includes:

- a. Quality of work
- b. Timing (promptness)
- c. Initiative
- d. Capability
- e. Communication

The indicators applied in this research include:

- a. Quality of work
- b. Quality of service
- c. Timing
- d. Work accuracy
- e. Initiative at work
- f. Understanding the main duties and functions
- g. Work ability

- h. Knowledge and skills
- i. Work communication

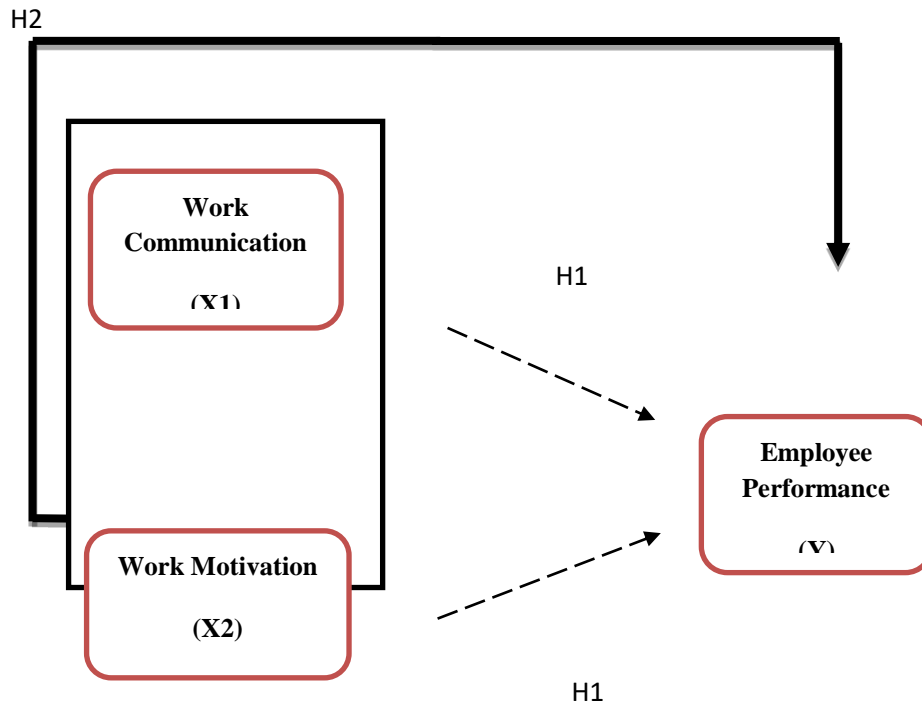


Figure 2: Conceptual Thinking Framework
Source : Author

3. Methodology

The type of this research is Explanatory Research, which objective is to clarify the connection between the research variables and examine the hypotheses that have been formulated with a quantitative approach. This research employed a survey method using a statement list instrument or a questionnaire as a data collection tool (Ferdinand, 2006). The scaling technique in this research uses the Likert scale.

A sample is part of the number and characteristics of the population Sugiyono (2018). The sampling technique in this research utilized saturated samples. Saturated sample means a sampling technique when all members of the population are used as samples Sugiyono (2018). Therefore, this research applies a sample of 65 people from all employees of PT. Catur Mitra Sejati Sentosa and all populations were taken as samples.

The validity test used correlation product moment, while the reliability test used Spearman Brown which processed by using SPSS 18.0 for Windows. Furthermore, the classical assumption test includes multicollinearity test and heteroscedasticity test. While the hypothesis testing in this research employs multiple regression analysis and the coefficient of determination as well as the hypothesis testing t test and f test.

4. Result and Discussion

4.1. Result

4.1.1. Validity Test

The validity test is an extent that measures the existence characteristics of the phenomena in the research. According to R. (2007), the validity of an instrument is related to the ability of the instrument to measure or reveal the characteristics of the variable. Based on the questionnaire distributed to 65 respondents, the validity test was carried out using SPSS 18. In accordance with Ghozali (2011), the criteria utilized in determining the validity of the statements in this research were as follows:

1. The significance level is 5% or 0.05
2. Degree of freedom (df) = n-2 = 65-2 = 63, obtained $r_{table} = 0,2441$ (value of r_{table} for n = 65).
3. If r_{count} is greater than r_{table} and the value of r is positive, then the statement or question or indicator item is mean to be valid.

In line with the previous analysis, the validity test results can be shown as follows:

Table 1. The Validity Test Results

No.	Indicators /Variables	Corrected Item-Total Correlation	r Table	Decision
Work Communication				
1.	X1.1	0.666	0.244	Valid
2.	X1.2	0.832	0.244	Valid
3.	X1.3	0.436	0.244	Valid
4.	X1.4	0.632	0.244	Valid
5.	X1.5	0.779	0.244	Valid
6.	X1.6	0.763	0.244	Valid
7.	X1.7	0.790	0.244	Valid
8.	X1.8	0.740	0.244	Valid
9.	X1.9	0.601	0.244	Valid
Work motivation				
1.	X2.1	0.828	0.244	Valid
2.	X2.2	0.813	0.244	Valid
3.	X2.3	0.823	0.244	Valid
4.	X2.4	0.834	0.244	Valid
5.	X2.5	0.766	0.244	Valid
Employee performance				
1.	Y.1	0.797	0.244	Valid
2.	Y.2	0.747	0.244	Valid
3.	Y.3	0.889	0.244	Valid
4.	Y.4	0.735	0.244	Valid
5.	Y.5	0.562	0.244	Valid
6.	Y.6	0.598	0.244	Valid
7.	Y.7	0.545	0.244	Valid
8.	Y.8	0.748	0.244	Valid
9.	Y.9	0.889	0.244	Valid

Table 1 reveals that all indicators utilized in measuring the variables of Work Communication (X1) Work Motivation (X2) Employee Performance (Y) used in this research have a correlation or r_{count} greater than $r_{\text{table}} = 0.244$ (r_{table} value for $n = 65$) so that all indicators are valid.

4.1.2. Reliability Test

The reliability test is the extent in measuring consistency if the results are repeated in a characteristic. Reliability testing technique was carried out by using the reliability coefficient value of spearman Brown. The decision making criterion obtained if the Guttman Split-Half Coefficient value is more than 0.80.

Table 2. Variable of Reliability Test

No.	Variables	Reliability Coefficient	Decision
1	Communication (X1)	0.803	Reliabel
2	Work Motivation (X2)	0.807	Reliabel
3	Employee Performance (Y)	0.802	Reliabel

Source: Primary data processed by the author

According to the Table 2, it can be seen that the value of the Guttman Split-Half Coefficient for all variables is greater than 0.80. From the provisions previously mentioned, all variables employed in this research are reliable.

4.1.3. Normality Test

Before carrying out the normal distribution test, firstly, the value of each variable must be calculated. This value can be obtained by averaging the number of each variable indicator with a normal or nearly normal distribution.

As stated by Arifin (2008), the Normal Distribution Test is a distribution depicted in a bell-shaped graph, in the form of two symmetrical parts, starting from the left, rising up to a certain peak point then starting to decline but not touching the horizontal line of a data group is meant to have a normal distribution or normal function when it has the following characteristics:

- 1) Data can be calculated and data with extreme value (too big or too small) is not too much
- 2) The largest number of data that is close to the average value. Half of the data have a value less than or equal to the average value; and half have a value greater than or equal to the average value; and the other half have a value greater than or equal to the average value.

In general, it can be calculated by using the normal distribution test of Kolmogorov and Smirnov. The rule is that if the significant value is greater than 0.5 then the variable has a normal distribution.

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.53080690
Most Extreme Differences	Absolute	.067
	Positive	.067
	Negative	-.064
Kolmogorov-Smirnov Z		.541
Asymp. Sig. (2-tailed)		.932

a. Test distribution is Normal.

b. Calculated from data.

From the calculation results obtained a sig. Value of 0.932 (can be seen in Table 3) or greater than 0.05. Thus, the H_0 requirement is accepted since the normality assumption is fulfilled. For the P-P Plot test, it can be seen in Figure 3.

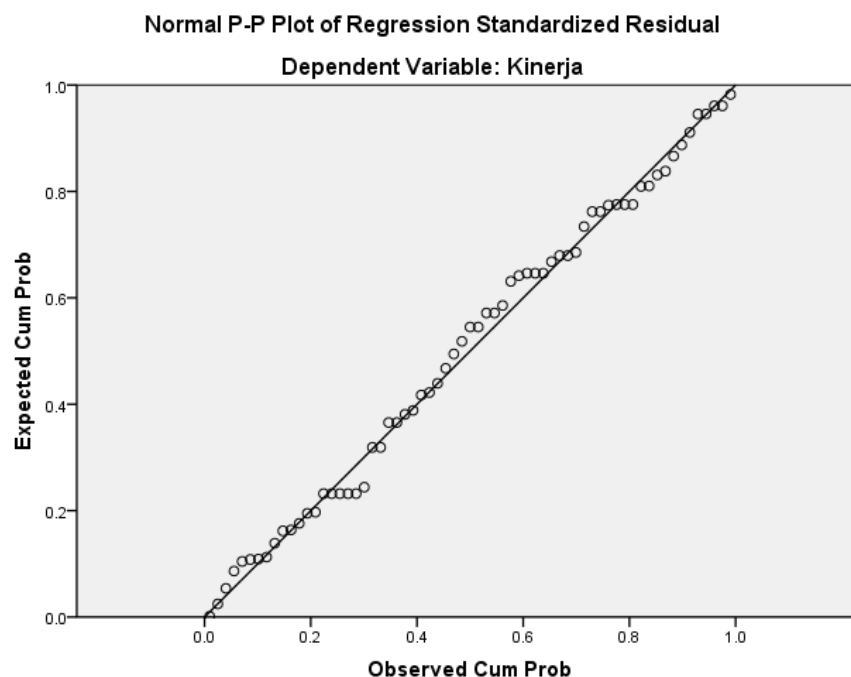


Figure 3. P-P Plot

According to the P-P Plot test, it is appeared that the data points have spread along a diagonal line, therefore, it can be said that the variables of Work Communication (X1) Work Motivation (X2) Employee Performance (Y) is normally distributed.

4.1.4. Multicollinearity Test

Multicollinearity, is a circumstance in which the independent variable (independent) is correlated with other independent variables or an independent variable is a linear function of the other independent variables. A good regression model should not have a correlation between the independent variables (Ghozali, 2005).

Furthermore, the multicollinearity test in this research can be seen as follows:

Table 4. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Communication (X1)	0.439	2.277
Motivation (X2)	0.439	2.277

a. Dependent Variable: Performance (Y)

The multicollinearity test results can be seen in Table 5.

Table 5. Multicollinearity Test Results

Independent variable	Collinearity Statistics	
	Tolerance	VIF
X1	0.439	2.277
X2	0.439	2.277

Source: Primary data processed by the author

From the Table 5, it can be seen that the test results of each independent variable include:

- a. Tolerance for Work Communication is 0.439
- b. Tolerance for Work Motivation is 0.439

In the test results, it is discovered that the overall tolerance value is > 0.1, so it can be concluded that there is no multicollinearity between the independent variables.

The multicollinearity test can also be done by comparing the VIF (Variance Inflation Factor) value with the number 10. If the VIF value < 10, it means that there is no multicollinearity. Following are the test results for each independent variable:

- a. The VIF for Work Communication is 2,277
- b. The VIF for Work Motivation is 2,277

From the test results, it can be concluded that there is no multicollinearity between the independent variables. Thus, the assumption test for the absence of multicollinearity can be fulfilled.

4.1.5. Heteroscedasticity Test

The heteroscedasticity test objectifies to test whether there is a similarity in variance of the regression model from the residuals from one observation to another (Ghozali, 2005).

A good regression model refers to homoscedasticity or non heteroscedasticity (Ghozali, 2005). Basic analysis can be seen as follows:

1. If there is a certain pattern, such as the dots forming a certain regular pattern (wavy, widening then narrowing), it indicates that there is a heteroscedasticity.
2. If there is no clear pattern, as well as dots above and below the number 0 on the Y axis, then there is no heteroscedasticity.

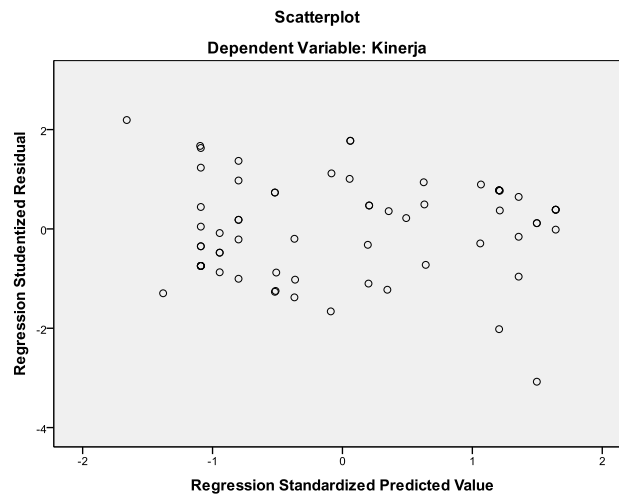


Figure 4. Scatterplot

Based on the Scatterplot graph in Figure 4, it appears that the dots spread randomly, either above or below zero on the Y axis. It can be concluded that the model in this research has met the requirements of homoscedasticity or without heteroscedasticity symptoms.

4.1.6. Regression Equations

The regression analysis is utilized to calculate the amount of influence between the independent variables, namely Work Communication (X1) and Work Motivation (X2) toward the dependent variable, so called Employee Performance (Y). The regression equation is used to determine the form of the relationship between the independent variable and the dependent variable. By using the SPSS for Windowsver 18.00, the regression model is obtained as in Table 5.

Table 6. Regression Equations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	13.273	3.934		3.374	.001
	Communication (X1)	.327	.146	.321	2.239	.029
	Motivation (X2)	.642	.236	.390	2.724	.008

a. Dependent Variable: Performance (Y)

Source: Primary data processed by the author

According to the Table 5, the regression equation is obtained as follows:

$$Y = 13,273 + 0.327 X1 + 0.642 X2$$

From the equation above, it can be interpreted as follows:

- a. A constant of 13,273 means that if work communication and work motivation are constant, the employee performance is 13,273.
- b. $b_1 = 0.327$, means that employee performance will increase by 0.327 units for every additional unit of X1 (work communication). Therefore, if communication has increased by 1 unit, then employee performance will increase by 0.327 units, assuming the other variables are considered constant.
- c. $b_2 = 0.642$, Employee Performance will increase by 0.642 units for every additional unit of X₂ (Work Motivation). Therefore, if work motivation has increased by 1 unit, then Employee Performance will increase by 0.642 units, assuming the other variables are considered constant.

4.1.7. Coefficient of Determination (R²)

Based on Ghozali (2005), the coefficient of determination essentially measures how far a model is capable in explaining variations in the dependent variable. The coefficient of determination is zero and one. While, the small value of R2 means that the independent variables have provided all the information needed to predict the dependent variable.

Table 7. Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.665 ^a	.442	.424	2.571

a. Predictors: (Constant), Motivation (X2), Communication (X1)

The coefficient of determination employed in this research is to calculate the effect or contribution of independent variables to the dependent variable. From the analysis in Table 6, it is obtained the adjusted R² (coefficient of determination) of 0.424. This means that 42.4% of Purchase Decisions will be influenced by the independent variable, namely Work Communication (X1) Work Motivation (X2). While the remaining 57.6% of the Purchasing Decision variable will be influenced by other variables which are not discussed in this research.

Instead of the coefficient of determination, the coefficient of correlation is also obtained which shows the magnitude of the relationship between the independent variables, namely Brand Ambassador, Product Quality and Sales Promotion with the Purchasing Decision variable, the R value (correlation coefficient) of 0.665, this correlation value indicates that the relationship between the independent variables of Work Communication (X1)) Work Motivation (X2) with Employee Performance (Y) is in the strong category because it is in the range of 0.6 - 0.8.

4.1.8. Simultaneous Test

1. T Test

The t test according to Ghazali (2005) is applied to examine the significance level of the influence of the independent variables individually (partially) on the dependent variable (dependent) in implementing variations of the dependent variable. If the probability value <0.05 then the t test can be obtained to partially predict the effect of the independent variable on the dependent variable. The significance of this effect can be estimated by comparing the table value and the calculated value.

- 1) If t-count > t-table, or the level of significance <0.05, it appears that each independent variable partially has a significant effect on the dependent variable.
- 2) If t-count < t-table, or the level of significance > 0.05, it appears that each independent variable partially does not have a significant effect on the dependent variable.

Table 8. Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1 (Constant)	13.273	3.934			3.374	.001
Communication (X1)	.327	.146	.321		2.239	.029
Motivation (X2)	.642	.236	.390		2.724	.008

a. Dependent Variable: Performance (Y)

Based on the Table 7 above, it can be seen that the t_{count} value of the work communication variable (X1) is 2,239, and the work motivation variable (X2) is 2,724.

- 1) Testing on the effect of work discipline on employee performance.

The test results obtained that the t_{count} for the variable of work discipline on employee performance shows the value of t_{count} = 2.239 > from t_{table} 1.998 with a significance of 0.029 < 0.05 which means significant. Therefore, work communication variable partially has a positive and significant effect on employee performance.

- 2) Testing on the effect of work motivation on employee performance

The test results obtained from the t_{count} value for the work motivation variable on the employee performance shows the value of t_{count} = 2.724 > from t_{table} 1.998 with a significance of

0.008 <0.05, which means significant. Therefore, work motivation partially has a positive and significant effect on employee performance.

2. F Test

According to Ghozali (2005), F Test is a test to determine the effect of the independent variables, so called Work Communication (X1) Work Motivation (X2) simultaneously toward the dependent variable, so called Employee Performance (Y). The criteria for the hypothesis testing are as follows:

- 1) If $F_{count} > F_{table}$, or the significance level <0.05, it means that each independent variable simultaneously has a significant effect on the dependent variable.
- 2) If $F_{count} < F_{table}$, or the level of significance > 0.05, it means that each independent variable simultaneously does not have a significant effect on the dependent variable.

Table 9. ANOVA^b

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	324.635	2	162.317	24.550	.000 ^a
	Residual	409.919	62	6.612		
	Total	734.554	64			

a. Predictors: (Constant), Motivation (X2), Communication (X1)

b. Dependent Variable: Performance (Y)

Based on the data on the Table 8 above, it can be seen that $F_{count} = 24,550$ while the value of F_{table} is 3.996. Thus, F_{count} is $24.550 > F_{table}$ is 3.996. In addition, the significant value of 0.000 <0.05, so it can be concluded that work communication (X1), work motivation (X2), simultaneously have a positive and significant effect on employee performance (Y) at PT. Catur Mitra Sejati Sentosa.

4.2. Discussion

In accordance with the research results, it is figured out that Work Communication (X1) Work Motivation (X2) have significant effects simultaneously on employee performance (Y). Thus, by increasing Work Communication (X1) Work motivation (X2), it can be concluded that it will also increase Employee Performance.

5. Conclusion

1. Based on the results, it is discovered that the variables of Work Communication (X1) Work Motivation (X2) have significant effects simultaneously on Employee Performance (Y). Thus, by increasing Work Communication (X1) Work Motivation (X2), it can be concluded that it will increase Employee Performance.
2. Based on the results of the t test partially, it is discovered that Work Communication (X1), partially brings a significant effect on Employee Performance.
3. Based on the results of the t test partially, it is discovered that Work Motivation (X2), partially brings a significant effect on Employee Performance.
4. Based on the results of the t test, it is discovered that the Work Motivation variable has the highest t value and the beta coefficient. Thus, the Work Motivation variable has the strongest effect compared to other variables. Therefore, the Work Motivation variable has a dominant effect on Employee Performance.

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Biography

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Effect of Work Ethics and The Work Environment on Performance of Employees of PT. Berlian Indah Abadi Nusantara Surabaya

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Abstract

This study aims to see the work ethic and work environment variables on the performance of the employees of PT Berlian Indah Nusantara Abadi Surabaya, partially or simultaneously. The method used in this method is quantitative and the data obtained from the distribution of questionnaires given to 57 employees, consisting of men mean 30 people while 27 women. Then for the analysis technique using multiple linear regression analysis processed using the SPSS version 21.00 program. From the research results, work ethics have a positive and significant effect on employee performance. Meanwhile, the work environment has a negative and significant effect on the work environment.

Keywords:

Employee Performance, Work Environment, Work Ethics

1. Introduction

The role of human resources is very important in achieving company goals. According to Hasibuan (2002) Human resources (HR) is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of company, employee and community goals. Especially in a trading business where there are many competing companies who share the same goal of developing and advancing the company, as in PT. Berlian Indah Nusantara Abadi Surabaya without the interference of company employees would not be able to progress and develop as it is today.

It is possible for a company to progress and develop which is also supported by a work ethic because ethics is also able to lead to a reflection of good and correct behavior. And the work environment can also affect. According to George R. Terry (2006: 23) in Ngilimun (2019) work environment can be defined as the forces that affect, either directly or indirectly, the performance of the organization or company. performance is performance equal to job performance, whose final result is calculated by comparing the work results with predetermined benchmarks. Based on the description of the phenomenon above, the researcher is interested in conducting research with the title "Effect Of Work Ethics and The Work Environment on Employee Performance Pt Berlian Indah Nusantara Abadi Surabaya".

1.1. Formulation of the problem

1. Are work ethics and work environment partially significant effect on employee performance?
2. Do work ethics and work environments simultaneously have a significant effect on employee performance?

1.2. Purpose

1. To analyze the effect of work ethics on employee performance at PT. Berlian Indah Nusantara Abadi Surabaya
2. To analyze the influence of the work environment on employee performance at PT. Berlian Indah Nusantara Abadi Surabaya
3. To analyze the effect of work ethics and work environment simultaneously on the performance of employees at PT. Berlian Indah Nusantara Abadi Surabaya.

1.3. Theory Base

1. Work ethic

Work ethics is a system of values or norms that are used by all company employees, including their leaders in their daily work. Companies with good work ethics will have and practice the values, namely:

honesty, openness, loyalty to the company, consistency in decisions, good cooperation, discipline, and responsibility. The definition of Work Ethics is also defined by several experts including:

Obey Muhammad Djakfar (2013: 95-96) in Oktari (2018) work ethics are attitudes and views towards work, work habits of a person, a group of people or a nation.

Aspects of Work Ethics in According to Sinamo (2002: 29) quoted by Syaiful Sagala (2013: 292) in Oktari (2018) explained that there are eight aspects of work ethic. These aspects are:

- a. Work is a gift.
- b. Work is a mandate.
- c. Work is a vocation.
- d. Work is actualization.
- e. Work is worship.
- f. Work is an art.
- g. Work is honor.
- h. Work is service.

Factors Affecting Work Ethics According to Novliadi (2009: 112) quoted by Sukhidin (2017: 50) in Oktari (2018) Work ethic is influenced by several factors, namely:

- a. Religion
- b. Community Culture
- c. Social and Political
- d. Education Work ethic
- e. Economic Structure

Work Ethics Indicators According to Asifudin quoted by Alwiyah (2007: 98) in Nur aini et al (2020) work ethic indicators, namely:

- a. Be responsible
- b. Positive Work A positive work environment
- c. Work Discipline
- d. Persevere Someone
- e. Work ethic education

2. Work environment

Definition of the work environment is a component part that is very, very important for an employee in carrying out work activities. By paying attention to a good work environment or creating good working conditions able to motivate employees to work, then it can have an influence on employee morale. The definition of the work environment is everything that is around the workers that can affect themselves in carrying out assigned tasks.

The work environment is measured using indicators by the following ratio, namely:

- a. Work facilities, facilities and equipment
- b. Safety and cleanliness
- c. Air exchange
- d. Lighting
- e. Interpersonal relationships

3. Employee performance

Employee performance is the work achieved by a person in carrying out work tasks in accordance with his / her authority and responsibility in an effort to achieve organizational goals with indicators of completing tasks properly, obeying work procedures and rules, having initiative in work, maintaining work quality, behave well and be responsive to increased work demands, achieve the goals set according to the work agenda.

Factors Affecting Employee Performance According to Mathis and Jackson (2006: 83) in Veronika (2018) factors that affect employee performance include the following:

- a. Capability.
- b. Motivation, support received.
- c. The existence of the work they do and the relationships they accept.
- d. The existence of the work they do and their relationship with the organization. According to Gibson, James L., John M. Ivancevich (2003) in Veronika (2018) individual performance is basically influenced by:
 - 1) Expectations regarding rewards
 - 2) Encouragement
 - 3) Capabilities, needs and characteristics
 - 4) Perception of duties

- 5) Internal and external rewards
- 6) Perceptions of reward levels and performance satisfaction

Employee Performance Indicators According to Robbins (2006: 260) in Asty & Krismawati (2016) indicators that can be used to assess employee performance are:

- a. Work quantity
- b. Quality of employee work.
- c. Timeliness
- d. Work commitment
- e. Independence

1.4. Research Hypothesis

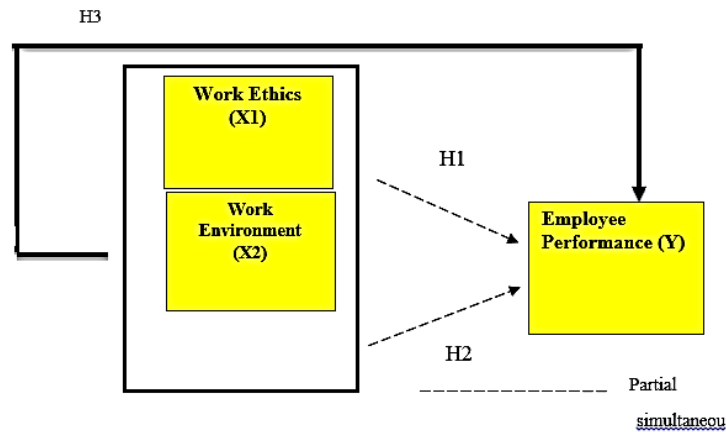


Figure 1. Research Hypothesis

- H1 = Work ethic has a partially significant effect on employee performance
- H2 = The work environment has a partial insignificant effect on employee performance
- H3 = Work ethic and work environment have a significant effect simultaneously on employee performance.

2. Research Methods

This research is a field research with quantitative descriptive research. Quantitative descriptive research is research conducted by describing the independent variables and the dependent variables and proving the relationship of the independent variables into the dependent variable through hypothesis testing. The method used in this research is a quantitative method which emphasizes its analysis on numerical data (numbers) processed by statistical methods.

2.1. Research Object

The object of this research is carried out at PT.Berlian Indah Nusantara Abadi Surabaya which is located at Jl. Raya Nginden No.48 Surabaya. For the unit of analysis, namely all employees at PT.Berlian Indah Nusantara Abadi.

2.2. Population and Sample

1. Population

According to Sugiyono (2016: 117) in Dewi et al. (2018) Population is the whole subject of research. "Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then draw conclusions".

2. Sample

According to Sugiyono (2010: 117) in Marantika (2017) The sample is part of the number and characteristics of the population.

2.3. Multiple Linear Regression Analysis

The statistical test used is multiple linear regression analysis. Regression analysis is an approach used to define the mathematical relationship between the independent variables (X) and the dependent variable (Y). The regression model is expressed in the equation.

3. Research Results and Discussion

Tabel 1. Research Results and Discussion

Item Questions	rTable	rCalculate	Information
X1.1	0.266	, 475 **	Valid
X1.2	0.266	, 419 **	Valid
X1.3.	0.266	, 499 **	Vallid
X1.4	0.266	, 773 **	Valid
X1.5	0.266	, 404 **	Valid
X1.6	0.266	, 465 **	Valid
X1.7	0.266	, 387 **	Valid
X1.8	0.266	, 478 **	Valid
Item Questions	rTable	rCalculate	Information
X2.1	0.266	, 696 **	Valid
X2.2	0.266	, 458 **	Valid
X2.3	0.266	, 862 **	Valid
X2.4	0.266	, 540 **	Valid
X2.5	0.266	, 789 **	Valid
X2.6	0.266	, 744 **	Valid
Item Questions	rTable	rCalculate	Information
Y.1	0.266	, 607 **	Valid
Y.2	0.266	, 576 **	Valid
Y.3	0.266	, 583 **	Valid
Y.4	0.266	, 789 **	

From the table above we can conclude that all variables of Work Ethics (X1) Work Environment (X2) and Employee Performance (Y) are valid because they have a calculated r value that exceeds the r table, namely 0.266.

3.1. Reliability Test

Table 2. Reliability Test

Cronbach's Alpha	N of Item
, 698	18

From the results of the calculation data of the reliability test above, the Cronbach's Alpha value is 698 out of 18 items in the questionnaire. This shows that the 18 items of the questionnaire statement have met the requirements for the reliability test, where if the Cronbach's Alpha reliability test results are > 0.6 then it is declared reliable.

3.2. Classical Assumption Result

1. Normality test

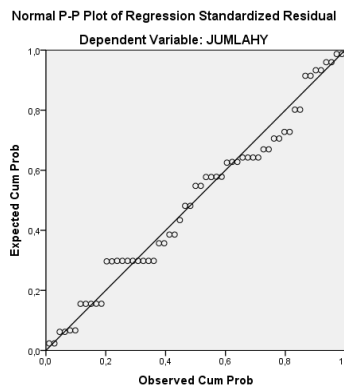


Figure 2. Normality test

The graphic above shows the distribution of the plots around and along the 45° line, it can be concluded that the research variables are normally distributed.

2. Heteroscedasticity Test

Table 3. Heteroscedastity Test Table

Variable	Sig	Conclusion
Work Ethics	0.77	Non-heteroscedastity
Work environment	0.163	Non-heteroscedastity

The table above shows that all variables have a value greater than 0.05, it can be concluded that the entire table is non-heteroscedasticity.

3. Multicollinearity Test

Obtained the Tolerance value for Work Ethics Variable (X1) of .907 and for Work Environment Variable (X2) of, 907. Then obtained the VIF value for the Work Ethics variable (X1) of 1.217 and for the Work Environment Variable (X2) of 1.217. Based on the guidelines for the decision of Tolerance Value and VIF Value, it can be concluded that the two variables do not have multicollinearity symptoms because the two variable values meet the requirements.

4. Hypothesis test

Table 4. of Work Ethics and Work Environment Regression Analysis Test Results on Employee Performance of PT.Berlian Indah Nusantara Abadi Surabaya

Variable	t Count	t Table Sig.	α
Work Ethics	6,958	2,00488	,000
Work environment	-4,506	2,00488	,000

a. Hypothesis I Test

From the table above, the sig value is obtained. For the effect of X1 on Y of, 000 which means less than 0.05 and t\he value of t count is 6.958> from the t Table of 2.00488 so it can be concluded that H1, namely X1 or Work Ethics, has a positive and significant effect the Work Environment Then it can be concluded that the first hypothesis is accepted.

b. Hypothesis II Test

From the table above, the sig value is obtained. For the effect of X1 on Y of, 000 which means less than 0.05 and the value of t count is $-4.506 >$ from the t table of -2.00488 so it can be concluded that H2, namely X2 or the work environment, has a negative and significant effect on the work environment. Then it can be concluded that the second hypothesis is accepted.

Tabel 5. F test ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	62,927	2	31,464	27,349	, 000b
Residual	62,125	54	1,150		
Total	125,053	56			

- a. Dependent Variable: AMOUNT
- b. Predictors: (Constant), QUANTITYX2, AMOUNTX1

c. Hypothesis Test III

Based on the results of the F test, a significant value is obtained for the effect of X1 and X2 simultaneously to Y is equal to $0.000 < 0.5$ and the value of F count is $27.349 >$ F table 3.16 so it can be concluded that H3 is accepted, which means that there is an influence of X1 (Work Ethics) and X2 (Work Environment) simultaneously on Y (Employee performance).

3.3. Determination correlation analysis (R2)

Tabel 6. Determination Correlation Analysis Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 709a	, 503	, 485	1,073

- a. Predictors: (Constant), QUANTITYX2, AMOUNTX1
- b. Dependent Variable: AMOUNT

The coefficient of determination (R2) in essence measures how far the model's ability to explain variations in the dependent variable (Ghozali 2005). From the test results in this study, it was found that the R2 test value was 503 or 50.3%, which means that the variables in this study only had an effect of 50.3% and the rest was influenced by other variables that were not examined in this study.

Table 7. Summary of Hypothesis Results of Multiple Linear Regression Test

No	Hypothesis	Result
1.	Ewhen work affects performance Employees of PT. Berlian Indah Nusantara Abadi	Proven
2.	Work Environment affects performance Employees of PT. Berlian Indah Nusantara Abadi	Proven
3.	Work Ethics and Work Environment are influenti significant to the Employee Performance of PT. Diamond Indah Nusantara Abadi	Proven

4. Analysis and Discussion of Research Results

4.1. Effect of Work Ethics on Employee Performance

The results showed that work ethics had a positive effect on employee performance at PT. Berlian Indah Nusantara Abadi Surabaya. This is evidenced by the results of the regression calculation which obtained a value of, 000 which means less than 0.05 and the t value of $6.958 >$ from the t Table of 2.00488 so that it can be

concluded that H1, namely X1 or Work Ethics, has a positive and significant effect on the Work Environment. With this, it can be concluded that the research can prove the first hypothesis.

4.2. Effect of Work Environment on Employee Performance

The results showed that the work environment had an effect negative on employee performance at PT. Berlian Indah Nusantara Abadi Surabaya. This is evidenced by the results of linear regression data processing who get the value sig. For the effect of X2 on Y of, 000 which means that is less than 0.05 and the value of t count is $-4.506 > t$ The table is -2.00488 so it can be concluded that H2 is X or the work environment has a negative and significant effect on Work environment. And with this it can be concluded that research can prove the second hypothesis.

4.3. The Effect of Work Ethics and Work Environment on Employee performance

The results of the study showed a significant value for the effect of X1 and X2 simultaneously on Y is equal to $0.000 < 0.5$ and the calculated F value of $27.349 > F$ table 3.16 so it can be concluded that H3 is accepted, which means there is an influence of X1 (Work Ethics) and X2 (Work Environment) simultaneously to Y (Employee Performance).

5. Conclusions and Suggestions

5.1. Conclusion

Based on the results of research and discussion, several conclusions can be drawn. Work ethics have a positive effect on employee performance at PT. Berlian Indah Nusantara Abadi Surabaya.

1. The work environment has a negative effect on the performance of employees at PT. Berlian Indah Nusantara Abadi Surabaya.
2. Work Ethics have a simultaneous positive effect and the Work Environment has a simultaneous negative effect on Employee Performance at PT. Berlian Indah Nusantara Abadi Surabaya

5.2. Suggestion

Based on the research on the effect of work ethics and work environment, the work environment has a significant negative effect on employee performance with the results of linear regression data processing that get sig. For the effect of X2 on Y of, 000, which means less than 0.05 and the value of t count is $-4.506 > t$ Table of -2.00488 . So it is suggested to the leadership of PT. Berlian Indah Nusantara Abadi Surabaya if the work environment decreases, it will affect employee performance, it is important for company leaders to create a healthy work environment in order to achieve maximum employee performance.

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Biography

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Teller Service Satisfaction Level Analysis at BNI Undaan Surabaya Branch

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Abstract

This study aims to find out the analysis of the level of satisfaction of teller services at BNI Undaan Surabaya Branch by using the research dimension consisting of tangible (physical evidence), reliability (reliability), responsiveness (responsiveness), assurance (guarantee) and empathy (empathy). This research is a research that uses the approach qualitative, the technique used in this research is the method of questionnaires and data collection techniques through google form. Then using the gap analysis method and managed to find the gap score is - 0.48 with an average score of -0.096. The research subjects used were customers at BNI Undaan Surabaya Branch which amounted to 50 people. The results showed from 50 respondents known analysis of the quality of teller services to customers at BNI Undaan Surabaya Branch with a Very Dissatisfied attitude of 0%, Dissatisfied 0%, Dissatisfied 0%, Satisfied 9.6% and Very Satisfied 90.4%. Based on the results of the research can be interpreted the quality of service provided by the teller at BNI Undaan Surabaya Branch is Very Satisfied.

Keywords:

Customer Satisfaction, Gap Analysis, Service Quality

1. Introduction

In this increasingly advanced and sophisticated age, competition in the business world is undeniable. Similarly, in the world of banking is getting tighter every day in the field of business and services. All existing banks are competing - competition ranging from state-owned banks, private banks and foreign banks to find new customers or retain old customers. One way to make customers interested in the products of the bank is to improve the quality in the field of service so that the customers have a good relationship with the bank. So if the customer is satisfied, they will be interested in all programs offered by the bank and do not close the possibility to invite their colleagues or their relatives to become customers at the bank. Therefore, the bank must know very well about how to treat customers properly and so as to make them feel satisfied with the service at the bank. (Kusmayadi, 2008)

The quality of service can be interpreted as a customer's assessment of the overall privileges of a product or service. According to Assauri, (2007) good service will have a positive impact for every member and prospective member so that it can attract them to use the 3 products and services offered. If the company's service is maximal, then by itself will get positive value from consumers, which will have a direct impact on the bank's brand image. (Kartika, C., Adam, A. D., & Trisna, 2019)

Customer satisfaction is the feeling of pleasure or disappointment of someone arising from comparing the perceived performance of the product (or results) with their expectations, if the performance fails to meet expectations then the customer will be dissatisfied, if the performance in accordance with the customer's expectations will be satisfied, if the performance exceeds the expectations of customers are very satisfied or happy (Kotler, Philip, 2008). GAP Analysis is used as a business evaluation tool that focuses on performance gaps. This analysis is used to determine the gap between consumer perception and expectations and identify the actions needed to reduce the gap and achieve expected performance in the future. Therefore, the company wants to know the gap between the company and the quality expectations of services that have been provided by the teller of BNI Undaan Surabaya Branch.

2. The Foundation of Theory

Customer satisfaction plays an important role in maintaining customers who have been served by banks, who are then able to generate and increase bank income. (Indiani, Ni Luh Putu., Yasa, I Putu Ngurah Suyatna., Sitiari, 2016).

When the quality of the product is considered good by the customer, the customer's commitment to the bank is higher. A number of studies confirm this, found that product quality has a positive and significant effect on customer loyalty. (Yaya, L.H.P., Marimon, F., Casadesus, 2011; Wu, Y.L.& Shang, 2013; Ismail, 2014).

2.1. Quality of Teller Service

According to Tjiptono, (2001), quality can be interpreted as "dynamic conditions related to products, services, human resources, processes, and environments that meet or exceed expectations". Based on this definition, quality is the relationship between products and services or services provided to consumers can meet consumer expectations and satisfaction

2.2. Service Quality Dimension

There are five quality dimensions that can be used as a strategic planning and analysis framework. those dimensions are:

- a. Tangible is the ability of a company to show its existence to external parties. This aspect includes physical facilities, equipment, employees and communication facilities. This physical evidence will be seen directly by the customer. Physical evidence includes the appearance of physical facilities, equipment, personnel, and corporate communication materials. Therefore, this physical evidence should be interesting and modern.
- b. Reliability is the ability of a reliable company to provide services as promised accurately and reliably. This aspect is the ability to provide services promised immediately and satisfactorily. In order to support this, every bank employee should be given training and education to improve their abilities. Ability to perform services as promised immediately, accurately, and satisfactorily.
- c. Responsiveness is the desire of the staff to help customers and provide responsive service. Therefore, the bank management needs to provide great motivation so that all bank employees support service activities to customers indiscriminately. It would be better if the motivation given to employees will be rewarded according to their abilities.
- d. Assurance is that consumers will be well served by employees who have an adequate level of competence and are able to provide a sense of security and comfort. There is a guarantee that employees have knowledge, competence, ability, and trustworthy nature or behavior, so it is important that customers are confident that their transactions are right and on target. Guarantees in the company include knowledge, courtesy of officers and their trustworthy nature so that customers or customers are free from risk.
- e. Empathy is the concern and attention of individuals or individuals that the company provides to its customers including the ease of conducting relationships, good communication, and understanding the needs of customers quickly and appropriately. (Prakoso, A. F., Nurul, R., Wulandari, A., Trisnawati, N., Fitrayati, D., Rachmawati, L., Kurniawan, R. Y., Dewi, R. M., Ghofur, M. A., Sholikhah, N., Hakim, L., Marlana, N., Widayati, I., Solichin, M. R., & Andriansyah, 2017)

2.3. Meaning of Teller

Teller is a Bank officer whose daily work is directly related to the customer or non-customer (general public). The bank has to choose the officer who will be appointed as Teller because the work of a teller is seen from how he communicates well and is able to do his job quickly and precisely. Indirectly will reflect the reputation and circumstances of the Bank. (Perbankan, 2019)

2.4. Perception

Sarlito W Sarwono, (2010) argues that perception is generally a process of obtaining, interpreting, selecting and setting sensory information. Perception takes place when a person senses stimulus from the outside world that is captured by his auxiliary organs that then enter the brain. Perception is the process of finding information to understand using sensing tools (Sarlito W Sarwono, 2010). (Mahmoud, S. S., Hussain, Z. M., O'Shea, P., Schaubach, K. R., Iv, N. J. D., Rappaport, T. S., Feuerstein, M. J., Feuerstein, M. J., Blackard, K. L., Blackard, K. L., Rappaport, T. S., Seidel, S. Y., Seidel, S. Y., Xia, H. H., Phillips, C., Sicker, D., Gru, 2015).

2.5. Expectation

According to Karami, M., Maleki, M. M., & Dubinsky, (2016), consumer expectations or expectations are consumer confidence in certain standards of what it will receive. Customer expectations or expectations are always based on four things, including: (1) individual needs, (2) words of mouth, (3) past experiences or past experiences, (4) external communication (Karami, M., Maleki, M. M., & Dubinsky, 2016). Kotler and Keller's satisfaction is the feeling of pleasure or disappointment of someone arising from comparing perceived performance of a product (or result) against their expectations. (Hakim, M., & Mulyapradana, 2020)

2.6. Gap Analysis

GAP analysis is defined as a comparison of actual performance with potential or expected performance. GAP analysis is used to evaluate businesses by comparing the company's current performance with previously targeted performance and determining what steps need to be taken to reduce those gaps and achieve the desired conditions in the future. This analysis model is based on consumer assumptions by comparing the company's performance with certain standards or consumer expectations. (Stolzer, A. J., Halford, C. D., & Goglia, 2011)

3. Research Methodology

3.1. Research Description

The type of research used in this study uses analitative kuapproach. Qualitative research understanding is research whose main purpose is to gain insight into a particular topic.

3.2. Data Collection Methods

The method of collecting data using questionnaires with 50 respondents. Questionnaire is a study conducted by distributing a piece of question to respondents to get answers from them. For now the questionnaire can be done online by filling out the *google form*. This way is easier and faster because there is no need to meet with respondents. To measure consumer perceptions and expectations in questionnaire statements, a Likert scale is used. In the measurement done is using the Scale Likert. According (Kriyantono, 2006:134) likert scale is a scale used to measure the attitudes, opinions, and perceptions of a person or group of people about social events or symptoms (Sugiyono, 2010:1993). The measurement method is to confront a responden with a statement and then be asked for answers from five answer options, where the answer value has a different answer value. ((SNAST), 2014)

This research uses variable dimensions of service quality (X) and customer satisfaction (Y) and then look for the value of the gap is using Gap Analysis. positive gaps will be obtained if the value of consumer perception is greater than the value of expectations. Consumers are considered satisfied with the company. While the negative gap will be obtained if the value of consumer expectations is greater than the value of perception. This suggests consumers are less or less satisfied with the company. The higher the expectation value and the lower the perception value indicates the greater the gap that occurs. (Jienardy, 2017)

4. Research and Discussion Results

4.1. Description of Research Results

Based on the frequency of analysis of the level of satisfaction of teller services at BNI Undaan Surabaya Branch with a very dissatisfied attitude of 0%, Dissatisfied 0%, Dissatisfied 0%, Satisfied 9.6% and Very Satisfied 90.4%. Can be seen from the results of the research interpreted the quality of service provided by the teller at BNI Undaan Surabaya Branch is Very Satisfied.

4.2. Descriptive Analysis and Gap Analysis

Table 1 and 2 are the frequency of analysis of the level of tellr service satisfaction at BNI Undaan Surabaya Branch with as many as 50 respondents, by selecting 5 service indicators using a likert scale with the results of 250 accumulated frequencies. From the amount of data there is stated that the level of satisfaction of teller waitresses at BNI Undaan Surabaya Branch is Very Satisfied.

Table 1. Frequency Analysis of Teller Service Satisfaction Level at BNI Undaan Surabaya Branch

No	Category	Frequency	%
1.	Very dissatisfied	0	0
2.	Unsatisfied	0	0
3.	Dissatisfied	0	0
4.	Satisfied	24	9,6
5.	Very satisfied	226	90,4
	Sum	250	100

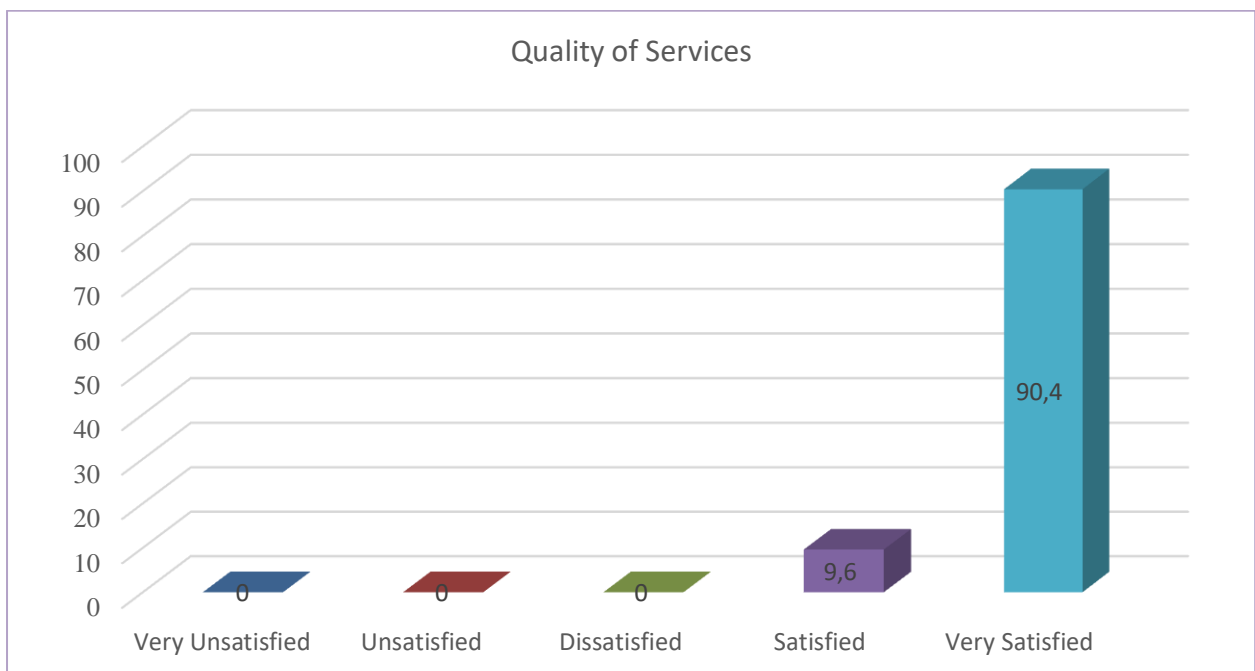


Figure 1. Teller Service Satisfaction Level Analysis at BNI Undaan Surabaya Branch

Based on the table above, it can be determined the average value (mean) of the teller service variable of 24.52 median (middle value) of 25.00 mode (the most frequently appeared value) of 25.00. As for every study in BNI Undaan Surabaya Branch the overall value is 100 (a hundred) percent. If the assessment uses a likert scale then the overall value is 25.00 . The formula used in this study is as follows:

$$\begin{aligned} \text{Score SERVQUAL} &= \text{Score of Perception (P)} - \text{Score of Expectation (I)} \\ \text{Score SERVQUAL} &= \text{Score } 24,52 \text{ (P)} - \text{Score } 25,00 \text{ (I)} \\ &= 24,52 - 25,00 \\ &= - 0,48 \end{aligned}$$

So based on the formula above, the researchers found GAP – 0.48 in Variable Research Teller

Table 3 is the average value of Gap analysis of teller service satisfaction level at BNI Undaan Surabaya Branch. The gap value is obtained from the average value of perception minus the average expectation value of each indicator in tangible variables, reliability, responsiveness, assurance and empathy. Negative gap value indicates the expectation value is higher than the consumer perception value which means teller service quality performance still has not reached the target. Because the target of the company want to get perfect value from the customers who come. Nevertheless, the quality of teller service at BNI Undaan Surabaya Branch is included in the category of Very Satisfied.

Table 2. Variable of Teller Service

No	Assessment Indicators	Perception	Expectation	GAP
1.	Tangible	4,86	5,00	-0,14
2.	Reliability	4,92	5,00	-0,08
3.	Responsiveness	4,92	5,00	-0,08
4.	Assurance	4,90	5,00	-0,10
5.	Emphaty	4,92	5,00	-0,08
	Average	4,904	5,00	-0,096

5. Conclusions and Suggestions

The gap value of the service quality variable is -0.48 with an average value of -0.096. Teller at BNI Undaan Surabaya Branch has not been able to reach the target that must be fulfilled by the company. But they still get very satisfied value. The highest gap lies in the tangible variable (physical evidence) of -0.14. While in variable reliability, responsiveness and empathy put a near-perfect value, with a value of -0.08 and then assurance (guarantee) with a value of -0.10. The higher the target value provided by the company, the more difficult the level of service that must be done

It is expected to teller, especially Bank Negara Indonesia (BNI) Undaan Surabaya Branch to continue to maintain the services that have been given because based on research all variable teller services have been in a very good category but have not been able to meet the target of the company, for the future maintain the already good and improve for the better.

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The Effect of Organizational Commitment and Perceptions of Organizational Support (POS) on Turnover Intention at PT Aman World Logistics

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Abstract

The problem of this research is about organizational commitment and Organizational Support Perception is partial and together (simultaneously) a significant effect on turnover intention in PT Secure World Logistics. The population of the research is all sixty-three employees of PT Aman World Logistics, with a saturated sample technique. The sample in this research took all sixty-three employees of PT Aman World Logistics. The method of this research is multiple linear regression analysis. Based on the results of the analysis and discussion, it can be concluded that the variable organizational commitment (X1) and perceived organizational support (X2) partially and together (simultaneously) have a significant effect on turnover intention (Y).

Keywords :

Organizational Commitment, Perceived Organizational Support, Turnover Intention

1. Introduction

Good human resource management is a must in an organization to be able to compete with other more advanced organizations, but in managing human resources, it is certainly different from managing other resources. It takes an effort to establish a harmonious relationship between employees and the company. Employees are valuable to the company, especially as actors who support the achievement of organizational goals. The existence of employees needs to be managed properly in order to make a positive contribution to the progress of the organization. Conversely, employees will be less enthusiastic about working and eventually resign or leave the workplace (turnover) if employees are not managed properly. PT Aman World Logistics is one of the Marine Cargo Expeditionary (EMKL) companies in Surabaya, founded in 2002s. PT Aman World Logistics continues to develop the quality of its services. It makes the company to be the best EMKL service and competes in price and service.

Table 1. The achievements of Monthly Sales of PT Usaha Utama Bersaudara Surabaya Branch

Year	Number of employees	Employees Leave	Percentage
2014	88	14	16%
2015	88	19	21.6%
2016	96	18	18.8%
2017	102	23	22.5%
2018	102	26	25.5%

Source: Processed data (2021)

There are several factors that affect employee performance, namely organizational commitment and Perceptions of Organizational Support.

From the background explanation above the writer formed the title "The Effect of Organizational Commitment and Perceptions of Organizational Support (POS) on Turnover Intention at PT Aman World Logistics."

2. Theoretical Framework

2.1. Organizational Commitment

Organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to an organization, this opinion was conveyed by Griffin (2013), in contrast to Kreitner (2014) defines organizational commitment as the level where one recognizes an organization and is attached to its goals. This is an important work attitude because committed people are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in a company.

2.1.1. Organizational Commitment Indicator

According to Mangkunegara (2013) there are three pillars in creating organizational commitment, namely:

1. There is a feeling of belonging to the organization
2. There is an attachment or excitement to work
3. The importance of belonging

2.2. Perceived Organizational Support (Perceived Organizational Support)

According to Robbins (2015) perceived organizational support or perceived organizational support is the level where employees believe the organization appreciates their contribution and cares about their welfare. POS can also be viewed as an organizational commitment to employees. If the organization generally appreciates employee dedication and loyalty as a form of employee commitment to the organization, then employees in general also pay attention to how committed the organization has to them. Awards given by organizations can be considered to provide benefits for employees, such as a feeling of acceptance and recognition, obtaining salaries and promotions, getting various access to information, as well as several other forms of assistance that employees need to be able to carry out their work effectively.

2.2.1. Indicators Perceived Organizational Support (Perceived Organizational Support)

According to Farasat (2013), stated that there are 4 dimensions that can increase the organizational support felt by employees, namely:

- a. Fairness
- b. Support from superiors
- c. Organizational rewards
- d. Working conditions

2.3. Turnover Intention

Judge (2015) expressed his opinion about the meaning of turnover intention, according to him, turnover intention is the tendency or level at which an employee has the possibility to leave the company either voluntarily or not voluntarily due to the lack of attractiveness of the current job and the availability of other job alternatives.

Susiani (2014) states that turnover intention is a feeling that arises from an individual, namely the intention to quit his job voluntarily according to his own choice, whereas (Mobley, 2014) says that turnover intention is the result of an individual evaluation of the continuation of his relationship with the company where he works but has not yet manifested in real action

2.3.1. Indicators of Turnover Intention

Mobley (2014) argues that there are three indicators used to measure turnover intention, namely:

- a. Thoughts of quitting
- b. Intention to quit
- c. Intention to search for another job

3. Research Methods

3.1. Population and Sample

This type of research approach is a quantitative type. On the other hand, the sample is part of the characteristics of the population. The population in the research is all sixty-three employees of PT Aman World Logistics. By using purposive sampling, the sample in this research took all sixty-three employees of PT Aman World Logistics.

3.2. Data Analysis Technique

The analysis technique used in this research is multiple linear regression analysis, by previously testing the quality of the data obtained using validity and reliability tests. The research is also using the classic assumption deviation test and hypothesis testing.

3.3. Validity Test

The data validity test was used to measure the validity of a questionnaire. And a questionnaire can be said to be valid if there is a similarity between the data collected and the data that actually occurs on the object under research (Sugiyono, 2011). The validity test is carried out by comparing the $r_{\text{calculated}}$ value (for each question item can be seen in the corrected item-total correlations column, with $r_{\text{productmoment}}$ by looking for degree of freedom (df) = N - k, in this case N is the number of samples, and k is the number of independent research variables. If $r_{\text{count}} > r_{\text{productmoment}}$, and is positive, then the question (indicator) is said to be valid (Imam Ghozali, 2013 in Simanjuntak, 2013).

3.4. Reliability Test

Reliability test is a tool used to measure the questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time (Imam Ghozali, 2011). The reliability test that will be used in this research is to use the SPSS facility, namely the Cronbach Alpha statistical test. The result is if a construct or variable is declared reliable if the Cronbach alpha value is > 0.60 (Imam Ghozali 2011 in Syafrizal 2011).

3.5. Classic Assumption Test

The classical assumption test is used to ensure that the regression line equation obtained is linear. The classical assumption test conducted is the normality assumption test, heteroskedasticity and multicollinearity. The normality test is used to test whether in the regression model, the two variables (free and bound) have a normal distribution or at least or close to normal (Imam. Ghozali, 2005).

Heteroscedasticity test is the purpose of this test is to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. The way to determine whether there is heteroscedasticity is to look at the plot graph. A certain pattern, such as the dots forming a certain pattern (wavy, widened then narrowed) indicates that heteroscedasticity has occurred. A good regression model is one that is homoscedastic or heteroscedasticity does not occur (Imam Ghozali, 2011).

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables (Imam Ghozali, 2011). A good regression model should not have a correlation between the independent variables. If there is a correlation, then there is a multicollinearity problem.

Regression analysis is used to draw a line that shows the direction of the relationship between variables and is used to make predictions. In this research, the equation model in multiple linear regression analysis is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y = Turnover intention

α = Constant coefficient

β_1 = Organizational commitment regression coefficient

β_2 = Organizational support perception (POS) regression coefficient

X1 = Organizational commitment

X2 = Perceived organizational support (POS)

e = Estimated error

4. Findings and Discussions

In this research, the questionnaires were distributed to 63 respondents of PT Aman World Logistics employees so that primary data. The data obtained with several tests. Since the results expect the research to present accurate data, the first test is a questionnaire test that includes validity and reliability tests. The second test is the classic assumption test which consists of the normality test, multicollinearity test, heteroscedasticity test. The third test is multiple linear regression analysis, and the fourth test is the hypothetical test using the F-test to determine simultaneously and the t-test to determine partially. The test results are as follows:

4.1. Validity and Reliability Tests

Data from the distribution of questionnaires to 63 respondents of PT Aman World Logistics employees can be said to be valid or reliable if the instruments or indicators used in obtaining data are valid or reliable. So

it is necessary to test the validity and reliability testing. The validity test was done using the Product Moment correlation coefficient method with a significance level of 0.05, while for the reliability test the Cronbach's alpha method was used.

4.1.1. Validity Test

The validity test result was achieved by looking at each questionnaire item's r-count and r-table through data processing in the SPSS program. Each item is said to be valid if r-count > r-table. The results of the validity test in this research are as follows:

4.1.2. TQM Variable Validity Test Results (X1)

Table 2. The Results of Validity Test for TQM Variable

Item	r-count	r-table	Description
X _{1.1}	0.655	0.2480	Valid
X _{1.2}	0.773	0.2480	Valid
X _{1.3}	0.730	0.2480	Valid
X _{1.4}	0.769	0.2480	Valid
X _{1.5}	0.761	0.2480	Valid
X _{1.6}	0.729	0.2480	Valid

Source: primary data processed by SPSS (2021)

The organizational commitment variable consists of six questionnaire items. The correlation of each item has a value of r-count more than r-table, so based on the validity test, it shows that all items on the organizational commitment variable are declared valid and can be used as a research instrument. The r-table value is from the formula $df = N - 2$ with a 2-way test at a significance level of 0.05, which is 0.2480.

4.1.3. POS Variable Validity Test Results (X2)

Table 3. The Results of Validity Test for POS Variable

Item	r-count	r-table	Description
X _{2.1}	0.645	0.2480	Valid
X _{2.2}	0.438	0.2480	Valid
X _{2.3}	0.508	0.2480	Valid
X _{2.4}	0.485	0.2480	Valid
X _{2.5}	0.601	0.2480	Valid
X _{2.6}	0.528	0.2480	Valid
X _{2.7}	0.485	0.2480	Valid
X _{2.8}	0.589	0.2480	Valid

Source: primary data processed by SPSS (2021)

The perception of organizational support variable consists of eight questionnaire items. The correlation of each statement item has a value of r-count more than r-table, so based on the validity test all items on the perception of organizational support variable are valid and can be used as a research instrument. The r-table value is from the formula $df = N - 2$ with a 2-way test at a significance level of 0.05, which is 0.2480.

4.1.4. Turnover Intention Variable Validity Test Results (Y)

Table 4. The Results of Validity Test for Turnover Intention Variable

Items	r-count	r-table	Description
Y _{.1}	0.696	0.2480	Valid
Y _{.2}	0.677	0.2480	Valid
Y _{.3}	0.646	0.2480	Valid
Y _{.4}	0.581	0.2480	Valid
Y _{.5}	0.420	0.2480	Valid
Y _{.6}	0.377	0.2480	Valid

Source: primary data processed by SPSS (2021)

The turnover intention variable consists of six questionnaire items. The correlation of each item has a calculated r-value more than the r-table, so based on the validity test, all items on the turnover intention variable are valid and can be used as research instruments. The r-table value is from the formula $df = N-2$ with a 2-way test at a significance level of 0.05, which is 0.2480.

4.1.5. Reliability Test

To test an item's reliability, the researcher used the Cronbach's Alpha analysis technique for each research variable through the SPSS program. These test results can be reliable if Cronbach's Alpha is > 0.6 (Malhotra, Naresh K., 2012). The results of the reliability test of the variables can be seen in the table below:

Table 5. The Results of Reliability Test

Variable	Cronbach's Alpha	Criteria	Description
Organizational Commitment (X ₁)	0.827	0.6	Reliable
Perceived Organizational Support (X ₂)	0.647	0.6	Reliable
Turnover Intention (Y)	0.662	0.6	Reliable

Source: primary data processed by SPSS (2021)

Based on table 5, the Cronbach's alpha value of the organizational commitment variable (X₁), perceived organizational support (X₂), and turnover intention (Y) is more than 0.6 so that it can be concluded that the data is reliable, which means that the questionnaire can be used in the research.

4.2. Classic Assumption Tests

4.2.1. Normality Test

Normality tests with graphs can be misleading if not done carefully; visually, it looks normal but statistically not, or vice versa, visually abnormal but statistically normal.

Normal P-P Plot of Regression Standardized Residual

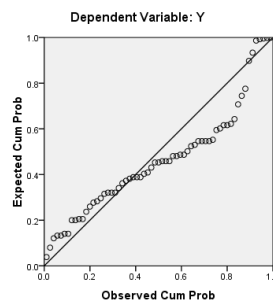


Figure 1. Normality Test Result

Source: primary data processed through SPSS (2021)

4.2.2. Heteroscedasticity Test

The heteroscedasticity test aims to detect different relevant values from each variant of the independent variable, namely organizational commitment (X1) and perceived organizational support (X2) in the regression model. The heteroscedasticity problem in this research was identified using a scatterplot, namely by plotting standardized predictors with a standardized residual model. If there is no clear pattern and the dots spread above and below the 0 on the Y axis, there is no heteroscedasticity. The following are the scatterplot results obtained from the SPSS output.

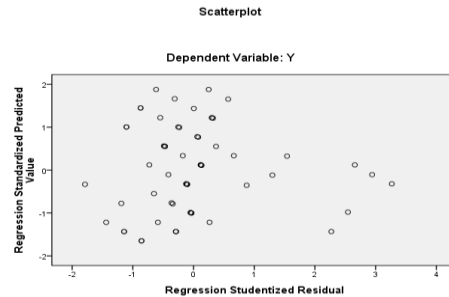


Figure 2. Heteroscedasticity Test Result
Source: primary data processed through SPSS (2021)

The figure above shows that the scatterplot does not form a specific pattern and the points are spread evenly.

4.2.3. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables, namely organizational commitment (X1) and perceived organizational support (X2). Multicollinearity can be seen from the Tolerance and Variance Inflation Factor (VIF) values. If the Tolerance value <0.1 or Variance Inflation Factor (VIF) > 10, multicollinearity occurs. If the Tolerance value > 0.1 and the Variance Inflation Factor (VIF) value <10, multicollinearity does not occur.

Table 6. Multicollinearity Test Result

Model	Collinearity Statistics		Description
	Tolerance	VIF	
X ₁	0,259	3,854	There is no multicollinearity
X ₂	0,259	3,854	There is no multicollinearity

Source: primary data processed through SPSS (2021)

Based on the table above, all variables' tolerance value is more than 0.1, while the variance inflation factor (VIF) value is less than 10. So it can be concluded that this research data does not experience multicollinearity between independent variables.

4.2.4. Multiple Linear Regression Analysis

Regression analysis is used to determine the relationship between the independent variables and the dependent variable. Based on the regression analysis using SPSS, the following results were obtained:

Table 7. Multicollinearity Test Result

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	32.010	2.339		13.683	.000
	X1	-.368	.129	-.426	-2.852	.006
	X2	-.350	.127	-.412	-2.761	.008

Source: primary data processed through SPSS (2021)

4.3. Hypothesis Testing

4.3.1. F-Test (Simultaneous)

This test determines whether the independent variable, in this case, organizational commitment (X1) and perceived organizational support (X2) together (simultaneously), have a significant effect on the dependent variable, namely turnover intention (Y).

Based on table 8 below, it is known that organizational commitment (X1) and perceived organizational support (X2) simultaneously have a significant effect on the dependent variable, namely turnover intention (Y). It can be seen from the significant value of 0.000 less than alpha 0.05 with an F-count of 56.496 is more than F-count of 2.76.

Table 8. F-Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.291	2	81.645	56.496	.000 ^a
	Residual	86.709	60	1.445		
	Total	250.000	62			

Source: primary data processed through SPSS (2021)

4.3.2. T-Test (Partial)

This test determines whether the independent variable in the regression model partially has a significant relationship to the dependent variable. Based on the results of the t-test with SPSS, which are presented in Table 8 above, it is known that the organizational commitment variable (X1) has a significant effect on turnover intention (Y). It can be proven with a significance value of 0.006, which is less than 0.05. Meanwhile, the t-count of 2.854 more than the t-table of 2,00030. So it can be concluded that the variable organizational commitment has a significant effect on partially turnover intention variables.

The significance value for the organizational commitment variable (X2) is 0.008, less than 0.05, and the t-count value of 2.761 is more than the t-table of 2.00030. So it can be concluded that the organizational communication variable (X2) partially has a significant effect on the turnover intention variable.

4.4. The Coefficient of Multiple Determination Analysis

The analysis of the coefficient of multiple determination aims to determine the correlation and relationship between variables of the regression model in this study and measure how close the estimated regression lines are to the actual data. From the R and R² coefficients, the result is seen. The results of analyzing the multiple correlation co-efficient in this study are in the following table:

Table 9. The Coefficient of Multiple Determination Analysis Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.642	1.202

Source: primary data processed through SPSS (2021)

The result shows that an R of 0.808 indicates that the correlation between turnover intention and organizational commitment variable (X1) and perceived organizational support (X2) is strong because the R-value is more than 0.5. From the analysis of the coefficient of multiple determinate with the help of SPSS, it is known that the coefficient of determination of the multiple adjusted R Square is 0.642 or 64.2%. This value shows that the turnover intention variable's variation is influenced by the organizational commitment variable (X1) and the perception of organizational support (X2). The remaining 35.2% is related to other variables not examined in this study.

5. Results of the Study

Based on the results of the research, the conclusions are as follows:

- a) The organizational commitment variable (X1) has a positive and significant effect on turnover intention (Y).
- b) The variable perceived organizational support (X2) has a positive and significant effect on turnover intention (Y).
- c) The variables organizational commitment (X1) and perceived organizational support (X2) simultaneously have a positive and significant effect on turnover intention (Y).

Some suggestions that can be put for consideration for the company and further research include:

- a) From the lowest mean answer to X1. The company must continue to build a discernment for the employees, so they keep prioritizing the interests in working at the company.
- b) From the lowest mean answer to X2. The company must continue to build the working atmosphere according to the job descriptions and expected by employees.
- c) From the lowest mean answer to Y. The company must continue to build comfort so that employees do not feel like leaving the company
- d) For researchers who will conduct further research, this research is expected to be used as a reference, support, guidelines, comparison, and it is hoped that to add other variables that can be used as indicators in further research. There are still variables that researchers have not found that still have a relationship related to purchasing decisions.

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Biography

Silviya Rachmawati, is a student at Narotama University, Faculty of Business Economics, majoring in Management. Born in the city of Surabaya, precisely on Jl sampoerna No 6D, November 11, 1997. To get a bachelor's degree, I did my thesis and made this journal.

The Influence of Work Environment and Perceived Organizational Support on the Employee Performance of PT Y in Surabaya with Employee Engagement as an Intervening Variable

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Abstract

This study aims to determine the influence of work environment and perceived organizational support on the employee's performance of PT Y in Surabaya, both directly or indirectly with employee engagement as an intervening variable. This research is a quantitative study. Population and sample based on the distribution of questionnaires to the performance of the employees of PT Y in Surabaya was taken as many as 30 respondents. Data collection techniques used interviews, observations, and questionnaires. For statistical tests and the processing of data is carried out by using the partial least square (Smart PLS 3.0). The study showed that each variable, work environment and perceived organizational support had a direct significant influence on employee performance and employee engagement. Work environment had a direct significant effect on employee performance with a t-statistical value of 2.136 greater than the indirect effect through employee engagement as an intervening variable with a t-statistics value of 1.454. While perceived organizational support had a direct effect on employee performance with t-statistics of 2.550 is greater when compared to the indirect effect through employee engagement as an intervening variable with t-statistics 2.042.

Keywords :

Employee Engagement, Employee Performance, Perceived Organizational Support, Work Environment

1. Introduction

In the current era of globalization, the business world has had a very real impact. The real impact can be seen with the intense competition that arises between companies to get the targeted market share. In order for companies to be able to compete and survive, companies must have a strategy to get the attention of consumers. One strategy that can be done is to improve the quality of the products.

One of the important aspects in a company to improve product quality is human resources. The existence of optimal human resources equipped with good performance that the company wants is the right combination in running the company. According to (Onita Sari Sinaga & Abdurrozaq Hasibuan, 2020), performance is a result that is done in order to achieve organizational goals which are carried out legally, do not violate the law and are in accordance with the morals and responsibilities given to them. (Onita Sari Sinaga & Abdurrozaq Hasibuan, 2020)

Likewise with PT Y in Surabaya as a manufacturing company engaged in converting & flexible packaging which has been established since 1986. PT Y in Surabaya has produced products for the domestic and international markets. This company has printed various kinds of packaging for almost all types of products such as food, beverages, snacks, detergents, cigarette packaging, and so on. PT Y in Surabaya has a vision of "Customer satisfaction is a target and pride, for the good of both customers and us". The number of new companies engaged in the same field, especially in the city of Surabaya, makes it a tough competition for PT Y in Surabaya to improve product quality and customer satisfaction.

In addition to implementing the company's strategy in facing competition, high employee performance is expected by the company to achieve the company's vision and profits. Employees are required to be able to carry out their jobs optimally so as to produce quality products and according to the standards desired by customers.

The performance problems that are happening at PT Y in Surabaya are related to the not yet optimal performance of employees to produce products that pass consumer standards and do not returns. This indication

can be seen from the unachieved maximum target of company returns, which is 0.50%. The following researchers present a recap of returns during the first semester of 2020 :

Table 1. Recap of Returns During 1st Semester of 2020

Month	Roll's Quantity		Total Return's	Return's Percentage	Percentage of Returns Handling	
	Sold	Returns			Destroyed	Reprocessed
January	94.860	919	9.254,1 kg	0,72 %	0,53 %	0,19 %
February	83.863	941	12.773,1 kg	0,89 %	0,54 %	0,34 %
March	90.552	1.139	18.152,1 kg	0,94 %	0,56 %	0,37 %
April	106.828	1.201	21.011,2 kg	0,79 %	0,41 %	0,38 %
May	76.124	983	17.681,3 kg	0,92 %	0,62 %	0,30 %
June	105.228	1568	23.166,8 kg	1,19 %	0,73 %	0,46 %

Source: Internal Data of PT Y in Surabaya

Regarding the results of the returns recap above, it can be concluded that during the first semester of 2020 the percentage of PT Y's returns was still above the company's maximum limit. The department that is directly responsible for product quality is the quality control department. So, researchers conducted interviews with a number of employees of the quality control department and the head of the quality control department regarding performance in checking product quality. The results show that the work environment and perceived organizational support are the factors most frequently complained of by employees, which are indicated to be the causes of less than optimal performance in checking quality products. Following are the results of a survey conducted in the quality control department regarding the working environment conditions at PT Y in Surabaya:

Table 2. Survey Results Related to Work Environment Conditions

No	Indicator	Number of employees		Percentage	
		Satisfied	Unsatisfied	Satisfied	Unsatisfied
1	Workplace lighting	15	15	50,00 %	50,00 %
2	Temperature at workplace	11	19	36,67 %	63,33 %
3	Noise at workplace	12	18	40,00 %	60,00 %
4	Mechanical vibrations at workplace	13	17	43,33 %	56,67 %
5	Bad smell at workplace	14	16	46,67 %	53,33 %
6	Workplace atmosphere	12	18	40,00 %	60,00 %
7	Relationships with coworkers	20	10	66,67 %	33,33 %
8	Availability of work facilities	12	18	40,00 %	60,00 %
9	Safety at workplace	14	16	46,67 %	53,33 %
	Mean			45,56 %	54,44 %

Source: Pre-Survey of Employees of PT Y's Quality Control Department in Surabaya

The survey results show that the percentage of employees who are dissatisfied with the work environment is higher than the percentage of employees who are satisfied with the current work environment. This can be the cause of less than optimal employee performance in checking product quality before it reaches consumers. (Nitisemito, 2014), explains that the work environment is everything that is around the workers and which can affect the workers themselves in carrying out the tasks assigned to them. (Fauzi & Nugroho, 2020)

Another factor that affects the performance of employees at PT Y is perceived organizational support. Companies and employees have a reciprocal relationship. When employees feel supported by the company, they feel obliged to repay this support through optimal performance. This belief that arises is what is meant by perceived organizational support. (Eisenberger et al., 2001) explain that perceived organizational support is the employee's perception of the company regarding the extent to which the company provides support to employees (Eisenberger et al., 2001).

The results of interviews with the head of the quality control department related to the implementation of the job description showed that there were still many employees who did not exert their optimal performance skills and were highly dedicated to their work. This is indicated by the problems that are still frequently found by department heads in customer complaints and returns reports. The following researchers present in table form:

Table 3. Recap of Complaints and Customer Returns for 1st Of 2020

Month	Percentage of Problem Returns				Returns Destroyed	Returns Finish Good
	Printing	Laminating	Dry	Slitting		
January	64,08 %	1,59 %	10,55 %	23,78 %	73,50 %	26,50 %
February	54,58 %	3,07 %	1,86 %	40,43 %	61,30 %	38,70 %
March	33,86 %	6,24 %	14,42 %	45,48 %	60,10 %	39,90 %
April	29,47 %	3,10 %	11,20 %	56,23 %	52,50 %	47,50 %
May	47,64 %	0,05 %	3,01 %	49,30 %	67,00 %	33,00 %
June	78,55 %	0,39 %	4,19 %	16,87 %	61,40 %	38,60 %

Source: Internal Data of PT Y in Surabaya

From the table above, it shows that the sense of engagement and commitment of employees at PT Y to exert all their abilities and work above average to produce the good quality products is still lacking. This is interpreted by the high level of customer complaints regarding the quality of the products produced. Commitment to job success is known as employee engagement. It has been defined by one of the leading research organizations that employee engagement is a high emotional connection that an employee feels towards his company which influences him to exert more and more free effort for his work.

From some of the data that has been collected and the results of interviews with the quality control department, it can be concluded that it is necessary to make efforts to improve the work environment at PT Y in Surabaya and perceived organizational support for employees of the quality control department. By increasing perceived organizational support and the work environment, it is hoped that it will strengthen employee engagement. So that employee performance will increase and can produce quality products and according to standards according to customers.

Based on this phenomenon, the author tries to conduct research presented in the thesis entitled:

Many factors affect employee performance, including work environment, perceived organizational support, employee engagement, and other factors beyond this research. The object of this research is PT Y in Surabaya. Referring to the description above, the problem formulation submitted are :

1. Does work environment have a significant effect on the employee engagement of PT Y in Surabaya?
2. Does perceived organizational support have a significant effect on the employee engagement of PT Y in Surabaya?
3. Does work environment have a significant effect on the performance of PT Y employees?
4. Does perceived organizational support have a significant effect on the performance of PT Y employees?
5. Does employee engagement have a significant effect on the performance of PT Y employees?
6. Does employee engagement mediate the effect of the work environment on the performance of PT Y employees?
7. Does employee engagement mediate the effect of the perceived organizational support on the performance of PT Y employees?

2. Literature Review

2.1. Work Environment

According to (Sedarmayanti & Rahadian, 2018), work environment is a place for a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. Meanwhile, Nitisemito defines the work environment as a source of information and a place to carry out activities, so that a good working environment must be created so that employees feel more at home and comfortable in the workspace to complete their work, so that a high level of efficiency can be achieved (Sudaryo et al., 2018). The type of work environment is divided into 2, namely: 1) physical work environment, which is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. 2) non-physical work environment is all situations that occur in connection with work relationships, both relationships with superiors, relationships with coworkers, or relationships with subordinates (Rahman, 2017).

2.2. Perceived Organizational Support

(Eisenberger et al., 2001) define Perceived organizational support as employees' beliefs about the extent to which the company / organization appreciates employees' contributions and cares about their welfare. When the organization provides sufficient support to employees, the organization gets a level of acceptance and desire for the resulting performance (Baliartati, 2016). Based on the theory of perceived organizational support by

(Eisenberger et al., 2002), there are three general forms of action from organizations that are perceived to increase perceived organizational support, namely the principle of fairness, rewards from organizations and job conditions (organizational rewards and job conditions) and support from superiors (supervisory support) (Eisenberger et al., 2001). (Eisenberger et al., 2002) reveal that perceived organizational support has been found to be associated with beneficial results or rewards, for example job satisfaction, organizational commitment, and employee performance (Onita Sari Sinaga & Abdurrozaq Hasibuan, 2020).

2.3. Employee Engagement

According to Schaufeli and Bakker, employee engagement is positive thinking, to accomplish things related to work and is characterized by vigor (energy and mental resilience at work), dedication (participating in work experiences a sense of enthusiasm and challenges), and absorption (concentration and pleasure in working) (Arnold b bakker & michael p leiter, 2010). The conference board stated that employee engagement is a strong relationship both emotionally and intellectually that employees feel towards the organization, job, managers, colleagues, which will influence employees to put more effort into their work.

2.4. Work Performance

According to Sutrisno et al., (2016) performance is the result that someone has achieved from their work behavior in carrying out work activities. Meanwhile, according to Bani, (2013) the definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Performance is organizational behavior that is directly related to work activities, task achievement where the term task comes from the thought of activities required by work (Hasibuan, 2010). According to Harsuko, (2011), performance is the extent to which a person has played for him / her in implementing organizational strategy, both in achieving specific goals related to individual roles and or by showing competencies that are declared relevant to the organization. Performance is a multi-dimensional concept that includes three aspects, namely attitude, ability and accomplishment (Fauzi & Nugroho, 2020).

2.5. Framework

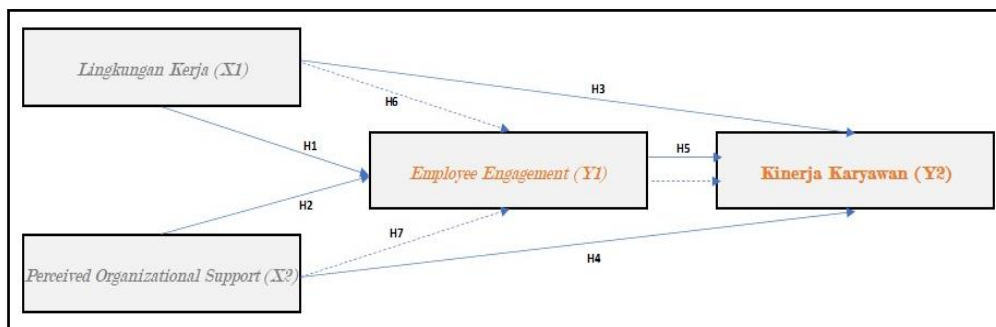


Figure 1. Research Conceptual Framework

2.6. Research Hypothesis

Based on the explanation above, the following research hypothesis can be proposed :

1. H1: Work environment has a positive and significant effect on employee engagement of PT Y in Surabaya
2. H2: Perceived organizational support has a positive and significant effect on employee engagement of PT Y in Surabaya
3. H3: Work environment has a positive and significant effect on the performance of PT Y employees
4. H4: perceived organizational support has a positive and significant effect on the performance of PT Y employees
5. H5: Employee engagement has a positive and significant effect on the performance of PT Y employees
6. H6: Work environment has a positive and significant effect on the performance of PT Y Employees with employee engagement as an intervening variable
7. H7: Perceived organizational support has a positive and significant effect on the performance of PT Y Employees with employee engagement as an intervening variable.

3. Methodology

3.1. Population and Sample

According to Sugiyono, (2016) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study are employees of PT Y in Surabaya, amounting to 30 resource based on the amount of employees in the department.

3.2. Data Analysis Method

The analytical method used is the quantitative method by operationalizing the work environment variable (X_1), perceived organizational support (X_2) employee engagement (Y_1). employee performance (Y_2).

In this study, researchers used the partial least square method using smart PLS version 3.0 software. There are three stages of analysis in Partial Least Square:

1. Outer Model Analysis (Measurement Model)
2. Inner Model Analysis (Structural Model)
3. Hypothesis Testing.

4. Result and Discussion

4.1. Description of Research Results

Respondents in this study were employees of PT Y in Surabaya, amounting to 30 people. The collection of primary data is done by giving questionnaires to the employees of PT Y in Surabaya by spreading. Characteristics of respondents based on gender, age, and years of work. Respondent characteristics are presented in the following table :

Table 4. Samples and Returns Questionnaire

Description	Amount	Percentage
Total distribution of questionnaires	30	100 %
Total returns of questionnaires	30	100 %
Processed questionnaires	30	100 %

Source : Primary Data Processed (2021)

Based on table 4. above shows that 30 questionnaires were distributed, 30 returned questionnaires, and 30 questionnaires that could be processed and analyzed.

4.2. Characteristics of Respondents by Gender

Based on the results of the questionnaire distribution of 30 respondents obtained the characteristics of respondents by sex can be seen in the table below :

Table 5. Characteristics of Respondents by Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	25	83.0	83.0	83.0
Female	5	17.0	17.0	100.0
Total	30	100.0	100.0	

Source : Primary Data Processed (2021)

Based on table 5. it can be seen that the highest number of respondents by sex is male with a percentage of 83% or (25 people) while the percentage of female respondents is 17% or (5 people).

4.3. Characteristics of Respondents by Age

Based on the results of the distribution of 30 respondents questionnaire obtained respondent characteristics based on age can be seen in the table below :

Table 6. Characteristics of Respondents by Age

	Frequency	Percent	Valid Percent	Cumulative Percent
21 – 29 years old	8	27.0	27.0	27.0
30 – 39 years old	5	17.0	17.0	43.0
40 – 49 years old	13	43.0	43.0	87.0
Above 50 years old	4	13.0	13.0	100.0
Total	30	100.0	100.0	

Source : Primary Data Processed (2021)

Based on table 6 it can be seen that the largest number of respondents is respondents aged 40 - 49 years, namely as many as 13 people or by 43%. Meanwhile, the respondents who were at least over 50 years old were 4 people or 13%. For respondents aged 21-29 years as many as 8 people or 27%. And for respondents aged 30-39 years as many as 5 people or 17%. This shows that the majority of employees of the quality control department at PT Y Surabaya are 40 - 49 years old.

4.4. Characteristics of Respondents by Years of Work

Based on the results of the distribution of 30 respondents questionnaire obtained respondent characteristics based on years of work can be seen in the table below :

Table 7. Characteristics of Respondents by Years of Work

	Frequency	Percent	Valid Percent	Cumulative Percent
0 – 5 years	6	20.0	20.0	20.0
6 – 10 years	7	23.0	23.0	43.0
above 10 years	17	57.0	57.0	100.0
Total	30	100.0	100.0	

Source : Primary Data Processed (2021)

Based on table 7. regarding the characteristics of respondents according to years of work, it can be seen that the largest number of respondents were respondents with a service period of more than 10 years, namely 17 people or 57%. Furthermore, respondents with a work period of 6-10 years were 7 people or 23%. And the least is the respondents with a working period of 0 - 5 years, namely as many as 6 people or 20%. This shows that the majority of quality control department employees have a service period of more than 10 years.

4.5. Variable Description

To facilitate the assessment of the results of the distribution of questionnaires in this study by categorizing the average responses of respondents to each of the indicators of questions that have been raised. Values 1 and 5 come from the highest and lowest scores on the questionnaire. A summary of the results of the category provisions that apply to the variables observed in this study are as follows:

Table 8. Rating Category

Interval	Category	Value
$4,20 < a \leq 5,00$	Strongly agree	5
$3,40 < a \leq 4,20$	Agree	4
$2,60 < a \leq 3,40$	Ordinary	3
$1,80 < a \leq 2,60$	Disagree	2
$1,00 < a \leq 1,80$	Strongly disagree	1

Source : Primary Data Processed (2021)

Based on the questionnaire given to 30 respondents, the following is the percentage distribution for each research instrument :

Description of Work Environment Variables (X_1)

Table 9. Respondents Response Regarding Work Environment (X_1)

Item	STS		TS		CS		S		SS		Amount		Mean
	F	%	F	%	F	%	F	%	F	%	Amount	%	
L ₁	0	0	2	6.7	1	3.3	27	90.0	0	0	30	100	3.8
L ₂	1	3.3	2	6.7	8	26.7	19	63.3	0	0	30	100	3.5
L ₃	0	0	2	6.7	9	30	19	63.3	0	0	30	100	3.6
L ₄	1	3.3	2	6.7	4	13.3	23	76.7	0	0	30	100	3.6
L ₅	3	10	2	6.7	10	33.3	15	50	0	0	30	100	3.2
L ₆	0	0	5	16.7	10	33.3	15	50	0	0	30	100	3.3
L ₇	0	0	6	20	8	26.7	16	53.3	0	0	30	100	3.3
L ₈	0	0	3	10	8	26.7	19	63.3	0	0	30	100	3.5
L ₉	0	0	3	10	9	30	18	60	0	0	30	100	3.5
L ₁₀	0	0	3	10	7	23.3	20	66.7	0	0	30	100	3.5
L ₁₁	0	0	3	10	6	20	21	70	0	0	30	100	3.6
L ₁₂	0	0	0	0	7	23.3	23	76.7	0	0	30	100	3.8
L ₁₃	1	3.3	5	16.7	6	20	18	60	0	0	30	100	3.3
L ₁₄	0	0	1	3.3	4	13.3	25	83.4	0	0	30	100	3.8
L ₁₅	1	3.3	0	0	6	20	23	76.7	0	0	30	100	3.7
Average													3.5

Source : Primary Data Processed (2021)

Based on the data of respondents' responses in table 9 it can be seen that the average respondent's answers to all statements are at intervals of $3.50 < a \leq 4.20$. This shows that the respondent agreed with the statement submitted regarding the work environment variable (X_1).

Description of Perceived Organizational Support Variables (X_2)

Table 10. Respondents Response Regarding Perceived Organizational Support (X_2)

Item	STS		TS		CS		S		SS		Amount		Mean
	F	%	F	%	F	%	F	%	F	%	Amount	%	
P ₁	0	0	12	40	12	40	6	20	0	0	30	100	2.8
P ₂	0	0	13	43.4	8	26.6	9	30	0	0	30	100	2.9
P ₃	0	0	5	16.7	15	50	10	33.3	0	0	30	100	3.1
P ₄	0	0	2	6.6	14	46.7	14	46.7	0	0	30	100	3.4
P ₅	0	0	8	26.6	11	36.7	11	36.7	0	0	30	100	3.1
P ₆	0	0	11	36.7	11	36.7	8	26.6	0	0	30	100	2.9
P ₇	0	0	10	33.3	12	40	8	26.7	0	0	30	100	2.9
P ₈	0	0	7	23.3	14	46.7	9	30	0	0	30	100	3.0
Average													3.0

Source : Primary Data Processed (2021)

Based on the data of respondents' responses in table 10. it can be seen that the average respondent's answers to all statements are at intervals of $3.00 < a \leq 4.20$. This shows that the respondents ordinary with the statements submitted regarding the perceived organizational support variable (X_2).

Description of Employee Engagement Variables (Y_1)

Table 11. Respondents Response Regarding Employee Engagement (Y_1)

Item	STS		TS		CS		S		SS		Amount		Mean
	F	%	F	%	F	%	F	%	F	%	Amount	%	
E1	0	0	0	0	11	37	19	63	0	0	30	100	3.6
E2	0	0	0	0	12	40	18	60	0	0	30	100	3.6
E3	0	0	0	0	16	53	14	47	0	0	30	100	3.4
E4	0	0	0	0	11	37	19	63	0	0	30	100	3.6
E5	0	0	0	0	12	40	18	60	0	0	30	100	3.6
E6	0	0	0	0	15	50	15	50	0	0	30	100	3.5
E7	1	3.4	0	0	16	53.3	13	43.3	0	0	30	100	3.3
E8	0	0	0	0	13	43	17	57	0	0	30	100	3.6
E9	0	0	0	0	22	73	8	27	0	0	30	100	3.2
E10	0	0	0	0	12	40	18	60	0	0	30	100	3.6
Average												3.5	

Source : Primary Data Processed (2021)

Based on the data of respondents' responses in table 11. it can be seen that the average respondent's answers to all statements are at intervals of $3.50 < a \leq 4.20$. This shows that the respondent agreed with the statement submitted regarding the employee engagement variable (Y_1).

Description of Employee Performance Variables (Y_2)

Table 12. Respondents Response Regarding Employee Performance (Y_2)

Item	STS		TS		CS		S		SS		Jumlah		Mean
	F	%	F	%	F	%	F	%	F	%	Jumlah	%	
K ₁	0	0	0	0	13	43	17	57	0	0	30	100	3.6
K ₂	0	0	0	0	7	23	23	77	0	0	30	100	3.8
K ₃	0	0	0	0	7	23	23	77	0	0	30	100	3.8
K ₄	0	0	0	0	17	57	13	43	0	0	30	100	3.4
K ₅	0	0	0	0	6	20	24	80	0	0	30	100	3.8
K ₆	0	0	9	30	9	30	12	40	0	0	30	100	3.1
K ₇	0	0	10	33	7	23	13	43	0	0	30	100	3.1
K ₈	0	0	0	0	11	37	19	63	0	0	30	100	3.6
K ₉	0	0	0	0	10	33	20	67	0	0	30	100	3.6
K ₁₀	0	0	2	6	17	57	11	37	0	0	30	100	3.3
K ₁₁	0	0	3	10	14	47	13	43	0	0	30	100	3.3
K ₁₂	0	0	3	10	13	43	14	47	0	0	30	100	3.3
Average												3.4	

Source : Primary Data Processed (2021)

Based on the data of respondents' responses in table 12. it can be seen that the average respondent's answers to all statements are at intervals of $3.40 < a \leq 4.20$. This shows that the respondent agreed with the statement submitted regarding the work environment variable (X_1).

4.6. Data Analysis and Hypothesis Testing

4.6.1. Outer Model Analysis

1. Convergent Validity Test

Convergent Validity aims to determine the validity of each relationship between the indicator and its latent construct or variable. The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score estimated by the SmartPLS program.

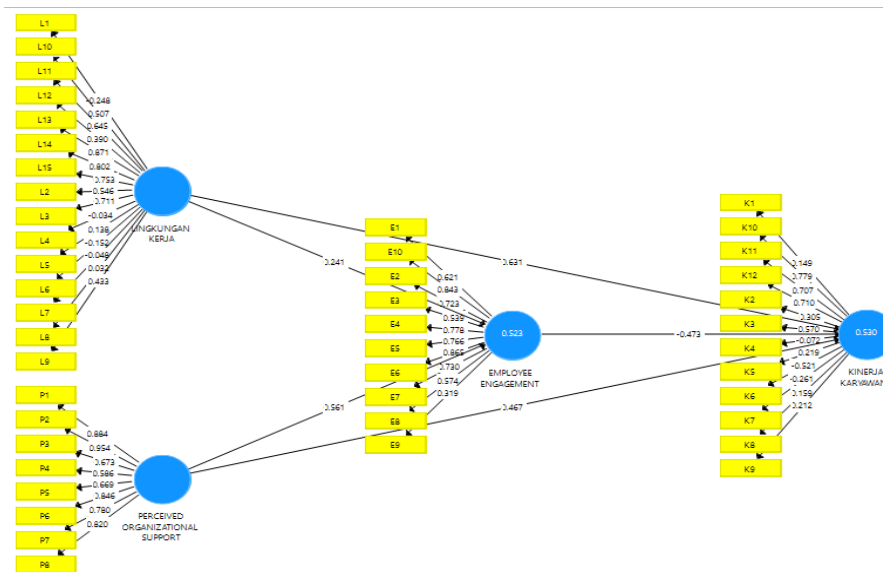


Figure 2. Path Diagram Model 1
Source : Primary Data Processed (2021)

In Figure 2, there is an indicator of a variable that has a loading factor value below 0.7 so that this indicator must be eliminated. For more details, the loading factor value in the image will be explained in detail in table 13 below :

Table 13. The Value of Loading Factor Path Diagram Model 1

Item	Employee Engagement	Employee Performance	Work Environment	Perceived Oragnizational Support
E1	0.621			
E10	0.843			
E2	0.723			
E3	0.539			
E4	0.778			
E5	0.766			
E6	0.865			
E7	0.730			
E8	0.574			
E9	0.319			
K1		0.149		
K10		0.779		
K11		0.707		
K12		0.710		
K2		0.305		
K3		0.570		
K4		-0.072		
K5		0.219		
K6		-0.521		
K7		-0.261		
K8		0.159		
K9		0.212		
L1			-0.248	
L10			0.507	
L11			0.645	
L12			0.390	
L13			0.871	
L14			0.802	
L15			0.753	
L2			0.546	
L3			0.711	
L4			-0.034	
L5			0.138	
L6			-0.152	
L7			-0.048	
L8			0.032	
L9			0.433	
P1				0.884
P2				0.954
P3				0.673
P4				0.586
P5				0.669
P6				0.846
P7				0.780
P8				0.820

Source : Primary Data Processed (2021)

In table 13, 27 Indicators that are colored red must be eliminated, because they have a loading factor value of less than 0.7. When these 27 indicators are eliminated, a new path diagram model is obtained which results in a new loading factor value. Here is the final path diagram model :

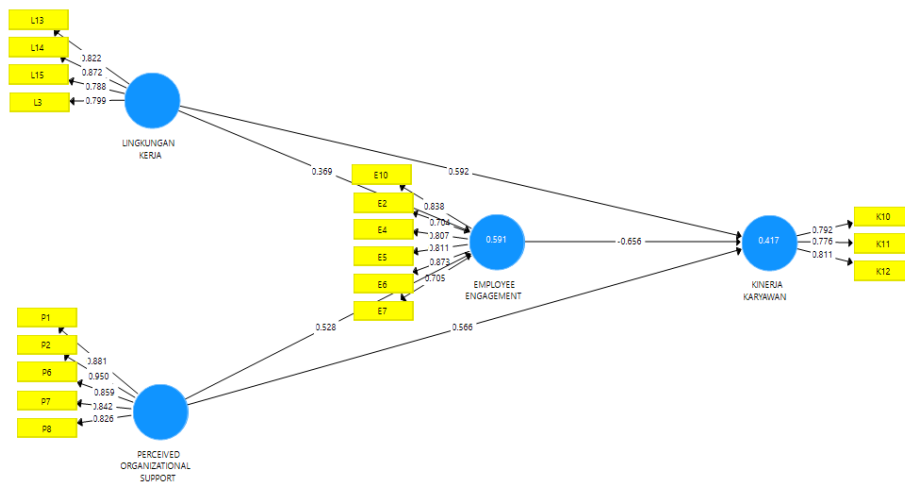


Figure 3. Final Path Diagram Model
Source : Primary Data Processed (2021)

In Figure 3, there is no indicator of the variable that has a loading factor value below 0.7, so this is the final path diagram. For more details, the loading factor value in the final path diagram will be explained in detail in the following table 14 :

Table 14. The Value of Loading Factor Final Path Diagram Model

Item	Employee Engagement	Employee Performance	Work Environment	Perceived Organizational Support
E10	0.838			
E2	0.704			
E4	0.807			
E5	0.811			
E6	0.873			
E7	0.705			
K10		0.792		
K11		0.776		
K12		0.811		
L13			0.822	
L14			0.872	
L15			0.788	
L3			0.799	
P1				0.881
P2				0.950
P6				0.859
P7				0.842
P8				0.826

Source : Primary Data Processed (2021)

From the results of data processing with smart PLS 3.0, which can be seen in table 14 above, it showed that all items in each variable in this study have a loading factor value greater than 0.7. This shows that all items have a high level of validity, so that they pass the requirements of convergent validity.

2. Average Variance Extracted Test

To evaluate the discriminant validity, it can be seen by the Average Variance Extracted (AVE) method for each construct or latent variable. The model has better discriminant validity if the square root of AVE for each construct is greater than the correlation between the two constructs in the model. In this study, the AVE values and the square root of AVE for each construct are presented in the following table 15 :

Table 15. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Employee Engagement	0.628
Employee Performance	0.629
Work Environment	0.674
Perceived Organizational Support	0.762

Source : Primary Data Processed (2021)

From table 15 it is known that the AVE value of each construct is above 0.5. Therefore there is no convergent validity problem in the model being tested so that the constructs in this research model can be said to have good discriminant validity. This means that all indicators and variables are valid.

3. Discriminant Validity Test

The discriminant validity test was conducted to see the correlation between constructs and other constructs. If the square root of average (AVE) value of each construct is greater than the correlation value between the constructs and other constructs in the model, it can be concluded that the construct has a good level of validity.

Table 16. Discriminant Validity Value

	Employee Engagement	Employee Performance	Work Environment	Perceived Organizational Support
Employee Engagement	0.792			
Employee Performance	0.098	0.793		
Work Environment	0.609	0.450	0.821	
Perceived Organizational Support	0.695	0.379	0.455	0.873

Source : Primary Data Processed (2021)

In table 16, the comparison of the values of the AVE root value shows that each of these values is greater than the correlation between other variables, so it can be concluded that all latent variables in the study have good construct validity and discriminant validity.

4. Composite Reliability Test

The outer model is measured not only by assessing convergent validity and discriminant validity but also by looking at the reliability of constructs or latent variables measured by looking at the composite reliability value of the indicator block measuring the construct.

The results of smart PLS 3.0 output for composite reliability and Cronbach alpha values can be seen in the following table:

Table 17. Construct Reliability and Validity Value

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.881	0.897	0.910	0.628
Employee Performance	0.707	0.713	0.836	0.629
Work Environment	0.839	0.850	0.892	0.674
Perceived Organizational Support	0.921	0.936	0.941	0.762

Source : Primary Data Processed (2021)

Table 17. shows the value of composite reliability for all constructs above 0.70. Thus it can be concluded that all constructs have good reliability in accordance with the required minimum value limit.

5. Cronbach Alpha Test

The outer model is not only measured by assessing the convergent validity and discriminant validity, it can also be done by looking at the construct reliability or latent variables measured by looking at the cronbach alpha value of the indicator block measuring the construct. The construct is declared reliable if the cronbach alpha value is greater than 0,60. Table 4.14 shows that the cronbach alpha value for all constructs is above 0.60. Thus it can be concluded that all constructs have good reliability in accordance with the required minimum value limits.

4.6.2. Inner Model Analysis

1. R² Analysis

Table 18. R Square Value

	R. Square	R. Square Adjusted
Employee Engagement	0.591	0.561
Employee Performance	0.417	0.349

Source : Primary Data Processed (2021)

Based on table 18 it is known that the R-Square value for the employee engagement variable is 0.59 which can be interpreted that the magnitude of the influence of work environment variables and perceived organizational support on employee engagement is 59% while the remaining 41% is explained by other variables outside of this study. The R-Square value for employee performance variables is 0.41 which means that 41% of employee performance variables are influenced by work environment variables and perceived organizational support, while the remaining 59% is influenced by other variables outside of this study.

2. Q² Analysis

The Q² value of structural model testing is carried out by looking at the Q² (predictive relevance) value. To calculate Q² the formula can be used :

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,591) (1 - 0,417)$$

$$Q^2 = 1 - (0,409 \times 0,583)$$

$$Q^2 = 1 - 0,238447$$

$$Q^2 = 0,761553$$

The results of the calculation of Q² show that the value of Q² is 0.761553. According to Ghozali, (2014) the value of Q² can be used to measure how well the observed value is generated by the model and also its parameter estimates. A Q² value greater than 0 (zero) indicates that the model is good enough, while a Q² value less than 0 (zero) indicates that the model has less predictive relevance. In this research model, the construct or endogenous latent variable has a Q² value greater than 0 (zero) so that the predictions made by the model are considered relevant.

3. F² Analysis

Table 19. F² Value

	Employee Engagement	Employee Performance	Work Environment	Perceived Organizational Support
Employee Engagaement		0.301		
Employee Performance				
Work Environment	0.264	0.377		
Perceived Organizational Support	0.540	0.283		

Source : Primary Data Processed (2021)

Based on these criteria, it can be stated as follows:

- The influence of work environment on employee engagement has medium F² (0.264)
- The effect of perceived organizational support on employee engagement has a strong F² (0.540)
- The effect of employee engagement on employee performance has a medium F² (0.301)
- The influence of the work environment on employee performance has a strong F² (0.377)
- The effect of perceived organizational support on employee performance has a medium F² (0.283).

4.6.3. Bootstrapping Result

In PLS, testing of each relationship is carried out using a simulation with the bootstrapping method of the sample. This test aims to minimize the problem of research data abnormalities. The test results with the bootstrapping method from the SEM PLS analysis are as follows :

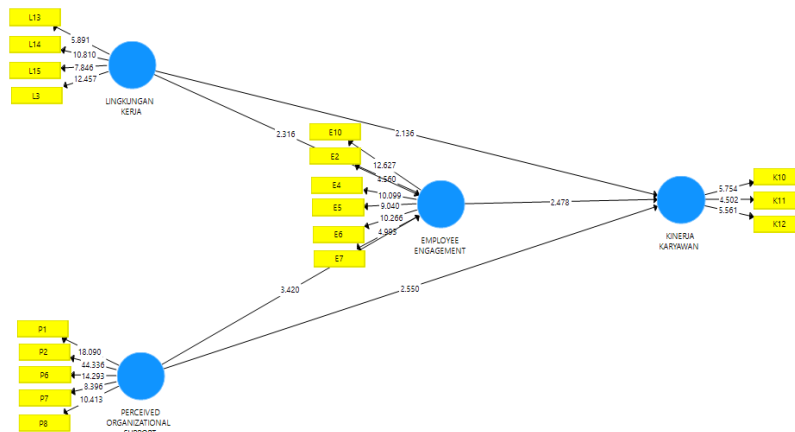


Figure 4. Bootstrapping Output
Source : Primary Data Processed (2021)

4. Direct Effect Analysis

Whether a proposed hypothesis is accepted or not, it is necessary to test the hypothesis using the bootstrapping function on Smart PLS 3.0. The hypothesis is accepted when the significance level is less than 0.05 or the t-value exceeds the critical value. The t-statistics value for the 5% significance level is 1.96.

Table 20. Path Coefficient Result

	Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Result
H1	Work environment ➤ Employee engagement	0.369	0.407	0.159	2.316	0.021	Accepted
H2	Perceived organizational support ➤ Employee engagement	0.528	0.521	0.154	3.420	0.001	Accepted
H3	Work environment ➤ Employee performance	0.592	0.580	0.277	2.136	0.033	Accepted
H4	Perceived organizational support ➤ Employee performance	0.566	0.562	0.222	2.550	0.011	Accepted
H5	Employee engagement ➤ Employee performance	0.656	0.668	0.265	2.478	0.014	Accepted

Source: The Results of The Study Were Processed with Smart PLS 3.0 (2021)

5. Indirect Effect Analysis

To see whether employee engagement mediates between the work environment and perceived organizational support on employee performance, it can be analyzed through the following table 21:

Table 21. Path Coefficient Result

	Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Hasil
H6	Work environment ➤ Employee engagement ➤ Employee performance	0.242	0.274	0.166	1.454	0.146	Rejected
H7	Perceived organizational support ➤ Employee engagement ➤ Employee performance	0.346	0.344	0.169	2.042	0.042	Accepted

Source: The Results of The Study Were Processed with Smart PLS 3.0 (2021)

4.7. Discussion

4.7.1. Effect of Work Environment on Employee Engagement

From testing the research results, there is a positive and significant influence between the work environment on employee engagement. This is in accordance with the results of path coefficients with the original sample value of 0.369 which shows a positive number with a t statistics value of 2.316 > 1.96 and a p value of 0.021 < 0.05, so it can be said that work environment variables have a significant effect on employee engagement variables. These results can be interpreted that the better the work environment, the employee engagement will increase and vice versa. If the work environment is bad, employee engagement will be low.

4.7.2. Effect of Perceived Organizational Support on Employee Engagement

From testing the research results, there is a positive and significant influence between perceived organizational support on employee engagement. In accordance with the results of the path coefficients with the original sample value of 0.528 which shows a positive number with a t statistics value of 3.420 > 1.96 and a p value of 0.001 < 0.05, so it can be said that the variable perceived organizational support has a significant effect on the employee engagement variable. These results can be interpreted that the better the perceived organizational support will increase employee engagement and vice versa. If perceived organizational support is bad, employee engagement will be bad.

4.7.3. Effect of Work Environment on Employee Performance

From testing the research results with the partial least square method, there is a positive and significant influence between the work environment on employee performance. In accordance with the results of the path coefficients with the original sample value of 0.592 which shows a positive number with a t statistics value of 2.136 > 1.96 and a p value of 0.033 < 0.05, so it can be said that work environment variables have a significant effect on employee performance variables. These results can be interpreted that the better the work environment,

the employee performance will increase and vice versa. If the work environment is bad, the employee's performance will be bad.

4.7.4. Effect of Perceived Organizational Support on Employee Performance

From testing the research results using the partial least square method, there is a positive and significant influence between perceived organizational support on employee performance. In accordance with the results of path coefficients with the original sample value of 0.566 which shows a positive number with a t statistics value of $2.550 > 1.96$ and a p value of $0.011 < 0.05$, so it can be said that the perceived organizational support variable has a significant effect on employee performance variables. These results can be interpreted that the better the perceived organizational support, the employee performance will increase and vice versa. If perceived organizational support is bad, employee performance will be bad.

4.7.5. Effect of Employee Engagement on Employee Performance

From testing the research results with the partial least square method, there is a positive and significant influence between employee engagement on employee performance. In accordance with the results of the path coefficients with the original sample value of 0.656 which shows a positive number with a t statistics value of $2.478 > 1.96$ and a p value of $0.014 < 0.05$, so it can be said that the employee engagement variable has a significant effect on employee performance variables. These results can be interpreted that the better employee engagement, the employee performance will increase and vice versa. If employee engagement is low, employee performance will be poor.

4.7.6. Effect of Work Environment on Employee Performance with Employee Engagement as an Intervening Variable

From testing the research results using the partial least square method, there is a positive but insignificant influence between the work environment on employee performance and employee engagement as an intervening variable. In accordance with the results of the path coefficients with the original sample value of 0.242 which shows a positive number with a t statistics value of $1.454 < 1.96$ and a p value of $0.146 > 0.05$, so it can be said that the employee engagement variable does not interfere with the work environment on employee performance.

4.7.7. Effect of Perceived Organizational on Employee Performance with Employee Engagement as an Intervening Variable

From testing the research results with the partial least square method, there is a positive and significant influence between perceived organizational support on employee performance and employee engagement as an intervening variable. In accordance with the results of the path coefficients with the original sample value of 0.346 which shows a positive number with a t statistics value of $2.042 > 1.96$ and a p value of $0.042 < 0.05$, so it can be said that the employee engagement variable intervenes in perceived organizational support on employee performance.

5. Conclusions

Based on the analysis and discussion of this research, it can be concluded that :

1. PT Y's work environment has a significant effect on employee engagement. This interprets that the work environment is a direct factor affecting the performance of PT Y employees in Surabaya.
2. Perceived organizational support has a significant effect on employee engagement. This explains that the perceived organizational support provided by PT Y in Surabaya can affect the size of employee engagement owned by PT Y employees in Surabaya.
3. The work environment has a significant effect on employee performance. This explains that the conditions of PT Y's work environment in Surabaya directly affect the performance of PT Y's employees in Surabaya.
4. Perceived organizational support has a significant effect on employee performance. This means that good perceived organizational support from PT Y in Surabaya will be able to improve employee performance.
5. Employee engagement has a significant effect on employee performance. This explains that if employees of PT Y have high employee engagement, then employees will work above average and contribute optimally to performance.
6. Employee engagement does not mediate the influence of the work environment on employee performance. This is evidenced by the results of the questionnaire which shows that the employees of PT Y in Surabaya have not felt the working conditions are good enough, so they do not exert their ability to perform optimally. Although, the majority of PT Y's employees in Surabaya have worked for more than 10 years.

7. Perceived organizational support has a significant effect on employee performance with employee engagement as an intervening variable. With the good perceived organizational support from PT Y, employee engagement will increase. And with this increased sense of attachment, employees will perform their best for the company.

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Biography

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The Influence of Brand Image and Product Innovation on Purchasing Decision of Kopi Kenangan at Tunjungan Plaza Surabaya

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Abstract

The development and growth of the culinary business is currently increasing in Indonesia, especially in Surabaya, especially coffee shops, this is marked by the rise of restaurants, cafes and coffee shops. Kopi Kenangan is one of the shops that popularized a typical Indonesian coffee milk drink which is popular with the name "Es Kopi Kenangan Mantan". This study aims to analyze whether brand image and product innovation partially influence purchasing decisions of Kopi Kenangan at Tunjungan Plaza Surabaya and whether the brand image and product innovation also simultaneously influences the purchasing decision of Kopi Kenangan at Tunjungan Plaza Surabaya. This research is a quantitative study. Total sample of this study is 104 Consumers of Kopi Kenangan in Tunjungan Plaza. The type of sample used is simple random sample. The researcher uses interviews, questionnaires and observations to obtain data. The results show that partially brand image and product innovation have a significant effect on purchasing decisions. Brand Image and Product Innovation have a simultaneous effect on purchasing decisions for Kopi Kenangan at Tujungan Plaza.

Keywords :

Brand Image, Kopi Kenangan, Product Innovation, Purchasing Decisions

1. Introduction

Amid the proliferation of local coffee shops and the aggressiveness of networked coffee shops, Kopi Kenangan is stealing the attention of coffee lovers in the country. Kopi Kenangan has successfully conquered two big investors, Alpha JWC and Sequoia Capital, so that they are willing to invest US \$ 8 million and US \$ 20 million respectively. Not even two years into Indonesia, the local coffee shop Kopi Kenangan has won the trust of two global investors. In the first phase, October 2018, Kopi Kenangan succeeded in obtaining funding from Alpha JWC of US \$ 8 million. And most recently, at the end of June 2019, Kopi Kenangan again pocketed fresh funds from Sequoia Capital of US \$ 20 million. As a local brand, Kopi Kenangan has a vision to go to a global market. In this case, using the USP (Unique Selling Proposition) coffee and palm sugar raw materials from Indonesia. "Milk coffee is a very unique trend from Indonesia. For that, through Kopi Kenangan, we hope to introduce Indonesian products through milk coffee with palm sugar.

Kopi Kenangan is one of the shops that popularized a typical Indonesian coffee milk drink which is popular with the name "Es Kopi Kenangan Mantan". One of the competitors of Kopi Kenangan is Kopi Janji Jiwa, Kopi Kulo, Fore Coffe and fellow local coffee brands.

Table 1. Development of The Opening of Coffee Shop Outlets in Indonesia

Number	Cafe Name	First Opening	Total Outlets
1	Kopi Kenangan	2017	175
2	Fore Coffe	2018	100
3	Kulo	2018	300
4	Janji Jiwa	2018	500

Source: Researcher survey results, 2020

Even now, Kopi Kenangan has released their own application which can be downloaded by the public. With their application called Kopi Kenangan, people can order and buy Kopi Kenangan through the application. The great thing is, we don't need to queue when ordering via the application, just come to the nearest Kopi

Kenangan shop and take our order. Kopi Kenangan, which is currently pioneering from the ground up in terms of online ordering applications, is working hard to be competitive.

Kopi Kenangan has become one of the contemporary coffees that millennials don't want to miss for consumption. Not only the taste of coffee that is not inferior to foreign brands, the name of the Kopi Kenangan menu attracts the attention of young people, even makes it difficult to move on. Kopi Kenangan Mantan is their mainstay menu. Even now, Kopi Kenangan has released their own application which can be downloaded by the public. With their application called Kopi Kenangan, people can order and buy Kopi Kenangan through the application. The great thing is, we don't need to queue when ordering via the application, just come to the nearest Kenangan Coffee shop and take our order.



Figure 1. Kopi Kenangan Online Ordering Application Data
Source: Kopi Kenangan, 2020

Based on the above background, researcher is interested in conducting research with the title "The Influence of Brand Image and Product Innovation on Purchasing Decision of Kopi Kenangan at Tunjungan Plaza Surabaya".

Based on the background description of the problem above, the problem formulations in this study are:

- 1) Do brand image and product innovation partially influence purchasing decisions at the Kopi Kenangan Shop at Tunjungan Plaza Surabaya?
- 2) Do Brand Image and product innovation simultaneously influence purchasing decisions at the Kopi Kenangan Shop at Tunjungan Plaza Surabaya?

2. Literature Review

Supranto. Limakrisna (2011) state that brand image is what consumers think and feel when they hear or see a brand and what consumers learn about the brand. Thus, it can be concluded that a brand image is a set of brand associations that consumers can feel and think about that are created and maintained by marketers to form in the minds of consumers.

Then according to Kotler dan Keller (2009) brand image is a number of beliefs, ideas, and impressions that a person holds about an object. Meanwhile, brand image is the perception and belief held by consumers, as reflected in the associations embedded in consumers' memories.

According to Fandy Tjiptono (2008), what is meant by brand image is a description of the association and consumer confidence in a particular brand. There are several indicators used to measure Brand Image according to Lutiary Eka Ratri (2007) that is:

- 1) Product attributes, are things related to the brand itself, such as packaging, taste, price, and so on.
- 2) consumer benefits, is the use of products from that brand.
- 3) Brand personality, is an association regarding the personality of a brand if the brand is a human.

Meanwhile, according to Trott p (2008) innovation is management regarding all activities including the process of idea formation, technology development, manufacturing and marketing processes for the existence of new and developed products. Thus, it can be said that innovation is a change made by a company, both in terms of development and creation of something new, where these changes can be accepted by the market and have a positive impact on the company's development. Product innovation is a consumer perception that views a product or service as a new variant. Product innovation in this study refers to the opinion Kristian, nela (2012) that is:

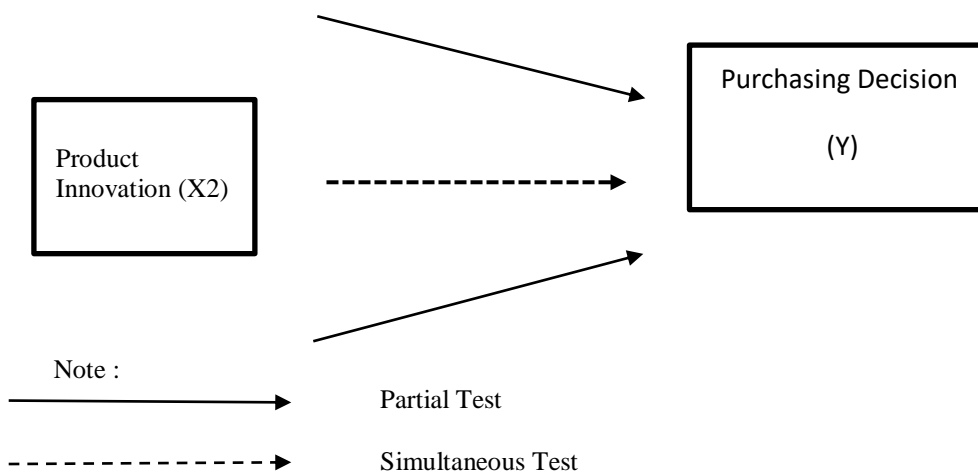
- 1) Line expansion is the use of strategies to expand the market share of the product's sales.
- 2) New products, products that are traded, have fresh or new conditions so that they attract consumers.

According to Setiadi (2010) sebuying behavior implies that individual activities are directly involved in exchanging money for goods and services and in the decision-making process that determines these activities. A consumer's decision to buy a product always involves physical activity (in the form of direct consumer activity through the stages of the purchase decision-making process) and mental activity (when consumers judge the product according to certain criteria set by individuals).

Purchasing decisions taken by buyers are actually a collection of a number of organized decisions. According Adingsih (2005) every purchase decision has a structure of seven components. These components include :

- a. Decisions about product types
- b. Decisions about product form
- c. Decisions about brands
- d. Decisions about sales
- e. Keputusan about the number of products
- f. Decision about when to buy
- g. Decisions about how to pay

3. Conceptual Framework



4. Research Method

This type of research is quantitative. Researcher took a sample of 104 consumers of Kopi Kenangan at Tunjungan Plaza. The sample type used is simple random sampling. Data collection techniques in this study using interviews, questionnaires, and observations. The data in this study were processed using the Statistical Package for Social Science (SPSS) 18.0 for Windows program. Data analysis in this study is to use multiple linear regression analysis.

Researcher used a partial test (T test) and simultaneous test (F test) to test the hypothesis in this study.

The hypothesis formulation for the partial test (t statistical test) in this study is as follows:

- 1) H_0 = independent variable (X) partially has no significant effect on the dependent variable (Y).
- 2) H_a = independent variable (X) partially has a significant effect on dependent variable (Y).

The hypothesis formulation for the simultaneous test (f statistical test) in this study is as follows:

- 1) H_0 = independent variable (x) simultaneously has no significant effect on the dependent variable (y).
- 2) H_a = independent variable (x) simultaneously has a significant effect on the dependent variable (y).

The basis for making a decision with a significant level of 0.05 is as follows:

- 1) If the sig value > 0.05, the decision H_0 is accepted and H_a is rejected, it means that the independent variable (x) simultaneously has no significant effect on variable (y).
- 2) If the sig value < 0.05, the decision H_0 is rejected and H_a is accepted, it means that the independent variable (x) simultaneously has a significant effect on the dependent variable (y).

5. Results and Discussion

The data in this study were obtained from the results of distributing questionnaires to 104 consumers of Kopi Kenangan Tunjungan Plaza. Based on the results of the respondents' answers in the distributed questionnaires, the respondent's data can be described based on gender, age, latest education, occupation, income rankings, and purchase estimates of respondents as follows:

Table 2. Characteristics Based on the Gender of Respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	34	32,7	32,7	32,7
	Women	70	67,3	67,3	100,0
	Total	104	100,0	100,0	

From the table above it can be seen that most of the respondents that is 34 respondents or 32.7% are men, and 70 respondents or 67.3% are women.

Table 3. Characteristics Based on Age of Respondents

		Age Group			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17 - 20 Years Old	3	2,9	2,9	2,9
	21 - 25 Years Old	57	54,8	54,8	57,7
	26 - 30 Years Old	37	35,6	35,6	93,3
	31 - 40 Years Old	7	6,7	6,7	100,0
	Total	104	100,0	100,0	

From the table above it can be seen that most of the respondents, that is 3 respondents or 2.9% aged 17-20 years, 57 respondents or 54.8% aged 21-25 years, 37 respondents or 35.6% aged 26-30 years, 7 respondents or 6.7% aged 31-40 years.

Table 4. Characteristics Based on Respondents' Last Education

		Last Education			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	High school	42	40,4	40,4	40,4
	Bachelor	57	54,8	54,8	95,2
	Postgraduate	5	4,8	4,8	100,0
	Total	104	100,0	100,0	

From the table above it can be seen that most of the respondents, that is 42 respondents or 40.4% were high school students, 57 respondents or 54.8% were bachelor, 5 respondents or 4.8% were postgraduate.

Table 5. Characteristics Based on Occupation of Respondents

		Occupation			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Students	25	24,0	24,0	24,0
	Government employees	10	9,6	9,6	33,7
	Private employees	55	52,9	52,9	86,5
	Housewife	14	13,5	13,5	100,0
	Total	104	100,0	100,0	

From the table above it can be seen that most of the respondents, that is 25 respondents or 24.0% are students, 10 respondents or 9.6% are Government employees, 55 respondents or 52.9% are private employees, 14 respondents or 13,5% Housewives

Table 6. Characteristics Based on Respondents' Income Level

		Income Level			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	1 – 2 Million	17	16,3	16,3	16,3
	2 – 4 Million	54	51,9	51,9	68,3
	4 – 6 Million	33	31,7	31,7	100,0
	Total	104	100,0	100,0	

From the table above, it can be seen that most of the respondents, that is 17 respondents or 16.3%, are 1 million – 2 million, 54 respondents or 51.9% are 2 million – 4 million, 33 respondents or 31.7% are 4 million – 6 million.

5.1. T Test (Partial)

T test is to test how the influence of each independent variable on the dependent variable.

Table 7. T Test (Partial)

		Coefficients ^a									
Model		Standardized Coefficients					Correlations			Collinearity Statistics	
		Unstandardized Coefficients B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	tolerance	VIF
1	(Constant)	-,250	,324		-,771	,443					
	Brand Image	,692	,088	,615	7,883	,000	,821	,617	,421	,469	2,130
	Product Innovation	,362	,100	,283	3,635	,000	,731	,340	,194	,469	2,130

a. Dependent Variable: Keputusan Pembelian

1. Based on the SPSSs output above, the significance value of brand image is 0.000 <0.05, it means that brand image has a significant effect on purchasing decisions.
2. The significance value of product innovation as large as 0.000 <0.05 means that product innovation has a significant effect. The 5% (0.025) significance level of testing includes two-way testing Formula: $df = n - k$ where n = many observations K = many variables (free and dependent) $Df = 104 - 2 = 102$
3. From these results with a significance level of 5%, the ttable value is 1.98350
4. From the output of the SPSSs above, it is known that the tcount of brand image is $7.883 > 1.98350$, meaning that there is a significant influence between brand image and purchasing decisions.
5. From the output of the SPSSs above, it is known that the value of product innovation t count is $3,635 > t$ table 1,98350, meaning that there is a significant influence between product innovation on purchasing decisions.

5.2. F TEST (Simultaneous)

The F test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The degree of confidence used is 0.05. If the calculated F value is greater than the F value according to the table, then the alternative hypothesis, which states that all independent variables simultaneously have a significant effect on the dependent variable.

Tabel 8. F TEST (Simultaneous)
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	45,537	2	22,769	124,721	,000a
Residual	18,438	101	,183		
Total	63,975	103			

- a. Predictors : (Constant), Product Innovation
- b. Dependent Variable : Purchasing Decision
- c. Based on the SPSSs output above a significance value of 0.000 <0.05 means that simultaneously the perception of brand image and product innovation on purchasing decisions
- d. Comparing the magnitude of the number F count with the formula F table:
 $df1=k-1$
 $df2=n-k$
 Where k = number of variables (free and dependent) n = number of observations / samples
 $df1= 2-1=1$
 $df2=104-2=102$

From these results, with a significance level of 5%, the F table value is 3.93

From the output of the above spss, it is known that the value of F count is 124.721 > from F table 3.93, it means that brand image and product innovation simultaneously affect purchasing decisions.

Thus it can be said that the second hypothesis which states that "brand image and product innovation simultaneously influence purchasing decisions" is proven empirically true.

6. Conclusion

- 1. The brand image variable (X1) has a partial effect on purchasing decisions, the value of tcount is 7.883 > t table 1.98350 with a significance of 0.000 <0.05, which means that brand image affects the purchasing decision at Kopi Kenangan Tunjungan Plaza.
- 2. Product Innovation Variable (X2) has a partial effect on Purchasing Decisions, the tcount value is 3,635 > t table 1.98350 with a significance of 0.000 <0.05, which means that Product Innovation affects Purchasing Decisions at Kopi Kenangan Tunjungan Plaza.
- 3. The purchasing decision variable (Y) has a simultaneous effect on Brand Image (X1) and Production Innovation (X2), which shows fcount = 124.721 > from f table 3.09 with a significance of 0.000 <0.05, which means that it has a significant effect on Coffee Purchasing Decisions at Kopi Kenangan Tunjungan Plaza.

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