

Enhancing Performance: The Role of Organizational Culture, Commitment, and Support in Indonesian Paper Industry

Nidya Dudija*¹, Sartika Naibaho¹, Satrio Budi Wibowo²

¹*School of Economics And Business, Telkom University, Indonesia*

²*FKIP, Muhammadiyah Metro University, Indonesia*

Submission 31 January 2023 Accepted 29 September 2023 Published 28 August 2024

Abstract. Human resources play an important role in the successful achievement of performance. Employee performance is the result of the work achieved by employees in a company. This study aims to investigate the impact of organizational culture, organizational commitment, and perceived organizational support on employee performance at a paper manufacturing plant. The descriptive data and SEM were analyzed using The Jeffreys's Amazing Statistics Program (JASP) method. Data were collected from 107 respondents who participated in paper manufacturing plants (52 males (48.6%), 55 females (51.4%); $M_{age} = 38$, $SD = 8.4$). The results showed that (1) organizational culture has a significant effect on employee performance ($\beta = 0,533$, $p < 0,05$). (2) Organizational commitment has no significant effect on employee performance ($\beta = -0,014$, $p > 0,05$). (3) Perceived organizational support has no significant effect on employee performance ($\beta = 0,039$, $p > 0,05$). In this study, organizational commitment and perceived organizational support did not influence employee performance. Among employees, expectations for increasing organizational commitment and perceptions of organizational support for improving employee performance are still not high enough. The findings of this study highlight that organizational culture has the strongest influence compared to organizational commitment and perceived organizational support on employee performance. To improve employee performance, organizations can internalize cultural values through socialization activities, corporate culture training, and cultural rituals so that employee work behavior will develop, contributing to improved performance in the organization.

Keywords: employee performance; organizational culture; organizational commitment; perceived organizational support

The success of a company is undoubtedly linked to the contribution of its human resources. Human resources are a crucial asset for the company, playing a role in planning, implementing, and controlling the company's operation (Bukit et al., 2017). They are an important element for a company and are also valuable assets that need to be safeguarded and nurtured (Dudija, 2022). In performing their duties, human resources, namely employees, contribute to the company's performance. Performance is the tangible evidence of work, which is the result of tasks accomplished by employees in fulfilling their

*Address for correspondence: nidyadudija@telkomuniversity.ac.id



Copyright ©2024 The Author(s). This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<https://creativecommons.org/licenses/by-sa/4.0/>)

company duties (Priansa, 2017).

According to Edison et al. (2016), performance is the outcome of a process that is referred to and evaluated over a specific period based on predetermined regulations, standards, or agreements. Factors that can influence employee performance include abilities and expertise, knowledge, work motivation, leadership or behavior of a leader, leadership style or attitude of a leader, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016). As per the research conducted by Dimulyo et al. (2018), organizational culture is a key to organizational success. It plays a significant role in any institution or organization as a pillar that governs the company's mechanisms. Furthermore, organizational culture encompasses beliefs and values that support organizational objectives.

Based on the factors that have been described, organizational culture is one of the factors that can affect employee performance in a company. Organizational culture is the values or attitudes that are believed by employees so that they have become their daily behavior. Organizational culture is also the key to achieving the company's vision and mission Sedarmayanti (2017). Organizational culture is the most important aspect of an organization. However, the organization's members are sometimes unaware of its existence (Sisca et al., 2022). Organizational culture is both a strength of the organization and an obstacle to development. Its impact can vary between improving efficiency and performance and hindering workflow (Maamari & Saheb, 2018). According to pre-research interviews at the paper manufacturing plant. Lack of employee awareness of implementing organizational culture also has an impact on employee behavior or attitudes toward workers. A weak organizational culture can be seen in the behavior of employees who do not comply with applicable regulations, arrive late, do not attend work, and do not complete tasks on time (Azhari, 2016).

Human resources are therefore one of the key factors in successfully achieving business goals, and human resources make employees employed by enterprises become actors, promoters, thinkers, and planners who play an active role in enterprise activities. At work, employees act according to the existing organizational culture. Organizational culture can be interpreted as values, beliefs, and assumptions, recognized, and followed by members of the organization for a long time as a guide for behavior and problem solving within the organization. Everyone in a company or organization is consciously or subconsciously aware of the culture that prevails in their organization, so there is a close relationship between organizational culture that can influence behavior and the effectiveness of employee performance (Widayanto et al., 2022).

Based on absence attendance data, the percentage of employee tardiness at the paper manufacturing plant from January 2021 to June 2021 rose from 14.02% to 18.27%. This is not the same as the target for delays, which is 0%. According to pre-research interviews, the reasons why employees arrive late range from traffic jams and vehicle issues to having to escort their children to school first. An employee's late arrival will, of course, make other employees do their jobs at the same time until the employee arrives. Undisciplined employees show that they do not obey existing regulations; this can affect employee performance due to diminished accountability and ineffective time management. This is not in accordance with the values of the organizational culture in the company, namely "Efficiency

and Integrity". According to the results of research by Dimulyo et al. (2018), it is proven organizational culture influences employee performance.

Based on the factors that can affect performance described above, organizational commitment is one factor that affects employee performance. Organizational commitment is employee loyalty to an organization, which is reflected in the high participation of employees in achieving organizational goals (Priansa, 2014). Organizational commitment is a state in which an employee favors a particular organization and its goals and intends to maintain membership in the organization (Indriyati, 2018). Organizational commitment is an individual's psychological attachment to the organization (Sisca et al., 2022). Therefore, the organizational commitment of employees at the paper manufacturing plant can be seen in employee attendance data and employee turnover data from 2019 to 2020. From the attendance data on the absence of employees at the paper manufacturing plant, it was found that the rate of employee absenteeism from January 2019 to December 2020 was very volatile. Employees with high organizational commitment can be seen through positive attendance records and show voluntary loyalty to the company (Kaswan, 2015). According to Robbins and Judge (2015), employees who lack organizational commitment and are less loyal to their organization tend to show lower work attendance.

The target monthly employee attendance rate is 99%, but if we look at the attendance data, employee absenteeism is inversely proportional to the target set by the company. Attendance data shows high employee absenteeism every month. Even from the attendance data, it can be seen from 2019 to 2020 that the employee attendance rate for the last two years has never reached the set target. The data shows the highest employee absenteeism rate in 2019, namely in December with a percentage of employee absenteeism of 17.15%, or as many as 64 people, and in December 2020 with a percentage of employee absenteeism of 15.60%, or as many as 54 people. Employee turnover rate data explains the phenomenon of organizational commitment that occurs at the paper manufacturing plant. It is seen that there was a decrease in employees in 2019, namely in February to March, which was 3 people, and the largest decrease in employees in 2020, namely in September to October, which was 15 people. From employee turnover data, it does not show a large decrease in employees every month, but if we compare 2019 with 2020, the decline in employees in 2019 is not as high as in 2020. The higher one's organizational commitment to the company, the higher the employee turnover rate will be lower.

According to Weny et al. (2021), there are many factors that affect employee performance, namely perceived organizational support. Perceived organizational support is an employee's perception of the organization, the degree to which the organization values contributions and cares about their well-being. Organizations often provide positive forms of support that benefit their employees. The support provided builds the employee's perception of the organization. Employees with high perceived organizational support levels deliver the best performance. Employee performance affected by perceived organizational support is directly related to organizational performance. Employee performance is the result of behavior, and when an organization pays proper attention and recognition to the work and contribution of employees, their performance will improve (Li et al., 2022). Astuti and Soliha (2021) prove that perceived organizational support significantly

influences employee performance. The form of appreciation given by the company to employees of the paper manufacturing plant is given based on the status occupied by the employee. Giving the form of appreciation provided by the company is organizational support for its employees.

The paper manufacturing plant has given awards and organizational support, whereas the paper manufacturing plant has implemented fairness in giving salaries according to the status of employees in the company and providing benefits. Besides that, during the post COVID-19 pandemic, the company provides routine vitamins monthly to all employees to provide immunity for all employees. According to the results of an interview at the paper manufacturing plant, although the company feels that it has provided perceived organizational support to all its employees, some employees complain about welfare issues, such as employees who are still found resigning for reasons of inappropriate salary, even the existence of employees. This situation is notable mostly among female employees at that time. Certain tasks, they resigned from the company because they felt the burden of the task was too heavy. Perceived organizational support is one of the strengths that can influence human resource behavior to improve performance. Therefore, by becoming an employee of the organization, the person feels considered to be in the organization and has a responsibility to be able to make a full contribution and deliver the best performance (Ridwan et al., 2020).

This study aims to explore the effect of organizational culture on employee performance, organizational commitment on employee performance, and perceived organizational support on employee performance. Our first hypothesis is the effect of organizational culture on employee performance. Second, the effect of perceived organizational support on employee performance.

Organizational Culture and Employee Performance

According to Busro (2018), organizational culture is a shared perception that is believed by all members of the organization as a guide to organizational values that can affect the work and behavior of its members, so that the value system or system can distinguish one organization from another. According to Edison et al. (2016), organizational culture has an impact on employee performance as members of the organization. A strong organizational culture will support the company's goals; otherwise, a weak organizational culture will inhibit or conflict with organizational goals. Thus, a strong and positive organizational culture is highly influential on the behavior and performance of the company. Several research results by (Joseph & Kibera, 2019; Mulugeta, 2020; Nur et al., 2021) revealed that organizational culture can influence organizations' performance.

Organizational culture is the values and attitudes that are believed by employees to direct employee work behavior in accordance with organizational goals. The attitudes and values embodied in the organization will guide employees to act according to the attitudes and values that are believed so that organizational culture will affect employee performance and satisfaction (Sedarmayanti, 2017). The results of research conducted by Dimulyo et al. (2018) found that the organizational culture has a significant effect on employee performance.

H1: Organizational Culture has an Effect on Employee Performance

Organizational Commitment and Employee Performance

According to (Busro, 2018), organizational commitment is a manifestation of the willingness, awareness, and sincerity of employees to be bound and survive in the organization, which is reflected in the amount of effort, determination, and belief required to achieve the shared vision, mission, and goals. If the organizational commitment of employees is strong, it will improve organizational performance; otherwise, the lower the commitment of organizational members, the weaker the performance of members of the organization. According to Priansa (2014), if employees have a high level of commitment to the organization where they work, job satisfaction will improve their performance. Based on the results of research conducted by Astuti and Soliha (2021), it is proven that organizational commitment support has a significant effect on employee performance.

H2: Organizational Commitment has an Effect on Employee Performance

Perceived Organizational Support and Employee Performance

According to Robbins and Judge (2015), employees who have a strong perception of organizational support will exhibit positive organizational behavior, low levels of delays, and enhanced customer service. According to Kaswan (2015), the perceived impact of organizational support can affect organizational commitment, employee job satisfaction, a feeling of obligation to reciprocate to the company, reduce psychological pressure (stress), improve performance, and improve organizational citizenship behavior. Based on the results of research conducted by (Astuti & Soliha, 2021; Dea Pradinska Dewi, 2020; Weny et al., 2021), it is proven that perceived organizational support has a significant effect on employee performance.

H3: Organizational Perceived Support has an Effect on Employee Performance

Method

Participants

This questionnaire was distributed to 107 respondents. The researcher categorizes the characteristic data from 107 employee respondents through the following criteria: Employees who are currently working in a paper manufacturing plant, gender, age, employee status, length of work, and education. The participants involved consisted of 52 males (48,6%), or 52 respondents, and 55 females (51,4%). Based on a mean age of 38 years old ($SD = 8.4$). Based on employee status, contract employees are more than permanent employees, namely 54.217% or 58 respondents. Based on length of work, the majority worked for 5 years and 21 years, which were both equal to 34 respondents (31.78%). Then, based on education, most respondents have a high school vocational education background, which is 62 respondents (57.94%). The questionnaire was distributed as a paper questionnaire. As many as 107 paper manufacturing plant employees have filled out the informed consent form and participated in this research. The participants involved consisted of 48.6% males and 51.4% females.

Instruments and Measurement

In this study, researchers will examine organizational culture (X1), organizational commitment (X2), and perceived organizational support (X3) as independent or independent variables and employee performance as dependent or dependent variables (Y). The scale of organizational culture on the variable (X1) consists of 14 indicators with scores ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). and the researchers use the theory of Robbins and Judge (2015) to measure innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. One example of the indicators is "Saya mendapatkan dorongan dari perusahaan untuk berinovasi" and "Saya siap menanggung resiko dalam pekerjaan dan tanggung jawab yang diberikan". All the indicators on organizational culture are valid because it has a p-value < 0.001 (Manullang et al., 2023). The reliability of omega on organizational culture is 0.937 and it shows that this variable is reliable because it meets the standard value of ≥ 0.7 (Hamid & Anwar, 2019).

The scale of organizational commitment on the variable (X2) consists of six indicators with scores ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) and the researchers use the theory by Meyer and Allen (2016) to measure affective commitment, normative commitment, and continuance commitment. One example of the indicators is "Saya senang menghabiskan karir di perusahaan" and "Saya merasa bangga menjadi bagian di perusahaan". All the indicators on organizational commitment are valid because it has a p-value < 0.001 (Manullang et al., 2023). The reliability of omega on organizational commitment is 0.925 and it shows that this variable is reliable because it meets the standard value of ≥ 0.7 (Hamid & Anwar, 2019).

Then the researchers use the theory of Rhoades and Eisenberger (2002) to measure the perceived organizational support on the variable (X3), which consists of six indicators with scores ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), namely fairness, supervisory support, organizational rewards, and job conditions. One example of the indicators is "Perusahaan menghargai kontribusi saya sebagai karyawan" and "Perusahaan peduli terhadap kesejahteraan karyawan". All the indicators on perceived organizational support are valid because it has a p-value < 0.001 (Hamid & Anwar, 2019; Manullang et al., 2023) state the reliability of omega on perceived organizational support is 0.921 and it shows that this variable is reliable because it meets the standard value of ≥ 0.7 .

Meanwhile, to measure employee performance on the variable (Y) use the theory of Armstrong and Taylor (2020) adapted from research conducted by Rahmatullah and Kasmir (2023), which consists of 12 indicators with scores ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to measure quality, quantity, time, cost suppression, supervision, and relationships between employees. One example of the indicators is "Saya mengerjakan pekerjaan dengan teliti" and "Saya mampu mencapai target sesuai dengan yang telah ditentukan perusahaan". All the indicators on employee performance are valid because it has a p-value < 0.001 (Manullang et al., 2023). Hamid and Anwar (2019) state the reliability of omega on employee performance is 0.939 and it shows that this variable is reliable because it meets the standard value of ≥ 0.7 .

Validity of the Instruments

All the indicators on organizational culture, organizational commitment, perceived organizational support, and employee performance are valid because it has a p -value < 0.001 (Manullang et al., 2023).

Data Collection and Analysis

Data was distributed via paper questionnaires. This questionnaire was distributed to 107 respondents. This research focuses on a unique organizational context. Although the sample size is small, it is still representative, and the data collected is strong and reliable, as demonstrated by the fulfilment of assumption tests and goodness-of-fit tests. We used the simple random sampling method. This method ensures that the sample is unbiased and representative of the entire population. The sample size was calculated using Slovin’s formula with a margin of error of 5% from 330 population, which resulted in a sample size of 107 respondents. The results of this study provide a novel contribution to previous research, particularly in the field of industrial and organizational psychology. The data analysis of this study was conducted with JASP (Jeffrey’s Amazing Statistics Program). Using the maximum likelihood estimation method. The evaluation is done by looking at the criteria for the R -Square value & p -values. The R -Square value is used to measure the level of variation of the change in the independent variable on the dependent variable. R -Square values of employee performance is 0.525 or 52.5%, which means that variations in variable Y (employee performance) can be explained by variations in variables $X1$ (organizational culture), $X2$ (organizational commitment), and $X3$ (perceived organizational support) of 52.5%. The remaining 47.5% can be explained by other variables not used in this research. Furthermore, the value of p -values to determine the effect and level of significance in hypothesis testing (Hamid & Anwar, 2019).

Result

Construct Validity

All the indicators on organizational culture, organizational commitment, perceived organizational support, and employee performance are valid. Umar and Nisa (2020) state the criteria for determining whether an item must be dropped: (1) if the item has a negative factor loading coefficient or; (2) if the residual of an item is correlated with many residuals on other items or; (3) if the factor loading coefficient is not significant. In this instrument, there are no negative items and the factor loading coefficient is significant ($p < 0.05$).

Table 1

Factor Analysis

Construct	Indicator	Factor loading	S.E.	P-value	M	SD	Skewness
Factor B	B1	0.531	0.056	<.001	4.075	0.669	-0.086
	B2	0.461	0.056	<.001	4.215	0.659	-0.261

Table 1 (Continued)

Factor Analysis								
Construct	Indicator	Factor loading	S.E.	P-value	M	SD	Skewness	
Factor K	B3	0.421	0.046	<.001	4.252	0.551	0.053	
	B4	0.410	0.052	<.001	4.168	0.591	-0.055	
	B5	0.402	0.045	<.001	4.336	0.531	0.113	
	B6	0.251	0.049	<.001	4.196	0.522	0.216	
	B7	0.600	0.054	<.001	4.056	0.684	-0.071	
	B8	0.343	0.045	<.001	4.336	0.513	0.269	
	B9	0.286	0.054	<.001	4.215	0.583	-0.354	
	B10	0.400	0.051	<.001	4.29	0.583	-0.141	
	B11	0.371	0.043	<.001	4.393	0.509	0.227	
	B12	0.403	0.045	<.001	4.308	0.539	0.082	
	B13	0.516	0.060	<.001	4.131	0.688	-0.175	
	B14	0.409	0.045	<.001	4.234	0.542	0.108	
	K1	0.730	0.072	<.001	4.009	0.651	-0.009	
	K2	0.654	0.063	<.001	3.645	0.893	-0.124	
Factor PD	K3	0.555	0.052	<.001	3.953	0.794	-0.839	
	K4	0.708	0.061	<.001	3.813	0.661	-0.379	
	K5	0.647	0.067	<.001	3.869	0.802	-0.652	
	K6	0.718	0.077	<.001	3.729	0.819	-0.298	
	PD1	0.684	0.069	<.001	3.776	0.935	-0.523	
	PD2	0.643	0.060	<.001	3.617	0.854	-0.002	
	PD3	0.515	0.048	<.001	3.907	0.759	-0.369	
	PD4	0.656	0.063	<.001	3.794	0.61	-0.115	
	PD5	0.619	0.065	<.001	3.85	0.787	-0.439	
	PD6	0.736	0.077	<.001	3.738	0.793	-0.188	
	Factor KK	KK1	0.407	0.052	<.001	3.757	0.94	-0.465
		KK2	0.497	0.054	<.001	4.103	0.598	-0.036
KK3		0.438	0.053	<.001	3.869	0.616	0.083	
KK4		0.497	0.055	<.001	3.925	0.654	0.076	
KK5		0.471	0.059	<.001	3.86	0.679	-0.004	
KK6		0.588	0.063	<.001	3.935	0.768	-0.397	
KK7		0.576	0.055	<.001	3.822	0.698	0.088	
KK8		0.592	0.062	<.001	3.813	0.754	0.056	
KK9		0.599	0.055	<.001	3.953	0.706	0.066	
KK10		0.485	0.053	<.001	3.972	0.636	0.023	
KK11		0.397	0.047	<.001	4.196	0.557	0.046	
KK12		0.318	0.052	<.001	4.215	0.567	-0.001	

Reliability of the Instruments

The coefficient of omega on organizational culture is 0.937, the score on organizational commitment is 0.925, the score on perceived organizational support is 0.921, and employee performance is 0.939. This shows that the four scales are reliable or consistent because they meet the standard value of ≥ 0.7 (Hamid & Anwar, 2019).

Hypotheses Test Results

The influence and level of Hypothesis testing is done based on the p-values of 0.05, where these values indicate significance in hypothesis testing. In this study, the research hypothesis is accepted p-values ≤ 0.05 (Haryono, 2017). Hypothesis testing is based on standardized estimates and significance levels. The results of the significance test are shown in table 2.

Table 2

Hypotheses Testing

Hypotheses	Path	Estimate	p-value	Result
H1	BO-KK	0,533	0.001	Supported
H2	KO-KK	-0,014	0.734	Not Supported
H3	PDO-KK	0,039	0.435	Not Supported

Based on table 2 explains that the hypothesis testing is:

H1: The result shows ($\beta = 0,533, p < 0,01$) the p-values of $0.001 \leq 0.05$, which means that H1 is supported. So, it shows that organizational culture (X1) has an effect on employee performance (Y).

H2: The result shows ($\beta = -0,014$) the p-values of $0.734 \geq 0.05$, which means H2 is not supported. So, it shows that organizational commitment (X2) has no effect on employee performance (Y).

H3: The result shows ($\beta = 0,039$) the p-values of $0.435 \geq 0.05$, which means H3 is not supported. So, it shows that the perceived organizational (X3) has no effect on employee performance (Y).

Discussion

The Effect of Organizational Culture on Employee Performance

The first hypothesis (H1) is that organizational culture (X1) affects employee performance (Y). In this study, the first hypothesis was accepted. Based on the results of hypothesis testing in Table 2, the influence of organizational culture on the performance of employees was obtained with p-values of $0.001 \leq 0.05$ (sig) which means H1 is accepted. Thus, it shows that organizational culture (X1) affects employee performance (Y). The results of this study are in line with the results of research by Maamari and Saheb (2018), where research proves that organizational culture affects employee performance. According to the results of another study conducted by Bagis et al. (2021), it is proven that organizational culture has a significant effect on employee performance. Other research results that are in line with this research are research conducted by Wua et al. (2022), where organizational culture has a significant effect on employee performance. Organizational culture can come from

attitudes toward work, preferences for work rather than other activities, and behavior at work, such as persistence, commitment, responsibility, prudence, thoroughness, a strong willingness to learn tasks and responsibilities, empathy for colleagues, and vice versa (Sihombing et al., 2018). According to Edison et al. (2016), organizational culture has an impact on employee performance as members of the organization. A strong organizational culture will support the company's goals; otherwise, a weak organizational culture will inhibit or conflict with organizational goals. Thus, a strong and positive organizational culture is very influential on the behavior and performance of the company.

The Effect of Organizational Commitment on Employee Performance

The second hypothesis (H2) is that organizational commitment (X2) affects employee performance (Y). In this study, the second hypothesis was rejected. Based on the results of hypothesis testing in Table 2, the effect of organizational commitment on the performance of employees was obtained with p-value of $0.734 \leq 0.05$ (sig) which means H2 is rejected. Thus, it shows that organizational commitment (X2) has no significant effect on employee performance (Y) at the paper manufacturing plant. Based on the theory according to Meyer and Allen, as cited in (Edison et al., 2016), organizational commitment is the relationship between organizational members and their organization and has a relationship with individual decisions to continue their membership in the organization. However, after doing research, it is known that organizational commitment has no significant effect on employee performance. This study aims to investigate the impact of organizational culture, organizational commitment, and perceived organizational support on employee performance at the paper manufacturing plant. This can be because other factors are more dominant in influencing the performance of employees at the paper manufacturing plant.

According to the results of another study conducted by Eliyana et al. (2019), organizational commitment does not have a significant effect on employee performance. The results of research conducted by Suwibawa et al. (2018) state that organizational commitment has no significant effect on employee performance. The results of other research, namely that conducted by Azizah et al. (2019), show that organizational commitment has no significant effect on employee performance. The results of research conducted by Bagis et al. (2021) prove that organizational commitment has no significant effect on employee performance. Other research results, according to Santoso and Kambara (2020), state that organizational commitment has no significant effect on employee performance.

These results show that companies still need to pay attention to the commitments of their employees. Although the results of the study show that they do not have a significant effect, the commitment of employees will certainly have a positive impact on the performance and sustainability of the company. The organizational commitment has not had an impact on employee performance. To improve employee performance, it is necessary to improve work skills and policies for welfare so that organizational commitment can increase and affect employee performance. Furthermore, in increasing organizational commitment, it is necessary to pay attention to a favorable work environment so that employee performance can increase, ultimately fostering improved overall productivity. In addition, it is necessary to pay attention to the need for employee promotions; relationships with colleagues and

superiors need to be continuously improved so that employee performance is better in the future.

The Effect of Perceived Organizational Support on Employee Performance

The third hypothesis (H3) is that perceived organizational support (X3) affects employee performance (Y). In this study, the third hypothesis was rejected. Based on the results of hypothesis testing, the effect of organizational commitment on the performance of employees was obtained with p-values of $0.435 \geq 0.05$ (sig) which means H3 is rejected. So, it shows that the perceived organizational support (X3) has no significant effect on employee performance (Y) at the paper manufacturing plant. However, after completing research, it is known that the perceived organizational support has no significant effect on employee performance at the paper manufacturing plant. This can be because other factors are more dominant in influencing the performance of employees at the paper manufacturing plant.

The results of this study are in line with the results of research by (Dea Pradinska Dewi, 2020; Dewi et al., 2021; Lestari, 2019; Soeprijadi & Sudibjo, 2021; Yulivianto, 2019), which prove that perceived organizational support has no significant effect on employee performance. These results indicate that companies still need to pay attention to the perceived organizational support possessed by their employees. Although the results of the study show no significant effect, the perceived organizational support provided to employees will certainly have a positive impact on employee performance. Perceived organizational support at the paper manufacturing plant is not an important factor in improving employee performance. This is because employee performance tends to be driven by functions, duties, and responsibilities in the company, so when employees are already working, it becomes a strong boost, not the perceived organizational support. Other research results, according to (Agustyna & Prasetyo, 2020; Astuty & Udin, 2020; Damayanti & Purba, 2019; Weny et al., 2021), state that perceived organizational support has a significant effect on employee performance.

Perceived organizational support that is felt directly has not been able to improve employee performance at the paper manufacturing plant. Although the support provided is significant, the employees' performance will remain as usual. The perceived organizational support as the highest value from the recapitulation of the perceived organizational support variable shows that justice and superior support have not been able to increase employees working together to complete work. Employees already have a good form of cooperation between fellow employees and leaders. Support from superiors has also not been able to improve the quality and quantity of employee work. The quality of work or work quantity of employees has been monitored and measured properly so that the quality and quantity of work of employees will go well, not because of organizational support such as support from superiors for employees, because targets must be met by each employee so that employees work according to the target and the quantity of work is also maintained.

The limitations of this study are the relatively small sample size ($N = 107$) and the specific characteristics of the sample (i.e., paper manufacturing plant employees). Regarding the limitations of the sample size, we realize that the sample size of 107 is far below the minimum recommended sample size for CFA implementation, which is 200 (Hoogland & Boomsma, 1998) or 265 (Muthén & Muthén, 2002). However, we report various information, such as standard errors and skewness for

each item as a basis for fulfilling the assumptions of CFA implementation, even though the sample is relatively small. This is in line with the reporting standards for this type of analysis, see Appelbaum et al. (2018). Future research can apply more appropriate methods to analyze data with relatively small sample sizes that have not been used in this study, see Cañete-Massé et al. (2021) and Smid et al. (2019). Due to the very specific characteristics of the sample, we realize that the findings of this study should not be overgeneralized and should only apply to samples that are relevant or have the same characteristics as our research.

Conclusion

Based on the results of this research, organizational culture affects employee performance at the paper manufacturing plant as indicated by p -values of $0.001 \leq 0.05$ (sig). Organizational commitment does not affect employee performance. Organizational commitment does not affect employee performance at the paper manufacturing plant as indicated by p -values of $0.734 \geq 0.05$ (sig). Perceived organizational support does not affect employee performance at the paper manufacturing plant as indicated by p -values of $0.435 \geq 0.05$ (sig). There are some suggestions to improve employee performance through organizational culture, organizational commitment, and perceived organizational support.

In this research, organizational commitment and perceived organizational support have no effect on employee performance at a paper manufacturing plant. Among employees, expectations for increasing organizational commitment and perceived organizational support for improving employee performance are still not high enough. This research also shows that organizational culture has the strongest influence compared to organizational commitment and organizational perceptions on employee performance at a paper manufacturing plant. For this company, it shows that the organizational culture that exists among employees on employee performance is quite high. Therefore, companies can continue to maintain organizational culture. In addition, companies also need to increase organizational commitment and perceived organizational support so that they can improve employee

Implication

The findings of this research indicate that organizational culture has the strongest influence on performance compared to organizational commitment and organizational perception, meaning that a strong organizational culture will support company goals while a weak organizational culture will hinder organizational goals. Improving employee performance can be achieved through strengthening organizational culture. Organizations can internalize cultural values through cultural socialization activities, corporate culture training, and cultural rituals so that employee work behavior will develop, which contributes to improving performance in the organization.

Recommendation

It is suggested that future research use a larger sample size with a wider variety of industries. We hope that future researchers can separate work period, as well as age and gender in more detail, which may influence employee performance in the organization. Future research can examine the potential of human resources and organizational behavior that have a positive effect on improving employee performance, such as leadership, remuneration, development and training, as well as other variables originating from theoretical studies and previous research on employee performance.

Declarations

Acknowledgments

The authors would like to thank Telkom University & paper manufacturing plant workers who helped the authors to do research.

Funding

Funding for this study was obtained independently, without help from outside parties.

Author's Contributions

ND, SSBW, & SN both contributed to designing the research, collected the data, analyzed the data, interpreted the data & wrote the final report of the manuscript.

Conflict of Interest

The authors declare that they have no competing interests with this work

Orcid ID

Nidya Dudija  <https://orcid.org/0000-0003-1354-1669>

Sartika Naibaho  <https://orcid.org/0009-0003-4169-0394>

Satrio Budi Wibowo  <https://orcid.org/0000-0002-2110-7208>

References

- Agustyna, A., & Prasetyo, A. P. (2020). Pengaruh persepsi dukungan organisasi dan kepuasan kerja terhadap kinerja karyawan pada PT. Great Citra Lestari [The influence of perceived organizational support and job satisfaction on employee performance at PT. Great Citra Lestari]. *Jurnal Mitra Manajemen*, 4(1), 28–38. <https://doi.org/10.52160/ejmm.v4i1.319>
- Appelbaum, M., Cooper, H., Kline, R. B., Mayo-Wilson, E., Nezu, A. M., & Rao, S. M. (2018). Journal article reporting standards for quantitative research in psychology: The apa publications and communications board task force report. *American Psychologist*, 73(1), 3–25. <https://doi.org/10.1037/amp0000191>

- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resources management practice, 15th edition*.
- Astuti, J. P., & Soliha, E. (2021). The effect of quality of work life and organizational commitment on performance with moderation of organizational culture (study on public health center puskesmas in gabus district). *International Journal of Social and Management Studies (IJOSMAS)*, 2(6), 89–99.
- Astuty, I., & Udin, U. (2020). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *Journal of Asian Finance, Economics and Business*, 7(10). <https://doi.org/10.13106/jafeb.2020.vol7.no10.401>
- Azhari, F. (2016). Pengaruh budaya organisasi terhadap kinerja karyawan pada pt. aryo bimo pontianak [the influence of organizational culture on employee performance at pt. aryo bimo pontianak]. *Jurnal Kajian Ilmiah Akuntansi*, 5(1). <https://jurnal.untan.ac.id/index.php/ejafe/article/view/14145/0>
- Azizah, N., Murgiyanto, M., & Nugroho, R. (2019). Pengaruh kepemimpinan transformasional, motivasi kerja terhadap komitmen organisasional dan kinerja guru pada smk abdurrahman wahid lamongan [the influence of transformational leadership, work motivation on organizational commitment and teacher performance at abdurrahman wahid lamongan vocational school]. *Equilibrium: Jurnal Ekonomi-Manajemen-Akuntansi*, 15(2), 240. <https://doi.org/10.30742/equilibrium.v15i2.683>
- Bagis, F., Kusumo, U. I., & Hidayah, A. (2021). Job satisfaction as a mediation variables on the effect of organizational culture and organizational commitment to employee performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 5(2), 424–434. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/2495>
- Bukit, B., Malusa, T., & Rahmat, A. (2017). *Pengembangan sumber daya manusia [human resource development]*. Zahir Publishing.
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia [human resource management theories]*. Prenadamedia Group.
- Cañete-Massé, C., Carbó-Carreté, M., Figueroa-Jiménez, M. D., Oviedo, G. R., Guerra-Balic, M., Javierre, C., Peró-Cebollero, M., & Guàrdia-Olmos, J. (2021). Confirmatory factor analysis with missing data in a small sample: Cognitive reserve in people with down syndrome. *Quality & Quantity*, 56(5), 3363–3377. <https://doi.org/10.1007/s11135-021-01264-x>
- Damayanti, I. A., & Purba, H. P. (2019). Pengaruh persepsi dukungan organisasi terhadap kinerja pegawai kebersihan perusahaan outsourcing di surabaya [the influence of perceived organizational support on the performance of cleaning employees at outsourcing companies in surabaya]. *Jurnal Psikologi Industri dan Organisasi*, 8, 29–39.
- Dea Pradinska Dewi, P. D. S., Fibria Indriati. (2020). Effect of perceived organizational support, quality of work-life and employee engagement on employee performance. *International Journal of Management*, 11(6), 707–717.

- Dewi, N., Rahmadian, I., Rumengan, J., Satriawan, B., Y, S., Nurhatsyah, N., & Faizah, A. (2021). The effect of competence, job stress and perceived organizational support on employee performance with organizational commitments as intervening variables. *Conference Series*, 3(01), 131–139. <https://doi.org/10.34306/conferenceseries.v3i2.472>
- Dimulyo, U. P., Sularso, R. A., & Handriyono, H. (2018). The influence of organizational culture and work discipline on motivation and performance of banking employees. *International Journal of Economics & Business*, 1(1), 29–38.
- Dudija, N. (2022). Perkembangan teori komitmen organisasi [development of organizational commitment theory]. In *Perilaku organisasi (tinjauan teoritis)*. Media Sains Indonesia.
- Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen sumber daya manusia. strategi dan perubahan dalam rangka meningkatkan kinerja pegawai dan organisasi [human resource management. strategies and changes in order to improve employee and organizational performance]*. Alfabeta.
- Eliyana, A., Maarif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3). <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Hamid, R. S., & Anwar, S. M. (2019). *Structural equation modeling (sem) berbasis varian [variant-based structural equation modeling (sem)]*. PT. Inkubator Penulis Indonesia.
- Haryono, S. (2017). *Sem method for management research with amos lisrel pls*. Luxima Metro Media.
- Hoogland, J. J., & Boomsma, A. (1998). Robustness studies in covariance structure modeling: An overview and a meta-analysis. *Sociological Methods & Research*, 26(3), 329–367. <https://doi.org/10.1177/0049124198026003003>
- Indriyati, R. (2018). Pengaruh kepemimpinan, budaya organisasi dan komitmen organisasi terhadap kinerja manajemen mutu (studi pada akpelni semarang) [the influence of leadership, organizational culture and organizational commitment on quality management performance (study at akpelni semarang)]. *Media Ekonomi dan Manajemen*, 33(1). <https://doi.org/10.24856/mem.v33i1.614>
- Joseph, O. O., & Kibera, F. (2019). Organizational culture and performance: Evidence from microfinance institutions in kenya. *SAGE Open*, 9(1). <https://doi.org/10.1177/2158244019835934>
- Kasmir. (2016). *Manajemen sumber daya manusia (teori dan praktik) [human resource management (theory and practice)]*. PT. RajaGrafindo Persada.
- Kaswan. (2015). *Sikap kerja: Dari teori dan implementasi sampai bukti [work attitudes: From theory and implementation to evidence]*. Alfabeta.
- Lestari, N. W. E. (2019). Peningkatan employee training, dan self-efficacy terhadap employee performance pt. cipta nirmala gresik [increased employee training and self-efficacy towards employee performance at pt. created by nirmala gresik]. *Jurnal Ilmu Manajemen*, 7(3), 562–572.
- Li, M., Jameel, A., Ma, Z., Sun, H., Hussain, A., & Mubeen, S. (2022). Prism of employee performance through the means of internal support: A study of perceived organizational support. *Psychology Research and Behavior Management*, Volume 15, 965–976. <https://doi.org/10.2147/prbm.s346697>

- Maamari, B. E., & Saheb, A. (2018). How organizational culture and leadership style affect employees performance of genders. *International Journal of Organizational Analysis*, 26(4), 630–651. <https://doi.org/10.1108/ijoa-04-2017-1151>
- Manullang, P. A., Saragih, M. A. P., Adnan, A., & Silaen, E. L. R. (2023). Adaptasi lintas budaya kuesioner stop-bang versi indonesia [cross-cultural adaptation of the indonesian version of the stop-bang questionnaire]. *eJournal Kedokteran Indonesia*, 11(2), 126–32. <https://doi.org/10.23886/ejki.11.335.126-32>
- Mulugeta, A. (2020). The effect of organizational culture on employees performance in public service organization of dire dawa administration. *Developing Country Studies*, 10(5), 16–25. <https://doi.org/10.7176/dcs/10-5-03>
- Muthén, L. K., & Muthén, B. O. (2002). How to use a monte carlo study to decide on sample size and determine power. *Structural Equation Modeling: A Multidisciplinary Journal*, 9(4), 599–620. https://doi.org/10.1207/s15328007sem0904_8
- Nur, D., Supriyanto, A., & Maharani, V. (2021). Factor influencing employee performance: The role of organizational culture. *Journal of Asian Finance Economics and Business*, 8(01), 545–553. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0545>
- Priansa, D. J. (2014). *Perencanaan dan pengembangan sdm [hr planning and development]*.
- Priansa, D. J. (2017). *Manajemen kinerja kepegawaian dalam pengelolaan SDM perusahaan [Personnel performance management in company HR management]*. Pustaka Setia.
- Rahmatullah, B. Y., & Kasmir, K. (2023). The influence of leadership style and organizational culture on employee performance through motivation as mediation (at pt. siam-indo gypsum industry). *Dinasti International Journal of Education Management And Social Science*, 4(4). <https://doi.org/10.31933/dijemss.v4i4.1810>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12), 839–849.
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku organisasi [organizational behavior]*. Salemba Empat.
- Santoso, G. T., & Kambara, R. (2020). Pengaruh komitmen organisasi dan tingkat kedisiplinan terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening (studi kasus pada dinas perdagangan industri koperasi dan usaha mikro kecil menengah kota serang) [the effect of organizational commitment and the level of discipline on employee performance through job satisfaction as an intervening variable (case study on the trade office, industry, cooperatives and micro, small and medium enterprises in serang city)]. *Jurnal Riset Bisnis Dan Manajemen Tirtayasa (JRBTM)*, 4(2). <https://jurnal.untirta.ac.id/index.php/JRBM/article/view/10020/6841>
- Sedarmayanti. (2017). *Perencanaan dan pengembangan sumber daya manusia [human resource planning and development]*. PT. Refika Aditama.

- Sihombing, S., Astuti, E. S., Al Musadieq, M., Hamied, D., & Rahardjo, K. (2018). The effect of servant leadership on rewards, organizational culture and its implication for employees performance. *International Journal of Law and Management*, 60(2), 505–516. <https://doi.org/10.1108/ijlma-12-2016-0174>
- Sisca, S., Dudija, N., Indiyati, D., Sinaga, D. S., Sary, F. P., Wulansari, P., Rahmasari, L. F., Setiorini, A., Ayuningtias, H. G., Wahyuningtyas, R., Irwanto, I., Wahyuni, S., Purbasari, I., Purwaningrum, J. P., Sholikhah, M., Fajrie, N., & Fitriani, A. (2022). *Psikologi industri dan organisasi [industrial and organizational psychology]*. CV Widina Media Utama.
- Smid, S. C., McNeish, D., Mioevi, M., & van de Schoot, R. (2019). Bayesian versus frequentist estimation for structural equation models in small sample contexts: A systematic review. *Structural Equation Modeling: A Multidisciplinary Journal*, 27(1), 131–161. <https://doi.org/10.1080/10705511.2019.1577140>
- Soeprijadi, F., & Sudibjo, N. (2021). Persepsi kinerja guru, ditinjau dari persepsi dukungan organisasi, person - organization fit, dan organizational citizenship behavior [perceptions of teacher performance, in terms of perceptions of organizational support, person - organization fit, and organizational citizenship behavior]. *Jurnal Pendidikan*, 22(1), 1–15. <https://doi.org/10.33830/jp.v22i1.965.2021>
- Suwibawa, A., Agung, A. A. P., & Sapta, I. K. S. (2018). Effect of organizational culture and organizational commitment to employee performance through organizational citizenship behavior (ocb) as intervening variables (study on bappeda litbang provinsi bali). *International Journal of Contemporary Research and Review*, 9(08), 20997–21013. <https://doi.org/10.15520/ijcrr/2018/9/08/582>
- Umar, J., & Nisa, Y. F. (2020). Uji validitas konstruk dengan cfa dan pelaporannya [construct validity test with cfa and reporting]. *Jurnal Pengukuran Psikologi dan Pendidikan Indonesia (JP3I)*, 9(2), 1–11. <https://doi.org/10.15408/jp3i.v9i2.16964>
- Weny, W., Siahaan, R. F. B., Anggraini, D., & Sulaiman, F. (2021). The effect of perceived organizational support on employee performanc in medan cendana polytechnic. 12(1), 321–324.
- Widayanto, M. T., Elly, M. I., & Rosady, E. S. R. (2022). Urgensi budaya organisasi dan lingkungan kerja untuk peningkatan kinerja karyawan [the urgency of organizational culture and work environment to improve employee performance]. *Manajemen dan Kewirausahaan*, 3(1), 51–60. <https://doi.org/10.53682/mk.v3i1.3931>
- Wua, I. W. G., Noermijati, N., & Yuniarinto, A. (2022). The influence of organizational culture on the employee performance mediated by job satisfaction and organizational commitment. *Jurnal Aplikasi Manajemen*, 20(3). <https://doi.org/10.21776/ub.jam.2022.020.03.07>
- Yulivianto, T. S. (2019). Job crafting dan persepsi dukungan organisasi terhadap kinerja karyawan melalui keterikatan kerja [job crafting and perceptions of organizational support for employee performance through work engagement]. *Jurnal Ilmu Manajemen*, 7(4), 1017–1028.