

Analysis Of Organizational Commitment, Work Performance And Personality On The Performance Of PT Kawasan Industri Medan Industry (KIM)

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ABSTRACT

The research analysis aims to analyze organizational commitment, work performance and personality to the performance of employees of PT Kawasan Industri Medan (KIM). The data analysis technique used is an associative research method with the help of the SPSS version 25 program. This study uses multiple linear regression analysis. The sample in this study was 89 respondents. Primary data collection uses questionnaires. The results of the study show that the test results for the organizational commitment variable show a $t\text{-value}$ of $2.650 > a\ t\text{-table of } 1.98$ with a significant value of $0.000 < 0.05$, then the H1 hypothesis is accepted and H0 is rejected. The test results for the work performance variable showed a calculated $t\text{-value}$ of $6.690 > a\ t\text{-table of } 1.98$ with a significant value of $0.026 < 0.05$, then the H2 hypothesis was accepted and H0 was rejected. The test results for personality variables showed a calculated $t\text{-value}$ of $9.260 > a\ t\text{-table of } 1.98$ with a significant value of $0.014 < 0.05$, then the H3 hypothesis was accepted and H0 was rejected. The results of the test were simultaneous with a value of F calculated as 549.751 which was greater than 2.76 and a significant value of 0.000 was less than 0.05 so that it could be concluded that hypothesis 4 was accepted and hypothesis 0 was rejected.

Keywords :

Organizational Commitment, Work Performance, Employee Personality and Performance

Introduction

The success of an organization is determined by the quality of the people in it. Human Resources will work optimally if organizations can support their career advancement by looking at what their performance really is. Usually, human resource development will improve employee performance so that the quality of work is also



higher and leads to the realization of the organization's goals. Human resources are an important component to achieve the company's goals because human resources can develop several ideas to face the various demands of the times so that It needs to be developed continuously in order to obtain quality human resources. *Employability is the activity of an individual or an organization in carrying out activities to the goals of the company* (Halimatussa'diah, 2023).

One of the indicators of human resources that have a competitive advantage is measured by the level of performance achieved by employees. According to Kasmir (2019), performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Human resources are a determining factor that plays an active role in moving the organization to achieve its goals. The achievement of organizational goals is only possible because of the efforts of the employees in the organization to perform well. Management must conduct evaluations in order to improve employee performance.

One of the factors that can affect employee performance is employee work commitment (Kasmir, 2019). Employee work commitment affects employee performance. Employee work commitment can be seen from the employee's strong desire to remain a member of a particular organization, the desire to strive hard according to the organization's desires, as well as certain beliefs and acceptance of the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and sustainable processes where members of the organization express their concern for the organization and its continuous success and progress (Luthan, 2018).

According to Robbins (2018) stated that there are 3 (three) dimensions of organizational commitment, namely affective commitment, normative commitment, and sustainable commitment. Affective commitment is the emotional feeling for the organization and belief in its values. Normative commitment is a feeling of obligation to remain in the organization because it has to be so, this action is the right thing to do. Sustainable commitment is the economic value felt from staying in an organization when compared to leaving the organization. Employee commitment is an important assessment in a business. Employees who are said to be loyal will put the interests of the company ahead of their own interests.

Another factor that can affect employee performance is work performance (Kasmir, 2019). Work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Hasibuan (2019). Work performance reflects success or



failure in human resource management activities. If the work performance is poor or not in accordance with the company's expectations, then the possibility of human resource management activities must be reviewed by conducting research on employee work performance.

Another factor that can affect employee performance is personality (Kasmir, 2019). Hanggraeni (2018) states that personality is a set of ways in which an individual reacts and interacts with others. Personality is one of the most important factors for an individual, because personality determines how a person thinks, behaves and feels in various different situations. A positive personality can certainly have an impact on a good work process for employees so that it can improve employee performance

This research was conducted at PT. Medan Industrial Estate (persero), a company engaged in industrial land management services. PT. Medan Industrial Estate (Persero) is a State-owned enterprise (BUMN) with an industrial estate management service business whose office is located on Jalan Pulau Batam No.1 KIM Complex Phase II, Medan. The company realizes the importance of superior Human Resource management. One of the indicators to measure the quality of Human Resources is seen from employee performance.

The researcher conducted a pre-survey of 30 employees to see some of the problems that exist in the company. Based on the results of the pre-survey, it was found that the problem phenomenon that the researcher saw several indications related to the decline in employee performance. One example of declining employee performance can be seen from the work results of several employees who have decreased. The decline in employee performance is allegedly related to employee work commitment, namely some employees still want to work in other better places so that it has an impact on employee performance. The results of the pre-survey conducted show that employees' desire to achieve work performance in the company is still low. The researcher also explored several problems related to employee personality not being able to fully shape employee performance.

Based on some of the background descriptions above, the researcher is interested in conducting a study entitled "**Analysis of Organizational Commitment, Work Achievement and Personality on Employee Performance of PT Kawasan Industri Medan (KIM)**".

Employee Performance

Kasmir (2019) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain



period. Hasibuan (2019) argues that performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, and seriousness and time. According to Wibowo (2018), performance is the implementation of the plan that has been prepared. Performance implementation is carried out by human resources who have abilities, competencies, motivation and interests

Organizational Commitment

Robbins and Judge (2019) argue that organizational commitment is the level at which an employee identifies an organization, its goals and expectations to become a member of the organization. Another opinion stated by Kaswan (2018), organizational commitment is a measure of employees' willingness to stay with a company in the future.

Job Performance

Kadarisman (2019) if a work achievement is fairly high, then the workers must be given an *incentive* in the form of an increase in salary or promotion. Work performance is a qualitative and quantitative work achievement by carrying out all the burdens assigned to it. Rivai (2019) work achievement is a work result achieved by a person in carrying out skills, experience and seriousness as well as time. Hasibuan (2019) work achievement is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mangkunegara (2019) work achievement is the level of a person's proficiency in tasks that include their work.

Personality

Personality is the dynamic organization of psychological systems in an individual that determines a person's ability to uniquely adapt to his or her environment (Robbins & Judge, 2018). Personality is a complex psychophysical totality of an individual, so that it is evident in his unique behavior. According to Wibowo (2018) that "Personality is the number and all the ways in which individuals react to and interact with others.

Hanggraeni (2018) states that personality is a set of ways in which an individual reacts and interacts with others. Personality is one of the most important factors for an individual, because personality determines how a person thinks, behaves and feels in various different situations.



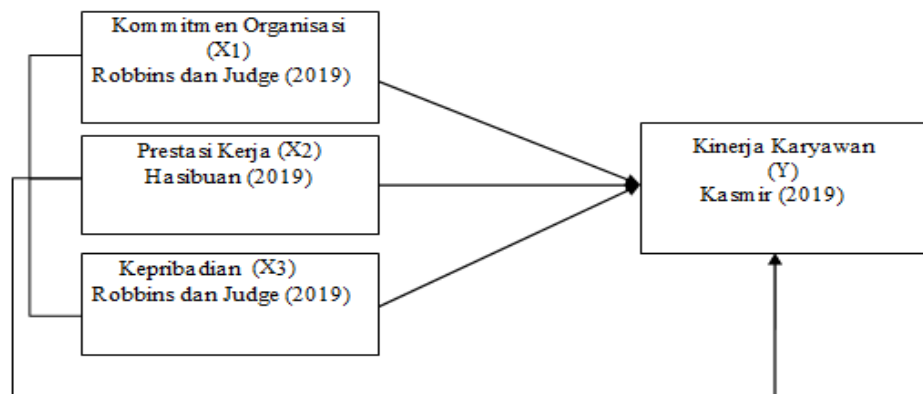


Figure 1. Conceptual Framework

Hypothesis

Based on the presentation of the problem formulation, the following are the hypotheses from the research:

1. Organizational Commitment partially has a positive and significant effect on employee performance.
2. Work Achievement partially has a positive and significant effect on employee performance.
3. Personality partially has a positive and significant effect on employee performance.
4. Organizational commitment, work performance and personality simultaneously have a positive and significant effect on employee performance.

Research Methods

This research method is quantitative associative, which is a research method by examining the causal relationship between independent and dependent variables. (Manullang and Pakpahan, 2018). The research was conducted in the (KIM) with an address at Jl. Pulau Bawean - I, Sampali, Percut Sei Tuan District, Deli Serdang Regency, North Sumatra 20242. The population in this study is 101 employees working in Medan. Sample determination uses purposive sampling, which is the determination of samples with certain criteria. The criteria used in this study are permanent employees, which are as many as 89 people. So that the number of samples in this study is 89 respondents.

RESEARCH RESULTS AND DISCUSSION

Validity Test



To find out the feasibility of the items in the list of questions (questionnaires), it is necessary to conduct a validity test.

Table 1. Data Validity Test

Variable	Question Item	Corrected Item Corelation	r-mean	Result
Organizational Commitment (X1)	X1.1	0,489	0,3	Valid
	X1.2	0,495		Valid
	X1.3	0,437		Valid
	X1.4	0,594		Valid
	X1.5	0,583		Valid
	X1.6	0,509		Valid
Job Performance (X2)	X1.1	0,314	0,3	Valid
	X2.2	0,505		Valid
	X2.3	0,589		Valid
	X2.4	0,687		Valid
	X2.5	0,576		Valid
	X2.6	0,555		Valid
	X2.7	0,581		Valid
	X2.8	0,674		Valid
	X2.9	0,386		Valid
	X2.10	0,615		Valid
	X2.11	0,616		Valid
	X2.12	0,660		Valid
Personality (X3)	X3.1	0,479	0,3	Valid
	X3.2	0,708		Valid
	X3.3	0,567		Valid
	X3.4	0,632		Valid
	X3.5	0,518		Valid
	X3.6	0,644		Valid
	X3.7	0,492		Valid
	X3.8	0,645		Valid
	X3.9	0,604		Valid
	X3.10	0,524		Valid

Performance (Y)	Y.1	0,616	0,3	Valid
	Y.2	0,695		Valid
	Y.. 3	0,543		Valid
	Y.4	0,577		Valid
	Y.. 5	0,617		Valid
	Y.6	0,626		Valid
	Y.7	0,500		Valid
	Y.8	0,723		Valid
	Y.9	0,490		Valid
	Y.10	0,639		Valid
	Y.11	0,645		Valid
	Y.12	0,729		Valid

Source : SPSS ver 25 output (2025)

Based on the results of the SPSS output, it is known that the validity value is in the *Corrected Item-Total Correlation* column in the question item of each variable that is studied can be declared valid because all coefficient values are greater than 0.30.

Reliability Test

The reliability test is carried out to see if the data is reliable or reliable so that it is feasible to be carried out in the next test.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Organizational Commitment (X1)	0,768	6
Work Performance (x2)	0,871	12
Personality (X3)	0,865	10
Performance (Y)	0,898	12

Source : SPSS ver 25 output (2025)

Based on the results of the SPSS output, it is known that the Cronbach's Alpha value in each of the variables studied > 0.6 so that the data is reliable.

Normality Test



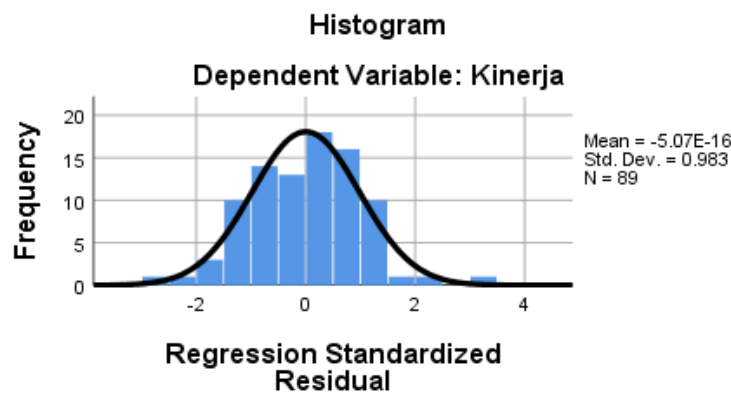


Figure 2. Histogram Test

Source : SPSS ver 25 output (2025)

Based on the figure above, the results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and has a balanced convex in the middle.

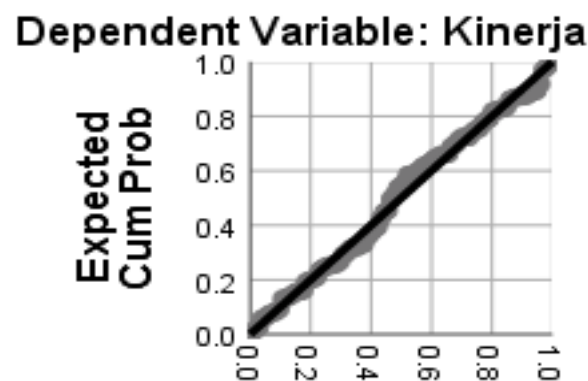


Figure 3. PP Plot Test

Source : SPSS ver 25 output (2025)

Based on the figure above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally.

Table 3. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		89
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.60791638

Most Extreme	Absolute	.070
Differences	Positive	.058
	Negative	-.070
Test Statistic		.070
Asymp. Sig. (2-tailed)		.200c,d

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source : SPSS ver 25 output (2025)

Based on the *Smirnov kolmogrov test* , it can be seen that the Asymp. Sig. (2-tailed) value of 0.498 can be concluded that the data is distributed normally, where the significance value is greater than 0.05 ($p = 0.498 > 0.05$). Thus, as a whole, it can be concluded that the data observation values have been distributed normally and can be continued with other classical assumption tests.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables (Russiadi et al, 2018). A good regression model should not have correlations between independent variables. The tolerance value is not less than 0.1 and the *Variance Inflation Factor (VIF) value* is not more than 10 so that the model can be said to be free from multicollinity. The results of the multicollinearity test of this research data can be presented in the following table.

Table 4. Multicollinearity Test Results

Type	Collinearity Statistics	
	Tolerance	VIF
Organizational Commitment	.122	8,183
Job Performance	.102	9,778
Personality	.113	8,837

Source : SPSS ver 25 output (2025)

Based on the data in table 4, it can be seen that the tolerance value of all independent variables is not less than the fixed value of 0.1 and the VIF value of all

independent variables is no more than the fixed value of 10. Therefore, the data in this study is said that the variable does not experience a multicollineity problem.

Heteroscedasticity Test

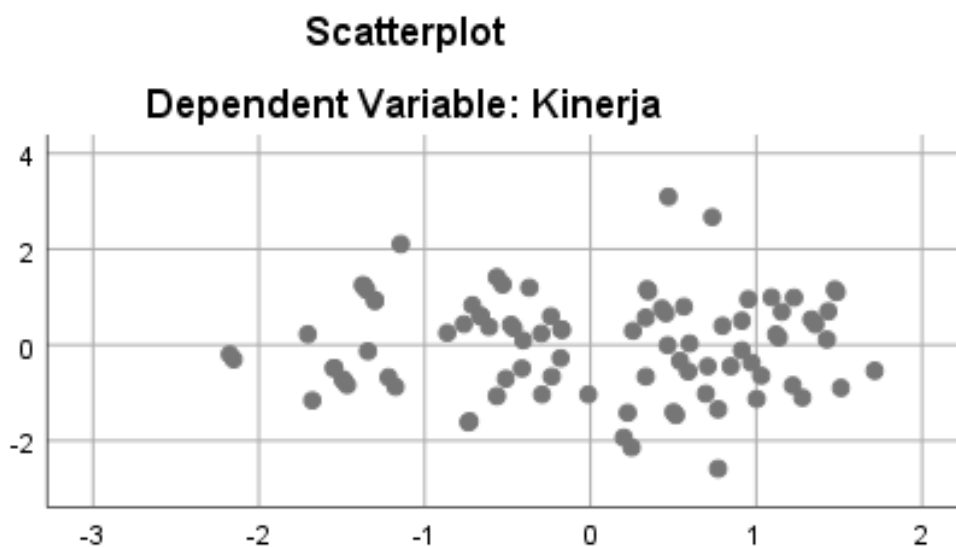


Figure 4. Heterokedesity Test

Source : SPSS ver 25 output (2025)

Based on the scatterplot image , it shows that the resulting points are scattered randomly and do not form a pattern or trend of a certain line. In other words, the variables that will be tested in this study are homoscedasticity.

Multiple Linear Regression

To see the correlation or relationship between independent variables and dependent variables that can have positive or negative values with multiple linear regression analysis, it can be seen which variable among the independent variables is the most dominant influence on the dependent variable.

Table 5. Multiple Linear Regression

Type		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-0,153	1,027	
	Organizational Commitment	0,356	0,134	0,182
	Job Performance	0,524	0,078	0,502
	Personality	0,770	0,083	0,661

a. Dependent Variable: Employee Performance

Source : SPSS ver 25 output (2025)

Based on the table above, an equation can be formulated:

$$Y = -0.153 + 0.356 X_1 + 0.524X_2 + 0.770X_3$$

The above multiple linear regression equation interperformance is as follows:

1. A constant value of -0.153 indicates a positive sign which means that if organizational commitment, work performance and personality are considered zero, then the employee's performance is -0.153 units.
2. The regression coefficient value for the organizational commitment variable shows a positive value of 0.356 which means that if the organizational commitment variable increases by one unit, then employee performance will increase by 0.356 units.
3. The regression coefficient value for the work performance variable shows a positive value of 0.524 which means that if the work performance variable increases by one unit, then employee performance will increase by 0.524 units.
4. The regression coefficient value for the personality variable shows a positive value of 0.770 which means that if the personality variable increases by one unit, then the employee's performance will increase by 0.770 units.

Partial Hypothesis Test (t-Test)

Table 6. Results of Partial Hypothesis Test

Coefficientsa				
Type	Unstandardized Coefficients	Standardized Coefficients	t	Sig.



	B	Std. Error	Beta		
(Constant)	-0,153	1,027		-0,149	0,882
Organizational Commitment	0,356	0,134	0,182	2,650	0,010
Job Performance	0,524	0,078	0,502	6,690	0,000
Personality	0,770	0,083	0,661	9,262	0,000

a. Dependent Variable: Employee Performance

Source : SPSS ver 25 output (2025)

1. The test results for the organizational commitment variable showed a calculated t-value of 2.650 > a t-table of 1.988 with a significant value of 0.000 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that organizational commitment had a positive and partially significant effect on employee performance.
2. The test results for the work performance variable showed at-value of 6.690 > ttable of 1.988 with a significant value of 0.026 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that work performance had a positive and partially significant effect on employee performance.
3. The test results for personality variables showed a calculated t-value of 9.262 > a t-table of 1.988 with a significant value of 0.014 < 0.05, then the H3 hypothesis was accepted and H0 was rejected, meaning that personality had a positive and partially significant effect on employee performance.

Test F

The following can be presented the results of simultaneous testing between independent variables and dependent variables as follows:

Table 7. Results of Simultaneous Hypothesis Tests
ANOVAa

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4414.463	3	1471.488	549.751	.000b
	Residual	227.515	85	2.677		
	Total	4641.978	88			

a. Dependent Variable: Performance

b. Predictors: (Constant), Personality, Organizational Commitment, Work Performance



Source : SPSS ver 25 output (2025)

The simultaneous hypothesis test or F test proves that the value of F is calculated as 549.751 which is greater than 2.76 and the significant value of 0.000 is less than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that organizational commitment, work performance and personality have a significant effect simultaneously on employee performance.

R2 Test (Determination)

The following can be presented the results of the independent variable determination test explaining the dependent variable as follows:

Table 8. Determination Coefficient Test Results

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975a	.951	.949	1,636

Predictors: Dependent Variable: Employee Performance

The results showed that the *adjusted R Square* value of 0.941 which can be called the determination coefficient which in this case means that 94.1% of employee performance can be obtained and explained by organizational commitment, work performance and personality while the remaining 5.1% is explained by other factors or variables outside the research model.

Discussion of Research Results

1. The Effect of Organizational Commitment on Employee Performance of PT Kawasan Industri Medan

The results of the study show that organizational commitment has a positive and significant effect on work productivity, the tcalculated value is 2.650 > ttable is 1.98 with a significant value of 0.010 < 0.05, then the H1 hypothesis is accepted and H0 is rejected, meaning that organizational commitment has a positive and partially significant effect on employee performance.



The positive direction shows that the variable of organizational commitment can lead to an increase in employee performance, in other words when there is an increase in organizational commitment with indicators of affective commitment, sustainable commitment and normative commitment, it has an impact on improving employee performance. The results of this study are the same as the results of research (Cahyai et al, 2020) and (Yanti and Sanny, 2019) which state that organizational commitment has a significant effect on employee performance. The results of this study are in accordance with the purpose of the study to find out whether organizational commitment affects employee performance. The results of this study answer the problems related to organizational commitment that is still not good in the company.

2. The Effect of Work Performance on Employee Performance of PT Kawasan Industri Medan

The results of the study show that work performance has a positive and significant effect on employee performance, this can be seen from the hypothesis test with a tcount value of 6.690 > a ttable of 1.98 with a significant value of 0.00 < 0.05, then the H2 hypothesis is accepted and H0 is rejected, meaning that work performance has a positive and partially significant effect on employee performance.

The positive direction shows that if work performance increases, it can lead to an increase in employee performance, in other words when there is an increase in work performance with indicators of discipline, creativity, cooperation, leadership, experience and responsibility, it has an impact on improving employee performance. The results of this study are the same as the results of the study (Hasibuan and Amesib, 2020) which states that work performance has a significant effect on employee performance.

The results of the study are in accordance with the research objectives to find out whether work performance affects employee performance. The results of this study answer problems related to the problem of low employee work performance.

3. The Influence of Personality on Employee Performance of PT Kawasan Industri Medan

The results of the study show that personality has a positive and partially significant effect on employee performance, this can be seen from the hypothesis test with a tcount value of 9.262 > a ttable of 1.98 with a significant value of 0.000 < 0.05, then the H3 hypothesis is accepted and H0 is rejected, meaning that personality has a positive and partially significant effect on employee performance.

The positive direction shows that increased individuality can lead to increased employee performance, in other words when there is an increase in personality with



indicators of *extraversion, agreeableness, conscientiousness, neuroticism and openness to experience*, then it has an impact on improving employee performance. The results of this study are the same as the results of the study (Sibgotallah, et al (2022) which stated that personality has a significant effect on employee performance.

The results of the study are in accordance with the purpose of the study to find out whether personality affects employee performance. The results of this study answer problems related to the personality of employees at PT Kawasan Industri Medan.

4. The Influence of Organizational Commitment, Work Achievement and Personality on Employee Performance of PT Kawasan Industri Medan

The results of this study show that the value of F is calculated as 549.751 which is greater than 2.76 and the significant value of 0.000 is less than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that organizational commitment, work performance and personality have a significant simultaneous effect on employee performance. The positive direction indicates that every increase in organizational commitment, work performance and personality will lead to a significant increase in employee performance.

The results of this study are in accordance with the purpose of the research carried out, which is to determine the influence of organizational commitment, work performance and simultaneous personality on employee performance. The results of this study have solved problems related to employee performance that is not optimal in the company.

Conclusion

1. The test results for the organizational commitment variable showed a calculated t-value of 2.650 > a ttable of 1.98 with a significant value of 0.000 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that organizational commitment had a positive and partially significant effect on the performance of PT Kawasan Industri Medan employees.
2. The test results for the work performance variable showed a t-calculated value of 6.690 > ttable of 1.98 with a significant value of 0.026 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that work performance had a positive and partially significant effect on the performance of PT Kawasan Industri Medan employees.
3. The test results for personality variables showed a calculated t-value of 9.260 > ttable of 1.98 with a significant value of 0.014 < 0.05, then the H3 hypothesis was



accepted and H0 was rejected, meaning that personality had a positive and partially significant effect on the performance of PT Kawasan Industri Medan employees.

4. The results of the test were simultaneous with a value of F calculated as 549.751 which was greater than 2.76 and a significant value of 0.000 was less than 0.05 so that it can be concluded that hypothesis 4 was accepted and hypothesis 0 was rejected so that it can be concluded that organizational commitment, work performance and personality have a significant simultaneous effect on the performance of PT Kawasan Industri Medan employees.

Suggestion

1. Companies must increase organizational commitment by creating a conducive company climate, namely with social activities or team building events to strengthen relationships between employees. Discuss with employees the facilitation of informal meetings to discuss ideas and build relationships.
2. Companies must be able to form good personalities in employees by organizing activities outside the office that encourage social interaction, such as outings or volunteering. Form groups or communities based on common interests to improve relationships between employees.
3. Companies must be able to improve employee work performance by increasing employee work motivation by ensuring a sense of security at work.
4. Companies must be able to improve employee performance by conducting regular performance evaluations to provide constructive feedback. Create an environment that supports collaboration, creativity, and innovation. Implement a reward program for employees who demonstrate outstanding performance.

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