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## How Organizational Trust and Commitment Impact Performance

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### ABSTRACT

Human resources (HR) are the main component in an organization, and also Human resources have an important role in every activity and activity implementation carried out by an organization. To improve employee performance, several things that need to be considered are issues of organizational trust and commitment. The research uses quantitative research methods using primary data collected through online questionnaires. The population in this study was 200 active employees who worked at one of PT. Module Intrac Yasatama and the sample used was 90 respondents. The data was analyzed using multiple linear regression analysis techniques. Based on research results, organizational trust and commitment has a positive and significant effect on employee performance

## INTRODUCTION

Human resources (HR) are the main component in an organization, and also Human resources have an important role in every activity and activity implementation carried out by an organization. Hence Source Human resources are the main asset or capital in an organization that must be maintained and guarded so that it can be of quality and bring an organization in a better direction (Wibowo & Kusmiyanti, 2021). Human resources are a key that determines development company. Basically, human resources are people employed by an organization/company. He is the driver, thinker and planner to achieve organizational goals. The quality of resources is expressed, among other things, by high efficiency and productivity. A person's performance is related to the quality of behavior task and work oriented. Performance is embodiment work carried out by employees or organizations, so efforts need to be made to increase the performance of the factors that influence this compensation among them is performance. Performance quality and work motivation (Agustini et al., 2022). For that Human Resources Development in Companies need to be managed well so that there is a balance between employee abilities with company demands. With the increasing development of human resources good, it will improve the work ethic of employees as well (Yosepa et al., 2020).

To improve employee performance, several things that need to be considered are issues of organizational trust and commitment. Trust Organizational, it can be seen that there is mutual Openness to the organization. A successful organization apply Organizational Trust to the organization can achieve organizational goals well (Hardiani & Prasetya, 2018).

At work the boss must earn trust from his subordinates. Without trust at the core of every human relationship, a superior will not be able to complete the tasks assigned to him well.

Trust is a process of dependence that is based on samples relevant experience. Trust takes time to form, to build steadily incremental and

accumulating, not built instantly. Therefore, a relationship of trust between employees and leaders must be built, both employees' trust in their leaders and the leader's trust in his employees (Fatchurohim, 2022). With this trust will be able to build better relationships between employees, so that it will be able to build a company culture which can ultimately improve performance (Suripto, 2011).

An employee's connection to an organization or company is called organizational commitment. One of the things that can affect employee performance is organizational commitment. What the organization requires from its members is the employee's commitment to the organization at work. Organizational commitment is an important behavioral aspect that can be used to assess an employee's propensity to continue membership in an organization. Commitment is a person's relatively strong identification and connection with the organization. Highly engaged employees must ensure optimal performance. Commitment includes acceptance and belief in the organization's values and goals, emotions, involvement, and feelings of loyalty to the organization (Rizal et al., 2023).

Commitment is one of them the key that determines success whether or not an organization is for achieve its goal. Employees who have a commitment to the organization usually they show attitude work that is full of attention to their duties, they very much have responsibility to carry out tasks duties and is very loyal to organization. In commitment contained belief, binding, yang will generate energy for do your best. In real, Commitment has an impact on resource work performance human, and ultimately also very influence on a performance organization. Success and performance someone in the field of work Much is determined by commitment to that field of work pursued it. Organizational commitment very important in improving employee performance due to commitment is a psychological condition characterizes the relationship between employees with organization and ownership implications for individual decisions to stay or leave organization.

But the nature of the conditions psychology for each form of commitment very different (Angraini et al., 2021).

Referring to previous research, this research wants to test how organizational trust and commitment influence the performance of workers.

## METHODS

The research uses quantitative research methods using primary data collected through online questionnaires. The population in this study was 200 active employees who worked at one of PT. Module Intrac Yasatama and the sample used was 90 respondents. The data collected was analyzed using multiple linear regression analysis techniques.

## RESULTS

The first data obtained from an observation is called raw data. This data has not been arranged numerically. For example, data regarding age, gender or height. Sometimes raw data is presented in ascending or descending order. This form of presentation is called an array. The difference between the largest and smallest data values is called the range. Working with large enough amounts of data, certain categories together with corresponding frequencies. The frequency in question is the number of events that occur in certain classes. A table that presents data classes and their frequencies is called a frequency distribution or frequency table.

Table 1. Respondent Classification

Gender		Education		
Male	Female	High School	Diploma	Bachelor
41	49	54	9	27

Source : Research Data

Based on this data, it can be concluded that there were 59 percent female respondents and 41 percent male respondents.

## Validity Test

The results of the SPSS 25 program validity test are shown by comparing r stat with r table, if r stat is more than r hit, then it is valid

Table 2. Validity Test for X1

X1	R Stat	R Table	N	Categories
X1.1	0,726	0,207	90	VALID
X1.2	0,737	0,207	90	VALID
X1.3	0,745	0,207	90	VALID
X1.4	0,755	0,207	90	VALID
X1.5	0,773	0,207	90	VALID
X1.6	0,582	0,207	90	VALID
X1.7	0,726	0,207	90	VALID
X1.8	0,755	0,207	90	VALID

Source : Research Data

Based on the validity test above, the questionnaires for Organizational Trust is valid.

Table 3. Validity Test for X2

X2	R Stat	R Table	N	Categories
X2.1	0,347	0,207	90	VALID
X2.2	0,427	0,207	90	VALID
X2.3	0,403	0,207	90	VALID
X2.4	0,416	0,207	90	VALID
X2.5	0,465	0,207	90	VALID
X2.6	0,612	0,207	90	VALID
X2.7	0,521	0,207	90	VALID
X2.8	0,227	0,207	90	VALID
X2.9	0,557	0,207	90	VALID
X2.10	0,576	0,207	90	VALID

Source : Research Data

Based on the validity test above, the questionnaires for Commitment is valid.

Table 4. Validity Test for Y

Y	R Stat	R Table	N	Categories
Y1.1	0,580	0,207	90	VALID
Y1.2	0,713	0,207	90	VALID
Y1.3	0,787	0,207	90	VALID
Y1.4	0,667	0,207	90	VALID

Source : Research Data

Based on the validity test above, the questionnaires for Performance is valid.

### Reliability Test

The reliability test is used to determine whether a questionnaire is reliable or not with a Cronbach alpha value limit of 0.05.

Table 5. Reliability Test

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Organizational Trust	0,870	8
Commitment	0,576	10
Performance	0,627	4

Source : Research Data

Based on the reliability test above, these three variables are reliable.

### Multiple Regression Analysis

Multiple linear regression analysis is used to examine the influence of organizational trust and commitment on performance. The first test in multiple regression analysis is the f test. The f test is used to explain whether the regression model can explain the influence of the independent variable on the dependent variable by comparing the significance value with 0.05. If the significance value is less than 0.05, then the model is stated to be able to explain the influence of the independent variable on the dependent variable.

Table 6. F Test

ANOVA*					
Model	SS	df	MS	F	Sig.
Regression	45,965	3	15,322	11,925	.000 <sup>a</sup>
Residual	110,491	86	1,285		
Total	156,456	89			

Source : Research Data

The following is a t test to determine the significance of the influence of the independent variable on the dependent variable.

Table 7. T Test

	Coefficient	Std Error	T Stat	Sig
(Constant)	2,063	2,876	0,717	0,475
X1	0,182	0,074	2,446	0,016
X2	0,142	0,081	1,746	0,044

Source : Research Data

Based on the t test in the table above, it can be concluded that organizational trust and commitment have a positive and significant effect on performance.

The next discussion is the coefficient of determination which is intended to analyze the magnitude of the contribution of the independent variable to the dependent variable

Table 8. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 <sup>a</sup>	0,294	0,269	1,13348

Source : Research Data

Based on the adjusted R square value in the table above, the contribution of the independent variable to the dependent variable is 27 percent. while the remaining 73 percent of the dependent variable is influenced by other variables outside this model.

### DISCUSSION

Based on research results, organizational trust has a positive and significant effect on employee performance. This is because the good quality of organizational trust will influence the improvement of the quality of employees' work in carrying out their work. Employees will be encouraged to do their work optimally according to the competencies they have (Kuswati et al., 2020) (Arbaan & Addury, 2022)(Safitri & Rojuaniah, 2022).

Based on research results, employee commitment has a positive and significant effect on employee performance. This is because employees who have high commitment will have high work

morale. In this way, the employee will be more productive at work (Nadapdap, 2017) (Maranata et al., 2023) (Pane & Fatmawati, 2017).

## CONCLUSION

The conclusion of this research is that employees must have a high commitment to work. Likewise, a leader must have the capability to lead so that a high degree of organizational trust emerges in him in front of his employees. And suggestions for further research are to increase the number of variables to increase the adjusted r square. Apart from that, it is also necessary to consider adding moderating or mediating variables in subsequent research

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