

Effect of Organizational Culture and Supervision on Employee Performance through Organizational Commitment as Mediation Variable at PT Telecommunication Indonesia Regional I Sumatera

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ABSTRACT

The purpose of this study was to analyze the decline in the number of corporate enterprise customers and government agencies for 3 consecutive years resulting in a decrease in the revenue of PT. Telkom Indonesia Regional 1 Sumatra. Employees are slow in responding to consumers who want to complain about disconnected internet connections at home or at corporations. There are still errors in the work that result in the employee's target not being achieved this is due to the less than optimal supervision of superiors. This type of research is causal with a quantitative approach. The population in this study were 160 employees and the sample of this study was 80 employees. Data collection methods used are questionnaires, interviews and documentation studies. The data analysis method used descriptive statistical analysis and SEM PLS 3. The results of this study found that organizational culture had a positive and significant effect on employee performance, supervision had a positive and significant effect on employee performance, organizational culture had a positive and significant effect on organizational commitment, supervision had a positive and significant effect on employee performance, and organizational culture had a positive and significant effect on organizational commitment. significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee

performance. Then indirectly organizational culture affects employee performance through organizational commitment and indirect supervision of organizational culture affects employee performance through organizational commitment.

Keywords: Effect Organizational Culture, Supervision, Organizational Commitment and Employee Performance.

INTRODUCTION

For every organization, the assessment of organizational performance is an important thing because the assessment can be used as a measure of the success of an organization in a certain period of time. The assessment can be used as input for the improvement or improvement of the performance of the organization concerned. In an effort to improve organizational performance, management must be able to design the company's resources to create solid relationships. Performance related to 1) aspects of inputs or resources (resources), such as employees (HR); facilities and infrastructure; information; and Organizational Culture, 2) related to management processes such as planning; organizing; implementation; budgeting; supervision and evaluation, and 3) aspects of output (output) is an expected directly

can be achieved from an activity that is tangible or intangible (in tangible).

Each of the above aspects has the same potential to emerge as the dominant factor that affects the performance of the organization, both positively and negatively. Furthermore, to identify strategic issues faced by the organization based on the mandate and mission of the organization as well as internal factors and external factors faced by the organization, a strategic management is needed, to formulate a strategy in order to manage these strategic issues.

The presence of employees in the organization determines the success and continuation of the organization in order to achieve organizational goals. Management needs to provide strong support in motivating employees to work professionally so that employees can achieve performance in line with their organization's expectations. Good performance for individuals and groups is the center of attention in an effort to improve organizational performance. Organizational goals in achieving high productivity by assessing employee performance to determine the extent to which employees are able to play a role in the development and growth of the company in order to keep up with the changing times and very tight competition. Performance is an effort made from the work achieved by a person or group of people in an organization in accordance with the authority and responsibility of each in order to achieve the objectives of the organization in question

legally, not violate the law and according to morals and ethics (Usman, 2011).

An employee who has a good working spirit will certainly provide a positive attitude such as loyalty, joy, cooperation, pride and obedience in obligations. In contrast to employees who have low morale, because employees tend to show a passive attitude such as like to argue, feel restless at work and feel uncomfortable, this is what makes employee performance decline.

This study was conducted on employees of PT Telekomunikasi Indonesia Regional Division I who have a working area in Sumatera which is located in Medan hereinafter referred to as Telkom Regional I Sumatera. PT Telekomunikasi Indonesia, abbreviated as PT Telkom, is a state-owned enterprise and the largest provider of telecommunications and network services in Indonesia. Telkom Regional I must be able to maximize its performance in order to get maximum benefits as well and certainly for the welfare of its employees. If employees have high performance, then the company's goals will be achieved. From the pre survey results that have been done, shows that the performance of employees in Telkom Regional I Sumatera is still less than the maximum of 25 employees selected randomly as a sample found 4 employees with P4 performance (not good) and 2 employees with P5 performance (bad). The table that illustrates the achievement of employee performance can be seen, as follows:

Table 1 Performance Data Of Telkom Regional I Sumatera Employees

P = Performance	Number of employees (2020)	Number of employees (2021)
P1 = Very Good	1	0
P2 = good	8	8
P3 = simply	10	8
P4 = Not good	4	6
P5 = Bad	2	3
Total	25	25

Source: PT Telkom Regional I Sumatera. Data Processed, 2022

Based on Table 1, it can be seen the level of performance of Telkom Regional I Sumatera employees, where the performance of employees is still quite good it can be

seen from the results of the pre-performance survey of 25 employees found 19 employees with very good performance value (1 employee), good (8 employees) and enough

(10 employees). The company has quite challenging targets that must be achieved so that the performance of its employees must be good. If the increase in employee performance from sufficient performance to

good performance is not immediately overcome, it will affect the sustainability of the company. The annual performance report of PT Telkom Indonesia in 2018 - 2020 will be presented, as follows:

Table 2 Annual Report on The Number Of Subscribers Of PT Telkom Indonesia Year 2018-2020

Year	Revenue (Trillion Rupiah)	Number Of Fixed Broadband Subscribers (Million People)	Number Of Regular Customers (Million People)	Number of Enterprise (SME)customers	Number Of Enterprise (Corporate)Customers	Number Of Enterprise Customers (Government Institutions)
2018	130.784	7,3	11,1	303.295	1900	979
2019	135.567	7,0	9,4	303.308	1917	975
2020	136.462	8,0	9,1	341.820	1703	935

Source: Annual Report On Investor Relations, Telkom. Data Processed, 2022

Based on Table 2, it can be seen that PT Telkom's revenue performance grew positively with a good level of profitability in the midst of the COVID-19 pandemic situation and tight business competition in the telecommunications industry. In the Consumer segment, IndiHome also maintains its position as the market leader in fixed broadband services in Indonesia with the number of IndiHome customers increasing by 1.0 million to 8.0 million customers. This increase in the number of customers contributed to the growth of consumer segment revenue which grew quite high by 18.4% to Rp 21.0 trillion, and contributed 15.4% to the company's consolidated revenue in 2020. In the enterprise SME segment, the number of customers increased and contributed 13.0% to consolidated revenue for 2020. In the segment of regular customers for 3 (years) in a row decreased for the number of subscribers, this shows that PT Telkom has not been able to maintain its main business amid intense competition from the cellular business, this will certainly affect revenue. Special attention is needed to the Indihome sector in order to become a telecommunications company owned by every enterprise segment, both corporations and government institutions. The enterprise SME customer segment shows an increase that has been very good compared to the corporate segment and government agencies. The number of corporate customers showed a small increase in 2019, which increased by 17 customers compared

to 2018 but compared to 2020 showed a very significant decrease, PT Telkom lost 214 corporate customers during that period. Increasing the number of corporate customers from 1703 by the end of 2020 to more than much more is a challenge for PT Telkom amid the emergence of similar operators offering similar services. For the customer segment of government agencies, there was a continuous decline from 2018 to 2020. Increasing the number of government intansi enterprise segment subscribers is also a very heavy homework for PT Telkom. The Government of the Republic of Indonesia currently has a total of 34 provinces with 416 districts and 98 municipalities and if counted to each government agency the number of government agency customers should be more than 935. This should be addressed immediately so as not to arise new problems related to Business Development segment fixed line customers and enterprise corporations and government agencies. In the enterprise segment, PT Telkom still needs to see growth opportunities that are still wide open along with the increasing importance of digitizing business processes for large and small companies in order to improve their competitiveness. Digitization of business processes is also increasingly important for government agencies or local governments in order to improve services to the community. With a variety of enterprise solutions and supported complete infrastructure including data center, PT. Telkom has a strong position to capture

business opportunities and grow together with corporations and small medium enterprises in Indonesia. By winning the competition with similar operators then automatically PT. Telkom will increase revenue from this enterprise segment. In the future, there are several factors that are considered to be the cause of the decline in the number of fixed telephone subscribers, the number of fixed broadband subscribers who had dropped from 2018 to 2019, and enterprise corporate and government agency subscribers who always fell from 2018 to 2020, one of which is influenced by the performance of employees who decreased. One of the factors that can affect employee performance is organizational culture and that has been discussed previously.

Organizational culture affects employee performance which can widen the distance of coordination between employees. The impact of organizational culture contributes directly to the performance of employees in completing the tasks that have been charged. It can be said that organizational culture in accordance with the condition of employees will improve the performance of employees concerned (Simbolon & Anisah 2013). Organizational culture as a general perception shared by all members of the organization, so that every employee who is a member of the organization will have values, beliefs and behaviors in accordance with the organization.

PT. Telkom has the basic values of organizational culture as a characteristic of state-owned enterprises, namely morals, core values morals are the main values of human resources of state-owned enterprises (SOEs) that must be adopted by all companies under the Ministry of SOEs so that every human resource of SOEs knows, implements, and internalizes the main values (Core Values) in earnest, consistent, and consequent, so as to give birth to daily

behavior and form the work culture of SOEs in harmony with the main values (Core Values) of SOEs. The application of organizational culture in Telkom Regional I Sumatera is known as Tigers Sumatera Attacking, the application of organizational culture in PT. Telkom Regional I is not contrary to the organizational culture of state-owned companies, namely morals actually strengthen each other and the purpose of its application is to ensure the similarity of attitudes, behaviors and actions of each employee to achieve the targets provided by management.

Organizational culture is closely related to employee empowerment in an organization. According to Putra (2015) organizational culture can be a major instrument of competitive advantage, i.e. whether the organization supports organizational strategy and whether the organizational culture can respond quickly and accurately or face environmental challenges. The implementation of Tigers Sumatera Attacking organizational culture that occurred in Telkom Regional 1 Sumatera is expected to be able to improve employee performance so that the target and revenue generated can increase from the previous period. Some of the things that are still felt by customers in the regional area I Sumatera include consumers waiting too long for the disruption of the service they experience back to function again, making consumers have to contact the PT. Telkom for several times there was a follow-up from partners appointed by PT. Telkom to deal with interference experienced by customers. This is not in accordance with the values of PT Telkom's organizational culture, namely Trust which means prioritizing customer experience (CX).

Based on the results of the pre variable organizational culture survey that occurred in Telkom Regional I Sumatera conducted to 25 employees, are as follows:

Table 3: Results Of the Organizational Culture Survey

No	Questions	Yes		No	
		Person	%	Person	%
1.	I am always committed in carrying out every task charged	12	48	13	52
2.	I always take the initiative to help my colleagues without being asked	10	40	15	60
3.	I have always respected my boss, my colleagues and my subordinates	15	60	10	40
4.	I always offer ideas that make the company thrive	12	48	13	52
5.	I always solve the problem well	10	40	15	60

Source: primary data processing results, 2022

Based on Table 3, it can be seen the results of organizational culture presurvey to 25 employees of PT. Telkom Indonesia Regional 1 Sumatera that employees are always committed in carrying out every task charged to employees used today as many as 12 respondents or 48%. Employees always take the initiative to help colleagues without being asked for help as many as 60% who say they do not always take the initiative without being asked. Employees always respect superiors, colleagues and subordinates well by 60%. Employees always offer ideas that make the company grow by 48% and employees always solve existing problems well by 40%.

In the corporate context, a strong culture will improve performance and performance. Meanwhile, a weak culture, will produce an impact that is not optimal for the performance and performance of the organization. While, in contrast to society, the company is an economic system that requires all the parts in it to remain healthy and good. A good culture is necessary so that the company can generate good income for the whole organization and the survival of employees within the organization, and provide benefits to society.

To achieve the success of the organization's performance required employees who guide the process of change that occurs in an organization and in society, in order to achieve the goals as expected. In

a study conducted by Munandar et al (2020), the results show that organizational culture has a significant effect on employee performance. While research conducted by Nurhalim et al (2015) showed different results that organizational culture has a positive but not significant effect on employee performance.

The presence of organizational culture is certainly expected for the company as well as supervision which is an important part, so that existing values can be understood and applied by employees to achieve good and optimal performance. The implementation of supervision is important for organizations both agencies and private companies, because with the implementation of supervision of the work performed by employees or employees in a company it will be known errors and deviations that occur from the implementation of a job. So that with the implementation of good supervision, it is expected that the performance of employees or employees can be further improved. Supervision is the most essential function of management, as well as any work activities without the supervision of the work can not be said to be successful (Effendi, 2014).

Based on the results of pre survey variable surveillance that occurred in Telkom Regional I Sumatra conducted to 25 employees, are as follows:

Table 4 Results of Pre Survey Supervision

No	Questions	Yes		No	
		Person	%	Person	%
1.	I always reach my target every month	17	68	8	32
2.	I always measure the results of daily work, weekly or monthly	12	48	13	52
3.	I rated superiors based on high target performance	10	40	15	60
4.	I always act in accordance with the SOP in force at PT. Telkom Regional 1 Sumatra	15	60	10	40
5.	I am constantly being evaluated by my boss about my work	20	80	10	20

Source: primary data processing results, 2022

Based on Table 4, can be seen in the results of presurvey 25 employees of PT. Telkom Indonesia Regional 1 Sumatera that 68% of employees always achieve the target every month. As many as 52% of employees do not always measure the results of daily, weekly or monthly work. As many as 60% of employees are not always rated based on high performance, because there are also employees who are rated as medium or low performance. As many as 60% of employees always act in accordance with the applicable SOP at PT. Telkom Indonesia Regional 1 Sumatera. And as many as 80% of employees are always evaluated by superiors about work. Supervision in an organization must be carried out effectively by a leader who in this case is a manager, because through the supervision of employees get the attention, guidance, guidance, and direction from his superiors so that by itself the employee tries to unleash all the potential he has so as to provide the best for the company where he works.

In order to get a good and high quality product, supervision is needed. Supervision is the activities of managers who seek to work in accordance with the set plan and / or desired results. Supervision of work is very important in every job both in large companies and small companies. Because with the supervision of a good job then something work will be able to run smoothly and can produce an optimal work result. The more smooth work and accompanied by good supervision will be able to lead to a job that can produce a good production results and progress. In a study conducted by Nurtika Sari (2015) showed that the results that supervision has a positive and significant effect on employee performance. Meanwhile, research conducted by Dony Suhariyanto et al (2018) showed different results that supervision did not significantly affect employee performance.

With good work supervision will encourage employees to be more active in work and produce high work. If the

company carries out supervision properly in accordance with the rules that have been set and carried out in accordance with the duties and authorities that have been determined, then by itself the employee's work discipline will be good. Good and bad attitude of an employee is influenced by the commitment contained in the employee, employee commitment to the supervision process can be used to direct the attitude of behavior in order to achieve organizational success. Commitment is also a factor in performance success. Employee commitment that has a positive effect on performance is a behavioral dimension that can be used to assess the tendency of employees to survive as members of the organization.

Commitment in the organization is necessary because it can be one of the indicators of human resource performance assessment. Organizational members who have a high organizational commitment to their profession can provide optimal performance results, so that the results obtained can achieve and carry out the vision and mission of the organization. But on the contrary, if the members of the organization do not have a commitment that can be held, then the resulting performance will also not be maximized and cause the possibility of employees going out of the workplace. This can be reinforced by a statement from a previous study entitled "Employees' organizational commitment: its negative aspects for organizations" (Janoniene & Aitiene, 2014) which says that employee organizational commitment has a positive influence on employee performance. It can be interpreted that human resources supported by high commitment will tend to be more able to achieve the goals and values of the organization, by willing to give more effort to the organization and try to provide benefits to the organization. Based on the results of the pre survey of organizational commitment variables that occurred in Telkom Regional I Sumatera conducted to 25 employees, are as follows:

Table 5 Pre-Survey Results of Organizational Commitment

No	Questions	Yes		No	
		Person	%	Person	%
1.	I have always had the desire to continue a career in PT. Telkom Indonesia Regional 1 Sumatera	12	48	13	52
2.	I am willing to sacrifice personal interests for the benefit of the company	15	60	10	40
3.	I feel happy every time I work	13	52	12	48
4.	I feel proud to be an employee of PT. Telkom Indonesia Regional 1 Sumatera	20	80	10	20
5.	I am willing to devote myself to develop PT. Telkom Indonesia Regional 1 Sumatera	15	60	10	40

Source: primary data processing results, 2022

Based on Table 5, can be seen in presurvey to 25 employees of PT. Telkom Indonesia Regional 1 Sumatera that employees always have a desire to continue a career in PT. Telkom Indonesia Regional 1 Sumatera as many as 12 respondents or 48%. Employees are willing to sacrifice personal interests for the benefit of the company as many as 15 respondents or 60%. Employees always feel happy every time they do a job as many as 20 respondents or 80%. Employees feel banga become employees of PT. Telkom Indonesia Regional 1 Sumatera as many as 10 respondents or 40% and employees are willing to devote themselves to developing PT. Telkom Indonesia Regional 1 Sumatera as many as 15 respondents or 60%.

Such a sense of partisanship can grow in each individual by instilling a sense of organizational commitment. A growing sense of love for the organization will produce satisfactory performance and can help achieve organizational goals and provide satisfaction to users. Especially in organizations engaged in services, performance will be the main assessment. Product in the form of services is very difficult to assess satisfaction, in contrast to the form of goods that have a physical form that can be assessed with the naked eye. However, in product services can be measured good or bad from the quality of services and performance shown. So it is very important to have an organizational commitment to carry out work, especially organizations engaged in services. In a study conducted by Miftakhul Jannah (2016) showed the results that organizational commitment has a positive and significant effect on employee performance. While research conducted by

Marsoit et al (2017) shows that organizational commitment has no effect on employee performance.

PT Telkom is the most dynamic company along with the development of technological changes, a wide range of telecommunications service products began to emerge where many companies compete fiercely for optimal performance. The company is a production input into output that can meet the needs of the community, PT Telkom has a very close development along with the development of Information Technology, PT Telkom from a telecommunications company transformed into a digital telecommunications company restructure the business portfolio to digital connectivity, digital platforms and digital services and also improve digital capabilities (digital skills, mindset & behavior) and build leaders who are able to lead digital business.

Improving employee performance of PT Telkom as one of the leading telecommunications companies today should be considered so that employee performance can be improved through several ways, namely by instilling organizational culture and optimal supervision so that it affects work behavior indicated by increasing individual work commitment and productivity of the unit itself, which will ultimately affect the overall performance of the company. Employee performance must be continuously improved in order to produce qualified individuals and have good performance. No asset is more important than employees, employee resilience and efficiency are at the core of a company's progress. high and low performance of employees can also be seen how the role of

organizational culture, supervision and commitment in employees.

LITERATURE REVIEW

Organizational Culture

Organizational culture is an invisible social force, which can be driven by people in an organization to carry out work activities. Understanding organizational culture according to the opinion of Sedarmayanti in Samsuddin (2018) that organizational culture is a belief, attitude and values that are generally owned, arising in the organization (Sutrisno, 2018).

Supervision

Supervision is a systemic effort to establish standards of implementation with planning objectives, design feedback information systems, compare real activities with pre-established standards, determine and measure deviations and take necessary corrective actions to ensure that all resources owned by the company have been used in the most effective and efficient way in the achievement of corporate goals (Daulay, 2017:218).

Employee Performance

Performance is the work achieved and obtained by a person in carrying out and carrying out the tasks that have been given to that person based on the experience of skill and time, (Hasibuan, 2016). Employee performance is the achievement of work results that have been through the work process based on natural ability or ability gained from experience (Prasetya, 2016). Employee performance is a very important thing for the company to achieve the goals that have been set, so that various activities undertaken by the company to improve employee performance by evaluating performance and making various innovations for the effectiveness and efficiency of employee performance.

Organizational Commitment

Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization. A highly committed individual is likely to see himself as a true member of the organization. According to Kreitner and Kinicki in Putu and I Wayan (2017) an organizational commitment is an agreement to do something for oneself, another individual, group or organization (Moorhead and Griffin, 2015).

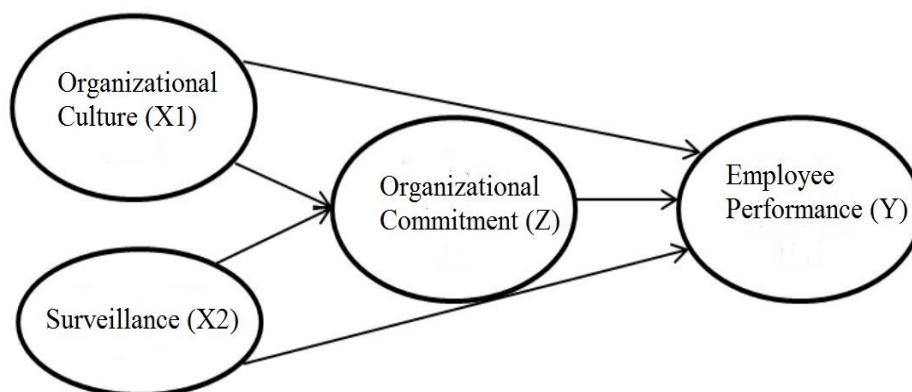


Figure 1. Conceptual Framework

Hypothesis

Based on the background of research and the relationship between variables, the research hypothesis:

1. Organizational culture has a positive and significant effect on the organization's

commitment to PT Telkom Regional 1 Sumatera.

2. Organizational culture has a positive and significant effect on employee performance at PT Telkom Regional 1 Sumatera.

3. Supervision has a positive and significant effect on the organization's commitment to PT Telkom Regional 1 Sumatera.
4. Supervision has a positive and significant effect on employee performance at PT Telkom Regional 1 Sumatera.
5. Organizational commitment has a positive and significant effect on employee performance at PT Telkom Regional 1 Sumatera.
6. Organizational culture has a positive and significant effect on employee performance through organizational commitment to PT Telkom Regional 1 Sumatera.
7. Supervision has a positive and significant effect on employee performance through organizational commitment to PT. Telkom Regional 1 Sumatra.

MATERIAL AND METHODS

This research is descriptive research with quantitative approach. According to Sugiyono (2017) quantitative descriptive method is a research method based on the philosophy of post-positivism used to examine the condition of natural objects (as the opposite is the experiment) where the researcher is a key instrument of data collection techniques performed in trigulation (combination), data analysis is inductive or quantitative, and the results of quantitative research emphasize more meaning than generalization. The location in this study is PT Telekomunikasi or called PT Telkom Regional I Sumatra which is located Jl. Prof H. Yamin No. 02 Medan-North Sumatra.

Population is a generalization area consisting of objects / subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2016). The population of this study is all permanent employees who work in the Office of PT Telkom Regional I Sumatera as many as 160 respondents. Sampling technique used in this study is nonprobability sampling technique. If the number of respondents is less than 100, all samples are taken so that

the research is a population study (Sugiyono, 2016). Whereas if the number of respondents more than 100, then the sampling 10% -15% or 20% -25% or more (Arikunto, 2012). Based on this opinion, the sampling in this study is 25% of the existing population, because the population exceeds 100 IE 160 respondents, then $160 \times 25\%/100 = 40$. So the sample used in this study as many as 40 respondents were distributed to 12 units in PT Telkom Regional I Sumatra with the selection of samples chosen randomly.

Data collection methods, collecting data is an important activity for research activities, because the data collection will determine the success or failure of a study. So in the selection of data collection techniques must be careful. Data collection techniques used in this study are, as follows: interview; interview is a data collection technique by asking questions directly by the interviewer to the respondent, and the respondent's answers are recorded or recorded. While the purpose of the interview is to construct about people, events, activities, organizations, feelings, motivations, demands, and concerns, reconstruct the unanimity of expectations in the future, verify, change and expand the information of others. Interviews in this study were used to determine the perception of librarians about the performance of librarians. Observation; observation is a technique of collecting data by making direct observations on the object of study. Observation is the selection, alteration, recording, and coding of a series of behaviors and moods relating to an organization, in accordance with empirical objectives. The intended observation in this data collection technique is pre-research observation, during research and post-research used as auxiliary methods, with the aim to observe how librarians perform in circulation services. Literature studies; literature studies are conducted to enrich knowledge about various concepts that will be used as a basis or guideline in the research process. Researchers also use

literature studies in data collection techniques. Literature study in this data collection technique is a type of secondary data used to help the research process, namely by collecting information contained in newspaper articles, books, and scientific papers in previous research. The purpose of this literature study is to find facts and know the concept of the method used.

Types of Data and data sources, types and data sources used in this study are primary Data and secondary Data. According to Sugiyono (2017) the primary data is a source of data that directly provides data to data collectors. While secondary data is a source that does not directly provide data to data collectors. 1.Primary Data; according to Sugiyono (2017) primary data is a source of data that directly provides data to data collectors. Primary data sources in this study were obtained directly from the company through interviews and questionnaires from employees in the company. 2.Secondary Data; according to Sugiyono (2017) secondary data is a source that does not directly provide data to data collectors. Secondary data sources in this study were obtained from various sources, among others, from company documents, reports, books, articles, journals and other information that has a relationship and is relevant to the problems discussed in this study.

RESULTS

Data Processing with Partial Least Square (PLS)

Hypothesis testing in this study using partial least square (PLS) method. PLS is an alternative method of analysis with structural equation model (SEM) based on component or variance which is well known as measurement model intended to confirm the dimensions developed on a factor (variable or latent variable). A structural Model is a model of the structure of relationships that form or propagate causality between factors. PLS test in this study using outer model evaluation with reflective model and inner model evaluation with 5% significance level and analysis with SmartPLS application program.

Evaluation Of the Measurement Model (Outer Model)

Evaluation of the measurement model or outer model is done to assess the validity and reliability of the construct model. Outer model with reflexive indicator is evaluated through convergent validity, discriminant and composite reliability and Cronbach alpha for the indicator block (Ghozali, 2018).

Convergent validity has the principle that the gauge of a construct should be highly correlated. Validity test in smart PLS 3.3 by looking at the value of loading factor which must be more than 0.7 (Ghozali and Latan, 2015). Figure 2 is the result of path analysis using PLS.

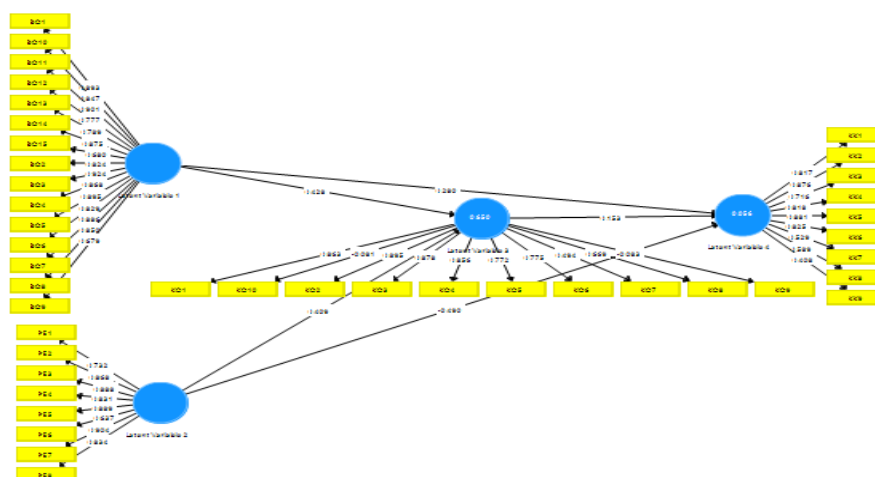


Figure 2: Research Model

Table 6: Loading Factors Test Results

	Organizational Culture	Supervision	Organizational Commitment	Employee Performance
BO1	0,818			
BO2	0,809			
BO3	0,647			
BO4	0,712			
BO5	0,713			
BO6	0,712			
BO7	0,801			
BO8	0,774			
BO9	0,756			
BO10	0,723			
BO11	0,777			
BO12	0,677			
BO13	0,725			
BO14	0,842			
BO15	0,765			
PE1		0,859		
PE2		0,873		
PE3		0,865		
PE4		0,809		
PE5		0,824		
PE6		0,851		
PE7		0,877		
PE8		0,876		
KO1			0,857	
KO2			0,902	
KO3			0,797	
KO4			0,636	
KO5			0,807	
KO6			0,782	
KO7			0,894	
KO8			0,876	
KO9			0,867	
KO10			0,849	
KK1				0,896
KK2				0,866
KK3				0,732
KK4				0,675
KK5				0,788
KK6				0,876
KK7				0,798
KK8				0,889
KK9				0,890

Source: PLS Output (2022)

Based on Table 6, it is known that each indicator of many research variables has an outer loading value > 0.5. According to Ghazali (2018), the outer loading value between 0.5-0.6 is considered sufficient to qualify convergent validity. The Data indicates the indicator is declared feasible or valid for research use. Composite reliability and Cronbach alpha are often referred to as Dillon Goldstein's.

Researchers are more advised to use composite validity test because when looking at Cronbach alpha of each construct then the value will be lower. Composite validity value for each construct must be greater than 0.7 (Ghozali and Latan, 2018). The results of the SmartPLS algorithm on the composite reliability of each construct are known in Table 7

Table 7: Composite Reliability

	Composite Reliability
Organizational Culture	0,927
Supervision	0,979
Organizational Commitment	0,967
Employee Performance	0,945

Source: PLS Output (2022)

Table 7 shows that the categories are good enough, each construct has met the outer Model Reliability Assessment Criteria with a value composite reliability > 0.7. Thus the analysis of the outer model is continued to the validity stage of the outer model.

The validity of the outer model is done using convergent validity and discriminant validity. Convergent validity assessment is done by looking at the value

of Fornell lacer criterion in each construct. If the result of calculation Fornell lacer criterion shows the root value of Ave each construct is greater than the correlation value between one construct and another construct, then the validity of the discriminant is expressed as good. The results of the SmartPLS algorithm on the value of the Fornell lacer criterion are summarized in Table 8.

Table 8: Test Fornell Larcker Criterion

	Organizational Culture	Supervision	Employee Performance	Organizational Commitment
Organizational Culture	0,852			
Supervision	0,485	0,855		
Employee Performance	0,477	0,504	0,832	
Organizational Commitment	0,458	0,553	0,599	0,765

Source: PLS Output (2022)

Table 8 based on the above table then all the roots of AVE (Fornell lacer) each construct is greater than its correlation with other variables. The value of 0.852 is greater than its correlation with other constructs, namely with X2 of 0.485 with Y of 0.477 and Z of 0.458. It is concluded that the Fornell lacer criterion test is declared to have good validity.

Evaluation Of The Structural Model (Inner Model)

After the estimated model meets the criteria of the outer model, then the measurement is done by testing the structural model (inner model) by looking at the value of R2 in the variable. The results of the R2 value in the variables based on the measurement results are shown in Table 9.

Table 9: R Square

	R Square
Organizational Commitment	0,755
Employee Performance	0,876

Source: PLS Output (2022)

Based on the R2 value in Table 9, it is known that the R2 value of the organization's commitment is 0.755. The value can be interpreted that the variables of organizational culture (X1) and supervision (X2) are able to influence organizational commitment (Z) by 75.5% the remaining 25% is influenced by other factors. It is known that the R2 value of employee

performance (Y) is 0.876. The value can be interpreted as a variable of organizational culture (X1) and supervision (X2) is able to affect employee performance (Y) by 87.6%, the rest by 12.4% is influenced by other factors.

Direct Hypothesis Testing (Direct Effect)

Table 10 is presented for testing the significance of direct influence:

Based on the results in Table 4.13 obtained results:

- It is known that organizational culture (X1) has a positive effect on employee performance (Y) with a path coefficient value of 0.225 and significantly with a p value of $0.004 < 0.05$.
- It is known that supervision (X2) has a positive effect on employee performance (Y) with a path coefficient value of 0.562 and significantly with a p value of $0.000 < 0.05$.
- It is known that organizational culture (X1) has a positive effect on organizational commitment (Z) with a path coefficient of 0.879 and significantly with a p value of $0.001 < 0.05$.
- It is known that supervision (X2) has a positive effect on organizational commitment (Z) with a path coefficient value of 0.983 and significantly with a p value of $0.000 < 0.05$.

e. It is known that organizational commitment (Z) has a positive effect on employee performance (Y) with a path coefficient value of $0.006 < 0.05$.

Table 10: Path Coefficients (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture - > Employee Performance	0,225	0,237	0,116	2,270	0,004
Supervision - > Employee Performance	0,562	0,598	0,076	3,751	0,000
Organizational Culture - > Organizational Commitment	0,879	0,876	0,083	2,167	0,001
Supervision - > Organizational Commitment	0,983	0,892	0,078	10,756	0,000
Organizational Commitment - > Employee Performance	0,304	0,297	0,074	2,752	0,006

Source: output PLS (202)

Indirect Hypothesis Testing (Indirect Effect)

Furthermore, indirect testing is carried out, namely to test whether

organizational commitment (Z) is significant in mediating the influence of Organizational Culture (X1) and supervision (X2) on employee performance (Y).

Table 11: Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture - > Organizational Commitment - > Employee Performance	0,336	0,397	0,057	1,881	0,001
Supervision - > Organizational Commitment - > Employee Performance	0,292	0,294	0,078	2,846	0,005

Source: output PLS (2022)

Based on the results in Table 11 obtained results:

- Organizational culture (X1) indirectly has a positive effect with the value of the path coefficient 0.336 and significant with the value of p value 0.001 on employee performance (Y) through organizational commitment (Z). With the word organizational commitment (Z) is able to mediate the relationship between organizational culture (X1) with employee performance (Y).
- Supervision (X2) indirectly significant effect with the value of the path coefficient 0.292 and significant with the value of p value $0.005 < 0.05$ on employee

performance (Y) through organizational commitment (Z). In other words, organizational commitment is able to mediate the relationship between supervision (X2) and employee performance (Y).

Total Influence

Based on the validity test carried out, it is stated that 42 statements representing variables are valid. This is evident from the R-count on the Corrected Item-Total Correlation which is greater than the R-table (0.361), so that 42 such statements can be used for research.

Table 12: Conclusion Hypothesis Testing Results

	Original Sample (O)	P Values	Conclusion
Organizational Culture - > Employee Performance	0,225	0,004	Accepted
Supervision - > Employee Performance	0,562	0,000	Accepted
Organizational Culture - > Organizational Commitment	0,879	0,001	Accepted
Supervision - > Organizational Commitment	0,983	0,000	Accepted
Organizational Commitment - > Employee Performance	0,304	0,006	Accepted
Organizational Culture - > Organizational Commitment - > Employee Performance	0,336	0,001	Accepted
Supervision - > Organizational Commitment - > Employee Performance	0,292	0,005	Accepted

Source: PLS Output (2022)

DISCUSSION

The Influence Of Organizational Culture On Employee Performance

Based on the results of the hypothesis test, it can be seen that organizational culture variables have a positive and partially significant effect on employee performance variables. Organizational culture is the social glue that unites people and makes them feel part of the organizational experience (Pihheiro et al, 2017). Organizational culture will not be effective without a good relationship between employees and superiors. To build an organizational culture, all actors of the organization should have a feeling of need and carry out work with a sincere heart. By having this feeling every employee will work with full responsibility to do what is already his workload, so that all employees can be actively involved in achieving the goals of the organization.

Strong employee culture is seen with the morals of SOEs, namely Trust, competent, harmonious, Loyal, adaptive and collaboration that creates an organizational culture in PT. Telekomunikasi Indonesia Regional 1 Sumatra. Moral culture owned by PT. Telekomunikasi Indonesia Regional 1 Sumatera will always improve the performance of employees in the company. This study is in line with research conducted by Wiyanto and Idrus (2021) stating that organizational culture has a positive and significant effect on employee performance, according to Munandar et al (2020) organizational culture has a positive and significant effect on employee performance. However, in contrast to research conducted by Nur Halim et al (2015) showed that organizational culture negatively affects employee performance.

Effect Of Supervision On Employee Performance

Based on the results of the hypothesis test, it can be seen that the supervision variable has a positive and significant effect on employee performance. Supervision as one of the organic functions

of management is the process of observation of all activities of the organization in order to better ensure that all the work being done in accordance with a predetermined plan (Siagian,2017). Circumstances that occur in PT. Telekomunikasi Indonesia Regional 1 Sumatera that the timeliness of employees in completing their respective duties will form employee discipline which will ultimately improve employee performance at PT. Telekomunikasi Indonesia Regional 1 Sumatra.

Consistency timeliness of completion of employee tasks then a company will produce good performance to achieve the goals that have been planned. The accuracy of information has an important role in monitoring to prevent errors in the implementation of the duties of employees at PT. Telekomunikasi Indonesia Regional 1 Sumatra. Therefore, supervision in the form of providing accurate information plays an important role to determine the existence of an error that arises in performing the duties of employees.

This study is in accordance with research conducted by Suwarni and Ariansah (2017) that supervision as an evaluation process to measure the suitability and smoothness of the implementation of activities, as well as the achievement of results based on the plan that has been set. Supervision is a factor that affects the performance of employees in doing work. Supervision has a role to ensure that the objectives of the organization and management are achieved. It deals with ways to make activities as planned.

This study is in line with research conducted by Siregar (2017) and Fitra (2021) where the results of surveillance variables have a positive and significant effect on employee performance. But in contrast to research conducted by Margaret (2017) which suggests that supervision negatively and significantly affect employee performance.

Influence Of Organizational Culture on Organizational Commitment

Based on the hypothesis test results, it can be seen that organizational culture variables have a positive and significant effect on organizational commitment. Robbin & Judge (2017) organizational culture is a system of shared meanings adopted by members of an organization, which distinguishes an organization from other organizations. Organizational culture is a model of solving internal and external problems of a team, when employees are driven by organizational commitment, employee work habits will be more effective. The stronger the organizational culture, the higher the employee's commitment to the company's organization.

Commitment of employees at PT. Telekomunikasi Indonesia Regional 1 Sumatra is said to be strong based on the results of research where employees feel happy every time they work, and are always proud to join the company and can provide innovative ideas for the development of the company and the development of the employees themselves. The role of moral culture becomes a guideline for employees to strengthen commitment in themselves.

This study is in line with research conducted by Tanuwijaya and Ekawati (2021) organizational culture has a positive and significant effect on organizational commitment. But unlike the research conducted by Heriyanti and Zayanti (2021), which states that organizational culture variables have a negative and insignificant effect on organizational commitment.

Influence Of Supervision on Organizational Commitment

Based on the results of the hypothesis test, it can be found that the supervision variable has a positive and significant effect on the commitment of the organization. Fitra (2021) stated that supervision is an organization that creates effective and efficient performance and supports the vision and mission of the company.

Surveillance of its rights is the act of comparing the results in reality with the desired results. This is because between the two things often occur deviations, so the task of supervision is to correct the deviations. Employees who have a commitment to the organization tend to show an attentive work attitude towards their duties, they are responsible for completing the tasks as well as loyal towards the company. Employee commitment is one of the keys that also determines the success of an organization to achieve its purpose (Bey, & Dewi, 2018).

With the energy, talent, creativity and effort they are the plans set company can be achieved. That's why human resources are called one of the keys to a company's success. So important is human resources for the company that it is important for the company to be able to properly manage human resources.

Employees who are supervised by their superiors are happy because they feel supervised and given instructions and input if the employee feels difficulty and there is a mistake in doing the job. From the pleasure that the employee is given input and instructions by his superiors, arise employee commitment to his organization. So, it can be concluded that the higher the supervision the company makes to its employees, the higher the employee's commitment to its organization. And vice versa, when the lack of supervision that the company gives to its employees, then the commitment of its organization will even decrease. Research conducted by Dinda Shara Harum et al (2018) showed that supervision has a positive and significant effect on organizational commitment.

Influence Of Organizational Commitment on Employee Performance

Based on the results of the hypothesis test, it can be found that the organizational commitment variable has a positive and significant effect on the performance of employees. Organizational commitment is a form of love and loyalty

that employees have. Indicators of organizational commitment consist of employee will, employee loyalty and employee pride in the organization.

Commitment is defined by Robbins (2019) as a condition where an employee is in favor of a particular organization and its purposes, and expects to maintain membership in the organization. As such, high job engagement means favoring one's particular job, while high organizational commitment means favoring the organization that employs one.

Employees who have a high commitment to his organization then the impact there is on the work of employees better, on the contrary, if the employee's commitment to his organization is weak, then the performance of the employee decreased or even prefer to leave his organization. The results of research conducted by Jajang Adiftiya (2014) said that the commitment of the organization has a positive effect on the performance of employees.

Influence Of Organizational Culture on Employee Performance Through Organizational Commitment

The results of the hypothesis by indirect testing of organizational culture variables have a positive and significant impact on employee performance through organizational commitment. Organizational performance is influenced by many factors. Kholiqin (2021) stated that the organizational culture is very influential on the behavior of members of the organization due to the existence of a value system in the organizational culture that makes as a guideline of human behavior in an organization that is oriented to the achievement of goals or results of work performance set, so that when the organizational culture is good or appropriate, then it is not surprising if the members of the organization are good people and have quality. Thus organizational culture both directly and indirectly will influence the performance of

employees other opinions about the factors that affect performance, among others presented Jufrizen (2020) that is one of the factors that affect the performance of employees themselves is the work environment and organizational culture. The work environment must be in accordance with the needs of the employee so that the employee can be more maximal in completing the task.

Robbins (2019) defines organizational commitment as a condition where an employee is in favor of a particular organization as well as the purposes and desire to maintain membership in the organization. Organizational culture according to Ramos (2022) organizational culture is concerned with the values that an organization adopts in maintaining its activities. The common habits, traditions, and ways of doing everything that exists in an organization are currently the result or consequence of what has been done before in the past. And the human factor becomes important in applying these values with full awareness and responsibility. Research conducted by Munandar et. al (2020) points out that organizational culture is influential on performance through employee commitment and supervision is influential on performance through employee commitment but has not contributed to developing employee performance.

Influence Of Supervision On Employee Performance Through Organizational Commitment

The results of hypothesis testing indirectly control variables have a positive and significant effect on employee performance through organizational commitment. The achievement and success of a person in achieving a goal does not lose its human resource factor. The term human resources can be equated to mean an officer or employee, that is, a person who performs a job in an organization, both an organization that moves in the field of government and the private sphere. Every employee in an organization certainly has

duties and responsibilities that must be carried out in accordance with the demands of the organization or the board. The good or bad work of an employee can be seen from his performance. The success of the performance of employees that has been achieved the organization will be influenced by the level of performance of employees individually and in groups. Performance is an organizational behavior that directly relates to the production of goods or the delivery of services. Supervision is also highly expected in the organization so that all activities can be carried out in accordance with the instructions and the time has been determined.

Supervision according to Saydam (2021) supervision is very necessary by enterprises to guarantee the achievement of enterprise goals. With the supervision of the leadership can know the real activities of every aspect and every problem of the implementation of tasks in lingkungan company. Research conducted by Munandar et al (2020) organizational culture shows that organizational culture affects performance through employee commitment and supervision affects performance through employee commitment but has not contributed to developing employee performance.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Based on the results of research and discussion that has been described in the previous chapter, it can be concluded as follows:

1. Work facilities have a positive and significant effect on the performance of Squat Alpha members at PT Telekomunikasi Indonesia Regional 1 Sumatera.
2. Communication has a positive and significant effect on the performance of Squat Alpha members at PT Telekomunikasi Indonesia Regional 1 Sumatera.

3. Competence has a positive and significant effect on the performance of Squat Alpha members at PT Telekomunikasi Indonesia Regional 1 Sumatera.
4. Work stress has a positive and significant effect on the performance of Squat Alpha members at PT Telekomunikasi Indonesia Regional 1 Sumatera.
5. Work stress is not able to weaken the influence of work facilities on the performance of Squat Alpha members at PT Telekomunikasi Indonesia Regional 1 Sumatera.
6. Work stress can weaken the influence of communication on the performance of Squat Alpha members at PT Telekomunikasi Indonesia Regional 1 Sumatera.
7. Work stress is not able to weaken the influence of competence on the performance of Squat Alpha members at PT Telekomunikasi Indonesia Regional 1 Sumatera.

RECOMMENDATIONS

1. For the management of PT Telkom Regional 1 Sumatra :
 - a. To speed up the work of disruption improvement, it is necessary to complete the work facilities of Squat Alpha members in accordance with the needs such as motor transportation equipment with a ratio of 1:1 (1 motor for 1 person), and the provision of car transportation in each Homebase Squat Alpha work location is located, not with the concept of 1:6 (1 car for 6 people). Communication tools in the form of Android-based smartphones need to be considered in order to always comply with the technical specifications required to run internal Telkom applications such as Mystaf.
 - b. Communication of Squat Alpha members needs to be improved, especially communication to external parties, namely excavator operators and field officers of the Public Works Office (PU), in order to prevent optical cables

from breaking due to road widening work or repairing ditches and culverts. Communication improvement can be done through the establishment of regular communication forums between Telkom, Squat Alpha and related government agencies such as PU and Jasamarga.

- c. Work stress experienced by members of the Alpha Squat should be done good management so as not to interfere with performance, then members of the Alpha Squat need to be given training related to stress management.

2. For The Next Researcher

It is recommended for the next researcher to be able to examine other variables that affect the performance of Squat Alpha members at PT Telkom Regional 1 Sumatera such as reward and punishment variables, career path, supervision, or organizational culture.

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