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# The Effect of Supervision, Work Motivation, and Interpersonal Communication on Employee Performance and Organizational Commitment as Variables Intervening

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## ABSTRACT

**Purpose:** Performance is a result that can be achieved by an individual at a certain time. Many factors can affect employee performance, but this study only aims to see the effect of supervision, work motivation and personal communication on performance and moderated by organizational commitment.

**Design/methodology/approach:** This research was conducted at PR Lutvindo Wijaya Perkasa by using as many as 137 employees as respondents in this study. The types of data used are primary data and secondary data, obtained by interviews, questionnaires and documentation.

**Findings:** The results of this study conclude that supervision and motivation have a significant effect on employee performance, but interpersonal communication has no effect on organizational commitment. Then supervision and personal communication have no significant effect on performance, while motivation and organizational commitment have a significant effect on employee performance.

**Practical implications:** The data analysis tool is Path Analysis using the Smart PLS Versi 3.00 program.

**Originality/value:** This paper is original

**Paper type:** Research paper

**Keywords:** *Performance, Supervision, Motivation, Interpersonal Communication and Organizational Commitment.*

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## I. INTRODUCTION

Employee performance is the result achieved by an employee in carrying out his functions according to the responsibilities that the company has given him. Supporting factors for the creation of good employee performance required organizational commitment. According to Robbins et al. (2010), organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.

Other factors that increase employee performance are supervision, work motivation, and interpersonal communication. Supervision is an activity related to controlling or supervising every work and taking corrective action. Through this supervisory activity, employees can be monitored properly, thereby reducing the level of employee error in doing their work which in the end the employee can increase his commitment to the organization and will also have an impact on achieving maximum employee performance. The second determining factor for the creation of employee performance is work motivation.

PT. Lutvindo Wijaya Perkasa is a national-scale private company that has a long history and experience in the field of contractor, developer and supplier services, and this company has started its activities since 2009. The company's vision is "To become a leading national private company in the construction service industry to develop globally. sustainable, providing welfare to employees, management, holders and good corporate governance. Currently PT. Lutvindo Wijaya Perkasa to realize his vision, the company has employed as many as

150 employees. the following is presented the number of employees of PT. Lutvindo Wijaya Perkasa during the 2016-2020 period.

*Table 1: Number of Employees by Gender at PT. Lutvindo Wijaya Perkasa, 2016-2020 Period*

Year	Employee (Person)		Number of Employees	Employee Developmen (%)
	Man	Women		
2016	155	17	172	-
2017	147	15	162	- 5.81
2018	138	13	151	- 6.79
2019	138	13	151	0.00
2020	137	13	150	- 0.66

*Source: PT. Lutvindo Wijaya Perkasa*

Based on Table 1, it can be seen that the number of employees has decreased every year. This happens because of employee turnover, namely volunteering and not. Turnover volunteers are those who have reasons to resign. On the other hand, those who are non-volunteers with turnover must resign because of the decision made by the company regarding the termination of employment. Data on the development of work productivity in the production division of PT. Lutvindo Wijaya Perkasa Pekanbaru, which experienced ups and downs, was caused because the company did not pay attention to factors that affect employee work productivity including motivation, skills, attitudes and work ethics, income level, education, technology, production facilities, social security, management, and opportunities. achievers. The decline in employee work productivity or employee performance, is thought to be caused by a lack of employee motivation. One indicator of work motivation is the level of employee absenteeism. As for the absence of employees of the production division of PT. Lutvindo Wijaya Perkasa Pekanbaru below:

*Table 2: Employee Attendance at PT. Lutvindo Wijaya Perkasa Pekanbaru 2016-2020 Period*

Year	Number of Employees	Attendance			Attendance Per Hold (%)
		Sick	Permission	Alpha	
2016	172	24	13	16	30.81
2017	162	24	15	14	32.72
2018	151	23	14	15	34.43
2019	151	22	16	17	36.42
2020	150	23	14	16	35.33

*Source: PT. Lutvindo Wijaya Perkasa*

From Table 2 above shows that the level of employee absenteeism at PT. Lutvindo Wijaya Perkasa Pekanbaru shows a fluctuating trend, this condition is because the atmosphere in the internal environment is so noisy, dealing with dangerous heavy equipment, so that the soul of the workers and the work climate that tends to be harsh and the project location far from the crowd can also affect the mentality of the workers. so that employees are less motivated and reduce employee morale, as a result it is difficult for employees to achieve

production targets set by the company. This needs serious attention from the leadership. Furthermore, the factors that can affect employee performance is supervision. Amanda (2016) shows that supervision has a positive and significant effect on employee performance. This shows that the higher the supervision carried out by superiors to employees, the higher the performance of their employees. However, research conducted by Sihombing et al. (2016) found that supervision had no significant effect on employee performance

Interpersonal communication can also affect organizational commitment and employee performance. Because according to sources obtained from interviews, communication is very important in carrying out something. In fact, according to him, at PT. Lutvindo Wijaya Perkasa, communication between superiors and subordinates, subordinates and subordinates, or superiors and subordinates is very fluid and not rigid. Here, we always get used to communicating everything, be it work-related or everyday stories. In addition, organizational commitment also greatly affects employee performance. Interviews at the time of the pre-survey were of the opinion that commitment is an intention. If everything is not done with the prefix of intention, then it will not run in earnest let alone smoothly. Similarly, the employee's commitment to PT. Lutvindo Wijaya Perkasa, if employees have a high commitment to PT. Lutvindo Wijaya Perkasa, then he will be serious in his work and will not leave the company.

Based on the above background, the problem of this research is how the influence of supervision, motivation and interpersonal communication on organizational commitment. How is the influence of supervision, motivation and interpersonal communication on employee performance. And how does the influence of organizational commitment on performance at PT. Lutvindo Wijaya Perkasa. The purpose of this study was to analyze and determine the effect of supervision, motivation and interpersonal communication on organizational commitment. To analyze and determine the effect of supervision, motivation and interpersonal communication on employee performance at PT. Lutvindo Wijaya Perkasa and to analyze and determine the effect of organizational commitment on performance at PT. Lutvindo Wijaya Perkasa.

## II. LITERATURE REVIEW

### A. Performance

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined terms or agreements. According to Sutrisno (2012) performance is the result of an employee's work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization. From this understanding, it can be concluded that performance is a process or work produced by employees through several aspects that must be passed and has stages to achieve it and aims to improve the performance of the employee himself. organization. Because performance is a reflection of how an organization is going in the right direction or just walking in place.

Performance has dimensions that can support employee performance in achieving organizational goals. Dimensions in this case have a strong influence on the object to be studied. When used properly, it can accelerate the achievement of organizational goals. Performance indicators must be something that will be calculated and measured and used as a basis for assessing or seeing the level of performance, both in the planning, implementation stages, as well as completed and functioning activities. In general, performance indicators have the following functions:

1. Clarify what, how much and when activities are carried out
2. Create a consensus that is built by various related parties to avoid misinterpretation during the implementation of policies/programs/activities and in assessing their performance.
3. Build a basis for measuring, analyzing, and evaluating the performance of the organization/ work unit

From the explanation above, the researcher concludes that to achieve success, indicators that support the performance of employees are needed. This indicator plays an important role in the implementation of employee performance whether it will take place optimally or there are still shortcomings in its implementation. The purpose of employee performance appraisal is as a basis for making decisions about:

- a. Train, transfer or discipline workers;
- b. Promoting outstanding employees;
- c. Take action against workers who lack or do not perform well; and
- d. Giving or delaying the increase in rewards/reward.

By conducting an assessment of employee performance, employees are increasingly motivated to improve the quality of their performance so as to make a high contribution to the company. The results of a good performance appraisal will provide benefits for the employees themselves where employees will receive commissions, bonuses, and possibly promotions in the company.

## **B. Supervision**

Supervision as one of the management functions in achieving goals, plays a very important role because with supervision the possibility of deviations can be prevented, so that efforts to make improvements or corrections can be made immediately. According to Terry & R (2011) supervision is determining what has been carried out, meaning evaluating work performance and if necessary, implementing corrective actions so that the work results are in accordance with the predetermined plan.

According to Dale Timpe A (2010), supervision does not only look at things carefully and report the results of supervising activities, but also means to improve and straighten them so that they achieve goals that are in accordance with what they want. According to Siagian & P (2012) suggests that the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. Based on the understanding of the experts above with each other, the author can draw the conclusion that supervision is an activity carried out in an effort to assess the results of work and take action when deviations occur so that goals can be achieved in accordance with a predetermined plan. According to Harahap & Sari (2010) who stated that if the work supervision system can run well based on appropriate supervision standards and methods, various benefits or advantages for the company will be obtained, including:

- a. Goals achieved will be faster, easier and cheaper.
- b. Bringing openness, honesty, and candor.
- c. Cultivate mutual trust and eliminate suspicion.
- d. Increase Sense of Responsibility.
- e. Provide a healthy competitive climate, so that employees excel

The dimensions and indicators contained in work supervision, according to Siagian & P (2012) there are three positive supervisory mechanisms to influence performance, including:

1. Input control, involves the management of organizational resources. The control input mechanism includes matching individual interests with the company's main interests through appropriate employee selection and ensuring that the best and highly skilled employees are selected, such as: selection of the tested material, objectivity, training, voice aids, facility tools.
2. Behavioral Control. are all actions that regulate the activities of subordinates. This usually starts with top management and then is implemented at the middle and lowest levels of management. The basic function of behavior management is to ensure that subordinates perform tasks according to what the company has planned, then monitor performance and take action to evaluate employee performance.
3. Expenditure Control. Expenditure control is all about setting targets for subordinates to follow the manager. In expense control, managers define the desired results that their employees must achieve

## **C. Motivation**

According to B (2014) work motivation is a force within people that influences the direction, intensity and persistence of a person's voluntary behavior to do work. Meanwhile, according to Mathis et al. (2012) work motivation is the desire to act. Everyone can be motivated by several different forces. Work motivation is the result of a collection of internal and external forces that cause the job to choose the appropriate course of action and use certain behaviors. Herzberg & Frederick. (2011) provides a definition of motivation as a force within people that influences the direction, intensity and persistence of voluntary behavior. Work motivation is a psychological process that arouses, directs and perseveres in taking voluntary actions that are directed at achieving goals (Kreitner et al. 2014)

From the understanding and definition of work motivation by the experts above, it can be concluded that work motivation is a condition or condition that encourages, stimulates or moves a person to do something or the activity he does so that he can achieve his goals. According to Wibowo (2014), seeing as an encouragement for work motivation comes from Mc Celland's research which focuses on the drive to:

1. Achievement Motivation. Achievement motivation is a drive that many people have to pursue and achieve challenging goals.
2. Affiliation Motivation. Motivation for affiliation is an urge to relate to people on a social basis, working with suitable and experienced people with a sense of community.
3. Power Motivation. Motivation for power is an urge to influence people, monitor and change situations

The approach that can be taken to motivate work is through employee engagement. Employee engagement is the emotional and cognitive motivation of work, self-efficacy to carry out work, a feeling of clarity on the organization's vision and their specific role in that vision and the belief that they have the resources to be able to carry out their work (Wibowo 2014). Meanwhile, according to Robbins et al. (2013) another approach to

motivating work is organizational justice, namely a comprehensive perception of what is considered honest in the workplace. (B, 2014) suggests that the indicators of motivation are:

- a. Responsibilities in doing work. Responsibility is an attitude that arises to be ready and accept an obligation or task given.
- b. Achievements achieved, is the ability to achieve good results in quality and quantity produced by an employee.
- c. Self-development. Development is a process or way to develop something that already exists in order to improve quality so that it is more advanced.
- d. Independence in action. The behavior that arises within oneself to act without bothering others

#### **D. Interpersonal Communication**

Interpersonal communication can also be said as communication between people face to face, which allows each participant to capture the reactions of others directly, both verbally and non-verbally. According to Mulyana & Deddy (2014) interpersonal communication is the process of sending and receiving messages between two people or between a small group of people with some effect and some immediate feedback. Interpersonal communication is not just a series of stimulus-response, stimulus-response, but a series of processes of mutual acceptance, acceptance and delivery of responses that have been processed by each party.

The function of interpersonal communication or interpersonal communication is to try to improve human relations, avoid and overcome personal conflicts, reduce uncertainty about something, and share knowledge and experience with other people. According to Rakhmat & Jalaluddin (2011), there are several stages for interpersonal relationships including:

1. Formation of interpersonal relationships, which at this stage are often called peer-to-peer introductions, which are marked by the efforts of both parties to quickly explore the identities, attitudes, and values of the other party. And if they have something in common, the process of self-disclosure begins.
2. Strengthening interpersonal relationships, to maintain and strengthen these interpersonal relationships there are four very important factors including: intimacy, control, the right response, and the right emotional tone.
3. Termination of interpersonal relationships, this can occur if there is a conflict or unhealthy relationship in interpersonal relationships in the sense that it is the cause of the breakup of the interpersonal relationship.

#### **E. Organizational Commitment**

The concept of organizational commitment relates to the level of involvement of people with the organization where they work and are interested in staying in the organization. According to Wibowo (2014) organizational commitment as a level where individuals identify and engage with their organization and or do not want to leave it. According to Schermerhorn et al. (2012) organizational commitment is the level of loyalty felt by individuals to the organization.

Organizational commitment affects whether an employee remains as a member of the organization or leaves for another job. From the understanding and definition of organizational commitment from the experts above, it can be concluded that organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and prosperity. Dimensions of organizational commitment according to Luthans (2011) are:

- a. Affective Commitment, concerns the emotional connection of work on identification with and involvement in the organization.
- b. Continuance Commitment, involves commitment based on the costs associated with leaving the organization.
- c. Normative commitment concerns employees' feelings of obligation to stay with the organization because it is the best thing to do

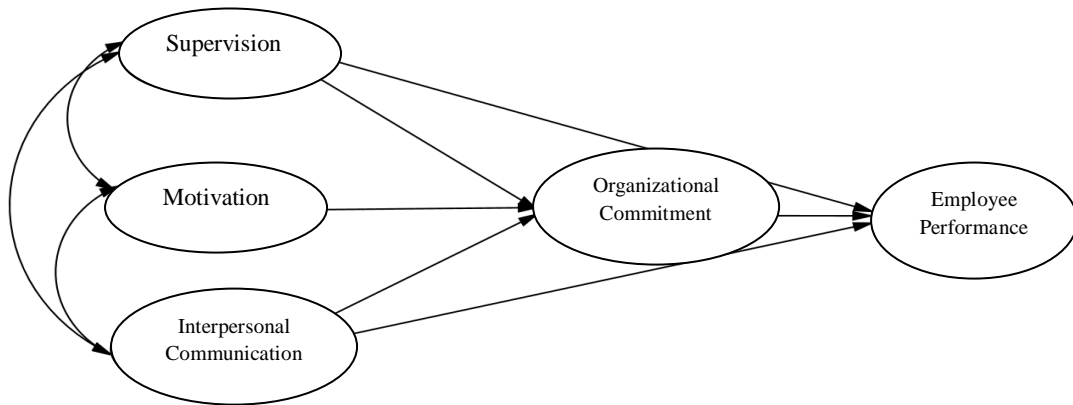
#### **F. Hypothesis**

The following hypotheses:

1. It is suspected that supervision has a significant effect on organizational commitment
2. It is suspected that motivation has a significant effect on organizational commitment
3. It is suspected that interpersonal communication has a significant effect on organizational commitment.
4. It is suspected that supervision has a significant effect on employee performance
5. It is suspected that motivation has a significant effect on employee performance
6. It is suspected that interpersonal communication has a significant effect on employee performance
7. It is suspected that organizational commitment has a significant effect on employee performance

**G. Research Model**

This research model is:



**H. Operational Definition of Research Variables**

The operational definitions of research variables are:

*Table 3: Operational Definition of Research Variables*

<i>Variable</i>	<i>Definition</i>	<i>Indicator</i>	<i>Scale</i>
<i>Performance (Y2)</i>	<i>Performance is the result of an employee's work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2016)</i>	<i>Quality.</i> <i>Quantity</i> <i>Use of time at work.</i> <i>Cooperate with others in work</i>	<i>Ordinal</i>
<i>Supervision (X1)</i>	<i>Supervision does not only look at things carefully and report the results of supervising activities, but also implies correcting and rectifying them so that they achieve goals that are in accordance with what they want (Dale, 2010)</i>	<i>Input Control</i> <i>Behavior Control</i> <i>Expenditure Control</i>	<i>Ordinal</i>
<i>Motivation (X2)</i>	<i>Work motivation is a set of energetic forces that start both from within and outside the worker, starting from work-related efforts, taking into account the direction, intensity and persistence (Wibowo, 2014:127)</i>	<i>Responsibility in doing work</i> <i>Achievements achieved</i> <i>Self development.</i> <i>Independence in action</i>	<i>Ordinal</i>
<i>Interpersonal Communication (X3)</i>	<i>Interpersonal communication is the process of sending and receiving messages between two people or between a small group of people with some effect and some immediate feedback (Mulyana, 2014)</i>	<i>Trust, consisting of acceptance, empathy and honesty</i> <i>Sportsmanship</i> <i>Open attitude</i>	<i>Ordinal</i>

<i>Organizational Commitment (Y1)</i>	<i>Organizational commitment is a level where individuals identify and engage with their organization and or do not want to leave it (Wibowo, 2014)</i>	<i>Affective Commitment</i>	<i>Ordinal</i>
		<i>Continuance Commitment</i>	
		<i>Normative Commitment</i>	

### III. RESEARCH METHOD

#### A. Place and Time of Research

This research was conducted at PT Lutvindo Wijaya Perkasa which is located at Jalan Mr. SM, Amin Simpang Baru, Tampan District, Pekanbaru City, Riau 28292. The study was conducted for 4 (four) months starting from April 2021 to August 2021.

#### B. Types and Sources of Data

1. Primary Data. Primary data is research data obtained directly from original sources or data that has not been published by other parties. The primary data needed in this research is data related to the variables of employee performance, job satisfaction, leadership and work environment.
2. Secondary Data. Secondary data is data obtained by researchers indirectly or data that has been published by other parties

#### C. Data Collection Techniques

The data collection techniques used are:

1. Questionnaires, namely data collection techniques carried out by providing a list of questions or questionnaires directly to the respondents.
2. Interviews, namely data collection techniques by conducting interviews with related parties such as leaders, personnel, employees and so on.
3. Research Files, namely data collection techniques carried out by browsing files or documents related to this research. Such as data about the company's brief history, employee data and other data relevant to this research.

#### D. Population and Sample

The population in this study were all employees of PT Lutvindo Wijaya Perkasa, totaling 150 employees. In this study, the sample was all employees of PT Lutvindo Wijaya Perkasa, amounting to 150 people, thus sampling was carried out using the census method.

#### E. Data Analysis Tool

##### 1. Validity and Reliability Test

The validity test was carried out with the aim of knowing the accuracy and reliability of the questionnaire, which means that the questionnaire is able to measure what it should measure. The results of this test adequately reflect the topic being researched. The validity test was tested with the SPSS program by looking at the Persons Product Moment correlation for each statement item with a total test score. The equation to get the variance extract value is:

$$\int \text{Variance Extracted} = \frac{(\sum \text{Standard Loading})^2}{(\sum \text{Standard Loading})^2 + \sum \epsilon_j}$$

Testing the reliability of all items or statements used in this study will use the Cronbach Alpha formula (Cronbach's alpha coefficient), which is generally considered reliable if the Cronbach's alpha value is > 0.6 (Hair. et. al., 2015). To get a value that is the level of reliability of the dimensions forming the latent variable, the formula is used:

$$\int \text{Construct Reliability} = \frac{(\sum \text{Standard Loading})^2}{(\sum \text{Standard Loading})^2 + \sum \epsilon_j}$$

Description:

- a. Standard loading is obtained from standardized loading for each indicator obtained from the calculation results of AMOS 4.01

- b.  $j$  = is the measurement error of each indicator. Measurement error can be obtained from:  $1 - (\text{Standard Loading})^2$

The research model that will be used in this study is a tiered structure model and to test the proposed hypothesis, the SEM (Structural Equation Modeling) analysis technique is used which is operated through the Smart PLS Version 3.00 program. After the theory or theoretical model is developed and described in a flowchart, the researcher can start converting the model specifications into a series of structural equations as follows:

$$Y1 = \beta1X1 + \beta2X2 + \beta3X3 + Z1 \text{ dan } Y2 = \beta4X1 + \beta5X2 + \beta6X3 + \beta7Y1 + Z2$$

Description: Y1 = Organizational Commitment, Y2 = Employee Performance, X1 = Supervision X2 = Motivation X3 = Interpersonal Communication,  $\beta1 - 6$  = Regression Coefficient

The selection of the PLS method in data analysis in this study was based on the fact that in this study there were three variables that were formed with formative indicators and formed a moderating effect. The formative model assumes that the construct or latent variable affects the indicator, where the direction of the causality relationship from the construct to the indicator is menifges (Ghazali, 2006). The PLS approach is based on a shift in analysis from measuring model parameter estimates to measuring relevant predictive models. So that the focus of the analysis shifts from only estimation and interpretation of parameter significance to the validity and accuracy of predictions. Parameter estimation in PLS includes 3 things, namely: (Ghazali, 2006):

4. Weight estimate used to create latent variable scores.
  5. Path estimate that relates the later variables and the loading estimate between latent variables and their indicators.
  6. Means and parameter locations (constant values, regression and intercepts for indicators and latent variables)
- The following are the assessment criteria for the PLS model used by Chin 1998 in Ghazali (2011).

*Table 4: PLS Assessment Criteria*

<i>Criteria</i>	<i>Explanation</i>
<i>Structural Model Evaluation</i>	
<i>R2 for endogenous variables</i>	<i>The results of R2 of 0.67, 0.33 and 0.19 for endogenous variables in the structural model identified that the "good", "moderate" and "weak" moderators".</i>
<i>Estimated path coefficient</i>	<i>The estimated value for the path relationship in the structural model must be significant. This significant value can be obtained by bootstrapping procedure.</i>
<i>F2 for effect size</i>	<i>The f2 values of 0.2, 0.15 and 0.35 can be interpreted whether the later variable predictor has a weak, medium or large influence on the structural level</i>
<i>Evaluation of reflective measurement models</i>	
<i>Loading factor</i>	<i>Load factor value 0.70</i>
<i>Composite Reliability</i>	<i>Composite reliability measures internal consistency and its value must be above 0.60</i>
<i>Average Variances Extracted</i>	<i>Average Variances Extracted (AVE) value must be above 0.5</i>
<i>Validitas Deskriminan</i>	<i>The square root value of the AVE must be greater than the value of</i>



the correlation between the later variables.

*Cross loading* Is another measure of discriminatory validity. It is expected that each indicator block has a higher loading for each latent variable measured compared to the indicator for other latent variables.

*Evaluation of Formative Measurement Model*

*Significance of weight value* The estimated value for the formative measurement model must be significant. Significance levels were assessed by the bootstrapping procedure

*Multicolineritas* The manifest variables in the block should be tested for multikol. The value of variance inflation factor (VIF) can be used to measure this. A VIF value above 10 indicates that there is a multicolor.

**IV. RESEARCH RESULTS**

Hypothesis testing is performed based on the results of Inner Model testing (structural model) which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected by considering the significance value between constructs, t-statistics, and p-values. Hypothesis testing of this research was performed with the help of SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results. Rules of thumb used in this study are t-statistics > 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient. The test value of this research hypothesis can be shown in Table 5 and for the results of this research model can be described as seen in Figure 2:

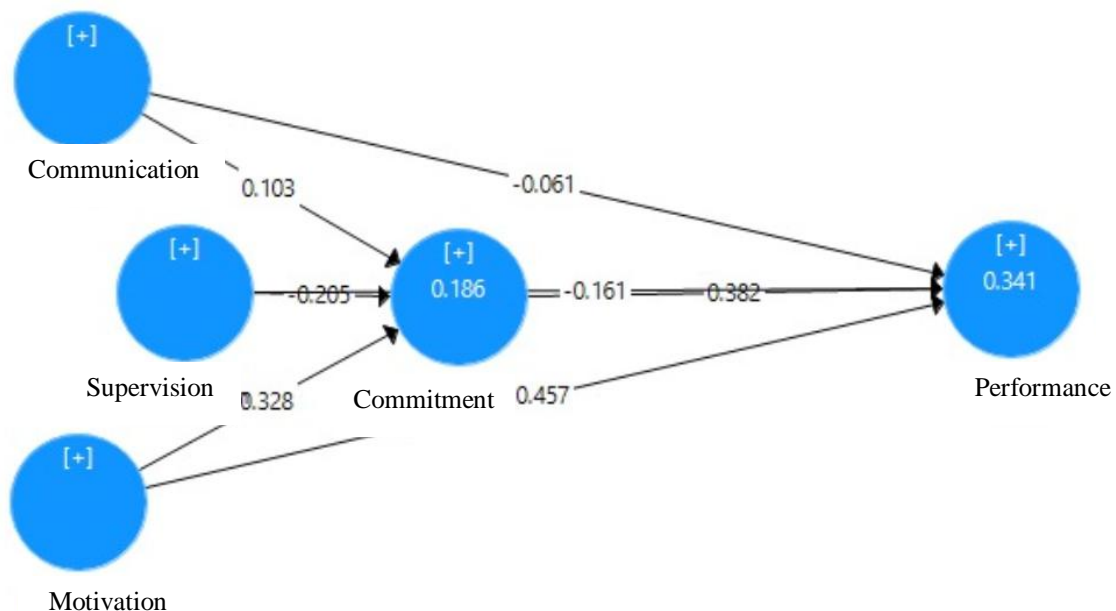


Figure 2: Results of the Research Model

Source: Data Processing Results, 2021

Table 5: Result Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<i>Commitment -&gt; Performance</i>	0.382	0.387	0.078	4.927	0.000
<i>Communication -&gt; Performance</i>	-0.100	-0.093	0.098	1.022	0.307
<i>Communication -&gt; Commitment</i>	0.103	0.112	0.109	0.945	0.345
<i>Motivation -&gt; Performance</i>	0.331	0.328	0.087	3.817	0.000
<i>Motivation -&gt; Commitment</i>	0.328	0.319	0.068	4.854	0.000
<i>Supervision -&gt; Performance</i>	-0.082	-0.086	0.082	1.003	0.316
<i>Supervision -&gt; Commitment</i>	-0.205	-0.221	0.091	2.250	0.025

Source: Data Processing Results, 2021

Briefly, the results of hypothesis testing can be seen in Table 6.

Table 6: Summary of Hypothesis Testing Results

	Hypothesis	Results	Description
H1	<i>It is suspected that surveillance has a significant effect on organizational commitment.</i>	$\beta_1 = -0.205$ $t\text{-stat} = 2.250 (0.025)$	Accepted
H2	<i>It is suspected that motivation has a significant effect on organizational commitment.</i>	$\beta_2 = 0.328$ $t\text{-stat} = 4.854 (0.000)$	Accepted
H3	<i>It is suspected that interpersonal communication has a significant effect on organizational commitment.</i>	Insignificant	Accepted
H4	<i>Allegedly, surveillance has a significant effect on employee performance.</i>	Insignificant	Accepted
H5	<i>It is suspected that motivation has a significant effect on employee performance.</i>	$\beta_5 = 0.331$ $t\text{-stat} = 3.817 (0.000)$	Accepted

H6	<i>It is suspected that interpersonal communication has a significant effect on employee performance.</i>	<i>Insignificant</i>	<i>Accepted</i>
		$\beta_7 = 0.382$	
H7	<i>It is suspected that organizational commitment has a significant effect on employee performance.</i>	<i>t-stat = 4.927 (0.000)</i>	<i>Accepted</i>

## V. DISCUSSION

Work supervision has a significant effect on organizational commitment at PT Lutvindo Wijaya Perkarsa. This means that the higher the implementation of supervision by the company's management, the employees will be more committed to the organization. This explains the increase in employee commitment, which means that it will increase employee loyalty to the company. A committed employee means that an employee identifies with a particular organization and its goals and wishes to maintain its membership in the organization. It can be said that organizational commitment is a sense of employee attachment to the company, as well as providing full support by employees to the company where they work.

However, the results of this study do not prove that supervision has an effect on performance. These results do not support the research conducted by Shara et al. (2018) where the results of the study conclude that the organizational commitment variable mediates the supervisory relationship on employee performance. So, if the supervision carried out by superiors can have a positive impact on employees, then the employee's commitment to the organization will increase, so that it will improve employee performance. Furthermore, the results of the Sobel test show that the organizational commitment variable does not have a relationship between work motivation and employee performance.

Based on the results of the study, it can be seen that the supervision variable has no effect on employee performance. This shows that supervision is not a factor that affects the performance of employees of PT Lutvindo Wijaya Perkasa Pekanbaru in doing work. In principle, supervision has a role to ensure that organizational and management goals are achieved. This relates to ways of making activities as planned. Supervision is also an activity of assessing the organization/activity with the aim that the organization/activity carries out its functions properly and can fulfill the goals that have been set.

This study does not support the results of research conducted by Dwi et al (2011) and Anastasya Yuyun Toding (2016) the results of research that supervision has a significant effect on employee performance. The results of this study are also not relevant to the theory put forward by Mangkunegara (2004) which explains that supervision has an important role to monitor implementation standards in order to achieve planning goals, compare real activities with predetermined standards, find and measure deviations to ensure that all resources the company is used in an effective and efficient way in achieving company goals.

The results of this study support the research that has been done by Nurhawa et al (2019). The results of the study show that supervision and motivation affect employee performance with employee commitment as an intervening variable. As a suggestion, the management can provide input and improvements to employees in doing work so as to increase employee motivation. Then the results of this study also prove that there is a significant effect of the motivational variable on employee performance at PT Lutvindo Wijaya Perkasa. These results prove that motivation does not only affect commitment but also has an impact on employee performance. This means that with good motivation, employee performance will also be good and vice versa.

Organizational commitment moderates the effect of work motivation on employee performance, which means that the greater the influence of work motivation, the higher the employee's performance, reinforced by the organizational commitment variable. For this reason, the company must really be able to determine what factors can increase motivation. The implication is that at PT Lutvindo Wijaya Perkasa, communication functions as a controller of employee behavior which is carried out by for example, the leadership has a hierarchy of authority and formal instructions that employees must follow. Employees are required to communicate matters related to work, carry out work in accordance with job descriptions or comply with the policies of the head of the hall, communication can carry out the control function. Quantitatively, interpersonal communication variables have no effect on organizational commitment and employee performance. The results of this study allow organizational commitment to mediate that affects interpersonal communication on the performance of PT Lutvindo Wijaya Perkasa employees. AW Suranto (2011) states that interpersonal communication aims to build and maintain harmonious relationships to launch activities and provide assistance.

Then, the results of this study prove that organizational commitment has a significant effect on employee performance at PT Lutvindo Wijaya Perkasa. Organizational commitment is understood as a condition where individuals feel confident in the goals, values and goals of the organization in which they work. Organizational commitment according to Robbins. P. S. (2015) is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in that organization. Attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization.

### **A. Conclusion**

1. The results of testing the hypothesis that the t-statistics value is 2.250 and p-values are 0.025. This proves that there is a significant effect of supervision on organizational commitment, so the first hypothesis is accepted. This means that the better the supervision, the better the organizational commitment to PT. Lutvindo Wijaya Perkasa and vice versa.
2. The results of testing the second hypothesis show the t-statistics value of 4.854 and p-values of 0.000. From these results it is stated that the p-value is lower than alpha, namely  $0.000 < 0.05$ . This proves that work motivation has a significant effect on organizational commitment. Thus the second hypothesis is accepted. This means that the better the employee's work motivation, the better the organizational commitment at PT. Lutvindo Wijaya Perkasa and vice versa.
3. The results of hypothesis testing show that the t-statistic value is 0.945 and the p-value is 0.345. From these results, it is stated that the p-value is higher than alpha, namely  $0.345 > 0.05$ . This proves that interpersonal communication has no significant effect on organizational commitment at PT. Lutvindo Wijaya Perkasa. Thus the third hypothesis is rejected.
4. The results of testing the t-statistical hypothesis are 1.003 and p-values are 0.315. From these results it is stated that the p-value is greater than alpha, namely  $0.315 > 0.05$ . This proves that supervision is not proven to have a significant effect on employee performance at PT. Lutvindo Wijaya Perkasa. Thus the fourth hypothesis is rejected.
5. The results of hypothesis testing show the t-statistics value of 3.817 and p-values of 0.000. From these results it is stated that the p-value is lower than alpha, namely  $0.000 < 0.05$ . This proves that work motivation has a significant effect on the performance of employees of PT. Lutvindo Wijaya Perkasa. Thus the fifth hypothesis is accepted. This means that the better the work motivation, the better the employee's performance and vice versa.
6. The sixth hypothesis is that interpersonal communication has a significant effect on employee performance at PT. Lutvindo Wijaya Perkasa. The test results show the t-statistics value of 1.022 and p-values of 0.307. This proves that interpersonal communication is not proven to have a significant effect on employee performance. Thus the sixth hypothesis is rejected.
7. The test results show the t-statistics value of 4.927 and p-values of 0.000. From these results it is stated that the p-value is lower than alpha, namely  $0.000 < 0.05$ . This proves that organizational commitment has a significant effect on employee performance. Thus the seventh hypothesis is accepted

### **B. Suggestion**

1. Supervision has a significant influence on performance, so the leadership at PT Lutvindo Wijaya Perkasa, is advised to formulate clear supervision standards and guidelines, so that all parties involved in the organization can understand and carry out their work well.
2. Motivation has a significant effect on employee commitment and performance. Therefore, it is suggested to the management of PT Lutvindi Wijaya Perkasa to formulate policies that can increase employee motivation in the future.
3. Organizational commitment can improve employee performance. Therefore, it is recommended to the management of PT Lutvindo Wijaya Perkasa to formulate policies that can create organizational commitment in employees, so that employees will provide maximum work results.

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