

## The Effect of Organizational Rewards and Commitment on Employee Performance with Industrial

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### ***Abstract***

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*This research was carried out with the aim of determining the influence of rewards, organizational commitment to employee performance mediated by industrial relations. This study uses a quantitative method, with a sample of 100 respondents analyzed through the SmartPLS program and produces findings that (1) rewards have a direct effect on employee performance; (2) Organizational commitment has a direct effect on employee performance; (3) Rewards have a direct effect on industrial relations; (4) Organizational commitment has a direct effect on industrial relations; (5) Industrial relations have a direct effect on employee performance and (6) Industrial relations are not needed as mediation, the direct influence of rewards is more dominant than indirect influence, so it is also called partial mediation, while (7) Industrial relations have an influence as mediation, the direct influence of organizational commitment is not dominant, this shows that Industrial Relations Has a Full Mediation Role.*

**Keywords:** *Reward, Organizational Commitment, Industrial Relations, Employee Performance*

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## INTRODUCTION

Every organization certainly desires a harmonious and productive bond between leaders, workers, and partners. This solid relationship not only helps the company in providing services that have benefits for the community in order to fulfill daily needs, but also contributes significantly to achieving the company's main goal, namely optimal profit. To support sustainability and growth, companies need to proactively listen to responses, criticisms, and suggestions from various parties, including the community, employees, and partners. This feedback becomes valuable evaluation material to identify deficiencies, improve processes, and develop more effective strategies in the coming period. Through this, the organization is able to continuously improve the quality of service, strengthen relationships with stakeholders, and maintain its competitiveness in the market (Suwanto & Japlani, 2019). News about the relationship between employees and companies continues to be in the spotlight in various media in Indonesia. Issues that often arise related to employment include various aspects, ranging from employee welfare, which is often measured by the amount of wages, to policies related to the contract system or PKWT or an abbreviation for Fixed-Term Employment Agreement. In addition, the issue of outsourcing and termination of employment are also frequently discussed issues. Employee

welfare is an important aspect and should be given more attention by company leaders. This welfare not only includes financial aspects, such as decent salaries and benefits, but also non-financial aspects, such as a supportive work environment, career development opportunities, and a sense of security in the job. By providing comprehensive welfare, companies can create harmonious working relationships, increase employee motivation, and ultimately support the productivity and success of the company as a whole. (Gunawan et al., 2023).

As an effort to build work discipline of employees/teachers at the Amal Usaha Muhammadiyah Branch of Driyorejo Gresik, several agendas are carried out, including: (1) Class supervision is carried out by the principal periodically every three months. The principal will then convey things that need to be fixed and improved to the teacher in carrying out the learning process as part of the follow-up to the results of the supervision. (2) Coordination meetings between schools with teachers and employees are routinely held once a week on Fridays. Discussions in this routine meeting include evaluation of teacher activities for a week, activity plans for the following week, and also other things that occur in the learning process. The time span for coordination meetings is usually 1-2 hours after students go home; (3) Morning briefings are carried out routinely every day before teachers carry out their respective duties. This is usually done to provide reinforcement or morning motivation before starting activities with a maximum duration of 10 minutes; (4) Discussion and evaluation of work at the end of the semester. This program is carried out and submitted individually to educators by the principal to convey performance evaluation assessments. The school provides regulations for teachers and employees to follow in their work. The phenomenon that occurs at the Driyorejo Branch of the Muhammadiyah Business Association is that there are still employees who underestimate the implementation of the activities carried out. Some employees still have habits where absence from routine school activities is considered commonplace as long as they are not tied to the activity. This can form a pattern of behavior where work discipline is considered unimportant. In addition, the lack of control or a consistent monitoring system for attendance at routine activities makes some people feel free to be absent without consequences. If this continues to be done, the sense of responsibility of teachers and employees and their teaching achievements will decrease. School meetings are often used to discuss teaching strategies, division of tasks, curriculum, or solving problems faced in the learning process. Teachers who are disciplined in attending meetings obtain the necessary information directly, so that they can more easily follow directions or changes that occur at school. This improves the teacher's ability to plan and manage classes, which has a direct impact on teacher achievement. Teachers' work discipline in attending meetings is closely related to teacher achievement, because meetings are the main means for coordination, evaluation, and

collaboration in schools (Holan & Connie, 2021). Teachers who are disciplined in attending meetings are more involved in decision-making, receive timely information, and get useful feedback, which can improve the quality of teaching. Conversely, absence from meetings can lead to a lack of clear information and direction, which negatively impacts teacher performance. Teachers who are disciplined in attending meetings tend to have a higher commitment to their work. This opinion is in accordance with the results of Adityas's (2023) study which explains that work discipline has a significant effect on teacher performance. Another study by Holan & Connie (2021) which states that work discipline has a significant effect on teacher performance. Meanwhile, research by Rahmani et al., (2021) explains that work discipline does not affect teacher performance.

The mediator must be able to understand the existing situation, identify key issues that give rise to the dispute, and direct the discussion in a constructive manner so that both parties can find a mutually acceptable solution. This mediation process is very important in maintaining harmonious industrial relations and ensuring the continuation of a healthy working relationship between the company and employees, where both parties can respect each other's rights and obligations. Harmonious industrial relations have a goal of improving worker welfare which affects employee performance in the future (Fikriyah, 2021). This is based on research by Arnila (2021) which states that industrial relations affect employee performance. Meanwhile, another study according to Ngongo et al., (2020) stated that industrial relations do not affect employee performance.

The role of the mediator in resolving industrial relations problems does not always run smoothly and does not always result in the expected agreement. This is because the mediator has the responsibility to prepare and convey written terms and recommendations that direct the disputing parties to reach an agreement. The mediator must ensure that the suggestions or solutions proposed are acceptable to all parties, but it is not uncommon for disagreements to occur over the terms proposed. If one party objects to or does not accept the terms given by the mediator, then that party is required to express their disagreement clearly and formulate a written agreement that describes the results of their agreement. Thus, the mediation process requires openness, effective communication, and commitment from all parties to resolve the dispute through a legitimate and accountable agreement. This also aims to create justice and avoid new problems in the future (Dermawan & Sarnawa, 2021).

Based on the background explained previously, the researcher is interested in conducting more in-depth research on "The Influence of Rewards and Organizational Commitment on Employee Performance with the Mediation of Industrial Relations at PT Indospring Tbk".

## **METHODS**

This study is about the influence of Reward (X1) and Organizational Commitment (X2) on Employee Performance (Y) through Industrial Relations (Z) as a mediating variable at PT Indospring Tbk. Quantitative research is described as a technique based on positivist theory. This method is applied to evaluate large populations or samples, collect data using research instruments, and analyze data using quantitative or statistical techniques, and draw conclusions based on previously formed hypotheses (Sugiyono, 2021: 15).

## **RESULTS AND DISCUSSION**

### **Rewards on Employee Performance**

The Influence of Rewards on Employee Performance The results of the Original sample 0.314 are positive because they are above zero and below one, the t-statistic value is greater than the t table ( $t_{stat} > 1.960$ ) which is 2.348 and the P-Values value is 0.019 less than 0.05 so that it is stated that Rewards have a significant influence on Employee Performance, meaning that the better the Rewards will have a significant effect on the better Employee Performance. These results indicate that the hypothesis is accepted

### **Organizational Commitment to Employee Performance**

The influence of Organizational Commitment to Employee Performance produced an original sample value of 0.345 with a positive value because it is above zero and below one, T statistic 1.980 the results indicate the t statistic value is greater than the t table ( $t_{stat} > 1.980$ ) and P-values of 0.048 the value is less than 0.05 so that it is stated that Organizational Commitment has a positive and significant influence on Employee Performance, meaning that the better the Organizational Commitment will have a significant effect on the better Employee Performance. These results indicate that the hypothesis is accepted.

### **Reward on Industrial Relations**

The influence of Reward on Industrial Relations obtained the Original value of 0.513 which is positive because it is above zero and below one, the t statistic value of 4.069 is greater than the t table ( $t_{stat} > 1.960$ ) and the P-values of 0.000 are less than 0.05 so that it is stated that Reward has a positive and significant influence on Industrial Relations, meaning that the better the Reward will have a significant effect on the better Industrial Relations. These results indicate that the hypothesis is accepted. The results of the Reward Variable Respondents above, obtained a total mean result of 4.11 with the agree category, while for the mean of each indicator it is divided into the lowest average of 3.91 with the criteria agree that Employees are satisfied with the variations with existing benefits. While the highest average is 4.46 with the criteria strongly agree that. PT. Indospring Tbk provides basic salary received routinely every month.

### **Organizational Commitment to Industrial Relations**

The influence of Organizational Commitment to Industrial Relations obtained the Original sample value of 0.402 which is positive because the value is above zero and below one, the T statistic value of 3.103 is greater than the t table ( $t_{stat} > 1.960$ ) and the P-Values of 0.002 are less than 0.05 so that it is stated that Organizational Commitment has a positive and significant influence on Industrial Relations, meaning that the better the Organizational Commitment will have a significant effect on the better Industrial Relations. These results indicate that the hypothesis is accepted. The results of the Respondents of the Organizational Commitment Variable above, obtained a total mean of 4.16 with the criteria of agreeing while for the mean of each indicator is divided into the lowest average of 4.03 with the criteria of agreeing that Employees find it difficult to find other similar jobs. while the highest average is 4.27 with the criteria of strongly agreeing that Employees believe that this company has provided many benefits.

### **Industrial Relations on Employee Performance**

The influence of Industrial Relations on Employee Performance obtained the results of the Original sample 0.327 with a positive value because the value is above zero and below one, the T statistic value of 2.812 is greater than the t table ( $t_{stat} > 1.960$ ) and P-Values of 0.005 are less than 0.05. So it is stated that Industrial Relations have a significant influence on Employee Performance, meaning that the better the Industrial Relations will have a significant effect on the better Employee Performance. These results indicate that the hypothesis is accepted. The results of the Respondents of the Industrial Relations Variable above, obtained a total mean of 4.22 with the criteria of strongly agreeing while for the mean of each indicator is divided into the lowest average of 4.14 with the criteria of agreeing that Employees are given clear and easy access to information and the Company complies with applicable laws and regulations. While the highest average is 4.29 with the criteria of strongly agreeing that There is a communication channel between employees and unions and the Company has clear procedures for handling problems.

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### **Organizational Commitment to Employee Performance as a Mediator of Industrial Relations**

The effect of Organizational Commitment to Employee Performance through Industrial Relations obtained the results of Originalsample 0.131 with a positive value because the value is above zero and below one, the T statistic value is 2.146 and the P-values are 0.032. Based on these results, the T statistic value is greater than the t table ( $t_{start} > 1.960$ ), and the P-values are less than 0.05, so there is a positive and significant influence. So it is stated that Organizational Commitment has a positive and significant influence on Employee Performance through Industrial Relations. These results indicate that the hypothesis is accepted. And seen from the direct hypothesis test, T statistic = 1.980 < From the indirect test T statistic 2.146, industrial relations have an influence as a mediator. This means that employee performance can increase if mediation is carried out through industrial relations.

### **CONCLUSION**

Based on the analysis, data processing, and discussion of the research results that have been described previously, the researcher can draw the following conclusions:

1. Rewards have a direct effect on employee performance at PT Indospring Tbk. PT. Indospring continues to maintain and innovate in improving performance, there needs to be a breakthrough in other non-physical benefits.
2. Organizational commitment has a direct effect on employee performance at PT Indospring Tbk. Employees find it difficult to find other similar jobs. Employees of PT. Indospring feel comfortable working at the company because they have been considered in employee rights through the company's commitment, so that employees do not want to work elsewhere.
3. Rewards have a direct effect on industrial relations at PT Indospring Tbk. Employees are satisfied with the variety of existing benefits.
4. Organizational commitment has a direct effect on industrial relations at PT Indospring Tbk. Employees believe that this company has provided many benefits. The presence of PT Indospring Tbk has a beneficial impact, this is evidenced by the harmony between the union and the company.

5. Industrial relations have a direct effect on employee performance at PT Indospring Tbk. That There is a communication channel between employees and the union and the Company has a clear procedure for handling problems PT Indospring Tbk has an obligation to conduct collective bargaining on company regulations through negotiations on the Joint Work Agreement.
6. Rewards have an indirect effect on employee performance with industrial relations as a mediating variable at PT Indospring Tbk. PT Indospring Tbk must really pay attention to giving rewards to employees objectively and based on employee performance.
7. Organizational commitment has an indirect effect on employee performance with industrial relations as a mediating variable at PT Indospring Tbk Industrial relations as a Full mediation that has a very important role and must always be maintained so that there are no problems with employees. PT Indospring Tbk always prioritizes the principle of deliberation and consensus in every problem resolution.

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