

# The Influence of Individual Effort and Organizational Support on Employee Performance Pt. Pindad Bandung

Salwa N. Ananda, Vina S. Marinda\*

*Faculty of Economics and Business, University of Widyatama, Bandung, Indonesia*

*\*Corresponding author. Email: vina.silviani@widyatama.ac.id*

## ABSTRACT

The study titled The Influence of Individual Effort and Organizational Support on Employee Performance at PT. Pindad Bandung explores the intriguing phenomenon where, despite increased Individual Effort and Organizational Support, employee performance declined, challenging Robert L. Mathis theory. The primary aim was to assess the descriptions and impacts of Individual Effort and Organizational Support on employee performance. Two independent variables Individual Effort and Organizational Support were analyzed against the dependent variable, Employee Performance. Utilizing descriptive and verification methods, the study sampled 108 out of 1,514 employees, employing multiple linear regression analysis, coefficient of determination, and significance testing for data analysis. Findings reveal that both Individual Effort and Organizational Support are rated positively, with employees demonstrating responsibility and the ability to meet deadlines. Individual Effort positively influences performance, emphasizing motivation, work ethics, attendance, and job design. Similarly, Organizational Support positively impacts performance, highlighting justice, superior support, appreciation, and favorable working conditions. These insights suggest that enhancing both effort and support can lead to improved employee outcomes.

**Keywords:** *Individual Effort, Organizational Support, Employee Performance.*

## 1. INTRODUCTION

The development of the Information and Technology era has had a big impact on various aspects of life, including the management of State-Owned Enterprises (SOEs) in Indonesia. BUMN have an important role in the national economy, including providing goods and services, encouraging economic development in Indonesia, creating jobs and contributing to state revenues. Of the total SOE, one example of a SOE company that shows good performance is PT Pindad, located in Bandung. In 2020, Pindad won the Very Good Financial Performance award in the Indonesia Best SOE Award for the development of health devices and the prevention of COVID-19.

PT. Pindad is a state-owned enterprise (SOE) engaged in defense equipments (Main Tools of the Armament System) and commercial products such as weapons, munitions, special vehicles, heavy equipment, industrial equipment besides that PT. Pindad also provides services such as transportation infrastructure, mining services, cyber security. PT. Pindad is a major producer of military equipment in Indonesia and plays an important role in reducing dependence on foreign products. The company continues to innovate in production technology to meet increasingly complex defense needs (Pindad.com, 2020). According to (Mathis et al., 2016) Individual performance will increase when there are three elements present from within the employee himself, but performance may decrease if there are factors that are reduced or even absent. Mathis reveals three Factors that affect an individual's performance, namely: Individual Ability, Effort Expended and Organizational Support. The connection between these three factors is described as follows: Performance (P) is a result of ability (A) Multiplied by effort (E) Multiplied by support (S).

PT Pindad Bandung currently employs around 1,514 employees. However, what is happening at PT Pindad is that the company is currently facing problems where employee performance at the company shows conditions that are not optimal and still need to be improved. Therefore, the company must provide good organizational support so that employees in the company are more active and contribute well to their work so that their work can be achieved optimally.

**Table 1.** Performance of Employees of PT. Pindad Bandung in 2022 and 2023

No	Division Employees	Employee Performance Achievement 2022	Employee Performance Achievement 2023	Increase/Decrease Employee Performance Achievement
1	Accounting & Corporate Finance Division	99%	100,13%	1,13%
2	Human Capital Management Division	103%	100.67%	-2,33%
3	Risk Management & Corporate Planning Division	100%	101,32%	1,32%
4	Munitions Division	100%	101,94%	1,94%
5	Special Vehicle Division	91%	95,34%	4,34%
6	Weapons Division	103%	95,49%	-7,51%
7	Heavy Equipment Division	68%	56,37%	-11,63%
8	Transportation Infrastructure Division	83%	73,27%	-9,73%
9	Information Technology Division	100%	94,28%	-5,72%
10	Product Development Innovation Division	103%	90,97%	-12,03%
11	Quality Assurance & K3LH Division	97%	100,77%	3,77%
12	Sales Marketing & Business Development Division	93%	105,63%	12,63%
13	Supply Chain Division	93%	87,08%	-5,92%
14	Mining Service Division	84%	93,38%	9,38%
15	Security Division	103%	97,33%	-5,67%
16	Corporate Secretary	93%	90,66%	-2,34%
17	Internal Oversight Unit	99%	94,70%	-4,30%
Average Employee Performance		95%	92,90%	-1,92%
Total		1612%	1579%	-32,7%

Based on the source data from the HCM of PT. Pindad obtained above, the performance of PT. Pindad employees shows that there are conditions of performance that are not optimal in some divisions and there has been a decrease in performance. Of the three factors that affect individual performance that have been described according to (Mathis et al., 2016), there is a second factor, namely individual effort, as evidenced by data on Work Ethic Violations and Attendance at PT Pindad.

**Table 2.** Data on Violations of Work Ethics & Attendance of PT. Pindad Bandung Year 2022 – 2023

No	Violation Cases	Number of years 2022	Number of years 2023	Increase/Decline
1	Late For Work	71	49	-22
2	Providing False Information When Validating Absence	1	0	-1
3	Not Coming to Work Without Explanation (Absentee)	0	1	1
4	Late For Work and Absenteeism Successively	0	2	2

No	Violation Cases	Number of years 2022	Number of years 2023	Increase/Decline
5	Late For Work, Absenteeism and Giving Information	1	0	-1
6	1). Blame use JPPK Facility 2). Giving False Testimony	1	0	-1
Total		74	52	-22
Average		7,4	6,5	-2,8

Based on data sources from HI and HC PT. Pindad obtained above, Individual Effort is shown by Ethics and Attendance data. This data shows that there is an increase in the quality of Effort in 2022 and 2023, this shows a theoretical gap because the previous theory states that if employee performance is good it is due to good Individual Effort.

In addition to explaining Individual Ability and Effort, (Mathis et al., 2016) also reveals Factors that affect employee performance, namely Organizational Support as evidenced by training data.

**Table 3.** Employee Training in 2022 and 2023 at PT. Pindad Bandung

No	Types of Training Programs	Realization (JOP)		Rise/Decline	Percentage
		2022	2023		
1	Leadership Development	0	3,456	3,456	0
2	Engineering & Production Engineering	24,515	19,920	-4,595	81%
3	Company Management	3,081	9,271	-6,190	301%
4	Basic Training	3,246	15,945	12,699	491%
5	Student Employees	2,904	5,896	2,992	203%
Total		33,746	54,488	20,742	1076%
Average		6749,2	10897,6	914,0	359%

Based on data sources from Learning and Development PT. Pindad obtained above, it shows that there is an increase in the Training Person Hours (JOP) which in 2022 obtained a total of 33,746 and in 2023 obtained a total of 54,488. This shows that there is a gap in theory with that expressed by (Mathis et al., 2016). while the phenomenon that occurs in the field that the performance of PT Pindad employees is not optimal while the organizational support that occurs at PT Pindad has increased.

Based from the data described above regarding these factors that influence employee performance according to (Mathis et al., 2016) individual abilities are consistent with the theories presented and there are no gaps with these theories, so Individual Ability is not included in this study. While the other two elements such as Individual Effort and Organizational Support have a gap with the theory put forward by Mathis, so these two variables were used as the independent variables of the study.

## 2. RESEARCH METHODS

The method used by the author is quantitative method with a descriptive and verificative approaches. The research data obtained will be processed and analyzed quantitatively. In the sampling technique used to collect data is to use a stratified random sampling and the used technique is proportionate stratified random sampling. According to (Sekaran et al., 2016) stratified random sampling is a probability sampling design that initially divides the population into relevant and not too many subgroups, then randomly selects subjects from each subgroup. Based on Slovin's calculation, it was determined that the minimum number of samples in this study were 94 respondents at PT Pindad Bandung employees. Data collection Methods used in this study using two methods, namely Field Research consisting of interviews, observation and a questionnaire and a literature study consisting of books and journals.

In this study, the variables used are the independent variables and the dependent variable. The independent variable is individual effort (X1) and organizational support (X2). The dependent variable in this study is employee performance (Y). Individual Effort is also measured using the dimensions of motivation, work ethics, attendance and job design. Organizational support is measured using the dimensions of justice, supervisor support,

organizational rewards and working conditions. Employee Performance is measured on the dimensions of Quality of Work, Quantity of Work, Responsibility, Cooperation and Initiative.

The data collected from the questionnaire was then analyzed using linear regression analysis according to (Sekaran et al., 2016) This analysis is used to predict the value of the dependent variable based on the value of the independent variable. In addition, this study uses a significance test (t test) to show how much influence a variable studied individually or separately has in explaining the variables related to that variable. Significance tests were conducted to determine whether the proposed relationships between individual effort, organizational support and employee performance exist. The first hypothesis states that individual effort has a positive influence on employee performance. The second hypothesis states that organizational support has a positive influence on employee performance.

### 3. RESULTS & DISCUSSION

Based on the results from this study data were obtained through distributing questionnaires using Google Form to employees of PT Pindad Bandung, from a total of 1,514 employees with a minimum sample calculation guideline from Slovin, 94 employees were obtained as research samples. The results of the questionnaire in this study were collected as many as 108 respondents, to reduce the existence of biased answers, the authors used all the results of the questionnaire, namely 108 respondents.

Based on the answers of respondents through distributing questionnaires, the results of the variable description are obtained, namely in the Individual Effort variable (X1) the highest total average value as a whole is 4.08 where in the total interval class it is included in the value between 3.40 - 4.19, so that it is included in the Good category. Furthermore, the highest overall average score (mean) on the Organizational Support variable (X2) is 3.78, where in the interval class this number is included in the value between 3.40 - 4.19, which means that the overall average score (mean) on the Organizational Support variables is categorized as Good. Meanwhile, the sum of the highest average value on the variable Employee Performance (Y) is 4.01, where in an interval class the sum is included in the value between 3.40 - 4.19, This means that the overall average on the variable Employee Performance is in the Good category.

Based on the t test results using the SPSS program, the results show that the Individual Effort (X1) variable has a positive effect on Employee Performance (Y).

**Table 4.** t-test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20760,083	2791,643		7,437	0,000
	Individual Effort	0,348	0.067	0,449	5,177	0,000

This is evidenced by the significance result with a value of 0.000, which is less than 0.05. In addition, tcount has a value greater than ttable with a value of  $5.177 > 1.98282$ . This is consistent with the research done by (Bodroastuti Tri, 2020) entitled "The Effect of Ability, Individual Effort and Organizational Support on Employee Performance of BPPD Central of Java Province", The findings reveal that ability positively influences employee performance, effort also has a significant positive impact on performance, and organizational support contributes positively and significantly to employee performance. Furthermore, the combination of ability, individual effort, and organizational support collectively enhances employee performance..

It is found that organizational support (X2) has a positive effect on employee performance (Y) based on the results of the t-test using the SPSS program.

**Table 5.** t-test result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18468,531	2928,285		6,307	0,000

	Organization Support	0,605	0.106	0,486	5,718	0,000
--	----------------------	-------	-------	-------	-------	-------

This is also evidenced by the significance results with the significance results of organizational support (X2) of 0.000, where these results are smaller than 0.05. In addition, the T-count on the variable Organizational Support (X2) has a value greater than the T-table with a value of  $5.718 > 1.98282$ . supported by other research conducted by (Nurul & Yuliana, 2023) with the title "The Effect of Organizational Support and Employee Engagement on Employee Performance at PT. PLN (Persero) Medan Denai customer service unit" shows that organizational support and employee commitment have a positive and significant effect on employee performance.

#### 4. CONCLUSION

Individual efforts at PT. Pindad Bandung in the good category. Organizational Support at PT. Pindad Bandung is included in the good category. Employee performance at PT. Individual efforts at PT. Pindad Bandung is in the Good category. Organizational Support at PT. Pindad Bandung is in the good category. Employee Performance at PT Pindad Bandung in the good category. Overall, it can be concluded that the variables Individual Effort, Organisational Support and Employee Performance all fall into the 'good' category.

Individual effort has a positive effect on the performance of the employees at PT Pindad Bandung. The dimensions of individual effort from this study consist of motivation, work ethics, attendance and job design, it can be concluded that these dimensions have a good relationship with individual effort.

Organizational support has a positive effect on the employee performance at PT Pindad Bandung. In the dimensions of organizational support variable consist of justice, superior support, rewards and working conditions, it can be concluded that these dimensions have a good relationship with organizational support.

#### REFERENCES

- Amirullah. (2023). Pengaruh Dukungan Organisasi dan Motivasi Kerja Terhadap Kinerja Karyawan (Pt Huadi Nickel Alloy Indonesia Kabupaten Bantaeng).
- Angela Baron, A. M. (2023). Human Capital Management. Organization and Administration of Physical Education, 295–314.
- Bernadin, H. J. (2003). Human Resource Management. An Experiential Approach, Third Edition, New York: Mc Graw-Hill.
- Bodroastuti Tri, A. S. F. & tirtono T. (2020). Pengaruh Kemampuan, Usaha dan dukungan otgaisasi terhdap kinerja pegawai. *Academia*, 2(2), 43–53.
- Bumn.go.id. *Profile dan Peranan*. <https://www.bumn.go.id/profil/peranan>.
- Cascio, W. F. (2010). Managing Human Resources: Productivity, Quality of Work Life, Profits. In *Work*.
- Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X. (2020). The impact of organizational support on employee performance. *Employee Relations: The International Journal*, 42(1), 166-179.
- Dessler, G. (2020). Human Resource Management, 16th edition. In *Personnel Review* (Vol. 31, Issue 3).
- Eisenberger, Robert & Stinglhamber, Florence. (2015). Perceived organizational support: Fostering enthusiastic and productive employees.
- Fetriah, D., & Hermingsih, A. (2023). The effect of perceived organizational support, work motivation, and competence on employee performance mediated by employee engagement. *Dinasti International Journal of Management Science*, 5(1), 22-33.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*.
- Hasibuan, N. A. (2021). The Effect of Work Involvement and Organizational Support on Employee Performance in the Company. *Journal of Management Science (JMAS)*, 4(4), 124-128.
- Hasibuan S.P. malayu. (2016). Manajemen Sumber Daya Manusia. In *Edisi Revisi Jakarta: Bumi Aksara* (Issue 1).
- Hays, william lee. (1976). Quantification in Psychology Basic concepts in psychology series. *Brooks/Cole Publishing Company*.

- Logahan, J., Sari, S. A., & Marisa, D. (2012). Analisis Pengaruh Kemampuan, Usaha dan Dukungan Perusahaan terhadap Kinerja Karyawan pada CV Sandang Gloria Konveksindo. *Binus Business Review*, 3(1), 311-324.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2016). *Human Resource Management*.
- Nurul, W., & Yuliana, Y. (2023). PENGARUH ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT TERHADAP KINERJA KARYAWAN PADA PT PLN (PERSERO) UNIT LAYANAN PELANGGAN MEDAN DENAI. *Jurnal Inovasi Penelitian*, 2(3), 310–324.
- Pindad.com. (2020). *Pindad Raih Penghargaan di Indonesia Best BUMN Award 2020*. Pindad.Co.Id. <https://pindad.com/pindad-raih-penghargaan-di-indonesia-best-bumn-award-2020>
- Rangkuti, S. (2017). Hubungan Kemampuan Individual, Tingkat Usaha dan Dukungan Organisasi Dengan Kinerja Karyawan. *Warta Dharmawangsa*, (51).
- Rivai, V. (2019). *Performance Appraisal: Sistem yang tepat untuk menilai kinerja karyawan dan meningkatkan daya saing perusahaan*. PT Raja Grafindo Persada.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*, Seventeenth Edition, Global Edition. Pearson Education Limited, 747.
- Sekaran, U., And, & Bougie, R. (2016). Research Methods for Business: A Skill-Building Approach. *Leadership & Organization Development Journal*, 34(7), 700–701. <https://doi.org/10.1108/lodj-06-2013-0079>
- Sholikhah, A., & Mustafa, Z. E. (2019). Pengaruh Kemampuan Kerja dan Komitemen Afektif terhadap Kinerja Agen Asuransi dengan Effort sebagai Variabel Moderasi di PT.Asuransi Takaful Yogyakarta. *Prosiding National Conference on Applied Business*, 1–10.
- Syakilla, N. (2019). Hubungan Dukungan Organisasi Dengan Kinerja Karyawan Di PT. BANK Rakyat Indonesia (Persero) Kantor Cabang Sisingamangaraja Medan. *Skripsi UMA*, 7.
- Weny, W., Siahaan, R. F. B., Anggraini, D., & Sulaiman, F. (2021). The Effect of perceived organizational support on employee performance. *Enrichment: Journal of Management*, 12(1), 321-324.