



Does Psychological Contracts And Organizational Commitment Affect The Performance Of Sharia Hotel Employees In West Java, Indonesia?

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Abstract

The purpose of this study was to determine and investigate the impact of psychological contracts and organizational commitment on employee performance. The survey methods used in this study are descriptive and verifiable. The survey included 200 employees from the Syariah Hotel in West Java. The

saturated sampling technique was used for sampling. The data analysis technique used is multiple regression. According to the findings of this study, the psychological contract and organizational commitment both have an impact on employee performance, either separately or jointly. Furthermore, the determinant obtained has a value of 0.668, indicating that the psychological contract and organizational commitment can explain 66.8 percent of employee performance. Other factors accounted for 33.2 percent of the total.

Keywords

Psychological Contract, Organizational Commitment, Employee Performance

1. Introduction

The development of the hotel industry, especially hotels with sharia concepts, is increasingly showing an increasing number. This is supported by the very large number of Muslim population growth in Indonesia, causing the need for additional facilities and facilities such as the sharia hotel. Hotels with a sharia concept are included in the halal tourism area. The public's desire for halal tourism is growing every year (Battour and Ismail, 2016), In 2020, the overall number of Muslim tourists is expected to climb by 30%, bringing the total value of expenditure to \$200 billion USD (MasterCard and CrescentRating, 2016). According to Mohsin et al. (2016), Halal tourism is defined as tourism products and services that meet the needs of Muslim tourists while adhering to Islamic norms. The components that exist in halal tourism include halal food, halal transportation, halal hotels, halal logistics, and sharia finance (Satriana and Faridah, 2018). From this sector, industries that are considered first in meeting the needs of Muslim tourists are airports and sharia hotels (MasterCard and Crescent Rating, 2019).

Sharia hotels are those that provide services and facilities that adhere to sharia law and cater to the demands of Muslim travelers. The facilities that distinguish sharia hotels from ordinary hotels are that sharia hotels give free prayer rooms, prayer facilities, Al-Quran, bathrooms that make ablution easier, Qibla direction, and only serve halal-certified food and drinks. Sharia hotels have clear standards, where in operation there are special standards that must be met by sharia hotels.

One of the areas that will be developed into sharia tourism in the hospitality sector, especially sharia hotels, is West Java. This is due to the fact that West Java has developed into a center for the Muslim garment sector as well as a variety of halal culinary delights. Apart from the fact that West Java Province is one of the most evolved provinces in Indonesia and a key partner of the national capital, as well as the province with the best overall performance of all Indonesian provinces, emphasizing the tourist industry is critical for regional development. The tourist sector, which is one of West Java's six key businesses, is expected to contribute to

an increase in the province's own regional income (PAD) (Wibowo, 2010:2). When viewed from the development of foreign tourists visiting West Java, there have been ups and downs from 2015 to 2020 as shown in the table below.

Table 1. Number of International and Domestic Tourists in West Java Province (2015-2020)

Years		Tourist		Total
		Foreign	Domestic	
1	2015	2.027.629	56.334.706	58.362.335
2	2016	4.428.094	58.728.666	63.156.760
3	2017	2.945.716	42.406.484	45.352.200
4	2018	1.850.000	48.000.000	49.850.000
5	2019	2.200.000	62.000.000	64.200.000
6	2020	308.38	19.908.914	19.939.752

Source: Department of Tourism and Culture of West Java Province

From the table above, it can be seen that West Java has great potential to develop sharia tourism so that the provincial government of West Java is currently continuously moving the tourism sector. Table 1.1 shows that the development of tourists during the 2015-2020 period fluctuated even though in 2020 the number of tourists experienced a very sharp decline due to the Covid-19 pandemic. Therefore, the number of tourists can be used as potential to develop sharia tourism, especially in sharia hotels in West Java. To improve the performance of the sharia hotel, it is necessary to have qualified and qualified human resources, of course, have a high commitment to the company. Employee commitment is something that is very important and needed by every organization. Therefore, policies regarding the management of human resources within the organization need to be considered because they can maintain and maintain potential human resources to continue to survive and be loyal to the organization. Organizational commitment is built on the willingness of employees to help realize organizational goals and the emergence of loyalty to become members of an organization. Employees with high work commitment will have an impact on the resulting performance. Employees who have a high work commitment will develop a sense of responsibility and belonging to the organization, so that they will complete the responsibilities assigned with joy. Employees who have high involvement in their work do not have the desire to leave work, this can be used as the basic capital to realize employee productivity more optimally. On the other hand, employees with low work commitment have a low level of performance and loyalty.

Employees play an important role in increasing the effectiveness of the company (Luthans, 2011). As said by the founder of Wal-Mart, Sam Walton, that the key to the success of an organization is the human resources or employees who work in the organization in carrying out productivity in the organization (Luthans, 2011). Without employees who manage it, even sophisticated equipment and

technology cannot run the company properly (Luthans, 2011). A successful company is a company that has human resources with good performance so that they can produce good work as well. Low performance will cause various negative impacts such as absenteeism, sluggish work, and quitting work. This results in losses for employees even though the impact of the losses is not very clear. On the other hand, high performance greatly affects positive work.

Research conducted by Tsui (2013), shows that the factors that become a reference in influencing employee performance are the psychological contract and organizational commitment of the employee. Psychological contract is an atmosphere of harmonious human relations both vertically and horizontally between employees will be able to create a comfortable working environment, atmosphere and conditions. The process of creating good human relationships can be carried out by company management by applying psychological contracts. Psychological contracts are applied in the form of formal relationships between organizations and employees related to tangible aspects, but in its development this concept facilitates intangible aspects such as the honor that a person gets because of his work, opportunities for growth and feelings of being protected by the organization (Schalk, R., & Roe, R. E, 2007). Psychological contracts can indirectly provide encouragement to employees in carrying out their work properly and in accordance with company regulations (Abdullah, 2017). The fulfillment of the psychological contract will make employees make more efforts to the maximum extent possible with all their abilities in providing the best performance for the company where they are members, even employees tend to be willing to do more things outside their formal responsibilities (Abdullah, 2017). Therefore, a psychological contract and organizational commitment are needed by a company such as this sharia hotel in West Java.

The number of foreign and domestic tourist visits has shown a significant increase in the development of sharia hotels in West Java. However, until now, there has been no standardization of Sharia hotel standards (laws) and neither has Islamic institutions established in this country, such as the Ministry of Religion, nor by Islamic organizations. In the development of sharia hotels in West Java, of course, this cannot be separated from problems related to human resources such as problems related to psychological contracts and organizational commitment where sometimes employee expectations start from demands for salary increases, promotions and career development as well as demands for the provision of this facility which is still a problem. problems faced by the company. Of course this problem if left unchecked can interfere with employee performance.

2. Theoretical Review

2.1. Psychological Contract

Contracts are an essential component of the employment relationship. Contracts establish necessary boundaries between employees and organizations and aid in the achievement of goals (Robinson et al., 1994) in Cheng-Wei Che

(2018). The psychological contract is an interesting concept to consider as a relevant construct for understanding and managing contemporary work relationships in organizations (De Vos, Annelies and Dirk, 2006). According to George and Jones (2012), "a psychological contract is an employee's perception of his or her exchange relationship with an organization." The psychological contract represents an employee's perception of a mutually beneficial relationship with the organization. The outcomes of the agreement that the company will provide to employees, as well as the contributions made by employees to the organization. For example, employees can do many things for the organization, such as work hard, work overtime, do well, help co-workers. Psychological contracts are unwritten agreements that define what management expects of an individual and vice versa (Robbins & Judge, 2017).

The psychological contract, according to Yuexin Du (2020:2), is the sum of implied and unexplained reciprocal expectations between the organization and its employees. These expectations, on the one hand, reflect organizational members' individual interests; on the other hand, they reflect the concession of interests made by organizational leaders who are aware of collective interests. According to P. M. Bal (2013:1190), the psychological contract belongs to individuals who believe in the exchange agreement between the company and the worker. According to the definition, a psychological contract contains items that are mutually agreed upon between employees and the organization, resulting in employee trust in the organization. According to John (2013), the psychological contract is an expectation shared by employees and employers, as well as their mutual obligations to one another.

"The psychological contract," according to Shaun Tyson (2006: 192), is the term used to describe the "deal" between employer and employee, not the legal contract, but the bargain struck about what each party can expect from the other and the obligations each has to the other. Psychological contracts are agreements between employees and organizations as well as implicit agreements with each other that are not legal contracts. Each party is expected to carry out their respective obligations. According to Mueller (2009), the psychological contract is an implicit agreement between employees and employers about how each expects to be treated in the workplace based on the culture, language, or behavior used.

Psychological contracts are activated largely through pre-employment experiences, hiring practices, and at the start of job socialization. According to Culliname and Dundon (2006), one way to assess the state of the psychological contract is to investigate the gap between what is promised and what is delivered. According to the description above, the psychological contract is implicit in the sense that it is an unwritten expectation between employees and the organization. The psychological contract begins at pre-employment or during the recruitment process or at the beginning of the placement of employees in the organization, to find out whether the psychological contract has been carried out, it can be compared between what was promised and what the employee received at the

company.

Isakson in Petersitzke (2009) defines the psychological contract as the perception of expectations and responsibilities that are reciprocal in the labor agreement. Conway and Briner (2006) define a psychological contract that is formed from promises that are not stated clearly or explicitly (implicit) or promises that are stated clearly or openly (explicit). Implicit promises are promises obtained from interpretations of past exchange patterns or learning about what others have experienced. An explicit promise is a promise that is obtained verbally or in writing. According to Conway and Briner, employees do not fully understand the intentions (promises) of the organization and the organization does not fully understand the intentions (promises) of employees, so the interpretation of the psychological contract depends on the individual itself. Even an explicit promise can still be interpreted subjectively. Contract content that can be measured such as money is perceived with low subjectivity, while loyalty is perceived with high subjectivity. In addition, the psychological contract is a reciprocal and continuous exchange relationship so that employees' interpretations of the psychological contract can change over time.

According to experts, a psychological contract is an unwritten expectation formed from promises made implicitly in a work relationship. Employees will work effectively if there is a match between what the organization provides them and what they have to offer the organization. Because the interpretation of the psychological contract is dependent on the individual, the employee's interpretation of the psychological contract may change over time.

The psychological contract aspect refers to beliefs about the promises an employee makes to the organization and the things the organization promises to its employees. According to Conway and Briner (2006), the psychological contract aspect refers to beliefs about the organization's promises to its employees in exchange for their contributions to the organization. Wages, promotion opportunities, organizational commitment, and increased welfare are examples of such benefits. According to De Vos (2002), a psychological contract includes aspects of a good working relationship that the company provides to its employees as well as the employees provide to the company. The organization makes the following promises to its employees:

- a. Professional advancement, Provides opportunities for advancement and advancement within the organization (such as possibilities for development, permanent employment, promotion opportunities)
- b. Job Offers (job content), Job Offers, challenging offers, interesting job content, such as jobs that allow employees to put their skills to use.
- c. Social environment, provides a pleasant and pleasant work environment, such as good communication among coworkers and good cooperation in groups both towards superiors and fellow coworkers.
- d. Finance and Reimbursement Provide appropriate compensation, such as remuneration commensurate with work and working conditions with

favorable tax implications.

- e. Maintain a personal balance with the employee, showing respect and understanding for the employee's personal situation. Flexibility in working hours, for example, or understanding of personal circumstances.

Rousseau (2004) defines psychological contracts as having three dimensions: Transactional Contracts, Relational Contracts, and Balanced Contracts. A transactional contract is essentially a short-term contract that focuses on aspects of economic exchange, narrow types of work, and minimal employee involvement in the organization. Relational Contracts have a long term, but the expiration date cannot be determined. Trust, security, and loyalty are also socio-emotional factors in this type of contract. Each party hopes for a mutually beneficial relationship. A balanced contract combines the characteristics of transactional and relational contracts (Rousseau, 2004). Balanced contracts are dynamic and open-ended that focus on the company's economic success and employee opportunities for career development. Employees and companies both contribute to each other's learning and development.

2.2 Organizational Commitment

According to Allen and Mayer (1997) in Luthan (2011), Organizational commitment is a psychological state that characterizes an employee's relationship with the organization and has consequences for the decision to remain a member of the organization. Commitment to the organization is defined as a situation in which an employee has taken a stand in support of a specific organization and its goals and intends to stay a member of that organization. According to Robbin and Judge (2015:113), organizational commitment is a condition in which an employee supports a specific organization and its goals and wishes to remain a member of that organization. Furthermore, he emphasizes the alignment of employees towards the organization and the sincerity of employees towards achieving organizational goals as well as employees' efforts to stay afloat. Griffin (2004) defines organizational commitment as a mindset that reflects how well a person understands and is bound to his organization. A person who is deeply committed to the organization is likely to regard himself as a true member of the organization.

Organizational commitment is defined as (1) a strong desire to remain a member of a specific organization, (2) a desire to strive in accordance with the wishes of the organization, and (3) certain beliefs and acceptance of the organization's values and goals (Luthans, 2011). In other words, organizational commitment is an attitude that reflects employee loyalty to the organization, as well as an ongoing process in which members of the organization express their concern for the organization's success and continuous progress.

Organizational commitment has an impact on individuals within an organization. Employees are considered committed to a company if they are willing to maintain their relationship with it and devote themselves to achieving organizational goals. Employees who put in a lot of effort and are very committed

to the organization will have higher levels of performance and effectiveness at both the individual and organizational levels.

According to some of the definitions above, The nature of the relationship between individuals and organizations in which individuals have faith in the organization's values and goals, are willing to use their business seriously for the benefit of the organization, and have a strong desire to remain a part of the organization is referred to as organizational commitment.

Meyer and Allen (in Luthan, 2011:148) distinguish two kinds of commitment: affective commitment and continuity commitment. Affective commitment expresses a sense of belonging and emotional attachment to the organization, whereas Continuance commitment is concerned with the perceived cost of leaving the organization. Meyer and Allen (in Luthan, 2011:148) also introduce a third commitment, namely normative commitment, which demonstrates a perceived obligation to remain in the organization. The normative commitment scale was then revised by Meyer, Allen, and Smith (in Luthan, 2011:148) to explain the difference between affective and normative commitment. Several employees expressed strong support for and acceptance of the new organizational goals and values. The employee group also advocated for the new organization and expressed a strong desire to keep its membership. This type of commitment is referred to as organizational affective commitment by Meyer and Allen (Luthan, 2011:148).

According to the Meyer and Allen commitment model, Ling, Fang, and Zhang in Chui, 2007: 753), the five components of the commitment model are as follows:

- a. Identification with and attachment to a work unit is defined as affective commitment (or organization)
- b. Normative commitment refers to attitudes and performance in a unit (or organization) that are based on professional, social, and ethnic norms.
- c. The commitment ideal places a premium on personal growth and the realization of inspiration.
- d. Economic commitment is defined as remaining with the unit (or organization) due to economic loss.
- d. Choice commitment is defined as continuing to work for the unit (or organization) despite the inability to find a better job.

2.3. Employee Performance

Because organizational performance is dependent on employee performance, every employee in the organization is expected to make a positive contribution through good performance (Gibson, et al, 2015:364). Every activity carried out to improve the company's business development is a type of performance or performance. Employees play a critical role in the company's success and growth. In this case, the company must be able to monitor the performance of each employee whether they are able to carry out their duties and obligations properly as expected or not.

Performance, according to Koopmans et al. (2014), is a measure of relevant

outcomes based on research in work settings. Performance evaluation is based on objective measures of work productivity such as absenteeism and the number of specific actions or outputs that are maintained and in the organizations records or in subjective assessments of the quantity and quality of work of each employee. It is also said that performance is a measurable measure, both behavior and results that employees are involved in or contribute to organizational goals. Employee performance is the outcome of an employee's work based on specific criteria that apply to a specific job. Employee performance, according to Robbins (2017), is a function of the interaction between ability and motivation.

Employee performance is defined as what they do or do not do. Employee performance on the job includes quantity of results, quality of results, timeliness of results, attendance, and ability to work collaboratively (Mathis and Jackson, 2006). In this case, the most important factor that people do at work is job criteria because it relates to what the organization assigns employees to do.

According to the various definitions given above, performance is the outcome of work completed by employees, both in terms of quality and quantity, in carrying out their duties in accordance with the responsibilities assigned by the organization, and the results of their work are adjusted to the work expected by the organization, via criteria or employee performance standards applicable in the organization. The level of performance of employees, individually or in groups, influences the success or failure of the organization's performance. Businesses have recognized the importance of employee performance in order to compete in the global market as competition has increased. Employee performance and profitability improve as a result of improved company performance and profitability. According to Koopmans, et al. (2014), indicators that need to be considered in evaluating performance include:

- a. Task performance refers to an employee's ability to complete key tasks such as producing high-quality work, planning and organizing tasks, being results-oriented, prioritizing, and working efficiently.
- b. Contextual performance refers to employee behavior that benefits both the organization and the social psychological environment in which core work tasks are performed., for example being responsible for work, having initiative, being happy to take on challenging work, communicating effectively, being able to work together, and to accept and learn. from other people.
- c. Workplace behavior that is counterproductive to the organization's survival is referred to as counterproductive work behavior, for example, doing things that are detrimental to the organization, to do things that are detrimental to co-workers and superiors, and intentionally making mistakes.

Bernardin and Russell (2010:226) put forward the dimensions of employee performance as follows:

- a. Output quality, which is the degree or extent to which the process or outcomes of implementing activities are close to the expected goals.

- b. Output quantity, the amount or quantity produced in the form of money, units, or completed activities.
- c. Timeliness, the extent to which activities or results are completed or obtained faster than specified and available time is used for other purposes.
- d. Cost-effectiveness, the degree to which the use of organizational resources such as human resources, money, technology, and materials is maximized in order to achieve the highest target or reduce losses from each unit of resource use.
- e. Need for supervision, the extent to which an employee can perform a job function without the supervision of a supervisor to prevent unfavorable behavior.
- f. Interpersonal Impact, the extent to which employees demonstrate feelings of self-worth, reputation, and cooperation among coworkers and subordinates.

Psychological Contract Relationship With Employee Performance

Psychological contracts can affect employee performance because of the nature of reciprocity. Employees can be motivated to improve their performance because there is a company obligation to provide rewards that will be given when employees work to achieve targets. In addition, employees can improve their performance because company managers have fulfilled their obligations to do a series of things to support employee performance improvements, such as providing facilities, providing organizational commitment, and providing incentives. Violation of the psychological contract can lead to a variety of negative workplace behaviors, including decreased job satisfaction, organizational commitment, civic behavior, and workplace deviance, all of which have negative consequences for employees and organizational performance (Zhao, J. Wayne, Glibkowski, & Bravo, 2007). 2007). Research conducted by Tsui (2013), shows that the factors that become a reference in influencing employee performance are the psychological contract and organizational commitment of the employee. Psychological contract is an atmosphere of harmonious human relations both vertically and horizontally between employees will be able to create a comfortable working environment, atmosphere and conditions. The process of creating good human relationships can be carried out by company management by applying psychological contracts. Several studies have found a link between psychological contracts and employee performance (Muhammad (2018), Gomes Maia (2015), Cheng-Wei Che (2018), P. Matthijs Bal (2010), Neil Conway (2006), Jun Justin li (2016)). According to some of the researchers mentioned above, the psychological contract has a positive effect on increasing employee performance. As a result, there is a link between psychological contracts and improved employee performance.

H1: Psychological contracts affects employee performance

The Connection between Organizational Commitment and Employee Performance

Employees who have a commitment mean having an emotional relationship with the organization, feeling themselves as part of the organization and being involved in carrying out work in order to achieve organizational goals (Glinow, 2010). The relationship between commitment and performance has a positive correlation. According to Luthan (2011:149), previous and current research support a positive relationship between organizational commitment and expected outcomes such as high performance, low turnover, and low absenteeism.

This is in line with what was stated by Wagner and Hollenback (2008: 479) which said: "Another factor that affects performance is the extent to which a person feels committed to a goal. Specific and Difficult goals lead to increased performance only when there is high goal commitment."

This statement implies that another factor influencing performance is a person's level of commitment to a goal. Specific goals and a high commitment to goals will be able to improve performance. Researchers have discovered that various forms of organizational commitment are intended to predict a variety of behaviors, including intention to stay, turnover, performance, absenteeism, stress, and health, to varying degrees (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002: 468). The preceding statement makes it abundantly clear that organizational commitment is linked to a variety of behaviors, including employee performance.

Organizational commitment is positively related to employee performance, according to some research findings, such as those from Khan (2010). Organizational commitment, according to Qaisar (2012), is also significantly positively related to employee performance. According to the findings of Mehmud (2010), Qureshi (2012), and Samad (2005) research, organizational commitment has a significant impact and influence on employee performance. As a result, organizational commitment is linked to employee performance. According to the description above, employee organizational commitment has an impact on employee performance.

H2: organizational commitment affects employee performance

3. Method

The descriptive verification method was used for the research. The descriptive method is used to describe the main variables and characteristics of the respondents. Meanwhile, the verification method is employed to put the study's hypotheses to the test. Purposive sampling was used to obtain a sample of 200 employees. Multiple regression analysis was used for data processing, looking for the influence value of the psychological contract variable, the organizational commitment variable, and the employee performance variable.

4. Result and Discussion

4.1 Multiple Regression Analysis

Multiple regression analysis is a statistical technique for determining the relationship between the independent and dependent variables. The independent variables in this study are psychological contracts and organizational commitment, and the dependent variable is employee performance. The purpose of multiple regression analysis is to determine the relative importance of independent and dependent variables.

Table 2. Results of Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,622	1,964		4,390	,000
	X1	,541	,038	,662	14,418	,000
	X2	,349	,060	,267	5,832	,000

a. Dependent Variable: Y

The following multiple regression model is derived from the data presented above:
 $Y = 8.622 + 0.541X_1 + 0.349X_2$

According to the above model, 0.113X1 is an independent variable, namely psychological contracts and psychological contracts that have a positive correlation with employee performance. Employee performance is influenced by psychological contracts and organizational commitment, according to the employee performance constant value of 8.622. Psychological contracts have a 0.541X1 effect on employee performance, whereas organizational commitment has a 0.349X2 effect. According to the multiple regression model, the psychological contract and organizational commitment have a positive value, indicating that they can improve employee performance.

4.2 Partial Test t

The significance of the parameters that can contain the right predictions is tested using the statistical value of t. The value of this t statistic describes the extent to which the independent variables influence the dependent variable individually. If $t_{count} > t_{table}$, it is concluded that this variable has a significant effect, whereas $t_{count} < t_{table}$ indicates that the variable has no significant effect. As a result, it is possible to review it in the table below.

Table 3. Results of Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,622	1,964		4,390	,000
	X1	,541	,038	,662	14,418	,000
	X2	,349	,060	,267	5,832	,000

The psychological contract has a probability (sig) of 0.00 0.05 in the partial test (t), implying that Ho is not accepted and Ha is accepted. As a result, the psychological contract has a significant influence on employee performance. Meanwhile, it can be stated that Ho is not accepted and Ha is not rejected with a probability value (sig) of 0.00 0.05. As a result, organizational dedication has a significant impact on employee performance. As a result, the t-test of the effect of psychological contract and organizational commitment on employee performance produced a significance value of 0.05, indicating that the hypothesis that psychological contract and organizational commitment have a significant impact on employee performance is only partially accepted.

4.3 Simultaneous Test

This experiment was carried out to demonstrate the concurrent effect of psychological contract and organizational commitment on employee performance. The table below summarizes the findings based on these findings.

Table 4. Simultaneous Test F

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5091,886	2	2545,943	198,309	,000 ^b
	Residual	2529,134	197	12,838		
	Total	7621,020	199			

Based on the calculated F value of 221,698 and the significance level of 0.000. After you've obtained Ftable, compare it to the value of Fcount. If Fcount > Ftable, the alternative hypothesis is rejected; if Fcount ≤ Ftable, the null hypothesis is not rejected, implying that the alternative hypothesis is rejected. The value of Ftable is 3,159. As a result of the study's findings, Fcount > F table with a value of 185.788 > 3.159, indicating that H0 is rejected and Ha is accepted. As a result, both the psychological contract and the organizational commitment influence employee performance.

4.4 Coefficient of Determination

The coefficient of determination (Kd) is the coefficient used to calculate the value of psychological contract contribution and organizational commitment as independent variables on changes in employee performance as the dependent variable by squaring the correlation coefficient (R) and multiplying by 100 percent. The coefficient of determination result is shown below.

Table 5. Result of the coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,817 ^a	,668	,665	3,58305

The coefficient of determination is calculated to be 0.668 based on the results of the data calculation. As a result, the impact of psychological contracts and organizational commitment on employee performance accounts for 66.8 percent of the total. The results of the above calculations indicate that the psychological contract and organizational commitment have a 66.8 percent contribution or influence on employee performance, with the remaining 33.2 percent influenced by other factors that affect employee performance, but no research has been conducted by the authors between other leadership, compensation, job satisfaction, and others.

4.5 Discussion

Psychological contracts and organizational commitment, according to the study's findings, have a positive and significant impact on employee performance. With a tcount of 14,418, psychological contract has the most influence, followed by organizational commitment with a tcount of 5.832. The value (sig) for the psychological contract t test is $0.00 < 0.05$, indicating that H_0 is not accepted and H_a is accepted. As a result, it is accepted that psychological contracts have a positive and significant effect on employee performance. The higher the psychological contract of an employee, the higher the employee's performance. If employees have a high psychological contract, for example, they feel that they have to contribute more to the company, it will improve their performance as a form of reciprocity because the company has fulfilled their expectations and needs.

As a result, the unwritten expectations between the organization and its employees will be related to the outcomes of employee performance in an organization. The findings of this study are consistent with several research findings from various experts who claim a positive relationship exists between psychological contracts and employee performance. (Muhammad (2018), Gomes Maia (2015), Cheng-Wei Che (2018), P. Matthijs Bal (2010), Neil Conway (2006), Jun Justin Li (2006)) (2016) As a result, the psychological contract improves employee performance, whereas the t-test for organizational commitment has a value (sig) of $0.00 < 0.05$. As a result, we can conclude that H_0 is not accepted and H_a is not rejected. As a result, it is accepted that organizational commitment has a positive and significant effect on employee performance. According to some research findings, such as Khan (2010), organizational commitment is related to employee performance in a positive way. Organizational commitment, according to Qaisar (2012), is also related to employee performance. Mehmud (2010), Qureshi (2012), and Samad (2005) discovered that organizational commitment has a significant impact and influence on employee performance.

Furthermore, the findings of the study show that psychological contracts and organizational commitment both have an impact on the performance of 198,309 employees. The correlation level between the variable psychological contract and organizational commitment on employee performance is 0.668, indicating a very strong relationship. Meanwhile, according to the magnitude of the

coefficient of determination, psychological contract and organizational commitment influence 66.8 percent of employee performance, while other factors influence the remaining 33.2 percent. As a result, the psychological contract and competitive advantage improve employee performance.

5. Conclusions

Psychological contracts have a positive and significant impact on employee performance, according to the findings of a study on the impact of psychological contracts and organizational commitment on employee performance. The stronger the psychological contract, the better the employee's performance. Following that, subsequent research findings indicate that organizational commitment has a positive and significant impact on employee performance. This means that strong organizational commitment can boost employee performance. Meanwhile, the findings of the study show that psychological contracts and organizational commitment both have a significant impact on employee performance. This shows how the psychological contract and organizational commitment work together to improve employee performance. The following are the author's recommendations: (1) The company is expected to implement cooperative employee management so that the psychological contract is in line with the company, (2) The company must maintain and maintain employee organizational commitment through programs in order to improve employee welfare, (3) In order to improve employee performance, the company considers factors such as the compatibility of values between individuals and the company, a sense of security, job satisfaction, and opportunities to grow and develop.

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