
The Effect of Teamwork and Organizational Commitment on Employee Performance

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ABSTRACT: This research aims to analyze the effect of teamwork on employee performance, analyze the effect of organizational commitment on employee performance, and analyze the effect of teamwork and organizational commitment simultaneously on employee performance. The sample in this research was 100 employees of PT Telkom Indonesia. The data analysis technique uses multiple regression analysis. The results of the analysis show that teamwork influences employee performance. Organizational commitment influences employee performance. Teamwork and organizational commitment simultaneously influence employee performance.

KEYWORDS: Teamwork, Organizational Commitment, Employee Performance

I. INTRODUCTION

Employee performance is one of the important factors that determines the success of an organization. High employee performance can increase productivity, efficiency and organizational competitiveness. Therefore, organizations need to strive to improve employee performance. In an era of globalization and increasingly fierce business competition, modern companies face challenges to ensure the sustainability and success of their operations. To achieve this goal, it is important to understand the impact of internal factors such as teamwork and organizational commitment on employee performance. Research on the influence of teamwork and organizational commitment on employee performance is becoming increasingly crucial in the modern business context. The success of the work team and the level of employee commitment to the company's vision and values can be an important pillar in increasing the productivity and competitiveness of the organization. Therefore, an in-depth understanding of these factors can provide a strategic foundation for human resource management.

Team collaboration is not only limited to coordinating tasks, but also involves synergistic interaction between team members. In a dynamic work environment, the ability to collaborate, share ideas and resolve conflicts effectively is the key to success. The success of the team is not only reflected in the final results, but also in the quality of the interpersonal relationships that exist. Teamwork is also an important factor for measuring employee performance. Nowadays, forming teamwork is considered the best solution to achieve success in an organization. Research result Susanti et al. (2020), Ibrahim et al. (2021) shows that teamwork influences employee performance.

Organizational commitment creates a strong psychological foundation between employees and the company. Employees who feel emotionally connected to the organization's vision, mission and values tend to show higher levels of dedication. This commitment is also closely related to job satisfaction and employee retention, which has a long-term impact on organizational well-being. Organizational commitment acts as a strong foundation in improving employee performance. When employees feel they have a personal stake in the success and growth of the organization, employees are more dedicated, work with passion, and focus on achieving overall organizational goals. With high commitment, employees tend to put more effort into achieving organizational goals as well as possible. The concept of commitment is also an important aspect of the human resource management philosophy. As stated by Luthans (2011) Organizational commitment is the willingness to work as hard as possible for the benefit of the organization. An individual worker with high commitment can be expected to show optimal performance. Employees who have high commitment are also expected to provide optimal performance for the company in providing services to the community. Research result Rafiei et al. (2014), Maranata et al. (2022), Rizal et al. (2023) And Arifin & Narmaditya (2024) found that organizational commitment influences employee performance. Different from research results Harwiki (2016) who found that organizational commitment had no effect on employee performance.

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II. LITERATURE REVIEW

A. Teamwork

According to Susanti et al. (2020), teamwork is a system of combining the work of a group which is supported by various skills with clarity of purpose, and is also supported by leadership and communication to produce higher performance than individual performance. Bachtiar (2004) states that cooperation is the synergy of the strengths of several people in achieving a desired goal. Collaboration will unite the power of ideas that will lead to success. The team consists of people who have different skills and are coordinated to work together with the leadership. Indicators of teamwork according to Keith & Frederick (2011) are as follows: (1) Same goals, (2) Enthusiasm, (3) Clear roles and responsibilities, (4) Effective communication, (5) Conflict resolution, namely agreement in resolving conflicts, (6) Share power, and (7) Skills possessed by group members.

B. Organizational Commitment

Organizational commitment is a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization. So high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruits the individual (Robbins, 2007). According to Luthans (2006) organizational commitment is a strong desire to remain a member of a particular organization, the desire to try hard in accordance with the wishes of the organization, as well as certain beliefs and acceptance of the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its continued success and progress. According to Mathis & Jackson (2006) Organizational commitment is the degree to which employees believe in and accept organizational goals, and want to stay with the organization. Allen & Meyer (1991) grouping three forms of organizational commitment, namely continuance, affective, and normative. Organizational commitment is the degree to which employees identify with the organization and want to continue to actively participate in the organization.

C. Employee performance

Every human being has the potential to act in various forms of activity. The ability to act can be acquired by humans naturally (present from birth) or learned. Even though humans have the potential to behave in certain ways, that behavior is only actualized at certain times. The potential to behave in a certain way is called ability, while the expression of this potential is known as performance. Then obey Mangkunegara (2019), "The term performance comes from the words Job Performance or Actual Performance (work performance or actual achievements achieved by someone). The definition of performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." Performance according to Edison et al. (2017) namely the result of a process related to a certain period of time based on agreements or conditions that have previously been determined. Performance indicators Mangkunegara (2019) consisting of: Quantity, namely the number of products that must be completed or produced. Ability to collaborate in a team, ability to communicate with colleagues, initiative and attitude to do work; Quality, namely producing quality work. Ability to make the right decisions, organize the right work, assessment of technical skills; Timeliness, namely whether or not work is carried out in accordance with time requirements.

D. Hypothesis

H1: Teamwork influences employee performance.

H2: Organizational commitment influences employee performance.

H3: Teamwork and organizational commitment simultaneously influence employee performance.

III. RESEARCH METHODS

A. Research design

This type of research is explanatory research. This explanatory research aims to explain and test or prove a theory or hypothesis to strengthen or reject existing theories or research hypotheses. Meanwhile, the approach used is a survey approach.

B. Operational Definition of Variables

1) Teamwork

Teamwork is the process of individuals working together in a team or group to achieve a common goal, which is measured by the same goals, enthusiasm, clear roles and responsibilities, effective communication, conflict resolution, shared power, and expertise possessed by members group.

2) Organizational Commitment

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Organizational commitment is a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization, which is measured by continuance, affective and normative commitment.

3) Employee performance

Employee performance is a measure of the extent to which an employee succeeds in achieving the goals and standards set by the company where the employee works. Employee performance can be measured through various dimensions, including: quantity, quality and timeliness.

C. Population and Sample

The population in this study were all employees of PT. Telkom Indonesia Malang City with 100 employees. The sample in this study was taken from a population of 100 employees. Because the population was relatively small, the researchers used a technique (census), where all members of the population were used as research objects.

D. Data Analysis Techniques

This research uses two statistical analysis methods, namely descriptive analysis and multiple regression analysis, to explore and interpret the relationship between the variables studied. Multiple regression analysis is used to understand the cause-and-effect relationship between one dependent variable and one or more independent variables. In the context of this research, multiple regression analysis can help explain the extent to which teamwork and organizational commitment can predict employee performance. The resulting regression equation can provide an overview of the relative contribution of each independent variable to the dependent variable.

IV. RESULTS AND DISCUSSION

A. Multiple Regression Analysis

Based on the results of data processing with using the SPSS 15 for Windows application, the analysis results are shown in Table 1.

Table1. Recapitulation of Multiple Linear Regression Analysis Results

Variable	Regression Coefficients	t _{count}	Sig.	Results
Teamwork	0.289	3,513	0.001	Significant
Organizational Commitment	0.480	5,964	0,000	Significant
Constant	1.036			
R	0.702			
R square	0.493			
Fcount	47.121			
Sig. F	0.000			
n	100			
Dependent variable = Employee performance (Y)				
F table = 3.11				
t table = 2.000				

Source: Primary data processed.

The recapitulation table provides the basis for the following multiple regression equation:

$$Y = 1.036 + 0.289X_1 + 0.480 X_2 + e$$

Based on this equation it can be explained as follows:

a = 1.036 is a constant which means that if there is no influence from the independent variables teamwork (X₁) and organizational commitment (X₂) (= 0), then there is still a positive tendency for employee performance

b₁ = 0.289 is the magnitude of the regression coefficient for the independent variable teamwork (X₁), the regression coefficient has a positive sign indicating that teamwork has a unidirectional effect on employee performance, meaning that the better the teamwork, the better the employee's performance will be.

b₂ = 0.480 is the magnitude of the regression coefficient for the independent variable organizational commitment (X₂), the regression coefficient has a positive sign indicating that organizational commitment has a unidirectional effect on employee performance, meaning that the better organizational commitment will cause better employee performance.

B. Coefficient of Determination (R²)

The multiple correlation coefficient (R) value of 0.702 indicates that there is a very strong relationship between teamwork (X₁) and organizational commitment (X₂) together with employee performance (Y). This indicates that the two independent variables,

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namely teamwork and organizational commitment, together contribute positively to employee performance. Furthermore, the coefficient of determination (R squared) value of 0.493 indicates that teamwork (X1) and organizational commitment (X2) together are able to explain 49.3% of the variation or 49.3% variation in the employee performance variable (Y). Thus, quite a large variation in employee performance can be explained by teamwork and organizational commitment in this regression model. The remainder, namely 50.7%, was caused by other factors that were not included or were not included in this study.

C. Hypothesis test

1. First Hypothesis Test

To test the first hypothesis, use the t test. The results of the t test for the teamwork variable showed that the value of $t_{count} = 3.513$ while the value of $t_{table} = 2.000$, thus t_{count} is greater than t_{table} or the significance value is $0.001 < 0.05$ so H_0 is rejected or H_a is accepted, and it is proven that the teamwork variable (X1) has a significant effect on performance employee (Y). Thus the first hypothesis is statistically tested.

2. Second Hypothesis Test

The results of the t test for the organizational commitment variable showed that the value of $t_{count} = 5.964$ while the value of $t_{table} = 2.000$, thus t_{count} is greater than t_{table} or the significance value is $0.000 < 0.05$, so H_0 is rejected or H_a is accepted, and it is proven that the organizational commitment variable (X2) has a significant effect on performance. employee (Y). Thus the second hypothesis is statistically tested.

3. Third Hypothesis Test

Based on the results of the F test, the F_{count} value was 47.121, while F_{table} at $\alpha = 5\%$, $df_1 = 2$, and $df_2 = 97$ is 3.11; this means $F_{count} > F_{table}$ ($47.121 > 3.11$) while the significance value is smaller than $\alpha = 0.05$ ($0.000 < 0.05$), then H_0 is rejected and H_a is accepted, which means that the independent variables: teamwork and organizational commitment simultaneously have a significant effect on employee performance. Thus the third hypothesis is statistically tested.

D. Discussion

1. The Effect of Teamwork on Employee Performance

Teamwork has a positive and significant influence on employee performance. The higher the level of employee teamwork, the employee performance also tends to increase. Conversely, low levels of teamwork are associated with decreased employee performance. With these findings, it can be concluded that the teamwork variable, which is measured through indicators of the same goals, enthusiasm, clear roles and responsibilities, effective communication, conflict resolution, shared power, and expertise possessed by group members. These results are in line with previous research conducted by Susanti et al. (2020), Ibrahim et al. (2021), which found a significant positive influence between teamwork and employee performance. Therefore, company management needs to pay attention to and improve aspects of teamwork as an effort to improve employee performance. Teamwork is a good means of combining talents and can provide innovative solutions from an established approach. Apart from that, the diverse skills and knowledge possessed by group members are also an added value which makes teamwork more profitable than even a brilliant individual. The change from working individually to working in teams requires employees to collaborate with other colleagues, share information in the face of differences and minimize personal interests for the greater public interest. Teams that have high performance are characterized as teams that have a high sense of mutual trust between their members. Good cooperation will make it easier for management to delegate organizational tasks.

2. The Effect of Organizational Commitment on Employee Performance

Organizational commitment influences employee performance, which means that employees who have high organizational commitment will tend to have better performance than employees who have low organizational commitment. Organizational commitment is employee involvement, loyalty and enthusiasm for the organization. Employees who have high organizational commitment will feel a strong attachment to the organization. These employees will feel that they are part of the organization and that they have an important role in achieving organizational goals. A strong attachment to the organization will encourage employees to work harder and provide the best performance. Employees will be more motivated to achieve organizational goals, and they will be more willing to work outside of work hours or take on additional responsibilities. Implementing good organizational commitment can not only improve employee performance, but also create a comfortable situation in providing services to the community. Of course, to achieve this, there needs to be synergy in implementing good organizational commitment between leaders and employees. The results of this study support Rafiei et al. (2014) Maranata et al. (2022), Rizal et al. (2023) and Arifin & Narmaditya (2024) found that organizational commitment influences employee performance. However, it does not support research Harwika (2016) who found that organizational commitment had no effect on employee performance.

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3. The Effect of Teamwork and Organizational Commitment on Employee Performance

Teamwork and organizational commitment simultaneously influence employee performance. Teamwork and organizational commitment are two factors that are interrelated and mutually reinforcing. Good teamwork can improve communication and coordination between team members. This will make it easier for the team to complete their tasks more effectively and efficiently. The results of this study support Susanti et al. (2020), Ibrahim et al. (2021) which states that teamwork influences employee performance. Organizational commitment reflects a person's level of loyalty, identification and dedication to the organization where the employee works. When employees have a high level of commitment to their organization, they will be more motivated to give their best in carrying out their duties and responsibilities. Employees also tend to be more involved in organizational activities, share knowledge and experiences with colleagues, and contribute positively to achieving organizational goals. Thus, if employees have strong organizational commitment, this can have a positive impact on employee performance. The results of this study support Rafiei et al. (2014) and Maranata et al. (2022) found that organizational commitment influences employee performance.

V. CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the results of the research and discussion, the conclusions of this research can be put forward as follows:

1. Teamwork has a positive effect on employee performance. Good teamwork can improve communication and coordination between team members. This will make it easier for the team to complete their tasks more effectively and efficiently.
2. Organizational commitment has a positive effect on employee performance. High organizational commitment will increase employee enthusiasm to work hard and provide the best performance. Employees who have high organizational commitment will feel a strong attachment to the organization. These employees will feel that employees are part of the organization and that they have an important role in achieving organizational goals.
3. Teamwork and organizational commitment simultaneously influence employee performance, this shows the importance of building and maintaining these two aspects to achieve organizational success. Teamwork contributes to effective work dynamics, while organizational commitment creates a strong attachment between employees and company values.

B. Suggestions

In connection with the results and conclusions of this research, suggestions can be outlined as follows:

1. Companies should develop teamwork among their employees by: building trust between team members, developing effective communication, delegating responsibilities and providing rewards.
2. Companies should increase organizational commitment by creating a conducive environment.
3. It is recommended that future researchers develop this research by using other variables that can influence employee performance

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