

The Effect of Teamwork and Work Discipline on Employee Performance with Organizational Commitment as A Mediation Variable (Empirical Study at Bumi Akpelni Polytechnic Semarang)

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ABSTRACT

The purpose of this research is to analyze the effect of teamwork and work discipline on employee performance with organizational commitment as a mediating variable. The population in this study were 161 employees of the Bumi Akpelni Polytechnic Semarang. Sampling in this study used a purposive judgment sampling method, 101 permanent employees were taken. Samples were taken using the census method. Data processing method using SPSS. The results of hypothesis testing show that teamwork has a positive and significant effect on organizational commitment, that the better the teamwork, the higher the organizational commitment. Work discipline has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on employee performance, so employee performance is getting better. Teamwork has a positive and significant effect on employee performance, the better the teamwork, the better the employee performance. Work discipline has a positive and significant effect on employee performance, the better the work discipline applied, the better employee performance.

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1. INTRODUCTION

Esearch conducted by Nelson (2017) found that discipline is strongly related to employee performance. Hanafi and Zulkifli (2018) found that work discipline affects performance. Mashudi (2019) found that work discipline has a significant effect on employee performance. Hilmawan (2020) found that work discipline has a positive and significant influence on employee performance.

One of the problems of this research is that there are differences of opinion between teamwork and performance variables, which are explained in the research gap as follows. Abdulle (2019) found that teamwork has a positive and significant impact on employee performance. Ariyanto (2019) found that teamwork has a positive and significant effect on HR performance. Naufal (2019) found that teamwork has a significant positive effect on employee performance coefficients. Priscilla (2019) found that good teamwork will increase the implications for employee performance. Some of these

studies are different from research conducted by Auromiqo (2019) which found that teamwork has no effect on employee performance.

2. RESEARCH METHOD

2.1 Research Model and Hypothesis Formulation

Resource-Based View is basically a concept that can help entrepreneurs achieve sustainable competitive advantage (Barney, 1991). Ernie and Kurniawan (2010) explained that an organization is a group of people or groups that have certain goals and strive to realize these goals through collaboration. One of the operative functions of human resource management is discipline, the better the employee discipline, the higher the work performance that can be achieved (Hasibuan, 2019). Rochyawati (2017) explains that the intellectual capacity of the company's human resources can be seen from the quality of ideas, information, knowledge and expertise and commitment they have.

2.2 Operational Definition of Research

The operational definition of each variable in this study is as follows:

a. Teamwork

Cooperation is the mental and emotional involvement of individuals in group situations that encourage them to participate in group goals or share responsibility for achieving goals (Davis, 2014).

b. Work Discipline

Discipline is a management activity to carry out organizational standards. Etimologically, the word "discipline" comes from the Latin word "diciplina" which means training or education in decency and spirituality and character development. Discipline is also one of the operative functions of human resource management. Discipline is the most important function because the better the employee discipline, the higher the performance that can be achieved. Without good employee discipline, it is difficult for organizations to achieve optimal results (Fathoni, 2006).

c. Organizational Commitment

Organizational commitment is defined as a psychological state that characterizes the employee's relationship with the organization or the implications that affect whether employees will remain in the organization or not, which is identified in three components, namely: affective commitment, continuance commitment and normative commitment (Pramadani, 2012). Commitment is a situation where an individual sided with the organization and its goals and desire to maintain its membership in the organization (Robbins and Judge, 2014).

d. Employee Performance

Bernandin and Russel (2013), that performance is a record of gains resulting from the function of a particular job or activity during a certain period of time. If the work performance or work productivity of employees after participating in development, both the quality and quantity of work increases, it means that the development method set is quite good (Hasibuan, 2019).

2.3 Data Types and Sources

This study uses secondary data with the type of time series data during the period September 2020-November 2020. Secondary data is data that is not collected by the researcher himself, obtained from company brochures, magazines and literature.

2.4 Method of collecting data

a. Normality test

This test is conducted to determine whether the residuals we get from the regression results are normally distributed or not. The trick is to compare the statistical JB value with the Chi Square table value. If the JB statistic > Chi Square table then the residuals are normally distributed. The table value is obtained with a certain level of confidence and $df = 2$.

b. Heteroscedasticity Test

Heteroscedasticity test is carried out to test whether in a regression model there is an inequality of variance from one observation residual to another observation. If the variance from the residual of one observation to the residual to another observation remains, then there has been heteroscedasticity. If the variances are different, it is called heteroscedasticity. A good regression is one that does not occur heteroscedasticity. Heteroscedasticity occurs when the disturbance variable

has the same variable for observation, to detect the presence or absence of heteroscedasticity, the white heteroscedasticity test is used. Then determine the hypothesis which states that if the calculation results in a significant t-count value / t-count > t-table, then it can be said that there is heteroscedasticity, if t-count <

c. **Multicollinearity Test**

This multicollinearity detection aims to determine whether each independent variable is linearly related in the regression equation model used. If multicollinearity occurs, as a result, the estimation variable tends to be too large, the t-count is unbiased, but not efficient. One way to analyze the presence or absence of the influence of multicollinearity in this study is to look at the value of the Correlation Matrix. A data can be said to be free from multicollinearity symptoms if the correlation value between independent variables is less than 0.8 (correlation <0.8).

2.5 Multiple Linear Regression

The regression used in this study is multiple regression because it uses one dependent variable, namely economic growth, and four independent variables, namely oil prices, inflation, net exports, and dummy variables.

2.6 Estimated Coefficient of Determination (R²)

From the coefficient of determination (R²), it can be seen the degree of determination of multiple linear analysis. R² shows the magnitude of the contribution of all independent and dependent variables.

2.7 Statistical Test

After testing the classical assumptions, the hypothesis is tested. If the model is free from deviations from classical assumptions, then hypothesis testing can be carried out. Hypothesis testing is done by testing the significance (significant effect) of the independent variable on the dependent variable, either partially or jointly, using the t-test (t-test) and F-test (F-test).

Y1 : Organizational commitment

Y2 : Employee performance

β1 to β5 : Regression Coefficient

e : Error / residue

2.8 Sobel method

This study has a mediating variable, namely work discipline. Baron and Kenny in Ghazali (2011) explain that a variable is called a mediating variable if the variable influences the relationship between the predictor variable (independent) and the criterion variable (dependent). Testing the effect of mediation using a sobel calculator on www.danielsoper.com.

The sobel calculator above tells whether the intermediary variable significantly influences the independent variable to the dependent variable; that is, whether the indirect effect of the independent variable on the dependent variable through the intermediary variable is significant. If the One-tailed probability value < α = 0.05, then the mediator variable can mediate the indirect effect of the independent variable on the dependent variable.

3. RESULTS AND DISCUSSIONS

3.1 Data analysis

Alidity and Reliability Test for 30 Initial Respondents

Testing the validity and reliability of the data was carried out using the SPSS 17 software program. The results of the validity and reliability test of the instrument by 30 respondents were used to test the instrument before it was distributed to all respondents. The full results of the validity and reliability test of the instrument can be seen in the following table:

Validity and Reliability Test Results (30 Respondents)

The table above shows that the value of Corrected Item Total Correlation or r-count for each indicator is greater than r-table = 0.361 (N = 30, α = 0.05) which means that the indicators are valid or legitimate to be studied. The table above also shows that the test results show that the Cronbach Alpha value or r count is greater than 0.70 (standard r), so it can be concluded that it is reliable. Based on the results above, other questionnaires can be distributed to all respondents.

3.2 Descriptive Data

a. Respondent Identity

1) Gender

The gender of the respondents consists of male and female, the frequency of the respondent's gender can be seen in the table below. The table above shows that 73 people or 74.5% are men and 25 people or 25.5% are women. This shows that there are more male employees of the Bumi Akpelni Polytechnic Semarang, so that the service is not awkward, because most of the cadets are men.

2) Age

The age of the respondents in this study can be explained based on the following table:

The table above shows that respondents aged up to 30 years were 25 people or 25.5%, respondents aged 30 to 40 years were 22 people or 24.4%, aged 41 to 50 years were 27 people or 27.6 %, and respondents aged more than 50 years were 24 people or 24.5%. This shows that most of the respondents are aged 41 to 50 years. Overall employees are of mature age, so decision making should be good.

3) Education

The educational level of the respondents in this study was divided into four groups, namely SMA, D3, S1, and S2.

3.3 Validity and Reliability Test

The results of testing the validity of the indicators and reliability tests of the teamwork, work discipline, organizational commitment and employee performance variables, are summarized in the following table

Table 1. Validity and Reliability Test Results

Variabel	Cronbach Alpha	Indikator	Corrected Item Total Correlation	>/<	r-tabel
Teamwork (X1)	0,828	X1.1	.440	>	0,195
		X1.2	.634	>	0,195
		X1.3	.671	>	0,195
		X1.4	.654	>	0,195
		X1.5	.601	>	0,195
		X1.6	.617	>	0,195
Work Discipline (X2)	0,713	X2.1	.527	>	0,195
		X2.2	.525	>	0,195
		X2.3	.452	>	0,195
		X2.4	.383	>	0,195
		X2.5	.493	>	0,195
Organizational Commitment (Y1)	0,871	Y1.1	.767	>	0,195
		Y1.2	.731	>	0,195
		Y1.3	.452	>	0,195
		Y1.4	.743	>	0,195
		Y1.5	.882	>	0,195
Employee Performance (Y2)	0,817	Y2.1	.278	>	0,195
		Y2.2	.825	>	0,195
		Y2.3	.762	>	0,195
		Y2.4	.402	>	0,195
		Y2.5	.881	>	0,195

Source: SPSS Outputs, 2020

The table above shows that the value of Corrected Item Total Correlation or r-count for each indicator is greater than r-table = 0.195 (N = 98, $\alpha = 0.05$) in the appendix, which means that the indicators are valid or legitimate to be studied. The table above also shows that the test results show the value of Cronbach Alpha Cronbach Alpha or the calculated r is greater than 0.70 (standard r), so it can be concluded that it is reliable.

3.4 Classical Assumption Test

a. Normality Test Line I and II

Following are the results of the Normality Test.

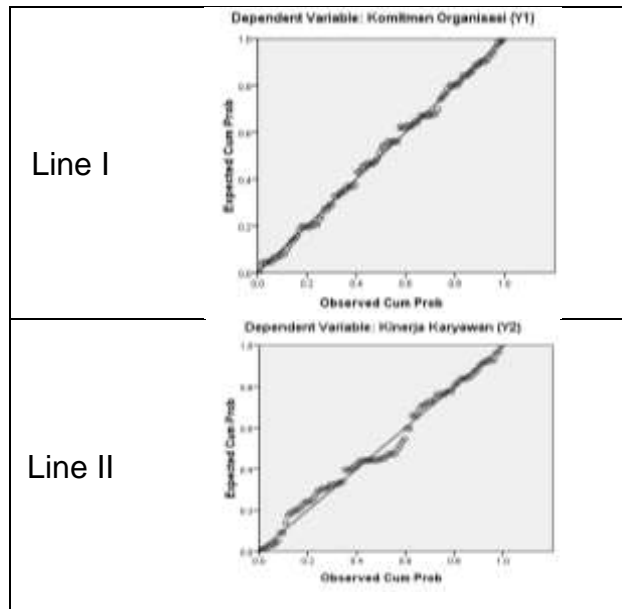


Figure 1. Normality Test.

Based on the picture above in Figure it can be seen that the points are close to the diagonal line. If the residual data distribution is normal, then the line that describes the actual data will follow the diagonal line. Thus it can be concluded that the model is fit or good and it can also be stated that the residual data distribution is normal.

3.5 Heteroscedasticity Test

The heteroscedasticity test also uses plot or scatter graphs. The following is a picture of the results of the heteroscedasticity test.

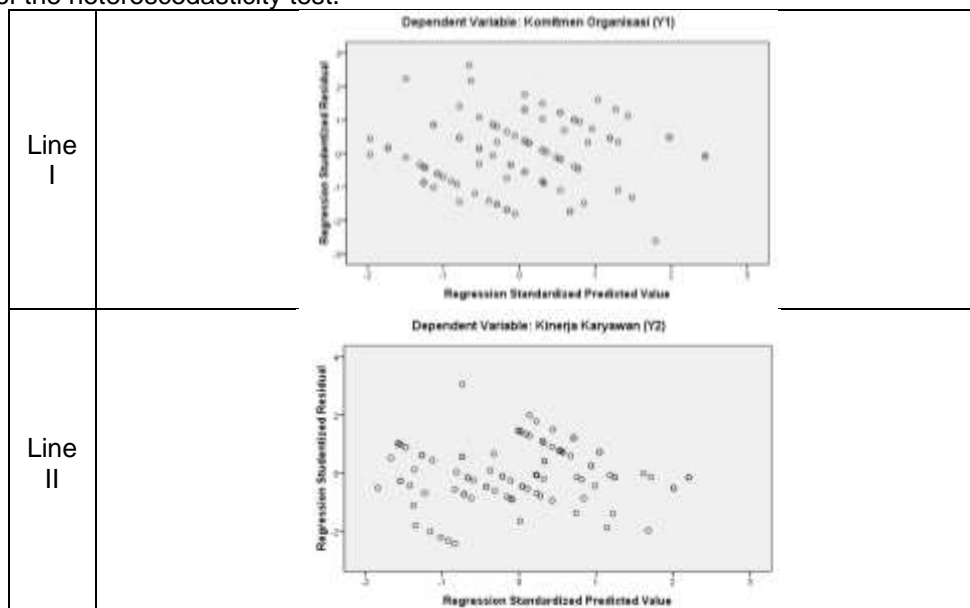


Figure 2. Heteroscedasticity Test

The picture above shows that there is no specific pattern because the points spread irregularly above and below the 0 axis on the Y axis. So it can be concluded that there are no symptoms of heteroscedasticity in Lines I and II.

3.6 Autocorrelation Test

a. Autocorrelation

This study uses the Durbin-Watson test which is seen in the following table which is presented in the table

Model	Nilai Durbin-Watson
Line I	2,099
Line II	1,843

Source: SPSS Outputs, 2020

Based on the tests that have been carried out, the Durbin-Watson test value for line I is 2.099. Value $du = 1.629$ ($K=2$ and $n=98$, in the attachment). The Durbin-Watson value for line I is between 2 and $4-du$, namely $1.629 < 2.099 < 2.371$, so it can be concluded that there is no autocorrelation in the line I regression model.

Furthermore, the Durbin-Watson test line II value is 1.843. $du = 1.608$ ($K=3$ and $n= 98$, in the appendix). The Durbin-Watson value for line II is between 2 and $4-du$, namely $1.608 < 1.843 < 2.392$, so it can be concluded that there is no autocorrelation in the line II regression model. Hypothesis Testing Effect of Teamwork and Work Discipline on Organizational Commitment (Track I). Testing the hypothesis of the effect of teamwork and work discipline on organizational commitment can be explained based on the following table:

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-3.398	2.000		-1.699	.093
Kerjasama Tim (X1)	.458	.093	.404	4.907	.000
Disiplin Kerja (X2)	.593	.108	.451	5.481	.000

Source: SPSS Outputs, 2020

b. Hypothesis 1 (H1):

- Ho: $\beta_1 = 0$: Teamwork has no effect on organizational commitment
- Ha: $\beta_1 > 0$: Teamwork has a positive effect on organizational commitment

The SPSS processing result table above shows that the calculated t value of the influence of the teamwork variable on organizational commitment is $4.907 > t_{table} = 1.661$ ($df = n - k - 1 = 98 - 2 - 1 = 95$, $\alpha = 0.05$, test one party) can be seen in the appendix, with a significance number = $0.000 < \alpha = 0.05$ (significant). Based on the test above, hypothesis 1 (H1) that teamwork has a positive effect on organizational commitment is proven.

c. Hypothesis 2 (H2):

- Ho: $\beta_2 = 0$: Work discipline has no effect on organizational commitment
- Ha: $\beta_2 > 0$: Work discipline has a positive effect on organizational commitment

Based on the table above, it can also be seen that the calculated t value of the influence of work discipline variables on organizational commitment is $5.481 > t_{table} = 1.661$ with a significance number = $0.000 < \alpha = 0.05$ (significant). Based on the test above, hypothesis 2 (H2) that work discipline has a positive effect on organizational commitment is proven. Regression Analysis of the Effect of Teamwork and Work Discipline on Organizational Commitment (Track I) Regression analysis of the effect of teamwork and work discipline on organizational commitment can be explained based on the table. Based on the SPSS processing results table, it can be seen that the regression coefficient (beta) or $\beta_1 = 0.404$ and $\beta_2 = 0.451$ so that the regression equation (path I) can be arranged as follows:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$$

So that:

$$Y_1 = 0.404 X_1 + 0.451 X_2 + e_1$$

Thus it can be seen the magnitude of each influence:

1) $X_1 \rightarrow Y_1$ or $\beta_1 = 0.404$ (positive)

So that teamwork (X1) has a positive effect on organizational commitment (Y1). It can be said that the better the teamwork, the higher the organizational commitment.

2) $X_2 \rightarrow Y_1$ or $\beta_2 = 0.451$ (positive)

So that work discipline (X2) has a positive effect on organizational commitment (Y1). It can be said that the higher the work discipline, the higher the organizational commitment.

Hypothesis Testing Effect of Teamwork, Work Discipline and Organizational Commitment on Employee Performance (Track II)

Table 4. Regression Coefficient (Path II)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.444	1.532		2.900	.005
	Komitmen Organisasi (Y1)	.354	.077	.445	4.571	.000
	Kerjasama Tim (X1)	.229	.079	.253	2.900	.005
	Disiplin Kerja (X2)	.203	.094	.194	2.170	.033

Dependent Variable: Employee Performance (Y2)

Source: SPSS Outputs, 2020

d. Testing Hypothesis 3 (H3):

- Ho: $\beta_3 = 0$: Organizational commitment has no effect on employee performance

- Ha: $\beta_3 > 0$: Organizational commitment has a positive effect on employee performance

Based on the SPSS processing results table above, it can be seen that the calculated t value of the influence of organizational commitment variables on employee performance is $4.571 > t_{table} = 1.661$ ($df = n - k - 1 = 98 - 3 - 1 = 94$, $\alpha = 0.05$, one-tailed test), with a significance value = $0.000 < \alpha = 0.05$ (significant).

Based on the test above, hypothesis 3 (H3) that organizational commitment has a positive effect on employee performance is proven.

e. Hypothesis 4 (H4):

- Ho: $\beta_4 = 0$: Teamwork has no effect on employee performance

- Ha: $\beta_4 > 0$: Teamwork has a positive effect on employee performance

Based on the table of SPSS processing results, it can be seen that the calculated t value of the influence of teamwork variables on employee performance is $2.900 > t_{table} = 1.661$ with a significance number = $0.005 < \alpha = 0.05$ (significant).

Based on the test above, hypothesis 4 (H4) that teamwork has a positive effect on employee performance is proven.

f. Hypothesis 5 (H5):

- Ho: $\beta_5 = 0$: Work discipline has no effect on employee performance

- Ha: $\beta_5 > 0$: Work discipline has a positive effect on employee performance

Based on the SPSS processing table, it can also be seen that the calculated t value of the influence of work discipline variables on employee performance is $2.170 > t_{table} = 1.661$ with a significance number = $0.033 < \alpha = 0.05$ (significant).

Based on the test above, hypothesis 5 (H5) that work discipline has a positive effect on employee performance is proven.

g. Regression Analysis of the Effect of Teamwork, Work Discipline and Organizational Commitment on Employee Performance (Track II)

Regression analysis of the effect of teamwork (X1), work discipline (X2) and organizational commitment (Y1) on employee performance (Y2) can be explained based on the SPSS results. Based on the table it can be seen that the regression coefficient (beta) or $\beta_3 = 0.446$, $\beta_4 = 0.253$ and $\beta_5 = 0.194$ so that the regression equation (lane II) can be arranged as follows:

$$Y_2 = \beta_3 Y_1 + \beta_4 X_1 + \beta_5 X_2 + e_2$$

So that:

$$Y_2 = 0.446 Y_1 + 0.253 X_1 + 0.194 X_2 + e_2$$

Thus it can be seen the magnitude of each influence:

1) $Y_1 \rightarrow Y_2$ or $\beta_3 = 0.446$ (positive)

So that organizational commitment (Y_1) has a positive effect on employee performance (Y_2). It can be interpreted that the higher the organizational commitment, the higher the employee performance.

2) $X_1 \rightarrow Y_2$ or $\beta_4 = 0.253$ (positive)

So that teamwork (X_1) has a positive effect on employee performance (Y_2). This can be interpreted that the better the teamwork, the higher the employee performance.

3) $X_2 \rightarrow Y_2$ or $\beta_5 = 0.194$ (positive)

So that work discipline (X_2) has a positive effect on employee performance (Y_2). This can be interpreted that the higher the work discipline, the higher the employee performance.

4. Conclusion

Based on the results of data analysis, several conclusions can be drawn, the results of hypothesis testing show that teamwork has a positive ($\beta_1 = 0.404$) and significant ($t \text{ count} = 4.907 > t \text{ table} = 1.661$, sig. = 0.000) effect on organizational commitment, so that hypothesis 1 (H_1) is proven and can be interpreted that the more The better the teamwork, the higher the organizational commitment. Work discipline has a positive ($\beta_2 = 0.451$) and significant ($t \text{ count} = 5.481 > t \text{ table} = 1.661$, sig. = 0.000) effect on organizational commitment, so hypothesis 2 (H_2) is proven. This can be interpreted that the better the work discipline carried out, the higher the organizational commitment. Organizational commitment has a positive ($\beta_3 = 0.446$) and significant ($t \text{ count} = 4.571 > t \text{ table} = 1.661$, sig. = 0.000) effect on employee performance, so hypothesis 3 (H_3) is proven and it can be interpreted that the higher organizational commitment, the more high performance employees. Teamwork has a positive ($\beta_4 = 0.253$) and significant ($t \text{ count} = 2.900 > t \text{ table} = 1.661$, sig. = 0.005) effect on employee performance, so hypothesis 4 (H_4) is proven and it can be interpreted that the better the teamwork, the better high performance employees. Work discipline has a positive ($\beta_5 = 0.194$) and significant ($t \text{ count} = 2.170 > t \text{ table} = 1.661$, sig. = 0.033) effect on employee performance so that hypothesis 5 (H_5) is proven and it can be interpreted that the better the work discipline carried out, the the better the employee performance. he results of the analysis of mediating variables using the Sobel test, on the organizational commitment variable in mediating teamwork on employee performance is, showing the value of One-tailed probability = $0.000 < \alpha = 0.05$, it can be concluded that the mediation coefficient is significant and means that commitment organizations can mediate the effect of teamwork on employee performance. This proves hypothesis 6 (H_6) that organizational commitment as a mediating variable from the effect of teamwork on employee performance is proven. The results of the analysis of mediating variables using the Sobel test, on the variable organizational commitment in mediating the effect of work discipline on employee performance is, showing the value of One-tailed probability = $0.000 < \alpha = 0.05$, it can be concluded that the mediation coefficient is significant and means that Organizational commitment can mediate the effect of work discipline on employee performance. This proves hypothesis 7 (H_7) that organizational commitment as a mediating variable from the effect of work discipline on employee performance is proven.

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