

## **EFFECT OF TEAM COOPERATION AND WORK COMMITMENT ON EMPLOYEE PERFORMANCE OF PT. AMBASSADOR OF SARANA JAYA SEVENTEEN SEMARANG**

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### **ABSTRACT**

Many factors can affect employee performance such as teamwork and work commitment. This study aims to analyze the effect of teamwork and work commitment on employee performance. The population in this study was all employees and the sample in this study were all employees of 50 respondents at PT. Duta Sarana Jaya Seventeen Semarang. Therefore, this study uses a saturated sampling technique, which means that the entire population is used as a sample or respondent. The analytical tool used in this study uses multiple linear regression analysis and the application uses SPSS ver. 20. Based on the analysis results show that teamwork has a positive and significant effect on employee performance, and work commitment has a positive and significant effect on employee performance. The conclusion of the study prove that teamwork and work commitment have a important role in improving employee performance.

**Keywords:** Teamwork; Work Commitment; Employee Performance.

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### **INTRODUCTION**

Human resource management (HRM) in carrying out its functions will distribute workers to various fields within the organization according to their needs. This shows that human resource management has a relationship with the management of other fields in the organization to achieve effective work results. Of course, other fields will require qualified workers to be able to maintain or improve their services to the community (Bangun, 2012).

Many factors can affect employee performance. According to him, the factors that can affect employee performance are teamwork and work commitment because there are similarities in the research. This research was also supported by several other researchers including (Siagin, 2020; Hilmawan, 2020).

Teamwork is a group of people who work together to achieve the same goal and that goal will be easier to achieve by working in a team than doing it alone (Rakhmawati & Darmanto, 2014). Cooperation carried out by a team is more effective than working individually.

Work commitment is a feeling of psychological and physical attachment or attachment to the employee's place of work or the organization of which he is a member (Wibowo, 2012). Work commitment is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to keep working in a company (Kreitner & Angelo, 2013).

Based on the initial research conducted, a phenomenon that can be proven by the existence of a pre-survey of 20 employees. The pre-survey that was conducted found that employee performance was influenced by teamwork and work commitment. However, employee performance has not shown optimal work. Thus the research direction is to identify and analyze the factors that affect the performance of employees at PT. Duta Sarana Jaya

Tujuh Belas Semarang, so that it can provide management in formulating appropriate human resource strategies to improve employee performance as a basis for competitive advantage.

## **LITERATURE REVIEW**

### **The Effect of Teamwork on Employee Performance**

Performance is the result of work achieved by employees based on job requirements (Bangun, 2012). Another understanding of performance is the work that has been achieved by someone from his work behavior in carrying out work activities (Sutrisno, 2012). According to Silalahi (2013), performance is the level of achievement of individual work (employees) after trying or working hard or the final result of an activity. Another description of performance is the real behavior displayed by each employee as a work performance that is produced in accordance with his role in the company (Rivai and Sagala, 2013).

Teamwork is a group of people who work together to achieve the same goal and that goal will be easier to achieve by working in a team than doing it alone (Rakhmawati & Darmanto, 2014). Cooperation carried out by a team is more effective than working individually. Many studies have proven that teamwork leads to better efficiency and effectiveness. This is very different from work carried out by individuals (Rakhmawati & Darmanto, 2014).

According to Rakhmawati and Darmanto (2014) group attractiveness will increase after individuals are involved in team development exercises which subsequently have a significant effect on employee performance. According to Eka et al. (2017) teamwork is the synergy of the strengths of several people in achieving one desired goal. Teamwork will unite the power of ideas that will lead to success. Teamwork is basically related to cohesiveness between employees or employees. With teamwork in the company, employees can complete work efficiently and effectively so that it affects employee performance.

This is in accordance with the research of Hilmawan (2020), Putri and Sariyathi (2017) and Siagin (2020) which show that teamwork affects employee performance. Based on this description, the first hypothesis can be made as follows:

$H_1$  : Teamwork has a positive and significant effect on employee performance.

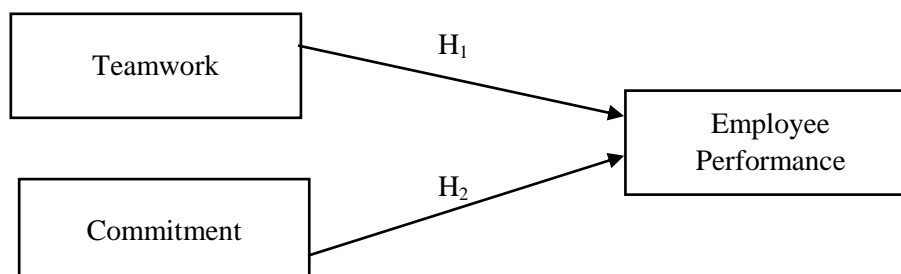
### **The Effect of Work Commitment on Employee Performance**

Work commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization of which he is a member (Wibowo, 2012). Employee work commitment is a condition in which an employee sided with a particular organization and its goals and intends to maintain membership in that organization. So the involvement of an employee in his work is active not passive (Putri, 2014). Employees who have a high work commitment will care about the work given to them and have an internal drive to work better with a high level of job satisfaction and discipline so that they can provide more time to complete a job.

Commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to remain or leave the organization. However, the nature of the psychological conditions for each form of commitment is very different. Work commitment is basically related to the closeness of employees or employees to the organization. Work commitment can reflect the strength of employee involvement and loyalty to the organization, which is indicated by the employee's performance towards the organization where the employee works. The involvement and loyalty (commitment) is usually influenced by how much work is assigned to employees or subordinates, and is always carried out with optimal performance in accordance with the expectations of the organization's leadership.

This is in accordance with the research of Sapitri (2016), Susanti and Palupiningdyah (2016), and Hilmawan (2020) which show that work commitment affects employee performance. Based on this description, the second hypothesis can be made as follows:  
 $H_2$  : Work commitment has a positive and significant effect on employee performance.

Based on the description above, it can be described a framework as shown in Figure 1.



**Figure 1.** Research Framework

## RESEARCH METHODS

### Population and Sample

The population in this study were all employees of PT. Duta Sarana Jaya Seventeen Semarang. All populations in this study were sampled, because the total population was only 50 employees.

### Operational definition

Teamwork with indicators of team cohesiveness at work, accepting risks for decisions made at work, filling in other members who cannot perform their work duties, and providing assistance to co-workers who need work assistance. Work commitment is measured by indicators of readiness and willingness to try seriously on behalf of the organization, work extra hard to achieve organizational goals, be willing to accept all kinds of assignments, and care about the fate of the organization. Employee performance in this study measured the quality of work, quantity of work, work efficiency, and work ability. The measurement uses a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### Analysis Techniques

Analysis of the data in this study using multiple linear regressions. The multiple linear regression model was tested statistically with classical assumptions which included normality, multicollinearity and heteroscedasticity. Prior to that, instrument testing was carried out including validity and reliability tests. Hypothesis test was carried out based on multiple linear regression analysis.

## RESULTS AND DISCUSSION

### Research Result

The results of the validity test are in Table 1 team cooperation variable was obtained, work commitment and employee performance above because  $r$  count  $>$   $r$  table. Based on this, all instruments are declared valid, so they are feasible to be used as research instruments. The reliability test in this study used the Cronbach Alpha statistical test. Based on Table 1, it is known that the value of Cronbach's Alpha variable teamwork, work commitment and employee performance  $>$  0.70. It can be concluded that the questionnaire used by each variable is declared reliable or reliable.

Multiple linear regression models must meet the classical statistical assumptions which include normality, multicollinearity, and heteroscedasticity. This study uses a non-parametric statistical test Kolmogorov Smirnov (KS). The results of the normality test are known as Asymp. 0.523 Sig. > 0.05 which means the residual data is normally distributed. The results of the calculation show that all the independent variables tested against the absolute value of the dependent variable of employee performance produce a sig value. greater than 0.05 so it can be concluded that the regression model has no indication of heteroscedasticity. The results of the multicollinearity test show that the VIF value is less than 10 and the Tolerance value is more than 0.1, indicating that there is no multicollinearity (Table 2).

The results of the multiple linear regression model are described in Table 3. The equation for the multiple linear regression formula that can be obtained is  $Y = 0.306 X_1 + 0.604 X_2$ . The results of the regression calculation, the value of Adjusted R Square is 0.681, which means that the percentage of the variable teamwork and work commitment can explain employee performance by 68.1%, while the remaining 31.9% by other variables not examined in this study. Test Results  $F = 53.370$  with sig. 0.000 then teamwork and work commitment have a simultaneous effect on employee performance. The result of the t-test of teamwork is 2,913 with a sig. 0.005 so that it can be stated that H1 is accepted. Another result shows that the work commitment t-count is 5.753 with a sig value. 0.000 which means the acceptance of H2.

**Table 1. Validity and Reliability Test Results**

Variables and Indicators	r-count
Teamwork (Cronbach's Alpha = 0.774)	
1) Team cohesiveness at work	0.495
2) Accept the risk of decisions made at work	0.573
3) Fill in other members who can't do their job duties	0.681
4) Provide assistance to colleagues who need help working	0.585
Work Commitment (Cronbach's Alpha = 0.866)	
1) Readiness and willingness to strive earnestly on behalf of the organization	0.820
2) Work extra hard to achieve organizational goals	0.699
3) Willing to accept all kinds of assignments	0.749
4) Caring for the fate of the organization	0.647
Employee Performance (Cronbach's Alpha = 0.778 )	
1) Quality of work	0.648
2) Quantity of work	0.618
3) Work efficiency	0.541
4) Work ability	0.541

**Table 2. Classical Assumption Test Results**

Classic Assumption	Criteria	Results	
Normality	asyp. Sig.	0.523	
Heteroscedasticity	Sig. Glacier	0.502	0.218
Multicollinearity	VIF	1,694	1,694
	Tolerance	0.590	0.590

**Table 3.** Multiple Linear Regression Results

Hypothesis	Estimate	t-count	Sig
H1: Teamwork → Employee Performance	0.306	2.913	0.005
H2: Work Commitment → Employee Performance	0.604	5.753	0.000
Adjusted R Square	0.681		
F-test	53.370		0.000

## Discussion

The results of the hypothesis test prove that teamwork has a positive and significant effect on employee performance, with a t test value of 2,913 with a sig value.  $0.005 < = 0.05$ . According to Rakhmawati and Darmanto (2014) the group's attractiveness will increase after the individual is involved in team development exercises which further have a significant effect on employee performance. According to Muhti et al. (2017) teamwork is the synergism of the strengths of several people in achieving a desired goal. Teamwork will unite the power of ideas that will lead to success. Teamwork is basically related to cohesiveness between employees or employees. With teamwork in the company, employees can complete work efficiently and effectively so that it affects employee performance. The results of this study are in accordance with research conducted by Hilmawan (2020), Putri and Sariyathi (2017), and Siagin (2020) that teamwork has a positive and significant effect on employee performance.

The results of the second hypothesis test prove that work commitment has a positive and significant effect on employee performance, with a t test value of 5.753 with a sig value.  $0.000 < = 0.05$ . Work commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization of which he is a member (Wibowo, 2012). Commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to remain or leave the organization. However, the nature of the psychological conditions for each form of commitment is very different. Work commitment is basically related to the closeness of employees or employees to the organization. Work commitment can reflect the strength of employee involvement and loyalty to the organization, which is indicated by the employee's performance towards the organization where the employee works. The involvement and loyalty (commitment) is usually influenced by how much work is assigned to employees or subordinates, and is always carried out with optimal performance in accordance with the expectations of the organization's leadership. The results of this study are in accordance with research conducted by Sapitri (2016), Susanti and Palupiningdyah (2016), and Hilmawan (2020) that work commitment has a positive and significant effect on employee performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The results of the research that has been done can be concluded that teamwork has a positive and significant effect on employee performance. Team cohesiveness at work, accepting the risk of decisions made, treating other members who are unable to work and providing assistance to colleagues increases, then employee performance will also increase. Work commitment has a positive and significant effect on employee performance, meaning that if the readiness and willingness to try, work according to targets, be willing to accept all assignments and care about the fate of the organization increases, then employee performance will also increase.

### Recommendation

Based on the conclusions above, the suggestions that can be given are that cooperation between employees should be further improved by fostering good communication. Provide incentives to employees who replace coworkers who are unable to perform tasks in the team. Management should provide employees to develop as well as get a decent reward. In addition, efforts can also be made for companies to be better able to communicate and socialize policies, strategies, and organizational values to employees through coaching, guidance and employee involvement in policy formulation. Thus, it is hoped that employees will feel more and more concerned about the organization.

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