

Research Article

Organizational Performance: Integration of Commitment, Spirit, and Teamwork

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ORCIDDina Lusianti: <http://orcid.org/0000-0003-4278-6390>**Abstract.**

This research aims to test the effect of teamwork, workability, and work spirit on work productivity through organizational commitment. Senior employees feel a sense of discomfort toward junior employees at work because of the different work abilities between senior and junior employees. Good work productivity can be achieved by teamwork, workability, and good work spirit among company employees, and it can help to achieve organizational commitment. The method used was purposive sampling with a sample size of 194 respondents. Data were collected using a questionnaire. The data analysis technique was descriptive statistical analysis, outer model and inner model using SEM SmartPLS version 3. This research shows that teamwork has a positive effect and no significant effect on work productivity. Moreover, it has a positive and significant commitment organization. However, workability and work spirit affect productivity and organizational commitment positively and significantly. Commitment organizational variables can mediate teamwork, workability, and work spirit to work productively.

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1. Introduction

Human resources have an essential role as a reference for measuring employee work productivity in a company (Ramadhani, 2018). A company can manage human resources because human resources are the main actors in every operational activity of an organization (Madjidu, Usu, & Yakup, 2022). Work productivity can increase more quickly if a company's quality level of human resources is high or good.

Companies need several methods to realize the company's goals by having a good team in the company. Workability possibly affects employee work productivity because workability can influence an employee's ability to manage and carry out assigned tasks (Hasanah,

2020). Teamwork and workability require other supporting factors to increase work further productivity named work spirit (Agustini, 2019).

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Human beings have long been considered for the beneficial, efficient, and fruitful use of

their available abilities, possibilities, and resources. In the present era, it has become more serious than ever before. The limitation of available resources, the enhancement of the population, and the growing human needs and demands have made decision-makers give priority for productivity enhancement and performance management in organizations' plans in the areas of economics, politics, and societal and organizational management (Askari, et. al, 2020).

The quality of human resources is primarily determined by the extent to which the organization system can support and satisfy the wishes of both employees and the organization. Organizations want to grow and develop continuously strive to increase work productivity as an organizational system (Matahelumual, Adolfini, & Kawet, 2019). Organizational commitment is essential for companies because it can show the extent of an employee's loyalty for the company, and employees can establish good relationships with company members.

Every organization always strives to improve employee performance. For this reason, leaders need to find some solutions to generate employee enthusiasm. It is essential because work spirit reflects a deep pleasure toward the work that is performed so that faster work can be accomplished and better results can be achieved (Lantara, 2019).

PT. Dua Kelinci is a leading snack food manufacturer and the most prominent company in Indonesia. The commitment of PT. Dua Kelinci is a guarantee of two important things about food products from PT. Dua Kelinci that are it is the best quality and 100% halal. The commitment continues to improve the production standards and competitiveness of PT. Dua Kelinci, by using CSR programs that can ensure all processes production of PT. Dua Kelinci Eco-friendly and sustainable practices will fully align with the environment and society. PT. Dua Kelinci has teams divided into office, production teams, and packing teams that work together and collaborate to carry out duties and responsibilities to achieve its vision and mission company (dua kelinci.com, 2023).

The results of the observations and interviews that have been carried out with one of the employees of HC-RI PT. Dua Kelinci was there was a lot of information from poor teams between senior employees and juniors. The phenomenon of a lousy team occurs in the Kacang Atom section, where senior employees feel a sense of discomfort towards junior employees because of the different work abilities between senior and junior employees. The situation caused the spirit of work and the productivity of employee work to decrease due to dissatisfaction.

TABLE 1: PT. Dua Kelinci Work Productivity Data January to October 2022.

Month	Productivity
January	73,91
February	77,47
March	77,20
April	74,41
May	76,74
June	74,71
July	72,29
August	79,13
September	71,75
October	80,84

Source: PT. Dua Kelinci, November 2022

Table 1 shows work productivity of PT. Dua Kelinci is stable from January to October 2022, even though it experienced a decline in two months that are June and July lately. Several things from the distributor side can cause this reduction: sources of raw materials are unavailable, as well as teamwork and work spirit from employees. The most significant percentage decrease in work productivity from August to September is 7,38%. The most considerable percentage increase in work productivity from September to October is 9,09%. This research aims to analyze the effect of teamwork, work ability, and work spirit on

work productivity of the employees of PT. Dua Kelinci, to investigate the impact of cooperation, workability, and work spirit on the commitment organization of the employees of PT. Dua Kelinci, and to analyze the effect of organizational commitment on work productivity of the employees of PT. Dua Kelinci.

Mostafa, Mehdi and Leyla (2019) states that the research gap is teamwork significantly affects work productivity. A study by Naisyah, Sari and Reskiputri (2022) states that teamwork affects work productivity. This research shows teamwork has a positive effect and it has no significance to work productivity. The different results can be seen from the method, the population, the sample, and the object. The object is dominated by female employees better than male ones of PT. Dua Kelinci includes the mass workforce. The last education of the employees in PT. Dua Kelinci is Senior High School on the average, and employees with a previous education in old high school are considered mature enough to do the assigned work, while for the employees have quite a long period of work are around 2-3 years with the latest education and the right age for employment.

2. Method

The type of research used is quantitative research or statistical analysis. Research methods are based on the philosophy of positivism used to research a particular population or

sample, with data collection using instruments research and data analysis, quantitative or statistical, to test the hypothesis established by the researcher (Sugiyono, 2013). The object of the research carried out at PT. Dua Kelinci. The subject focuses on employees of the Kacang Atom section.

The population and the sample in this study are the employees of Kacang Atom of PT. Dua Kelinci which has 375 employees. The determination of quantity samples using the Yamane formula with 5 percent of the significant level is as follows (Riduwan & Akdon, 2013). The respondents taken as samples in this research are 194 respondents using purposive sampling techniques. The sample was taken by using criteria of maximum age of 45 years old, maximum work period of 3 years, and the employees of PT. Dua Kelinci as part of Kacang Atom.

The data collection method in this research is an interview with Ria, an employee of HC- RI of PT. Dua Kelinci to get the facts of what happened in the company. The observations are carried out to observe the object's suitability with the results of the interpretation directly in the field, a questionnaire checklist and rating scale with measuring tools or research instruments using a Likert scale.

The data analysis method in this research used SEM (Structural Equation Modelling) with SmartPLS version 3. The technique can describe latent variables and be measured by using indicators study with descriptive statistical analysis, evaluation of the measurement model (outer model), and reflective indicator construct with three methods: convergent validity, discriminant validity, and composite reliability. The next step is structural model evaluation (inner model) in two ways: r-square structural and t-statistics test (bootstrapping). All research instruments in this study are valid and reliable by using the method. This proof is shown in the appendix.

3. Result and Discussion

The result evaluation of the measurement model (outer model) reflective indicator construct does three tests to this result that is :

1. Convergent Validity

Outer loading test result with 194 respondents with convergent validity > 0,5 in this study is :

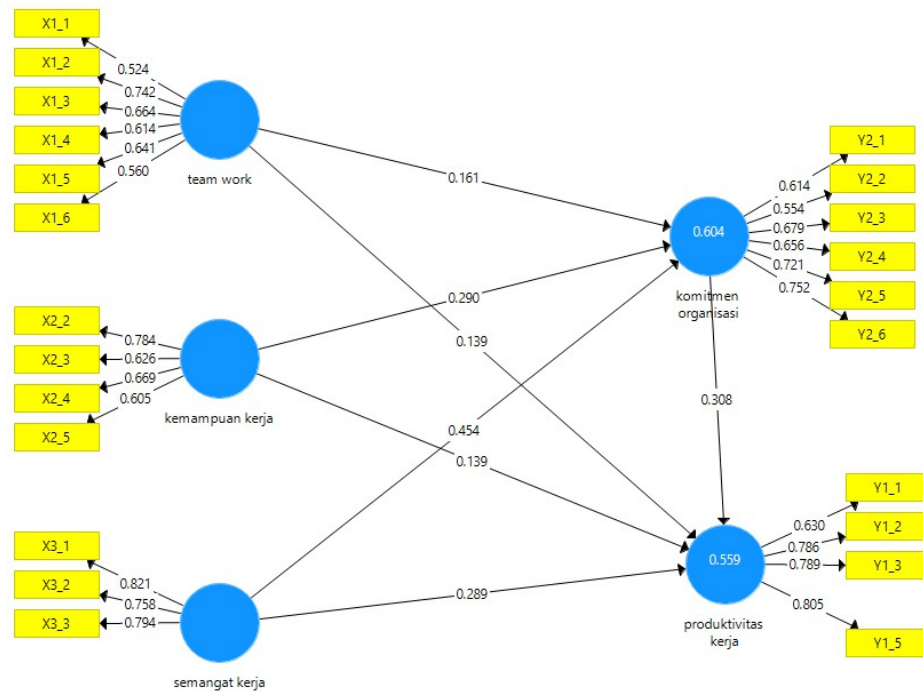


Figure 1: Results Outer Loading.

Figure 1 shows that the remainder of all indicator variables are valid with a loading value for each indicator > 0,5.

2. Discriminant Validity

The test will be accepted if r count > r table with test result r table in significant level 0,05. by using this method, all research instruments in this study are said to be valid, and this proof is shown in the appendix.

3. Composite Reliability

The composite reliability test result can be seen in the output construct reliability with hybrid reliability criteria > 0,7.by using this method, all research instruments in this study are said to be reliable, and this proof is shown in the appendix.

The result evaluation of the structural model evaluation (inner model) does three tests to this result, that is :

1. R-Square Structural

Table 2 shows that the value of the r-square variable is used to see the influence of teamwork, workability, and work spirit.

Table 2

R-Square After Removing the Indicator**Variable R-Square****Organizational Commitment** 0,604**Work productivity** 0,559

Source: processed primary data, 2023

2. T-Statistics Test (Bootstrapping)

The t-statistic test in this study used a t-statistic value of 1,65 with a significant level of 5 percent. **Table 3**

Test Result t-Statistic and P-Value Bootstrapping.**Path t-statistic p-value**

Source: processed primary data, 2023

This research shows that teamwork has a positive and insignificant effect on work productivity. Workability and work spirit have a positive and significant effect on work productivity. Collaboration, workability, and work spirit have positive and significant effect on organizational commitment. Commitment corporate variables can mediate teamwork, workability, and work spirit to work productively. This research's results differ from those obtained by Mustafa, Mehdi & Leyla (2019) and Yanimansyah, Hamid & Yusnawati (2023), which have resulted from positive and significant teamwork on work productivity. This research has resulted in positive and insignificant teamwork productivity. The differences in research results can be seen from method, object, independent variable, and analysis techniques. The results of this research are different from research done from Saller, Koutsolampros & Pachilova (2021) that have a negative effect on work productivity.

This research is the same as that done by Grimani, Aboagye & Kwak (2019) and Dahlia and Frinaldi (2021) that work spirit has a positive and significant effect on work productivity. Fremeaux & Pavageau (2022) and Damayanti (2022) have produced a positive and considerable work spirit on organizational commitment. This research has resulted in a positive and significant effect. However, they have different methods, objects, independent variables, and analysis techniques but they have the same result.

Teamwork is closely related to work productivity because companies have shifted to teamwork to be profitable for employee talents. The company always tries to increase work productivity. Therefore, it is looking for ways to create and increase the work spirit of the employees. The same workability can be seen through the employee's soft skills and work experience. Work ability in employees can increase the company's competitiveness and productivity. The commitment of an employee is what the company needs

and it is essential because commitment organization refers to employee psychology towards the organization. The employees who feel more committed to the company have habits that can be dependable, have plans to stay longer in the company and work harder.

4. Conclusion

This research was to determine the influence of teamwork, workability, and work spirit on work productivity through organizational commitment. This research is technical structural equation modelling to analyze these factors. All research instruments in this study are stated to be valid and reliable. This research shows that teamwork has a positive and insignificant effect on work productivity. Workability and work spirit have a positive and significant effect on work productivity. Teamwork, workability, and work spirit positively and significantly impact organizational commitment. Organizational commitment variables can mediate teamwork, workability, and work spirit to work productively.

These results will likely be meaningful for workers, employers and policy makers involved in indecision making. They are expected to pay attention to each work team division to create work spirit among employees and place employees under the abilities possessed by employees to ensure sustainable production processes that are good for the long term and to achieve company goals.

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Appendix

Appendix 1. Respondents' Characteristics Based on Gender

TABLE 2:

Gender	Amount	Percent
Female	133	69
Male	61	31
Total	194	100

Source: processed primary data, 2023

Appendix 2. Respondents' Characteristics Based on Age

Age Amount Percent

18-25 years 51 26,3

26-35 years 61 31,4

36-45 years 82 42,3

Total 194 100

Source: processed primary data, 2023

Appendix 3. Respondents' Characteristics Based on Last Education

TABLE 3:

Last Education	Amount	Percent
Elementary School	13	7
Junior High School	62	31
Senior High School	118	61
D3/S1	1	1
Total	194	100

Source: processed primary data, 2023

Appendix 4. Respondents' Characteristics Based on Years of Work

Years of Work Amount Percent

0-6 month 20 10,3

6-12 months 28 14,4

1-2 years 28 14,4

2-3 years 118 60,9

Total 194 100

Source: processed primary data, 2023

Appendix 5. Respondents' Responses to Research Questions

TABLE 4: Variable Average Assessment Questions.

Teamwork	4.27	Strongly agree
Workability	3.95	Agree
Spirit work	4.29	Strongly agree
Work productivity	4.13	Agree
Organizational Commitment	4.07	Agree
Source: processed primary data, 2023		

Appendix6. Result Loading Factor

TABLE 5: Variable Indicator *Outer Loading* Result.

Teamwork (X1)	X1_1	0,524	Valid
	X1_2	0,742	Valid
	X1_3	0,664	Valid
	X1_4	0,614	Valid
	X1_5	0,641	Valid
	X1_6	0,560	Valid
Workability (X2)	X2_2	0,784	Valid
	X2_3	0,626	Valid
	X2_4	0,669	Valid
	X2_5	0,605	Valid
Work spirit (X3)	X3_1	0,821	Valid
	X3_2	0,758	Valid
	X3_3	0,794	Valid

TABLE 6:

Y2_5	0,721	Valid
Y2_6	0,752	Valid

Source: processed primary data, 2023

Appendix 7. Cross Loading Discriminant Validity

TABLE 7:

Indicator	Loading (1)	(1) ²	1-(1) ²	AVE	Discriminant Validity
X1_1	0,524	0,27458	0,72542		
X1_2	0,742	0,55056	0,44944		
X1_3	0,664	0,4409	0,5591		
X1_4	0,614	0,377	0,623		
X1_5	0,641	0,41088	0,58912		
X1_6	0,56	0,3136	0,6864		
		2,36751	3,63249	0,39459	0,62816
X2_2	0,784	0,61466	0,38534		
X2_3	0,626	0,39188	0,60812		
X2_4	0,669	0,44756	0,55244		
X2_5	0,605	0,36603	0,63398		
		1,82012	2,17988	0,45503	0,67456
X3_1	0,821	0,67404	0,32596		
X3_2	0,758	0,57456	0,42544		
X3_3	0,794	0,63044	0,36956		
		1,87904	1,12096	0,62635	0,79142
Y1_1	0,63	0,3969	0,6031		
Y1_2	0,786	0,6178	0,3822		
Y1_3	0,789	0,62252	0,37748		
Y1_5	0,805	0,64803	0,35198		
		2,28524	1,71476	0,57131	0,75585
Y2_1	0,614	0,377	0,623		
Y2_2	0,554	0,30692	0,69308		
Y2_3	0,679	0,46104	0,53896		
Y2_4	0,656	0,43034	0,56966		
Y2_5	0,721	0,51984	0,48016		
Y2_6	0,752	0,5655	0,4345		
		2,66063	3,33937	0,44344	0,66591

Source: processed primary data, 2023

Appendix 8. Output Construct Reliability

Variable *Composite Reliability* Assessment

Source: processed primary data, 2023