

Performance Optimization through Teamwork

Nidia Apriani, Elfitra Desy, Mesra B

Abstract

This study aims to analyze the influence of Work Culture, Moral Values (Moral Values (Akhlak)), and Leadership on Employee Performance mediated by Organizational Commitment at the Regional Office of Human Rights of North Sumatra (Working Area of North Sumatra and Riau Islands). The issue addressed in this study is the importance of improving employee performance, which is influenced by work culture, moral values, leadership, and organizational commitment. This research employed a quantitative approach with an explanatory research design. The population consisted of all employees of the Regional Office of Human Rights of North Sumatra (Working Area of North Sumatra and Riau Islands). Data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software. The results indicate that Moral Values (Moral Values (Akhlak)) have a positive and significant effect on Employee Performance, with a path coefficient of 0.338, a T-statistic of 3.105, and a P-value of 0.001. Work Culture does not have a significant effect on Employee Performance, with a path coefficient of -0.009, a T-statistic of 0.057, and a P-value of 0.477. The indirect effect analysis shows that Organizational Commitment is unable to mediate the effect of Moral Values (Moral Values (Akhlak)) on Employee Performance (coefficient = 0.022; T-statistic = 0.688; P-value = 0.246), unable to mediate the effect of Work Culture on Employee Performance (coefficient = 0.127; T-statistic = 1.532; P-value = 0.063), and unable to mediate the effect of Leadership on Employee Performance (coefficient = 0.056; T-statistic = 1.347; P-value = 0.089). Therefore, the effects of Moral Values (Moral Values (Akhlak)) and Leadership on Employee Performance occur predominantly through direct relationships, while Work Culture plays a more important role in enhancing Organizational Commitment.

Keywords: Work Culture, Moral Values (Moral Values (Akhlak)), Leadership, Organizational Commitment, Employee Performance, SEM-PLS.

¹ Nidia Apriani

¹Master of Manajement, Universitas Pembangunan Panca Budi, Indonesia
e-mail: Nidiadya1@gmail.com

² Elfitra Desy, ³ Mesra B

^{2,3}Master of Manajement, Universitas Pembangunan Panca Budi, Indonesia
e-mail: elfitradesy@dosen.pancabudi.ac.id, mesra@dosen.pancabudi.ac.id
3rd International Cofference on the Epicentrum of Economic Global Framework (ICEEGLOF)
Theme: Navigating The Future: Business and Social Paradigms in a Transformative Era.
<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

Human resources are a strategic asset that plays a crucial role in achieving organizational goals. Therefore, employee performance is one of the main indicators of success for any institution, whether government or private. The vast working area, diverse community characteristics, and increasing demands for quality public services present unique challenges for this organization. In order to improve service quality, improving employee performance is a must. Good performance does not simply emerge, but is the result of various interconnected factors, including job training and work motivation. Training is an organizational investment in improving employee competency and capabilities. With appropriate and ongoing training, employees can acquire the knowledge, skills, and work attitudes appropriate to their job demands. Training is also believed to increase employee self-confidence and adaptability to changes in the work environment. However, training alone is not necessarily sufficient if it is not accompanied by strong work motivation. Work motivation is an internal and external drive that influences a person's enthusiasm and commitment to work. Highly motivated employees tend to demonstrate dedication, loyalty, and a strong work ethic, which ultimately positively impacts performance achievement. Both training and motivation complement each other and play a crucial role in driving optimal performance. However, in practice, performance improvement cannot always be achieved through training and motivation alone, as other factors can strengthen or even weaken the influence of both, namely teamwork.

Teamwork is the ability of individuals to work collectively, supporting each other, and coordinating in completing tasks and responsibilities. In modern organizational environments, teamwork is a fundamental requirement, especially in public service organizations that prioritize speed, accuracy, and public satisfaction. Teamwork can be a significant moderating factor because the success of training and motivation in improving performance is greatly influenced by synergy among team members. Without good cooperation, even high training and motivation will not necessarily produce maximum performance.

Literature Review

2.1 Performance

According to Gibson et al. in Priansa (2017), performance is the result of work behavior related to achieving organizational goals. According to Mangkunegara (2017) Performance is the work results achieved by a person in carrying out the tasks assigned to them based on competencies and success indicators.

Performance indicators according to Mangkunegara (2017) are as follows:

1. Quality of work results
 2. Quantity of work completed
 3. Timeliness of task completion
 4. Ability to work together
 5. Responsibility for work
- Independence in working

2.2 Training

According to Mangkunegara (2017), training is a learning activity aimed at improving technical, conceptual, and moral abilities in completing work according to organizational demands. Training indicators according to Mangkunegara (2017) are as follows:

1. Suitability of training materials to job needs
2. Clarity of training objectives
3. Training instructor competency
4. Participant involvement in training
5. Application of training results in work

Evaluation of training results

2.3 Motivation

According to Hasibuan (2017) Motivation is the drive or force that drives individuals to act to achieve certain goals. Motivation indicators according to Hasibuan (2017) are as follows:

1. Desire to achieve
2. Enthusiasm in completing work
3. The need for recognition and appreciation
4. Satisfaction at work
5. Involvement in organizational tasks
6. Desire to grow and learn

2.4 Teamwork

According to Robbins and Judge (2017), teamwork is a form of collaboration between individuals in a group who support each other to achieve common goals. Teamwork indicators according to (Robbins & Judge, 2017) are as follows:

1. Communication between team members
2. Mutual trust in the team
3. Clear division of tasks
4. Shared responsibility for results
5. Help each other in completing tasks
6. Commitment to team goals

Methods

This study uses a quantitative research method. According to Sugiyono (2019), quantitative research is defined as a research method based on the philosophy of positivism, used to study a specific population or sample, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing a predetermined hypothesis.

According to Sugiyono (2019) population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population of the study was 99 BPJS Employment employees who were in BPJS Employment in Lhokseumawe 19 people, Central Aceh Takengon 5 people, Bireun 5 people, Banda Aceh 20 people, Pidie Sigli 5 people, Langsa 18 people, Southeast Aceh Kutacane 5 people, Meulaboh 17 people, Subulussalam 5 people.

The researcher sampled 99 employees from the entire population at the Aceh BPJS Employment Office, using a saturated sampling technique. According to Sugiyono (2019), a sample is a subset of the population's size and characteristics.

Result and Discussion

4.1. Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

4.2. Convergent Validity

Convergent validity is used to determine the validity of each indicator against its latent variable.

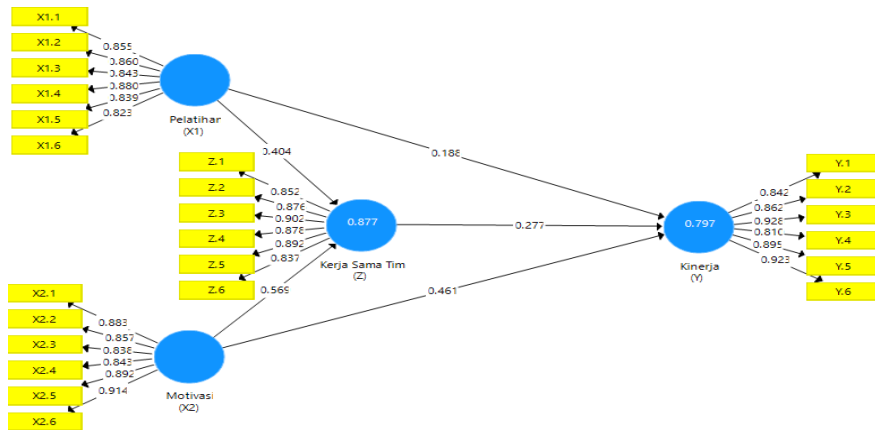


Figure 1: Outer Model

In the Training variable (X1), the outer loading value ranges from 0.823–0.880. The Motivation variable (X2) has an outer loading value between 0.838–0.914. Furthermore, the Performance variable (Y) shows an outer loading value of 0.810–0.928, while the Teamwork variable (Z) has an outer loading value ranging from 0.837–0.902. Thus, all indicators are declared valid and suitable for use to measure the research construct because they have good capabilities in representing their respective latent variables.

Table 1: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Kerja Sama Tim (Z)	0,938	0,951	0,762
Kinerja (Y)	0,940	0,953	0,770
Motivasi (X2)	0,936	0,950	0,759
Pelatihan (X1)	0,923	0,940	0,722

Source : Output Smart PLS

Based on Table 1, the results of the construct reliability and validity test show that all variables have Cronbach's Alpha values above 0.70, ranging from 0.923 to 0.940, and Composite Reliability values between 0.940 and 0.951. These results indicate that all constructs have very good reliability levels. Furthermore, the Average Variance Extracted (AVE) values for each variable are above 0.50, ranging from 0.722 to 0.770. Thus, the variables Work Culture, Moral Values, Leadership, Organizational Commitment, and Performance have met the criteria for reliability and convergent validity, so the research instrument is declared reliable and valid for further analysis.

4.3. Coefficient of Determination (R²)

Based on data processing performed using the SmartPLS 3.0 program, the R Square values obtained are as follows:

Table 2: R Square Results

	R Square	Adjusted R Square
Teamwork (Z)	0.877	0.875
Performance (Y)	0.797	0.790

Source: Smart PLS 3.3.3

Based on Table 2, the R Square results, the Teamwork variable (Z) has an R Square value of 0.877 and an Adjusted R Square of 0.875. This indicates that 87.7% of the variation in Teamwork can be explained by the Training and Motivation variables, while the remaining 12.3% is influenced by other factors outside the research model. Furthermore, the Performance variable (Y) has an R Square value of 0.797 and an Adjusted R Square of 0.790, which means that 79.7% of the variation in Performance can be explained by Training, Motivation, and Teamwork, while the remaining 20.3% is influenced by other variables not studied. The R Square value indicates that the research model has strong explanatory power.

4.4. Hypothesis Testing

After conducting the inner model assessment, the next step is to examine the proposed relationships between latent constructs in this study. This research hypothesis testing technique uses T-Statistics and P-Values. A hypothesis is considered accepted if the T-Statistics value is greater than 1.96 and the P-Value is less than 0.05. The following are the results of the path coefficients for direct effects:

Table 3: Path Coefficients (Direct Effect)

		Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Teamwork_(Z)	->	0.277	1,916	0.028	Accepted
Performance_(Y)					
Motivation_(X2)	->	0.569	7,436	0,000	Accepted
Teamwork_(Z)					
Motivation_(X2)	->	0.461	3,200	0.001	Accepted
Performance_(Y)					
Training_(X1)	->	0.404	5,395	0,000	Accepted
Teamwork_(Z)					
Training_(X1)	->	0.188	2,031	0.021	Accepted
Performance_(Y)					

Source: Smart PLS 3.3.3

4.5. The Effect of Training (X1) on Teamwork (Z)

Based on Table 3, the effect of Training (X1) on Teamwork (Z) has a path coefficient value (Original Sample) of 0.404, T-Statistics of 5.395, and P-Values of 0.000. T-Statistics values > 1.96 and P-Values < 0.05 indicate that training has a positive and significant effect on teamwork. Thus, the hypothesis that training has an effect on teamwork is accepted. These results indicate that the better the implementation of training, the better the teamwork in the organization.

4.6. The Influence of Motivation (X2) on Teamwork (Z)

Based on Table 3, the influence of Motivation (X2) on Teamwork (Z) has a path coefficient value of 0.569, a T-Statistic of 7.436, and a P-Value of 0.000. These values meet the hypothesis testing criteria, so motivation has a positive and significant effect on teamwork. Thus, the hypothesis is accepted. These results indicate that increasing work motivation will encourage the creation of better teamwork.

4.7. The Effect of Training (X1) on Performance (Y)

Based on Table 3, the effect of Training (X1) on Performance (Y) has a path coefficient value of 0.188, T-Statistics of 2.031, and P-Values of 0.021. T-Statistics values > 1.96 and P-

Values < 0.05 indicate that training has a positive and significant effect on performance. Thus, the hypothesis is accepted. These results indicate that the more effective the training provided, the more employee performance will increase.

4.8. The Influence of Motivation (X2) on Performance (Y)

Based on Table 3, the influence of Motivation (X2) on Performance (Y) has a path coefficient value of 0.461, T-Statistics of 3.200, and P-Values of 0.001. These values indicate that motivation has a positive and significant effect on performance. Thus, the hypothesis is accepted. These results indicate that the higher the motivation an employee has, the higher the resulting performance. Based on Table 3, the influence of Teamwork (Z) on Performance (Y) has a path coefficient value of 0.277, T-Statistics of 1.916, and P-Values of 0.028. Based on the P-Values < 0.05 , the hypothesis is accepted, which indicates that teamwork has a positive and significant effect on performance. These results indicate that the better the cooperation between team members, the better the performance produced in the organization.

Table 4: Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Motivation_ (X2) -> Teamwork_ (Z) -> Performance_ (Y)	0.158	1,843	0.033	Accepted
Training_ (X1) -> Teamwork_ (Z) -> Performance_ (Y)	0.112	1,785	0.037	Accepted

Source: Smart PLS 3.3.3

The indirect effect of Motivation (X2) on Performance (Y) through Teamwork (Z) has a path coefficient value of 0.158, T-Statistics of 1.843, and P-Values of 0.033. P-Values < 0.05 indicate that the indirect effect is significant, so the hypothesis is accepted. These results indicate that teamwork can be an intervening variable that strengthens the influence of motivation on improving employee performance.

The indirect effect of Training (X1) on Performance (Y) through Teamwork (Z) has a path coefficient value of 0.112, T-Statistics of 1.785, and P-Values of 0.037. P-Values < 0.05 indicate that the indirect effect is significant, so the hypothesis is accepted. These results indicate that teamwork acts as an intervening variable that helps increase the influence of training on employee performance.

Conclusion

1. Training has a positive and significant impact on teamwork. The better the training provided, the better the teamwork within the organization.
2. Motivation has a positive and significant impact on teamwork. The higher employee motivation, the better the teamwork.
3. Training has a positive and significant impact on employee performance. Effective training can improve employee performance.
4. Motivation has a positive and significant impact on employee performance. The higher an employee's motivation, the better their performance.
5. Teamwork has a positive and significant impact on employee performance. The better the teamwork, the higher the employee performance.

6. Teamwork can significantly mediate the influence of motivation on employee performance. Therefore, increasing motivation will be more effective in improving performance if supported by good teamwork.
7. Teamwork can significantly mediate the effect of training on employee performance. This means that good training will further improve performance if it strengthens teamwork

References

- [1] Ghozali, I., & Latan, H. (2018). *Partial Least Squares: Konsep, Teknik dan Aplikasi SmartPLS 2.0 M3 untuk Penelitian Empiris*. Semarang: Badan Penerbit Universitas Diponegoro.
- [2] Handoko, T. H. (2017). *Manajemen Personalia dan Source Daya Manusia*. Yogyakarta: BPFE-Yogyakarta.
- [3] Hasibuan, M. S. P. (2017). *Manajemen Source Daya Manusia*. Jakarta: Bumi Aksara.
- [4] Mangkunegara, A. A. A. P. (2017). *Manajemen Source Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- [5] MS Menganjur, ED Surya (2025) Analysis of Stress and Work Motivation on Employee Performance with Work Environment as a Mediation Variable at PT PLN Nusantara Power Generation Maintenance Unit (UPHK) Medan, *Journal of Research in Social Science and Humanities*, 2025
- [6] Priansa, D. J. (2017). *Perilaku Organisasi*. Bandung: Alfabeta.
- [7] Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (16th ed.). Harlow: Pearson Education.
- [8] Siagian, S. P. (2017). *Manajemen Source Daya Manusia*. Jakarta: Bumi Aksara.
- [9] Simamora, H. (2017). *Manajemen Source Daya Manusia*. Yogyakarta: STIE YKPN.
- [10] Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- [11] Wirandi Pranoto, B Mesra (2024), *The Influence of Work Motivation and Leadership Style On Employee Performance Through Job Satisfaction as A Mediating Variable at The Employment BPJS Sumbagut Regional Office*, *Lead Journal of Economy and Administration*
- [12] Yasari, H., Surya, E., & Ferine, K. (2026). *Analysis of recognition and work environment on teacher performance with job satisfaction as mediating variable in SMP Negeri 1 Binjai*. *Jurnal Fokus Manajemen*, 6(2), 809–816.