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The Influence of Teamwork and Organizational Commitment on The Performance of Bri Bank Employees at The Lancang Kuning Branch Office

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Abstract

The performance of employees in a company must always be considered because it is one of the most important factors that determines whether a company can survive in the competition faced by the company. Employees who perform well in a company will advance the company, whereas employees who perform poorly will have an adverse effect on the company and even threaten not to be able to compete with other companies. Achievement of organizational goals is also the goal of banking companies. One of the banking companies in Pekanbaru is Bank Rakyat Indonesia (BRI). This study aims to determine the effect of teamwork and commitment to the performance of back office employees at the BRI Lancang Kuning branch office. The sample is the back office employee of BRI Lancang Kuning Pekanbaru. The method of determining the sample is simple random sampling so that the sample used is 67 back office employees. The data analysis technique used is validity test, reliability test, classic assumption test, multicollinearity test, heteroscedasticity test, multiple linear regression, t test, F test and the coefficient of determination. The research results conclude that teamwork and commitment to performance affect the performance of BRI Lancang Kuning Branch employees. This can be proven from the results obtained from the results of the regression coefficient which shows that the magnitude of the influence of the independent variables on the dependent variable which can be explained by this equation model is 74%. This shows that the influence of teamwork and organizational commitment variables on employee performance which can be explained by this equation model is 74% and the remaining 26% is influenced by other factors not included in this regression model such as career paths, communication, awards and others. Based on the t test, the results obtained are tcount (4.427) > ttable (1.996) or sig. 0.000 < 0.05. This means

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that teamwork has a significant effect on employee performance. And based on the t test, the results obtained are tcount (2,283) > ttable (1,996) or sig. 0.026 <0.05. This means that organizational commitment has a significant effect on employee performance. It can be concluded that this study shows that teamwork and commitment affect the performance of BRI Lancang Kuning employees.

Keywords: Teamwork, Commitment, Performance

INTRODUCTION

Human resources are one of the important factors in the sustainability of an organization. Sukirno (2013) argues that the success of every organization will depend heavily on its effective and efficient management, managers are responsible for developing strategies and tactical plans and analyzing the competitive environment and carrying out management functions such as planning, organizing, directing and supervising each activity. day-to-day operations to achieve certain goals. Human resources must have the competencies needed to become professional resources so that employees are required to have capital both individually and socially. Humans as social beings basically have the nature to socialize, work together, and need the presence of other humans. According to Suwatno and Priansa (2011: 16) human resource management is the science and art of managing the process of using human resources and other resources effectively and efficiently to achieve certain goals. The existence of an organization is very necessary as a container that can collect or makes it easier for people to socialize and work together. Good cooperation within the organization will produce optimal performance. The achievement of optimal performance is supported by various factors such as the ability of employees and operational standards set by the company.

The performance of employees in a company must always be considered because it is one of the most important factors that determines whether a company can survive in the competition faced by the company. The term performance is a quote from English, namely performance which means doing, organizing, playing or displaying. According to Fattah (2011) performance is an expression of ability based on knowledge, attitudes and skills and motivation in producing something. The definition of performance here implies the ability or skill of a person based on knowledge, attitude, skill, motivation to produce something that has been set, namely a goal. Performance is a real behavior that is displayed by everyone as work performance produced by employees which is very important in the company's efforts to achieve its goals (Bintoro & Daryanto, 2017).

Employees who perform well in a company will advance the company, whereas employees who perform poorly will have an adverse effect on the company and even

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threaten to be unable to compete with another company. Improving employee performance is a human resource management challenge. Because success in achieving goals and the survival of the company depend on the quality of human resources. Achievement of organizational goals is also the goal of banking companies. One of the banking companies in Pekanbaru is Bank Rakyat Indonesia (BRI). The performance phenomenon that occurs at Bank BRI Lancang Kuning Branch Office includes the punctuality of employees in serving customers that is not maximized, especially when inputting data, causing customers to wait quite a long time. Employee initiative in carrying out work is still lacking and tends to wait for orders from the leadership so that employees appear less independent. In addition, to ensure good service, the banking sector must follow up on the achievement of work targets carried out by employees, such as resolving customer complaints. Settlement of incoming customer complaints can be seen in the following table:

Table 1 FO and AO Performance Targets and Realization

Tahun	Target	Realisasi	Persentase (%)
2017	170.000.000	152.376.451	89,63
2018	170.000.000	139.321.850	81,95
2019	170.000.000	132.385.203	77,87
2020	170.000.000	102.538.960	60,32
Rata-rata Realisasi (%)			77,44

Source: Bank BRI Lancang Kuning Branch Office

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Based on Table 1, it is known that the FO and AO targets for 2017 to 2020 are IDR 170,000,000. The highest target realization was in 2017 which reached 89.63%, while the lowest realization was in 2020 of 60.32%. From the realization per year, it can be seen that the average realized performance is 77.44%. So that it can be concluded that from 2017 to 2020 it is known that the average value of achieving the performance target of Bank BRI Lancang Kuning Branch Office is less than 85% as the policy of Bank BRI Lancang Kuning Branch Office. Performance conditions that experience increases and decreases will affect the achievement of company goals. This condition is still quite far from management's expectations, because a decrease in performance causes a decrease in the achievement of operational targets. This decrease in performance is marked by employees showing a less skilled attitude in accommodating customer complaints and there are even employees who do not understand the substance of customer complaints.

Employee performance needs to be a concern of management so that the stability of the company is maintained and increasing. To increase this stability, companies must pay attention to various supporting factors, one of which is teamwork. According to Sopiah (2016: 38) reveals that a work team is a group whose individual efforts produce a performance that is greater than the sum of the individual inputs. A work team generates positive synergy through coordinated efforts. Individual efforts. they produce a level of performance that is greater than the sum of the individual inputs. In addition, Robbins and Judge (2015: 443) reveal that work teams are groups whose individual efforts produce higher performance than the sum of individual inputs. This has the sense that the performance achieved by a team is better than the performance of individuals in an organization or a company. Teamwork can work well if each member can do the job and has the ability to: initiate discussions, seek information and opinions, propose procedures to achieve goals, elaborate opinions, summarize, test consensus, compromise and be creative in resolving differences. , trying to reduce tension within the group, and expressing group feelings that will improve employee performance in the future so that the team can work effectively in developing motivation, engagement, and productivity, many organizations view team building as an aspect of organizational commitment. The problem of teamwork that occurs at BRI Bank Lancang Kuning Branch Office is that there are still employees who are less responsible when working in teams because employees consider teamwork responsibility only to be the responsibility of the team leader, there are still employees who are less open to receiving criticism and suggestions from leaders and colleagues, this is because employees feel that they have carried out according to the procedures determined by the company, there are still employees who do not want to take risks when working in teams because according to employees, risks are the responsibility of their respective employees.

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Apart from teamwork, another factor to consider is organizational commitment. Robbins (2015: 128) argues that organizational commitment is a situation in which an employee sides with a particular organization and its goals, and intends to maintain membership in that organization. According to Mathis and Jackson, organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and has a desire to remain in the organization. Organizational commitment as the degree to which a person recognizes an organization and is committed to its goals. As stated by Allen & Meyer in Luthans (2016: 251) that organizational commitment is a belief that binds a person to the organization where he works, which is indicated by the behavior of employees on loyalty or loyalty, involvement in work and identification of organizational values and goals.

This is an important work attitude because committed people are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to stay with the organization. A person is said to have a high commitment to the organization, which can be identified by characteristics including strong belief and acceptance of the goals and values of the organization, a strong will to work for the organization and a strong desire to remain a member of the organization. Phenomenon organizational commitment at Bank BRI Lancang Kuning Branch Office is that there are still differences in goals between companies and employees, employees are happy to be involved in every activity held by the company, there are still employees who work not to achieve organizational goals, employees feel proud to work for the company for a long time old and there is still work being done that does not match the job description of the job.

Organizational performance is the performance of the people in the organization (most of whom are employees), so that performance measures from one person to another can be different from each other. Given the importance of employee performance for the success of the company and the employees themselves, the company will try to improve the performance of its employees. In this effort management must know the factors that influence the performance of its employees, including teamwork and organizational commitment so that it is expected that employees can work as expected by the company.

THEORETICAL REVIEW

Teamwork (X1)

Teamwork is a group whose individual efforts produce a performance that is greater than the sum of individual inputs (Sopiah, 2015). With the following indicators, (1) shared responsibility for solving each problem, (2) mutual contribution, (3)

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mobilizing capabilities, (4) daring to take risks that have been done together, (5) open to criticism and suggestions from group members

Organizational Commitment (X2)

Organizational commitment is the level of employee confidence in accepting organizational goals and will remain or will not leave the organization (Sopiah, 2015). With the following indicators, (1) Employee Willingness, (2) Employee Loyalty, (3) Employee Pride.

Employee Performance (Y)

Performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Hasibuan (2017). With the following indicators, (1) Loyalty, (2) Performance, (4) Discipline, (5) Responsibility

Thinking Framework

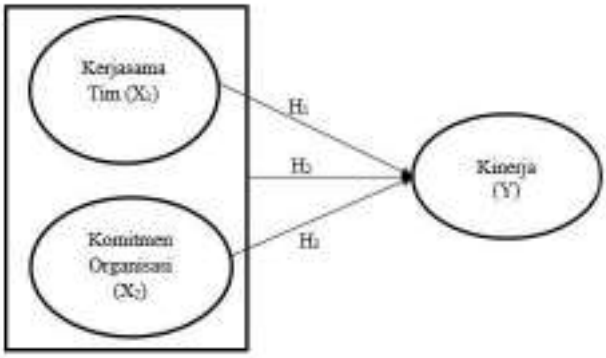


Figure 1 Thinking Framework

Source: Author's processed data, 2021 from several literatures

Research Hypothesis

According to Echdar (2017: 387) a hypothesis is a temporary allegation of a research problem. It is said temporarily, because the answers given are only based on relevant theory, not yet based on empirical facts obtained through data collection.

Based on the framework above, the authors put forward the following hypothesis:

H1 : There is an influence of teamwork on the performance of back office employees.

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H2 : There is an influence of organizational commitment on the performance of back office employees.

H3 : There is no effect of teamwork and organizational commitment simultaneously on the performance of back office employees.

RESEARCH METHODS

The research variables consist of two variables. The first variable is the independent variable, namely Teamwork and Organizational Commitment. The second variable is the dependent variable, namely Employee Performance. The population is the research subject. According to Sugiyono (2016: 117), population is a generalized area consisting of objects/subjects that affect certain qualities and characteristics that are determined by researchers to study and then conclusions are drawn. The population is all back office employees at the BRI Lancang Kuning Pekanbaru Branch Office, totaling 67 employees. The sample is part of the number and characteristics belonging to that population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population (Sugiyono, 2017: 81). The sample is the back office employee of BRI Lancang Kuning Pekanbaru. The method used is simple random sampling so that the sample used is 67 back office employees. To analyze this data the author uses quantitative analysis methods. Quantitative analysis is used in this study to explain the functional relationship between independent variables so that quantitative data analysis can be calculated. In calculations using an ordinal scale whose measurements are as follows (Riduwan, 2014:20).

RESULTS AND DISCUSSION

Partial Test Results (t test)

Table 2 Calculation results of the t test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.704	3.717		0.997	0.323
Teamwork	0.369	0.083	0.483	4.427	0.000
Commitment	0.208	0.091	0.249	2.283	0.026

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organization					

Source: SPSS Processed Data, 2022

Y= 3,704 + 0,369X1 + 0,208X2 + e

From the multiple linear regression equation above, it shows that if all the independent variables are equal to zero, then the performance value is 3.704. This means that the average effect of all variables that are not disclosed (not examined) on performance is 3.704.

Based on Table 2 it is known that the teamwork coefficient (X1) is 0.369 which means that the value of the teamwork variable increases by 1%, the company's performance will increase by 0.369 assuming the value of the other independent variables is constant. From the results of the two-way t test in Table 5.31 it is known that teamwork has a partial positive effect on the performance of BRI Bank Lancang Kuning Branch Office employees, where the tcount value is 4.427 greater than the ttable value of 1.996 with a significance value of tcount is 0.000 less than the ttable value α 0.05. So that teamwork has a significant effect on the performance of employees working together with Bank BRI Lancang Kuning Branch Office employees.

Organizational commitment (X2) is 0.208, which means that the value of the variable organizational commitment increases by 1%, so employee performance will increase by 0.208 assuming the value of the other independent variables is constant. From the results of the two-way t test in table 5.31 it is known that organizational commitment has a partial positive effect on the performance of BRI Bank Lancang Kuning Branch Office employees, where the tcount value is 2.283 greater than the ttable value of 1.996 with a significance value of tcount is 0.026 less than the ttable value α 0.05. So that organizational commitment has a significant effect on the performance of BRI employees at the Lancang Kuning Branch Office.

Simultaneous Test Results (Test F)

Table 3 F Test Calculation Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3718,653	2	1859,326	11,338	,000[b]
1 Residual	1305,377	64	20,397		
Total	5024,030	66			

Source: SPSS Processed Data, 2022

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Based on Table 3, it can be seen that the result of the F test calculation is that the value is 11.338 with a significance level of 0.000. The Ftable value of 95% confidence level (a = 0.05) is 3.140. Thus Fcount (11.338 > 3.140) and a significance level of 0.000 <0.05 indicates that the effect of the independent variables is simultaneously significant on the performance of Bank BRI Lancang Kuning Branch Office employees.

The coefficient of determination (R^2)

The coefficient of determination (R^2) basically measures how far the model's ability to explain the variation of the dependent variable. R value^2 which is close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2006). The results of calculating the coefficient of determination in this study can be seen in Table 4 as follows:

Table 4 Calculation Results of the Coefficient of Determination

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3718,653	2	1859,326	11,338	,000[b]
	Residual	1305,377	64	20,397		
	Total	5024,030	66			

Source: SPSS Processed Data, 2022

From the calculation results, it is obtained that the magnitude of the influence of the independent variable on the dependent variable which can be explained by this equation model is 73.2%. This shows that the influence of teamwork and organizational commitment variables on employee performance which can be explained by this equation model is 73.2% and the remaining 26.8% is influenced by other factors not included in this regression model such as career path , communication, awards and others.

DISCUSSION

Based on 67 questionnaire samples distributed to employees of Bank BRI Lancang Kuning Branch Office, the results of an analysis of the characteristics of respondents based on gender revealed that the dominant sex was male as many as 36 respondents or 53.73%. Analysis of the characteristics of respondents based on age dominated, namely the ages of 25–29 years as many as 26 respondents or around 38.81%. Analysis of the

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characteristics of the respondents based on the level of education of the respondents was dominated by undergraduate education (S1) as many as 34 respondents or 50.75%. Analysis of the characteristics of respondents based on the length of time the employees worked was dominated by the length of work over 5-10 years as many as 27 respondents or 40.30%.

1. The Effect of Teamwork on the Performance of Bank BRI Lancang Kuning Branch Office Employees

The results showed that teamwork had a partial effect on the performance of BRI Bank Lancang Kuning Branch Office employees. The results of the data analysis show that the teamwork variable has an average value in the good category, but from the presentation of the distribution of data the indicator is willing to bear the risks that have been done together, the average value is low with a value of 3.53. Facts in the field found that there are still employees who do not want to bear the risks of working together.

Based on the t test, the results obtained are tcount (4.427) > ttable (1.996) or sig. 0.000 < 0.05. This means that teamwork has a significant effect on employee performance. So it can be concluded that the better the teamwork that exists between employees, the better the performance produced, conversely the lower the employee teamwork, the lower the employee's performance, causing a decrease in employee performance which causes a decrease in organizational performance.

2. The Effect of Organizational Commitment on Employee Performance at Bank BRI Lancang Kuning Branch Office

The results showed that organizational commitment had a partial effect on the performance of BRI Bank Lancang Kuning Branch Office employees. Results

Data analysis shows that the organizational commitment variable has an average value in the good category, however, from the presentation of the data distribution, the indicator of concern for the sustainability of the company has the lowest average value with a value of 3.47. Facts in the field found that employees still lack attention to the sustainability of the company where they work.

Based on the t test, the results obtained are tcount (2,283) > ttable (1,996) or sig. 0.026 <0.05. This means that organizational commitment has a significant effect on employee performance. So it can be concluded that the better the organizational commitment that exists between employees, the better the performance produced, conversely the lower the employee's organizational commitment, the lower the employee's performance, causing a decrease in employee performance which causes a

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decrease in organizational performance.

3. The Effect of Teamwork and Organizational Commitment on the Performance of Bank BRI Lancang Kuning Branch Office Employees

The results of the study show that teamwork and organizational commitment simultaneously influence the performance of BRI Bank Lancang Kuning Branch Office employees. The results of the description analysis show that employee performance based on the elaboration of data distribution gets an overall average score in a good category, but from the presentation of the data the indicator of concern for the sustainability of the company has the lowest average value of 3.47. This means that attention to the sustainability of the company is still lacking for the sustainability of the company. This if left unchecked will have an impact on organizational goals and organizational performance in the future.

The results of multiple analysis produce a value of Y = 3.704 + 0.369X1 + 0.208X2 + e, which means that each additional unit of the regression coefficient of the independent variable without adding the value of other variables, the performance increases according to the unit number of each variable. The results explain that the F test has a value of Fcount > Ftable (11.338 > 3.140) and a significance level of 0.000 <0.05. This means that teamwork and organizational commitment simultaneously have a significant effect on employee performance. The variables of teamwork and organizational commitment are able to have a positive and significant influence on improving performance, the better teamwork and organizational commitment will improve employee performance to achieve organizational goals.

Calculation of the coefficient of determination gives an Adjusted R Square value of 0.732, meaning that 73.2% of employee performance variables (Y) are explained by teamwork variables (X1) and organizational commitment (X2), while 26.8% are influenced by other variables not observed in this study. This. Its meaning is assigned teamwork

the more there are, the better the performance produced by employees, this will certainly increase employee organizational commitment to remain in the organization.

CONCLUSION

In accordance with the formulation of the problem and the hypothesis, this study aims to examine the effect of teamwork and organizational commitment on the performance of BRI Bank Lancang Kuning Branch Office employees. Based on the analysis performed, the following conclusions can be drawn:

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1. Partially, teamwork has an effect on the performance of BRI Bank Lancang Kuning Branch Office employees.
2. Partially, organizational commitment affects the performance of BRI Bank Lancang Kuning Branch Office employees.
3. Teamwork and organizational commitment simultaneously influence the performance of BRI Bank Lancang Kuning Branch Office employees, meaning that the better the teamwork and organizational commitment, the better the employee performance. this will have an impact on employee work efficiency both in terms of time or the implementation of work processes that are more regular.
4. Teamwork and organizational commitment have a contribution to the performance variable of 73.2%, while the remaining 26.8% is influenced by variables not examined in this study.

SUGGESTIONS

Taking into account the existing conclusions, it is recommended for future research to pay attention to the following:

1. The results of this study indicate that the performance of BRI Bank Lancang Kuning Branch Office employees still needs to be improved, as a suggestion the company needs to pay attention to the efficiency of employees in carrying out or completing their work. This is because efficiency in a job, in addition to saving time, can also provide a better and more orderly work process, so as to improve the performance of the employees themselves.
2. Then, the research results also show that for teamwork, there are still things that need to be improved, because teamwork is one of the most important things in a company, with the thing that most needs to be improved is communication between employees and leaders.
3. Furthermore, the results of the research show that organizational commitment still needs to be improved, it is important for companies to foster employees' love for their work, companies should be able to reintroduce new employees about the company, especially to old employees on a regular but routine and relaxed basis such as Family Gatherings, so that employees know each other, love the environment and work.
4. Companies must be able to create conditions for teamwork that are conducive, not only in terms of facilities, but also in terms of work relations. Employees who have relationships with other employees or with leaders, both from within one department, or with different departments, will build communication that leads to improving company performance, such as in terms of information flow, finding obstacles both internal and external to the company as well as company problem solving.

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5. For future researchers, this should be used as reference material and be able to develop this research with different objects so that the research results obtained are even better.

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