

**ANALYSIS OF THE EFFECT OF COMMITMENT, LOYALTY, AND TEAMWORK
ON EMPLOYEE PERFORMANCE IN PT. SUJATI SINAR SEMPUrna****Santo Wijaya¹, Amirudin M. Amin^{2*}, Ermina Rusilawati³, Hidayat Saputra⁴, Felix⁵**^{1,2,3,4,&5}Institut Bisnis dan Teknologi Pelita IndonesiaEmail: wijayasanto76@gmail.com¹, felixgabriel1202@gmail.com⁵

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ABSTRACT

This study aims to analyze the effect of commitment, loyalty, and teamwork on employee performance at PT. Sujati Sinar Sempurna either partially or simultaneously. This study uses multiple linear regression analysis using the SPSS version 20 application, with a total sample of 40 employees at PT. Sujati sinar sempurna Pekanbaru. The results of the overall research variable loyalty, and teamwork affect the performance of employees at PT. Sujati Sinar Sempurna, while commitment has no effect on employee performance at PT. Sujati sinar sempurna Pekanbaru. Commitment, loyalty, and teamwork variables have contributed 97.1% to the performance variable, although there is still 2.9% influence on other factors not included in the study.

Keywords : Commitment; Loyalty; Teamwork; Performance

INTRODUCTION

In essence, companies not only require capable and skilled employees but also those who work diligently and aspire to achieve optimal results in line with the company's objectives. Company support for employee performance improvement is crucial. Companies with good and high-quality human resources are expected to have employees with good performance who can compete and achieve their goals (Yuniarsih & Suwatno, 2015).

PT. Sujati Sinar Sempurna is a distributor of the IKAD ceramic brand, which contributes to economic development in the industrial sector by distributing ceramics and supplying them to hardware stores in Riau. PT. Sujati Sinar Sempurna is located on Siak II Street. Since its establishment in 2016, PT. Sujati Sinar Sempurna has experienced significant sales growth. Over the years, PT. Sujati Sinar Sempurna has consistently innovated to achieve good sales. Below is the annual sales data for PT. Sujati Sinar Sempurna for the period 2016-2020.

Based on observations, it is noted that after 2017, the company did not increase its sales targets. This was due to a significant decline in sales in 2017. The perceived inadequacy of the number of employees also influenced the company's decision not to increase sales targets in 2018. In 2018, the company increased its number of employees with the hope of maximizing sales, allowing it to raise sales targets in the following year. However, sales continued to decline. The company believed that the set sales targets were too high and that employee performance could not match them. Consequently, in 2019, the company decided to set the same sales target as the previous year. Through the hard work of its employees, the company managed to increase its sales value in 2019. However, increasing sales targets was not possible due to the COVID-19 pandemic. Considering that the economy was experiencing a downturn at that time, raising sales targets was not feasible.

Additionally, it is observed that many employees have not been performing at their maximum capacity. This is evident in the number of instances of tardiness, with employees being late 2,033 times from January to December. Employees should ideally demonstrate good performance by consistently arriving on time and leaving work at the designated hours. Performance is defined as the quality and quantity of work accomplished by an individual in fulfilling their responsibilities (Mangkunegara, 2017).

Organizational commitment is a condition where an employee leans more towards the organization with the intention and desire to remain a member of the organization (Robbins & Judge, 2015). Employees with high commitment to the company tend to exhibit good performance and work wholeheartedly, leading to lower employee turnover rates. According to Mayer & Allen (1990) in (Suryahadi, 2015), commitment has three dimensions: affective, normative, and continuance commitment. Affective commitment is defined as an individual's relative identification strength and commitment to an organization. Continuance commitment relates to employees' commitment to the organization based on the investment they have made or the costs they would incur if they were to leave. Normative commitment is considered commitment related to feelings of moral obligation to stay within the organization.

Based on surveys at PT. Sujati Sinar Sempurna, it is evident that there are still employees who do not exhibit commitment in the organization. In 2016, the company still used a manual system, and many employees engaged in time fraud, such as arriving late and leaving early. Moreover, some employees were not responsible in their work, resulting in tasks not being completed within the specified time. This reflects a lack of commitment and indifference among employees towards the company's values. As a company with 40 employees, PT. Sujati Sinar Sempurna must address these issues to prevent them from negatively impacting its operations. Research conducted by Nadapdap (2017), Rahardja (2017), and Putra, et al. (2020) indicates that organizational commitment has a significant impact on company performance. However, this contradicts the findings of Alam (2020), which suggest that organizational commitment does not affect company performance.

When employees lack loyalty, it can have a negative impact on teamwork, as employees may not be motivated to actively participate and contribute beyond the established standards set by the company. PT. Sujati Sinar Sempurna still has several employees who do not demonstrate loyalty. Employees often show irresponsible behavior in their work, leading to late task submissions. The presence of a fingerprint system has made employees compete to avoid being late, but compliance with attendance rules does not necessarily foster loyalty, as employees view it as a formality.

Additionally, the lack of loyalty among PT. Sujati Sinar Sempurna's employees is attributed to the limited socialization among employees, resulting in insufficient communication. Employees with high loyalty tend to have good relationships with colleagues and even with their superiors. Research conducted by Alfiyah (2016), Gomes & Susanto (2017), and Subagja & Safrianto (2020) shows that employee loyalty positively influences company performance. However, the study by Tamba et al. (2018) states that employee loyalty does not affect company performance.

Teamwork is a group whose individual efforts produce higher performance than the sum of individual maximums (Robbins & Timothy, 2008). Effective teamwork occurs when employees avoid competitive behavior and focus on collaboration to remain responsive to changes, anticipating problems or challenges ahead. Teamwork aims to collaborate on ideas and creativity in problem-solving, bridging differences, and reducing tension within the organization or group. Teamwork is the action of being able to work with others to achieve common goals and mutual benefits. At PT. Sujati Sinar Sempurna, teamwork is still not effective, primarily due to the lack of socialization among employees. Employees tend to work individually, not effectively engaging in teamwork when performing tasks assigned by management. Furthermore, there is a sense of self-importance among employees, leading to ineffective teamwork within the company. PT. Sujati Sinar Sempurna should address these issues to improve teamwork and positively impact the company. Research conducted by Daga (2017), Putra (2018), and Ibrahim, et al. (2021) shows that teamwork has a positive and significant influence on employee performance. However, Lawasi & Triatmanto's (2017) study suggests that teamwork does not affect company performance.

LITERATURE REVIEW

Employee Performance

Performance is the most crucial element in an organization as it determines the effectiveness of an organization and reflects the level of success of managers in managing the organization and its resources. Performance can be defined as the tangible behavior displayed by each worker as an achievement corresponding to their role in an organization (Pusparani, 2021). Another definition of performance is provided by Harahap & Tirtayasa (2020), where both state that performance is the work results that can be measured in terms of quality and quantity by an employee in carrying out their tasks to achieve the goals, vision, mission, and objectives of an organization.

Performance Planning

An organization requires performance planning when the desired objectives cannot be achieved. The performance planning process that can be applied by an organization, according to Greenberg & Baron (2003) in Wanasaputra & Dewi (2017), involves the following steps: (1) Identify the company's goals, such as objectives related to the organization's market share, objectives related to the organizational culture, or the company's primary goal of maximizing profit as much as possible. (2) Define a product and/or service, which is achieved through expanding business scope. (3) Evaluate the organization's internal resources, such as financial resources (for organizational development purposes), physical resources (buildings, machinery, vehicles, or other fixed assets related to the production process), and human resources (employees or workers owned by the organization). (4) Assess the external environment of the organization. The organizational environment can be positive or negative. A positive external environment must be developed and maintained by the organization because it supports and assists the operational activities carried out by an organization. In contrast, a negative external environment must be promptly addressed because continuous exposure to it can hinder the operational activities of the organization. (5) Analyze the organization's internal arrangements. The internal arrangements owned by the organization must motivate all employees to improve their performance. (6) Evaluate the competitive advantage of the organization. This can be done by measuring the company's advantages, such as the organization's image, the quality of services provided, the reliability of the organization's performance, and the breadth of the product line. (7) Develop and implement new strategies considered effective and solution-oriented in addressing various organizational problems, shortcomings, and obstacles. (8) Conduct an evaluation related to benefits so that if the previous strategy is found to be ineffective or creates new obstacles, the organization can take quick action and design new strategies.

Performance Assessment

To determine the level of performance of all human resources owned by an organization, several criteria can be used: (Russell, 2006, in Khumaedi, 2016). (1) Quality: To what extent the processes or results of activities carried out by the organization in achieving the company's objectives. (2) Quantity: How much income an organization obtains compared to estimated income. (3) Timeliness: To what extent activities can be completed according to the set time limits, considering the existence of other outputs. (4) Cost Effectiveness: How well the resources owned by the organization can be maximized to achieve the highest value or reduce losses from each unit of resources used. (5) Need for Supervision: To what extent an employee can carry out their tasks without involving supervision to prevent unexpected actions. (6) Interpersonal Impact: How well employees can maintain the reputation of the organization or individuals, both internally and externally.

Relations Between Variables and Hypotheses

The Influence of Commitment of Employee Performance

Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to their organization (Graffnin, 2008). Employees who are committed to their work will be dependable, responsible, and fully dedicated to the organization. Research conducted by Nadapdap (2017), Rahardja (2017), and Putra et al. (2020) has shown that commitment has a positive influence on employee performance. However, according to Alam (2020), commitment does not have a significant impact on employee performance.

Hypothesis 1 (H₁): Commitment has a positive influence on employee performance at PT. Sujati Sinar Sempurna.

The Influence of Loyalty on Employee Performance

Loyalty is considered as allegiance, dedication, and trust given or demonstrated by an individual to an organization or institution, where they will show love and responsibility to continuously strive to provide the best service and behavior (Rasimin, 2009). When employees have high loyalty to the company, the continuity of employees is ensured over time, resulting in a low turnover rate. Based on the research by Alfiyah (2016), Gomes & Susanto (2017), and Subagja & Safrianto (2020), loyalty has a positive influence on employee performance. However, according to Tamba et al. (2018), loyalty does not have a significant impact on employee performance.

Hypothesis 2 (H₂): Loyalty has a positive influence on employee performance at PT. Sujati Sinar Sempurna.

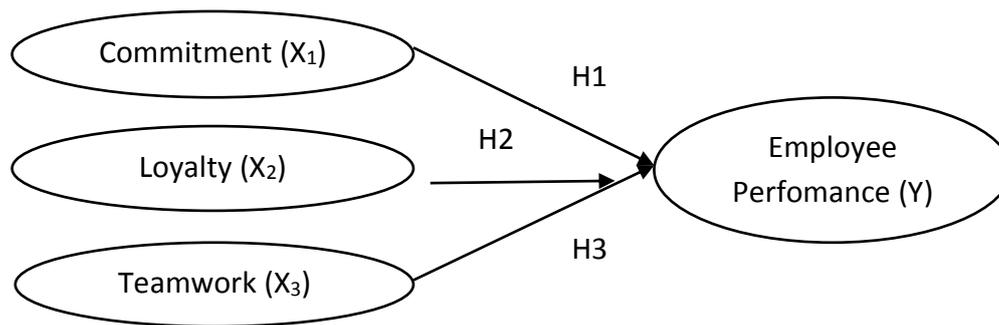
The Influence of Teamwork on Employee Performance

Teamwork is the mental and emotional involvement of an individual in a group situation that motivates them to contribute to the group's goals or various responsibilities to achieve those goals. A company with good teamwork skills will have a positive impact on improving employee performance because it fosters enthusiasm and productivity at work. Research by Daga (2017), Putra (2018), and Ibrahim et al. (2021) has shown that teamwork has a positive influence on employee performance. However, according to Lawasi & Triatmanto (2017), teamwork does not have a significant impact on employee performance.

Hypothesis 3 (H₃): Teamwork has a positive influence on employee performance at PT. Sujati Sinar Sempurna.

Conceptual Framework

The conceptual framework is a temporary explanation of a phenomenon that is the subject of research. The framework is constructed based on a review of relevant literature and research findings that are related to the formulation of hypotheses. This study consists of independent variables, namely commitment (X₁), loyalty (X₂), and teamwork (X₃), and the dependent variable, which is employee performance (Y). The conceptual framework can be seen in Figure 2.1.



METHODOLOGY

Population and Sample

Population is defined as a phenomenon or phenomenon that will be studied by an individual conducting research (Priyono, 2016). Another meaning of the population is a generalization area consisting of subjects or objects with specific quantities and characteristics according to the researcher's determination, so that they can be studied, and the researcher can draw a conclusion (Sugiyono, 2011). The population in this study is the employees of PT. Sujati Sinar Sempurna, totaling 40 employees.

Priyono (2016) defines a sample as a part of the population used by a researcher. The sample used by a researcher must reflect the condition of its population. Therefore, the sample used in this study consists of 40 employees of PT. Sujati Sinar Sempurna.

Operational Variables

Table 1. Operational Variables of the Study

Variable	Indicator	Source	Scale
Commitment (X ₁)	Affective Commitment (X ₁₁)	Suryahadi, 2015	Interval
	Continuance Commitment (X ₁₂)		
	Normative Commitment (X ₁₃)		
Loyalty (X ₂)	Compliance with Rules (X ₂₁)	Gomes & Sutanto, 2017	Interval
	Responsibility to the Company (X ₂₂)		
	Willingness to Cooperate (X ₂₃)		
	Sense of Ownership (X ₂₄)		
	Interpersonal Relationships (X ₂₅)		
	Job Enjoyment (X ₂₆)		
Teamwork (X ₃)	Willingness to Collaborate (X ₃₁)	Sriyono & Farida, 2013	Interval
	Expressing Positive Expectations (X ₃₂)		
	Valuing Input (X ₃₃)		
	Providing Support (X ₃₄)		
	Fostering Group Spirit (X ₃₅)		
Employee Performance (Y)	Job Quality (Y ₁₁)	Mathis & Jackson, 2010	Interval
	Time Management (Y ₁₂)		
	Attendance (Y ₁₃)		
	Efficiency (Y ₁₄)		

Data Source: Processed in 2022

Data Analysis Techniques

Validity Test

The validity test is used to measure the level of validity (accuracy) of a questionnaire. A questionnaire is considered valid if the questions it contains can reveal information relevant to the study. This test is used to identify any irrelevant questions in the questionnaire, which may require follow-up actions

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such as modifying or removing questions. The criteria for a valid questionnaire are that the calculated correlation (r-value) is greater than the critical value (t-table) or that the correlation for each factor is greater than 0.3 and positive (Sugiyono, 2011). The researcher used the SPSS software to conduct the validity test.

Reliability Test

The reliability test is performed to measure the consistency of the responses given by respondents. Consistent responses imply that the questionnaire is reliable. In this study, the reliability test was conducted using Cronbach's alpha, a feature available in SPSS. If the Cronbach's alpha value is greater than 0.60, the questionnaire is considered reliable (Sunyoto, 2009).

Model Test

Simultaneous Test (F Test)

The F test in this study is used to determine whether all independent variables (X variables) collectively influence the dependent variable (Y variable). The criteria for the F test are as follows: (1) If the calculated F-value is greater than the critical F-value with a significance level of less than 0.05, then the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. (2) If the calculated F-value is less than the critical F-value with a significance level greater than 0.05, then the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted.

Coefficient of Determination Test

The coefficient of determination (R-squared or R^2) is used in this study because there are more than one independent variables (three independent variables) being used. This test is used to determine how much the independent variables influence the dependent variable. The coefficient of determination (R^2) has a value between 0 and 1, denoted as $0 < R^2 < 1$. If the R^2 value is close to zero, it indicates that the ability of the independent variables to explain the dependent variable is very limited. Conversely, if the R^2 value is close to one, it means that almost all independent variables can explain the dependent variable.

Multiple Regression Test

To determine the influence of the independent variables (commitment, loyalty, and teamwork) on the dependent variable (employee performance), the researcher used multiple linear regression analysis. This analysis tests whether there is an influence of two or more independent variables on the dependent variable, represented in a mathematical equation (regression equation). The formulated equation in this study is: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$.

Partial Test (t Test)

The partial test, also known as the t-test, is used to examine the significance of each independent variable (commitment, loyalty, and teamwork) on the dependent variable (employee performance). It assesses whether each independent variable has a significant impact. To determine significance, the t-value is compared to the t-table. The t-test is conducted with the following criteria: (1) If the calculated t-value is greater than the t-table value, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted, indicating a significant influence of the independent variable on the dependent variable. (2) If the calculated t-value is less than the t-table value, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected, indicating no significant influence of the independent variable on the dependent variable.

RESULTS AND DISCUSSION

Description of Respondent Characteristics

Based on observations conducted at PT. Sujati Sinar Sempurna with a total of 40 respondents and categorized by gender, it is evident that there are more male respondents than female respondents. The number of male respondents amounts to 28 individuals or 70%, while the number of female respondents is 12 individuals or 30%. This disparity can be attributed to the nature of the business,

which is related to construction materials, necessitating a predominantly male workforce due to the physical demands of the job.

Regarding the age characteristics of the 40 respondents in this study, the 19-29 age group is the most dominant, with 22 individuals or 55% working as employees at PT. Sujati Sinar Sempurna. The 30-40 age group comprises 11 individuals or 27.50%, and employees aged above 41 account for only 7 individuals or 17.50%. This distribution is because the productive age group is in higher demand by PT. Sujati Sinar Sempurna.

Validity and Reliability Test

The Validity Test Results for X_1 (Commitment) indicate that the correlation values for all statements of the commitment variable (X_1) are considered valid. This indicates that all questions used to measure the entire variable have been comprehended, with correlation values compared to the r-table. With data $(n-2) = (40-2) = 38$, the r-table value is 0.312, confirming that all items are deemed valid.

The Validity Test Results for X_2 (Loyalty) display that the correlation values for all statements of the loyalty variable (X_2) are deemed valid. This demonstrates that all questions used to measure the entire variable have been understood, with correlation values compared to the r-table. With data $(n-2) = (40-2) = 38$, the r-table value is 0.312, confirming that all items are considered valid.

The Validity Test Results for X_3 (Teamwork) exhibit that the correlation values for all statements of the teamwork variable (X_3) are considered valid. This indicates that all questions used to measure the entire variable have been comprehended, with correlation values compared to the r-table. With data $(n-2) = (40-2) = 38$, the r-table value is 0.312, confirming that all items are considered valid.

The Validity Test Results for Y (Employee Performance) demonstrate that the correlation values for all statements of the employee performance variable (Y) are considered valid. This confirms that all questions used to measure the entire variable have been comprehended, with correlation values compared to the r-table. With data $(n-2) = (40-2) = 38$, the r-table value is 0.312, confirming that all items are considered valid.

Description of Variables

Commitment Variable

The commitment variable among employees at PT. Sujati Sinar Sempurna in Pekanbaru is good. This is evident from the highest average score obtained, which is 4.10. This indicates that employees have a sense of responsibility in their work, implying that employees at PT. Sujati Sinar Sempurna are dedicated and responsible in completing their tasks. The lowest average score is 3.97, signifying that the desire of employees to resign still needs to be carefully considered. The overall average score for all variables is 4.05, indicating that the commitment variable among employees at PT. Sujati Sinar Sempurna in this study is still in good condition.

Loyalty Variable

The loyalty variable among employees at PT. Sujati Sinar Sempurna in Pekanbaru is good. This is evident from the highest average score obtained, which is 4.10. This indicates that employees feel responsible toward the company, meaning that employees always take responsibility in performing their tasks at PT. Sujati Sinar Sempurna. The lowest average score is 3.82, signifying that loyalty in terms of matching employees' skills is still perceived positively by the employees. The overall average score for all variables is 3.98, indicating that the loyalty variable is rated positively by respondents in this study.

Teamwork Variable

The teamwork variable among employees at PT. Sujati Sinar Sempurna in Pekanbaru is good. This is evident from the highest average score obtained, which is 4.27. This indicates that employees consistently build positive aspects to foster group enthusiasm, implying that employees continuously contribute positively to boost team spirit. The lowest average score is 3.27, signifying that teamwork among employees in providing input related to company performance and in not only prioritizing their own interests but also motivating and considering other employees still remains in good condition. The

overall average score for all variables is 3.83, indicating that the teamwork variable is rated positively by respondents in this study.

Employee Performance Variable

The employee performance variable at PT. Sujati Sinar Sempurna in Pekanbaru is good. This is evident from the highest average score obtained, which is 4.07, indicating that employees always make efforts to complete tasks within the specified time. The lowest average score is 3.72, signifying that employees are still less optimal in their efforts to achieve the company's goals. The overall average score for all variables is 3.92, indicating that the performance variable is rated positively by respondents in this study.

Validity Test for Commitment (X₁) Variable

The validity test results show that the correlation values for all commitment variable statements are valid. This indicates that all questions used to measure the commitment variable have been understood, with their correlation values compared to the r-table. With data $(n-2) = (40-2) = 38$, the r-table value is 0.312, indicating that all items are considered valid. Similarly, the reliability test results for all questions indicate reliability and success. This is because the variables measured achieved Cronbach's Alpha values of 0.876, 0.921, 0.877, and 0.913, respectively, making all items from each variable reliable, as their reliability coefficients are above 0.6.

Simultaneous Hypothesis Test (F-test)

Table 2 Results of the F-Test

Model	F	Sig.
1 Regression	438,437	0,000 ^b
Residual		
Total		

The calculated F-value is greater than the critical F-value with a significance level of 0.000. This indicates that the calculated F-value ($438.437 > 2.800$) or the significance probability is less than 0.05. Therefore, H₀ is rejected, and H₁ is accepted.

Coefficient of Determination

Table 3 Coefficient of Determination

Adjusted R Square	Std. Error of the Estimate
0,971	0,91808

Table 3 shows the Adjusted R-Square value of 0.971 or 97.1%. This indicates that 97.1% of the variation in employee performance (Y) can be explained by the independent variables, namely commitment (X₁), loyalty (X₂), and teamwork (X₃), while the remaining 2.9% is attributed to other variables not included in this study.

Multiple Linear Regression Analysis

Table 4 Simple Linear Regression Coefficient Values

Model/Variable	Unstandardized Coefficients (B)
(Constant)	-3,188
Commitment	-0,368
Loyalty	0,897
Teamwork	0,227

The coefficients of the simple linear regression equation from the table are as follows: $y = a + bx_1 + bx_2 + bx_3$. $y = -3,188 + (-0,368)x_1 + 0,897x_2 + 0,227x_3$

Therefore, the constants in the equation are as follows: (1) The constant value is -3.188, which implies that when employee performance (Y) is zero, the values of commitment, loyalty, and

teamwork are -3.188. (2) The regression coefficient for the commitment variable (x_1) is negative (-0.368), meaning that an increase in commitment leads to a decrease in employee performance. (3) The regression coefficient for the loyalty variable (x_2) is positive (0.897), indicating that an increase in loyalty results in an improvement in employee performance. (4) The regression coefficient for the teamwork variable (x_3) is positive (0.227), signifying that an increase in teamwork leads to an enhancement in employee performance.

Partial Hypothesis Test (t-test)

Table 5 t-test Results

Model/Variabel	$t_{\text{calculated}}$	t_{table}	Sig.	Sig. Test
(Constant)	-2,525		0,016	
Commitment	-3,544	1,688	0,001	0,05
Loyaltu	13,168		0,000	
Teamwork	3,780		0,001	

$n-k-1 = (40-3-1) = 36$, Value of $t_{\text{table}} (0.05) = 1.688$

The t-test results show that for the loyalty (X_2) and teamwork (X_3) variables, the calculated t-values are greater than the t_{table} values. This indicates that for these variables, $t_{\text{calculated}} > t_{\text{table}}$, and the significance probability is less than 0.05. Therefore, H_0 is rejected, and H_1 is accepted. However, for the commitment variable (X_1), the t-test results show that $t_{\text{calculated}} < t_{\text{table}}$, and the significance probability is less than 0.05, so H_0 is accepted, and H_1 is rejected. (1) Commitment, with a t_{value} of -3.544, is less than the t_{table} value (1.688). This indicates that the commitment variable (X_1) does not significantly influence employee performance (Y), and the hypothesis (H_1) is rejected. (2) The significance value is ($0.016 < 0.05$), indicating that the result is more significant than the significance threshold. Therefore, it can be concluded that the commitment variable (X_1) does not have a significant effect on employee performance (Y). (3) Loyalty, with a t_{value} of 13.168, is greater than the t_{table} value (1.688). This indicates that the loyalty variable (X_2) significantly affects employee performance (Y), and H_1 is accepted. (4) The significance value is ($0.000 < 0.05$), indicating that the result is more significant than the significance threshold. Therefore, it can be concluded that the loyalty variable (X_2) significantly influences employee performance (Y). (5) Teamwork, with a t_{value} of 3.532, is greater than the t_{table} value (1.688). This indicates that the teamwork variable (X_3) significantly affects employee performance (Y), and H_1 is accepted. (6) The significance value is ($0.001 < 0.05$), indicating that the result is more significant than the significance threshold. Therefore, it can be concluded that the teamwork variable (X_3) significantly influences employee performance (Y).

Discussion

The Influence of Commitment on Employee Performance

Based on the findings of this study, it is evident that the commitment variable does not significantly affect employee performance. This is supported by the results of the partial hypothesis test (t-test), which indicates that the calculated t_{value} is smaller than the t_{table} value, and the significance level is lower than the threshold value.

Furthermore, the study found that the highest average values from respondent statements indicate that employees at PT. Sujati Sinar Sempurna Pekanbaru are diligent and responsible in completing their tasks. However, some employees express a desire to resign. Overall, the situation is still considered good, and there is a correlation between the results of the hypothesis test and respondent statements. Regarding the characteristics of employees at PT. Sujati Sinar Sempurna Pekanbaru based on gender, it is dominated by male employees, which is deemed appropriate as male employees tend to exhibit higher commitment to work compared to their female counterparts. This aligns with the research conducted by Rizki and Lubis (2014), as mentioned in Siswanto (2021), which states that male employees often feel a sense of responsibility due to their gender roles as providers for their households, reflecting in their dedication to their jobs. However, concerning the age of employees, the study found that there are more young employees at PT. Sujati Sinar Sempurna Pekanbaru. Consequently, commitment to work may not be fully developed among these employees. This finding is supported by the survey conducted by Catsouphe, Matz-Costa, and Besen (2009) on 1,843

respondents from different generations in the United States, which revealed that millennials or Generation Y (aged 26 and below) are less likely to find their jobs meaningful and purposeful.

The results of this study are in line with the research conducted by Alam (2020), which showed that organizational commitment does not significantly influence company performance. However, this contradicts studies by Nadapdap (2017), Rahardja (2017), and Putra et al. (2020), where organizational commitment was found to have no effect on company performance.

The Influence of Loyalty on Employee Performance

Based on the study's findings, it is evident that the loyalty variable significantly affects employee performance. This is supported by the results of the partial hypothesis test (t-test), which indicates that the calculated t_{value} is greater than the t_{table} value, and the significance level is lower than the threshold value.

Furthermore, the study found that the highest average values from respondent statements indicate that employees always take responsibility in carrying out their tasks at PT. Sujati Sinar Sempurna Pekanbaru. However, some employees express that loyalty concerning the suitability of their skills is not optimal. Nevertheless, overall, the situation is still considered good, and there is a correlation between the results of the hypothesis test and respondent statements. Regarding the characteristics of employees at PT. Sujati Sinar Sempurna Pekanbaru based on gender, it is dominated by male employees. This is justified as male employees tend to exhibit higher work loyalty compared to their female counterparts. A similar result was found in the research conducted by Alrawabdeh (2014), which highlighted gender-based differences in loyalty. It was suggested that men tend to be more loyal, depending on the type of work they do. Similarly, concerning the age of employees, the study found that there are more young employees at PT. Sujati Sinar Sempurna Pekanbaru. Thus, work loyalty in the company can impact their performance positively. These findings are in line with the research conducted by Alfiyah (2016), Gomes & Susanto (2017), and Subagja & Safrianto (2020), which demonstrated that employee loyalty has a positive influence on company performance. These results are contrary to the findings of Tamba et al. (2018), who reported that employee loyalty does not affect company performance.

The Influence of Teamwork on Employee Performance

Teamwork is a way organizations can unite their employees to achieve better results and organizational goals (Lawasi & Triatmanto, 2017). Based on the findings of this study, it is evident that the teamwork variable significantly affects employee performance. This is supported by the results of the partial hypothesis test (t-test), which indicates that the calculated t_{value} is greater than the t_{table} value, and the significance level is lower than the threshold value.

Furthermore, the study found that the highest average values from respondent statements indicate that employees consistently build positive elements to foster team spirit within their workgroups. However, some employees express that providing input to other employees regarding company performance and not just focusing on themselves and giving motivation and attention to other employees are not optimally practiced. Nevertheless, overall, the situation is still considered good, and there is a correlation between the results of the hypothesis test and respondent statements. Regarding the characteristics of employees at PT. Sujati Sinar Sempurna Pekanbaru based on gender, it is dominated by male employees. This is justified as male employees tend to exhibit higher teamwork compared to their female counterparts. Similarly, concerning the age of employees, the study found that there are more young employees at PT. Sujati Sinar Sempurna Pekanbaru. Therefore, teamwork in the company can impact their performance positively. These findings are in line with the research conducted by Daga (2017), Putra (2018), and Ibrahim et al. (2021), which demonstrated that teamwork has a positive and significant impact on employee performance. These results contrast with the research by Lawasi & Triatmanto (2017), which found that teamwork does not affect company performance.

CONCLUSION

Conclusion

Based on the data analysis and discussion in this research regarding the Analysis of the Influence of Commitment, Loyalty, and Teamwork on Employee Performance at PT. Sujati Sinar Sempurna, the following conclusions can be drawn: (1) The variable of commitment does not have a significant impact on the variable of employee performance at PT. Sujati Sinar Sempurna. Therefore, if the company can establish better commitment towards its employees, it may lead to an improvement in employee performance, albeit not a significant one. (2) The variable of loyalty has a significant influence on the variable of employee performance at PT. Sujati Sinar Sempurna. Hence, if the company can enhance its ability to foster greater employee loyalty, it is likely to result in a significant improvement in employee performance. (3) The variable of teamwork has a significant impact on the variable of employee performance at PT. Sujati Sinar Sempurna. Consequently, if the company can enhance its teamwork dynamics among employees, it is expected to lead to a significant improvement in employee performance.

Implication

These conclusions provide valuable insights into the factors affecting employee performance in the context of PT. Sujati Sinar Sempurna and can guide the company in making informed decisions to enhance its employees' commitment, loyalty, and teamwork, ultimately leading to improved overall performance.

Limitation

The limitations of this study are as follows: (1) Limitation in terms of the research subject, as it was confined to only one company. Therefore, it was not possible to compare employee performance at other companies. (2) In the case of the commitment variable, the results were non-significant. Consequently, in this research, no significant role of employee commitment was identified within the company under study.

Recommendation

Based on the data analysis and discussion in this research regarding the Analysis of the Influence of Commitment, Loyalty, and Teamwork on Employee Performance at PT. Sujati Sinar Sempurna, the following recommendations can be made: (1) It is recommended that the management of PT. Sujati Sinar Sempurna should be capable of responding with appropriate follow-up actions to foster better commitment among employees, particularly in aligning their skills with the employees' expertise. This alignment will motivate employees to enhance their skills in all areas, resulting in a significant improvement in employee performance. (2) Furthermore, it is also hoped that PT. Sujati Sinar Sempurna can emphasize employee job loyalty, especially concerning optimizing employees' skills in their respective fields of expertise. This approach will encourage employees to maximize their work output effectively. (3) The existing good teamwork among employees at PT. Sujati Sinar Sempurna should be further enhanced to ensure that the completion of challenging tasks is more efficient and produces superior results. (4) For other researchers, it is expected that the findings of this study can contribute to the body of knowledge as a reference for similar research in the future.

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