

The Effect Of Compensation, Cooperation, Work Discipline On Employee Performance With Organizational Commitment As An Intervening Variable In PT Hki Binjai-Brandan Zone IV

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Abstract

The purpose of this study is to identify the effect of Compensation, Cooperation, Work Discipline on Employee Work Performance with Organizational Commitment as an Intervening Variable at PT Hutama Karya Infrastruktur Binjai-Brandan Zone IV. The approach to this study uses quantitative methods. The population in this study is all employees contained in PT HKI Binjai-Brandan Zone IV as many as 147 respondents. The sampling technique used by the author is purposive sampling with criteria so that the sample number is 70 respondents. The type of data used in this study is primary data using questionnaires or interviews. The analysis technique used is Structural Equation Modeling (SEM) using SmartPLS software. The results showed that adequate compensation can have a positive and significant impact on employee work performance. Cooperation in the workplace has a positive and significant impact on job performance. High discipline has a positive and significant influence on employee work performance. Compensation has a positive and significant relationship to organizational commitment. Compensation has a positive and significant effect on organizational commitment. Cooperation does not have a positive and significant effect on organizational commitment. High discipline can have a positive and significant impact on employees' organizational commitment. Compensation can have a positive and significant impact on employee performance through organizational commitment mechanisms. Cooperation does not have a positive and significant effect on employee performance through organizational commitment. Discipline has a positive and significant effect on employee performance through organizational commitment.

Keywords:

Compensation, Cooperation, Discipline, Achievement, Organizational Commitment.

Introduction

Human Resources are individuals who work as movers of an organization, both institutions and companies and function as assets that must be trained and developed



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capabilities. HR is also the key that determines the development of the company. In essence, HR is in the form of humans employed in an organization as movers, thinkers and planners to achieve organizational goals. According to (Joseph, 2016) the definition of HR, it can be divided into two, namely micro and macro understanding. The definition of micro HR is an individual who works and is a member of a company or institution and is commonly referred to as employees, laborers, employees, workers, labor and so on. While the macro understanding of human resources is the population of a country that has entered the age of the labor force, both those who have not worked and those who have worked.

Human resources are irreplaceable assets of the company. Companies are required to have competitive advantages both in terms of quality, service, cost and professional human resources. For this reason, companies need to create a climate that can support the achievement of organizational goals. Among them is to make every human resource excel at their work, so that they are expected to be able to make important contributions to the organization. Employee performance is an important indicator in assessing employee contribution and effectiveness in achieving organizational goals. Therefore, companies need to understand what factors can affect employee work performance.

One factor that is known to affect employee performance is compensation. Compensation is a way for companies to appreciate the work of their employees. (M. S. Hasibuan, 2020) Explains the definition of compensation as any income that can be in the form of cash, goods that the company provides either directly, or not, obtained by employees. Fair and adequate compensation can motivate employees to work better and achieve higher achievements. Employees who feel valued and balanced with appropriate rewards tend to have higher motivation to achieve their work targets.

In addition, teamwork also has an important role in achieving high work performance. Cooperation will bring together the power of ideas that lead to organizational success. Teamwork according to Bachtiar in (Hatta et al., 2017) is a synergy of strengths of several people in achieving one desired goal. In teamwork there must always be an agreement between team members to carry out the same goal so that cooperation can run according to



mutual wishes without having to have any disputes. A solid, cooperative team can increase productivity and efficiency, and better address challenges. Employees who are able to work effectively in teams and have good working relationships with colleagues tend to achieve better work performance.

Work discipline also plays a role in influencing work performance. According to (Zainai, 2019), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to meet all regulations in the company. Attention to work discipline and work skills shows the actual phenomenon of many work activities that are not completed according to work planning schedules, work implementation, work supervision, and various work orientations that are inefficient use of working time from the limits of the use of work time that have been set and agreed. Employees who have good work discipline are able to manage time efficiently, fulfill their duties and responsibilities, and have consistent work quality. Low work discipline can hinder productivity and have a negative impact on employee performance.

However, amid the complexity of the relationship between compensation, cooperation, and work discipline with employee performance, another factor to consider is organizational commitment. Organizational commitment refers to the extent to which employees feel emotionally attached and engaged with the organization's goals and values. Employees who have high organizational commitment tend to be more dedicated and have a strong intrinsic motivation to achieve organizational goals. The ability of employees to create work performance is also influenced by organizational commitment. Organizational commitment is the ability of employees to identify themselves with the values, rules, goals of the organization, including elements of loyalty to the company and involvement in work. Employees who have a high commitment to the organization tend to be more motivated to perform well and contribute optimally. High employee commitment to the company can be seen from increased performance, trust and strong acceptance of company goals and values.



Conversely, low employee commitment to the company can be seen from high absenteeism, low morale, poor achievement and performance.

PT Hutama Karya Infrastruktur is a company that acts as a construction contractor and infrastructure developer. Hutama Karya Infrastruktur operates in Indonesia and has been involved in various major construction projects in the transportation sector, such as toll roads, bridges, ports, and airports. As a construction contractor, PT Hutama Karya Infrastruktur works on construction projects ranging from planning, designing, implementing, to infrastructure maintenance. They have a team of trained and experts in various aspects of construction, including project management, civil engineering, architecture, and construction technology. In addition, Hutama Karya Infrastruktur is also involved in the development of infrastructure projects as part of the government's efforts to improve connectivity and transportation in Indonesia. They work closely with the government and other partners in developing infrastructure projects that are essential for economic growth and people's well-being. PT Hutama Karya Infrastruktur has built a strong reputation in the construction and infrastructure industry in Indonesia. They are committed to delivering high quality, innovation, and sustainability in every project they work on. In this case, the author conducted research on PT HKI Binjai-Brandan Zona IV.

In maintaining and improving the professional quality of human resources, PT HKI conducts several programs such as education, training and human resource development programs. The workforce planning program is adjusted to the development of science and technology in order to continue to innovate so that PT HKI Binjai Brandan Zona IV is able to achieve company goals. A company needs potential human resources, both leaders and employees can make good contributions and carry out tasks optimally to achieve company goals. Because all company activities will involve the actions of human resources in it.

Therefore, the author feels the need to conduct research that discusses the above. In this study, researchers will examine the influence of these factors, namely compensation, cooperation, work discipline, and organizational commitment to employee work performance. It is hoped that the results of this study can provide a better understanding of



the factors that affect employee work performance and can provide input for companies in developing effective human resource management strategies to improve employee work performance.

Literature review

Compensation

The company expects that the compensation paid will receive greater employee performance benefits. According to (Afandi, 2018) Compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided by the company to provide job satisfaction for employees. The issue of compensation is perhaps the most difficult and confusing function of personnel management. Not only is compensation one of the most complex tasks, but it's also one of the most meaningful aspects for both employees and organizations. Although compensation should be logical, rational and defensible, it involves many emotional factors from the employee's point of view. When compensation is given correctly, employees are more satisfied and motivated to achieve organizational goals.

(Sunyoto, 2015) According to in (Tamami & Mulia, 2018), compensation is an important component in relation to employees. If managed well, compensation helps companies to achieve goals and acquire, as well as nurture, employees well. Conversely, without sufficient compensation, existing employees are very likely to leave the company and to make redeployments is not easy. As a result of dissatisfaction in payments will reduce performance, increase complaints, and frequent absences. According to (Widodo, 2015), compensation is an award or reward received by employees given by a company based on contribution or good performance in an organization. According to (Afandi, 2018) the suggestion, compensation indicators include:

1. Wages and Salaries
2. Incentive
3. Allowances



4. Facilities

Collaborate

Teamwork is a group of people with different abilities, talents, experience and backgrounds who come together to achieve one goal in one or more activities (Ibrahim et al., 2021). According to (Ahluwalia et al., 2021) teamwork is a system of blending the work of a group supported by various expertise with clarity of purpose, and also supported by leadership and communication to produce higher performance than individual performance. According to (Davis & Newstrom, 2014) teamwork is a group of people to work together to achieve the same goal and the goal will be easily obtained by doing teamwork rather than doing it alone. Teamwork according to (Bachtiar, 2004) within (Hatta et al., 2017) is a synergy of strengths of several people in achieving a desired goal. Click or tap here to enter text.

Teamwork is a process and strategy built to realize the vision and mission of a company, so that in this teamwork there are several indicators that can be used. According to (Sibarani, 2018) in (Ibrahim et al., 2021) setting the indicators of teamwork as follows: Click or tap here to enter text.

1. Cooperation, the contribution of each individual can be an integrated force to achieve common goals
2. Belief: the belief that a person is serious about what he says and does.
3. Cohesiveness is the level of solidarity and positive feelings that exist in a person towards his group.

Discipline

For a company, enforcing work discipline is very important. Because with the enforcement of work discipline in a company, it will ensure order and smoothness in the implementation of duties, so that the company can obtain optimal results. According to (Afandi, 2018) Work Discipline is a tool used by managers or leaders to change an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms.



According to (Zainai, 2019) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of someone to obey all company rules and social norms that apply. According to (M. Hasibuan, 2017) Discipline is the awareness and willingness of a person who obeys all company regulations and applicable social norms. Discipline that reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This encourages passion, morale, and the realization of the goals of the company, employees and society. As for (Afandi, 2018), the indicators of labor discipline are as follows:

1. Observance of time.
2. Get to work on time.
3. Effective use of time.
4. Never absent / not working.
5. Work responsibilities.
6. Comply with all organizational or company regulations.
7. Target work.
8. Create daily work reports.

Organizational Commitment

An obedient commitment is an agreement to do something for oneself, another individual, a group or an organization (Kreitner & Kinicki, 2014). Organizational commitment reflects the degree to which individuals identify with the organization and are bound to their goals. Organizational commitment is a form of image of an employee who has a tendency to stay as a member of the organization. Organizational commitment is the degree to which an employee takes sides with a particular organization and its goals and intends to maintain membership in that organization (Robbins & Judge, 2015). This commitment causes employees to stay at a job because employees need it. The formation of commitment depends on how much the person has the intention, desire and awareness, which is called attraction or willpower



According to (Kreitner & Kinicki, 2014) there are three indicators of organizational commitment, namely:

1. Affective commitment is emotional attachment to employees, employee identification, and employee involvement in the company.
2. Sustainable Commitment is the awareness of the disadvantages of leaving a company.
3. Normative commitment reflects a sense of responsibility to continue working.

Work Performance

The term work performance we often hear or is very important for an organization or company to achieve its goals. In the context of human resource development, the work performance of an employee in a company is needed to achieve work performance for the employees themselves and also for the success of the company. Understanding Work Performance says that, work performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on ability, experience and sincerity and time (M. Hasibuan, 2017). Work performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets / targets or criteria that have been determined in advance and mutually agreed.

Job performance appraisal is carried out to determine the achievements that have been achieved by employees in the organization then used to set policies for these employees. Job performance appraisal can be used to: (M. Hasibuan, 2017)

1. As a basis for decision making used for promotion, demotion and determination of the amount of remuneration.
2. To measure work performance, namely the extent to which employees can be successful in their work.
3. As a basis for evaluating the effectiveness of all activities within the company.
4. As a basis for evaluating training programs and the effectiveness of work schedules, work methods, organizational structure, supervisory styles, working conditions and work equipment.



Method

The approach to this study uses quantitative methods. Quantitative research is a method to test certain theories by examining relationships between variables. In this study using quantitative data, namely data on the effect of compensation, cooperation, work discipline and organizational commitment on the achievement of employees of PT HKI Binjai-Brandan Zona IV. The population in this study is all employees contained in PT HKI Binjai-Brandan Zone IV as many as 147 respondents, namely employees who serve as leaders there are 8 people, employees who have permanent status there are 9 people, and employees with contract labor status there are 130 people. The sample is part of the number and characteristics possessed by that population. The sampling technique used by the author is purposive sampling. So that the data obtained is more representative by conducting a competent research process in their fields. In accordance with the requirements set by the author, the author took a sample of 70 respondents.

The type of data used in this study is primary data. The study used questionnaires or interviews in collecting data, In this study used Structural Equation Modeling (SEM) analysis techniques which are multivariate analysis. SEM is a family of statistical models that seek to explain relationships between many variables. SEM is a unique statistic because its foundation sits between two familiar multivariate techniques: factor analysis and multiple regression analysis. Furthermore, to conduct SEM analysis, tools or software are needed in this study using SmartPLS.

ResultsAnd Discussion

PLS Model Specifications

PLS consists of external relationships (outer model or measurement model) and internal relationships (inner model or structural model).

1. Evaluation of the Measurement Model (Outer Model)



In outer model testing, it aims to see the validity and reliability of a model. This test analysis will be seen from the influence of Loading factors, Average Variance Extracted (AVE), and Discriminant Validity, as well as composite reliability.

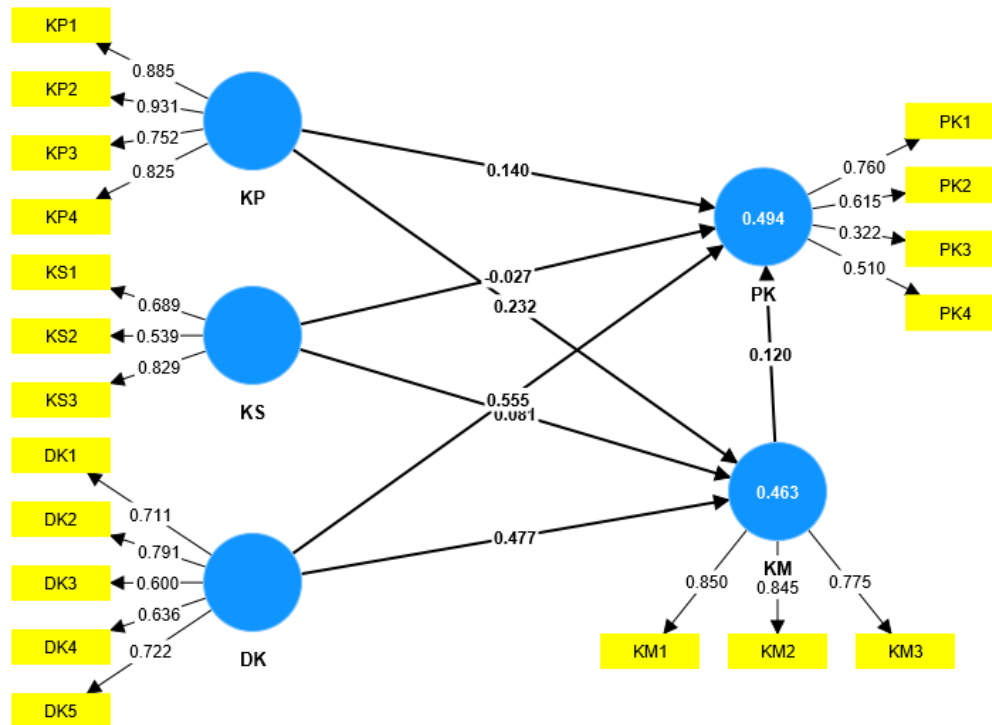


Figure 1. PLS Outer Model Modeling Path Diagram

Validity Test

Test validity in the outer model, namely convergent validity and discriminant validity.

Convergent Validity

Convergent validity measures the magnitude of the correlation between constructs and latent variables. Convergent validity testing can be seen from the loading factor for each construct indicator. The loading factor value of >0.7 is the ideal value, meaning that the indicator is valid to measure the construct made. In empirical research, the value of loading factor >0.5 is still accepted. In fact, some experts receive 0.4. This value shows the percentage of constructs capable of explaining the variation in the indicator (Haryono, 2017).

Table 1. Convergent Validity (Outer Loading)



	DK	MILES	KP	KS	PK
DK1	0.711				
DK2	0.791				
DK3	0.600				
DK4	0.636				
DK5	0.722				
KM1		0.850			
KM2		0.845			
KM3		0.775			
KP1			0.885		
KP2			0.931		
KP3			0.752		
KP4			0.825		
KS1				0.689	
KS2				0.539	
KS3				0.829	
PK1					0.760
PK2					0.615
PK3					0.322
PK4					0.510

In table 1. The outer value of the model or correlation between constructs and variables has not met convergen validity because there are a number of indicators with loading factor values below 0.50, namely indicator PK3 (0.322). To solve this, a reconstruction of the previously created path chart is carried out by removing invalid indicators.

Table 2. Outer Loadings (Measurement Model) Modified Model



.	DK	MILES	KP	KS	PK
DK1	0.711				
DK2	0.791				
DK3	0.600				
DK4	0.636				
DK5	0.722				
KM1		0.850			
KM2		0.845			
KM3		0.775			
KP1			0.885		
KP2			0.931		
KP3			0.752		
KP4			0.825		
KS1				0.689	
KS2				0.539	
KS3				0.829	
PK1					0.760
PK2					0.615
PK4					0.510

Based on table 2 which is the result of reestimation, it can be seen that all loading values of each reflex construct produce a loading value of > 0.50 , thus this modified model has met the criteria of good convergent validity.

Reliability Test

Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)



Composite reliability is a statistical technique for reliability tests similar to Cronbach's alpha. To be said to be a reliable construct, the value of composite reliability must > 0.7 . And to be said to be a reliable construct, the value of Cronbach's alpha must be > 0.6 (Abdillah and Hartono, 2015). Validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. The construct is said to have high reliability if the value is 0.70 and AVE is above 0.50. Table 7 will present the Composite Reliability and AVE values for all variables.

Table 3. Cronbach's Alpha, Composite Reliability, and (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
DK	0.751	0.849	0.812	0.690
MILES	0.762	0.763	0.863	0.677
KP	0.872	0.891	0.913	0.725

In table 3. Showing Cronbach's alpha and composite reliability values are above 0.70, it can be concluded that the construct has good reliability. And the AVE value above shows that two constructs are qualified because the AVE value is less than > 0.50 .

2. Structural Model Evaluation (Inner Model)

Evaluation of structural models in SEM with PLS is carried out by performing R-squared (R²) tests and significance tests through path coefficient estimation.

Coefficient of Determinant (R-Square)

Is the influence that the independent variable or independent variable exerts on the dependent variable or dependent variable. Here is the result of R square:

Table 4. R-Square



	R-square	R-square adjusted
MILES	0.485	0.461
PK	0.401	0.352

Based on table 4 shows the R-Square value for the Organizational Commitment (KM) variable obtained at 0.485. These results show that 48.5% of Organizational Commitment (KM) variables can be influenced by compensation, cooperation, and work discipline variables. And the R-Square value for the Job Performance (PK) variable was obtained at 0.401. This means that 40.1% of work performance variables can be influenced by variables of compensation, cooperation, work discipline and organizational commitment variables as intervening variables, the remaining 59.9% are influenced by other variables that were not studied in this study.

Hypothesis Testing

Hypothesis testing aims to determine whether there is an influence between the independent variable and the dependent variable. The test is carried out with a t-test, if the alpha 5% statistical T value used is 1.96, then it is concluded to be significant, and vice versa.

a. Direct Effect

Table 5. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
DK -> KM	0.599	0.605	0.098	6.085	0.000
DK -> PK	0.342	0.337	0.177	2.934	0.003
KM -> PK	0.010	0.008	0.159	0.063	0.950
KP -> KM	0.217	0.221	0.106	2.038	0.042
KP -> PK	0.008	0.012	0.142	3.060	0.002



KS -> KM	0.130	0.130	0.098	1.328	0.184
KS -> PK	0.170	0.176	0.139	2.226	0.020

Based on table 5. It can be seen that:

- 1) The results of the first hypothesis test showed that the relationship between the Work Discipline (DK) variable and Organizational Commitment (KM) showed a path coefficient value of 0.599 with a t value of 6.085, the value was greater than 1.96 with a significance value of $0.000 < 0.05$. These results mean that work discipline has a positive and significant relationship to organizational commitment.
- 2) The results of the second hypothesis test showed that the relationship between the Work Discipline (DK) variable and Work Performance (PK) showed a path coefficient value of 0.342 with a t value of 2.934, the value was greater than 1.96 with a significance value of $0.003 < 0.05$. These results mean that work discipline has a positive and significant relationship to job performance.
- 3) The results of testing the third hypothesis showed that the relationship between the variable of Organizational Commitment (KM) and Work Performance (PK) showed a path coefficient value of 0.010 with a t value of 0.063, the value was smaller than 1.96 with a significance value of $0.950 > 0.05$. These results mean that organizational commitment does not have a positive and significant relationship to job performance.
- 4) The results of testing the fourth hypothesis show that the relationship between the Compensation (KP) variable and Organizational Commitment (KM) shows a path coefficient value of 0.217 with a t value of 2.038, the value is greater than 1.96 with a significance value of $0.042 < 0.05$. These results mean that compensation has a positive and significant relationship to organizational commitment.
- 5) The results of testing the fifth hypothesis show that the relationship between the Compensation (KP) variable and Work Performance (PK) shows a path coefficient value of 0.008 with a t value of 3.060, the value is greater than 1.96 with a significance

value of $0.002 < 0.05$. These results mean that compensation has a positive and significant relationship to job performance.

- 6) The results of testing the sixth hypothesis showed that the relationship between the Cooperation (KS) variable and Organizational Commitment (KM) showed a path coefficient value of 0.130 with a t value of 1.328, the value was smaller than 1.96 with a significance value of $0.184 > 0.05$. This result means that cooperation does not have a positive and significant relationship to organizational commitment.
- 7) The results of testing the seventh hypothesis show that the relationship between the Cooperation (KS) variable and Work Performance (PK) shows a path coefficient value of 0.170 with a t value of 2.226, the value is greater than 1.96 with a significance value of $0.020 < 0.05$. This result means that cooperation has a positive and significant relationship to job performance.

b. Indirect Effect

Table 6. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KP -> KM -> PK	0.202	0.173	0.042	3.052	0.008
DK -> KM -> PK	0.136	0.113	0.159	2.061	0.005
KS -> KM -> PK	-0.001	-0.001	0.025	0.052	0.959

Based on table 6 it can be seen that:

- 1) The eighth hypothesis states that compensation positively affects job performance through organizational commitment. The test results showed that the path coefficient



was 0.202 and the t-statistic value was $3.052 > 1.96$ and the P Value value was $0.008 < 0.05$ at alpha of 5%. So it can be concluded that compensation has a positive effect on work performance through organizational commitment.

- 2) The ninth hypothesis states that work discipline positively affects work performance through organizational commitment. The test results showed that the path coefficient was 0.136 and the t-statistic value was $2.061 > 1.96$ and the P Value value was $0.005 < 0.05$ at alpha of 5%. So it can be concluded that work discipline has a positive effect on work performance through organizational commitment.
- 3) The tenth hypothesis states that cooperation positively affects work performance through organizational commitment. The test results showed that the path coefficient was negative at -0.001 and the t-statistic value was $0.052 < 1.96$ and the P Value value was $0.052 > 0.05$ at alpha of 5%. So it can be concluded that cooperation has a positive effect on work performance through organizational commitment.

Conclusion

- 1) Adequate compensation can have a positive and significant impact on employee performance. Employees who are rewarded will be proportional to the contribution and effort and will be motivated to perform well. A fair and transparent compensation system can create a positive work environment, increase a sense of fairness, and reduce dissatisfaction. Given the positive relationship between compensation and performance, employees may be dedicated to achieving targets and achieving optimal results. In addition, appropriate compensation can also be a key factor in retaining talent in a company, increasing employee retention, and creating an overall positive work atmosphere.
- 2) Cooperation in the workplace has a positive and significant impact on job performance. Collaboration between individuals or teams can create synergies, increase efficiency, and promote the exchange of ideas and knowledge. Teams that are able to work well together are able to achieve goals more effectively because of a



balanced distribution of tasks and responsibilities. In addition, cooperation can overcome communication barriers and build strong interpersonal relationships, such factors are important for improving individual and team performance.

- 3) High discipline has a positive and significant influence on employee work performance. Employees who show a good level of discipline have regularity in carrying out their duties and responsibilities. Discipline helps create effective work routines, improves focus, and reduces the level of distractions that can affect productivity. Employees who adhere to company rules and maintain integrity in carrying out their duties and achieve more consistent results. In addition, a high level of discipline also reflects a commitment to the work, increasing the level of accuracy and quality of the work produced.
- 4) External factors such as the economic situation, management changes, or shifts in team dynamics can also affect the relationship between organizational commitment and job performance. If employees experience uncertainty or insecurity in the work environment, organizational commitment may not be enough to provide a significant boost to achievement.
- 5) Compensation has a positive and significant effect on organizational commitment. Employees who are rewarded through appropriate compensation are more motivated to make maximum contributions and stick around in the long run. Therefore, companies can leverage compensation strategies as a tool to build strong organizational commitment. In developing compensation policies, companies need to consider not only financial aspects but also nonfinancial elements, such as career development opportunities, work-life balance, and recognition of employee achievements. Thus, wisely managed compensation can be a key driver for increasing organizational commitment and strengthening relationships between employees and the company.
- 6) Cooperation does not have a positive and significant effect on organizational commitment due to the mismatch between the work culture that encourages

cooperation and the individual values or preferences of employees. There are external factors such as vagueness of tasks or changes in organizational structure that can hinder the development of effective cooperation. If employees face obstacles or barriers to collaboration, this can affect their perception of the value of cooperation and its impact on organizational commitment.

- 7) High discipline can have a positive and significant impact on employees' organizational commitment. Employees who demonstrate a good level of discipline tend to have responsibility for the rules and values of the organization, creating a close bond between themselves and the company. A high level of discipline reflects personal commitment to job duties and creates the perception that the employee is serious about his or her role.
- 8) Compensation can have a positive and significant impact on employee performance through organizational commitment mechanisms. Employees being compensated fairly and adequately can develop a sense of commitment to the organization. This commitment can include affective, normative, and contingency dimensions. In this context, employees who will be emotionally attached, morale, and see their involvement in the organization as a necessity will be more motivated to improve job performance.
- 9) Cooperation does not have a positive and significant effect on employee performance through organizational commitment. Failure to integrate a culture of cooperation with employees' individual values and goals. Employees do not see the added value of cooperation towards the achievement of personal goals or if cooperation is not well valued and recognized, then attachment to the organization may not correlate with improved job performance.
- 10) Discipline has a positive and significant effect on employee performance through organizational commitment. Employees who demonstrate a good level of discipline adhere to organizational rules and procedures consistently, creating the perception that they have high responsibility and engagement with their work. A high level of

discipline also reflects a personal commitment to the organization's values and creates strong affective bonds.

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