

**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND TEAMWORK ON
EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT
AS A INDICATOR INTERVENING VARIABLES AT
REPRESENTATIVE OFFICESBANK INDONESIA
RIAU ISLANDS PROVINCE**

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ABSTRACT

This study focuses on assessing how Organizational Culture and Teamwork influence Employee Performance, with Organizational Commitment as a mediating variable at a Bank Indonesia Representative Office located in the Riau Islands Province. A quantitative methodology was employed, and data analysis was conducted using Structural Equation Modeling (SEM) using SmartPLS 3.0. The study sample consisted of all personnel at the office, selected through a census method. The results indicate that Organizational Culture and Teamwork have a significant positive impact on Employee Performance and Organizational Commitment. Furthermore, Organizational Commitment also exhibits a significant positive effect on Employee Performance. Analysis of the indirect effect indicates that Organizational Commitment significantly mediates the effect of Organizational Culture on Employee Performance, but does not mediate the effect of Teamwork on Employee Performance. These results highlight that improving organizational culture and promoting effective teamwork are important factors for enhancing employee commitment and performance in the banking sector.

Introduction

In the era of globalization and intense competition in the business world, every company must ensure its employees perform optimally to achieve their goals and maintain operations. Employee performance plays a crucial role in the success of an organization, both in the private and public sectors. High-performing employees can improve the efficiency and effectiveness of an organization in achieving its strategic goals. One element that influences employee performance is organizational culture. A strong organizational culture fosters a positive work atmosphere, increases employee loyalty, and

motivates staff to be more productive and professional. According to Robbins and Judge (2017), organizational culture is defined as a set of values, norms, and beliefs shared by members, which influence their behavior in the workplace. Organizations characterized by a positive work environment—marked by discipline, transparency, creativity, and perseverance—often have employees who are motivated and focused on achieving optimal results.

Besides organizational culture, teamwork also significantly impacts employee performance. An organization's success depends not only on individual skills but also on collaboration and synergy among team members. Effective teamwork enables knowledge sharing, mutual assistance in completing tasks, and improves overall work efficiency. However, many organizations struggle to foster strong teamwork due to challenges such as ineffective communication, conflicts of interest, or poor leadership in team management. In Batam City, a leading industrial, trade, and service hub in Indonesia, employee performance is a vital concern. Fierce competition in the workplace and the need for improved industrial performance drive organizations in Batam to continuously innovate to boost employee productivity. This situation indicates that many businesses still struggle to build a strong work culture and effective teamwork.

Organizational commitment serves as a mediator between organizational culture, teamwork, and employee performance. Commitment is defined as the level of loyalty and emotional attachment employees have to their workplace. Employees who demonstrate high levels of commitment are typically more dedicated, highly motivated, and eager to contribute to the organization's development. Conversely, those with low levels of commitment are generally less motivated, more easily burned out, and more likely to leave the company. In Batam, many organizations continue to face obstacles in increasing employee commitment. Various factors contributing to weak commitment include the lack of a supportive organizational culture, inadequate teamwork, ineffective leadership, and a lack of employee recognition and benefits. If these issues are not addressed, employee performance can decline, ultimately impacting the organization's ability to remain competitive in a challenging business landscape.

According to this review, this study aims to examine how organizational culture and collaboration influence employee productivity, with organizational commitment as a mediating factor. It is hoped that this study will produce efficient methods to improve organizational culture, enhance teamwork, and foster strong employee loyalty, ultimately leading to improved employee performance in Batam City. Observations at Bank Indonesia in Batam City revealed that many businesses and institutions in Batam face suboptimal productivity due to a lack of employee engagement in their responsibilities. Some organizations lack strong work culture principles, causing employees to feel disconnected from the organization. Challenges in communication and coordination among staff members also exist, hindering efficient task execution. High employee turnover rates, low loyalty, and low work motivation reflect weak organizational commitment in various institutions.

Formulation of the problem

Based on the background that has been explained, there are several main problems that need to be investigated in this research, namely:

1. Does organizational culture have a positive and significant influence on employee performance at the Representative Office of Bank Indonesia, Riau Islands Province?
2. Does teamwork have a positive and significant effect on employee performance at the Representative Office of Bank Indonesia, Riau Islands Province?
3. Does organizational culture have a positive and significant influence on organizational commitment at the Bank Indonesia Representative Office in Riau Islands Province?
4. Does teamwork have a positive and significant effect on organizational commitment at the Representative Office of Bank Indonesia, Riau Islands Province?
5. Does organizational commitment have a positive and significant effect on employee performance at the Representative Office of Bank Indonesia, Riau Islands Province?
6. Does organizational culture have a positive and significant effect on employee performance with organizational commitment as an intervening at the Representative Office of Bank Indonesia, Riau Islands Province?
7. Does teamwork have a positive and significant effect on employee performance with organizational commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province?

Research Objectives

1. To examine and analyze the effect of Organizational Culture on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
2. To examine and analyze the effect of Teamwork on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
3. To examine and analyze the effect of Organizational Culture on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
4. To examine and analyze the effect of Teamwork on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
5. To examine and analyze the effect of Organizational Commitment on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
6. To examine and analyze the effect of Organizational Culture on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.
7. To examine and analyze the effect of Teamwork on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.

Benefits of research

This study is expected to yield theoretical and practical benefits as outlined below:

Theoretical Benefits

- a. To enhance understanding and enrich academic resources in the field of human resource management, especially regarding how organizational culture and collaboration influence employee effectiveness, with organizational commitment acting as a mediating factor.

- b. Offers scientific additions to the understanding of how organizational culture, teamwork, and commitment to the organization influence employee performance, while building a foundation for additional investigation on the subject.
- c. Creating a conceptual framework that can serve as a guide for ongoing study of the elements that influence workforce performance across industries and organizations.

Practical Benefits

a) For Managers and Executives of Organizations

1. Provide insight into elements that can increase employee motivation and dedication to their roles.

2. Serves as a guide for leaders in formulating management practices that can foster a more positive work environment and inspire efficient and rewarding teamwork.

b) For Employees

1. Offers insights into the importance of organizational culture and teamwork in enhancing individual and collective performance.

2. Increase employee awareness of the value of commitment to the organization as an important component in advancing careers and increasing job satisfaction.

Employee Performance

Employee performance refers to actions that play a direct role in meeting organizational goals, which are not only related to results but also to the methods and techniques applied by employees in carrying out their tasks (Luthans, 2018). In addition, employee performance can be described as the extent to which a worker successfully completes tasks assigned by the organization, which is evaluated based on the results and their impact on organizational productivity (Dessler, 2018).

Employee Performance Indicators

1. Achieving organizational targets or goals.
2. Quality of work, including accuracy and precision of results.
3. Speed in completing tasks.
4. Initiative in decision making and action.
5. Ability to work in a team.
6. The ability to solve problems or challenges that arise (Luthans, 2018).

Organizational Culture

Organizational culture consists of the values and standards created by the people within an organization. Organizational culture acts as a framework to guide their actions in fulfilling their responsibilities, helping to ensure that personal behavior aligns with organizational goals (Robinson & Judge, 2018). Furthermore, organizational culture can be described as a set of fundamental beliefs formulated by a particular group to address internal and external challenges, which are then considered appropriate methods for dealing with various circumstances (Schein, 2018).

Organizational Culture Indicators

1. The values and beliefs held by members of an organization.
2. Norms that regulate individual behavior.
3. Communication patterns within the organization (formal or informal).
4. Cultural symbols or artifacts, such as logos, language, and organizational rituals.
5. Perceptions of change and innovation (Robinson & Judge, 2018).

Teamwork

Collaboration involves a group of people who aim to achieve a common goal and come together to exchange data, tasks, and obligations, with the group's success depending on how well members can collaborate (Katzenbach & Smith, 2018). Furthermore, collaboration refers to a group's capacity to perform efficiently across all phases of the teamwork process, including formation, cooperation, and problem-solving, all centered around a common goal (Tuckman, 2018).

Teamwork Indicators

1. Trust between team members.
2. Commitment to team goals.
3. Good coordination between team members.
4. A clear understanding of the role of each member.
5. Ability to resolve conflict constructively (Katzenbach & Smith, 2018).

Organizational Commitment

Organizational commitment refers to how deeply a person feels connected or involved with their organization. This includes affective commitment, which is an emotional connection; normative commitment, which reflects a feeling of obligation; and calculative commitment, which involves weighing the benefits gained (Meyer & Allen, 2018). Furthermore, organizational commitment can be described as the level of employee engagement characterized by loyalty, feelings of inclusion, and a willingness to exert effort to achieve organizational goals (Robinson & Judge, 2018).

Organizational Commitment Indicators

1. Affective (Emotional) Commitment:
 - a) A sense of love for the organization.
 - b) The desire to continue working because of emotional attachment.
 - c) Identification with the goals and values of the organization.
2. Normative Commitment (Obligation):
 - a) A sense of responsibility to continue working in the organization.
 - b) The perception that leaving the organization would violate norms or ethics.
3. Calculative Commitment (Profit):
 - a) Consider the costs of leaving the organization, such as loss of benefits.
 - b) Analyze the advantages and disadvantages of remaining employed or changing organizations (Meyer & Allen, 2018).

Conceptual Framework

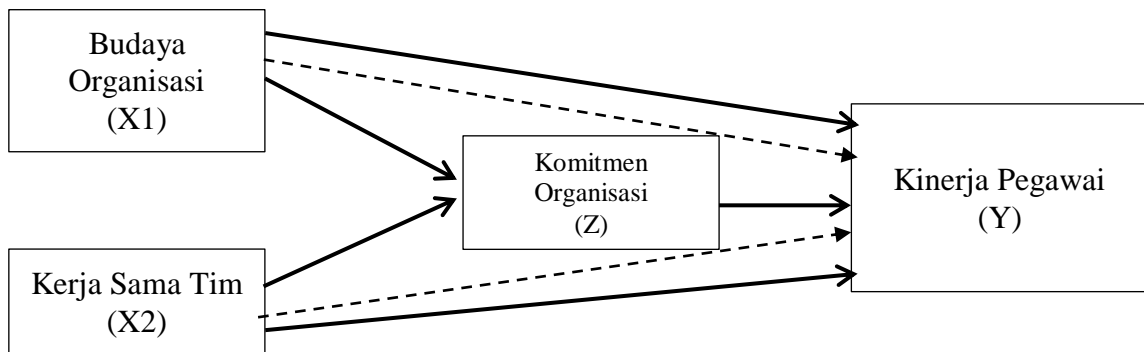


Figure 1: Framework Conceptual

Hypotheses

1. Organizational culture has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
2. Teamwork has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
3. Organizational culture has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
4. Teamwork has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
5. Organizational Commitment has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
6. Organizational culture has a positive and significant effect on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.
7. Teamwork has a positive and significant effect on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.

Research methods

Types of research

Quantitative research techniques are based on the philosophy of positivism and aim to examine specific groups or samples, typically using random sampling. Data is collected using research tools, and data analysis is statistical or quantitative, focusing on verifying formulated hypotheses (Sugiyono, 2017). This research employed quantitative methods.

Location and Time of Research

This research was conducted at Bank Indonesia in Batam City, Riau Islands, precisely at Jl. Engku Putri No. 1, Tel. Tering, Batam Kota District, Batam City, Riau Islands 29432. This research lasted for two months, from November to December 2025.

Population

Population refers to a broad area that includes objects or subjects that have specific characteristics identified by the researcher to be studied, from which conclusions can be

drawn (Sugiyono, 2017). In this analysis, the population consists of all 45 employees working at Bank Indonesia in Batam City.

Sample

The sample represents the segment of the population being studied (Sugiyono, 2017). In this case, the study covered the entire population; therefore, a saturated sampling method was used, with all 45 employees as respondents.

Research Data Sources

Primary data refers to information collected directly from sources by researchers (Sugiyono, 2017). In this study, data was collected through questionnaires distributed directly to respondents, making primary data the primary source.

Data collection technique

A questionnaire serves as a data collection method that involves presenting a series of written questions or statements to be answered by respondents (Sugiyono, 2017). This study used a questionnaire distributed to all respondents as a data collection technique.

Data Analysis Techniques

Quantitative analysis was conducted using the Structural Equation Modeling (SEM) approach through Partial Least Squares (PLS). This assessment was conducted with the aid of SmartPLS software version 3.3.3 on a computer (Sugiyono, 2017).

Measurement Model (Outer Model)

Testing of the measurement model occurs through two main phases: validity evaluation and reliability assessment.

1. Validity Evaluation

The purpose of a validity evaluation is to measure how well a research tool, such as a survey, measures the target concept. A survey is considered valid if each question accurately corresponds to the element being measured in a specific variable. Validity evaluation applies to all questions within each research variable.

2. Reliability Assessment

Reliability is typically used to evaluate the stability or reliability of a research instrument. This assessment is used to examine how consistently a measurement tool assesses a particular concept or how reliably respondents answer survey items. In PLS research, the reliability of research variables can be determined using Cronbach's alpha and composite reliability, with both figures recommended to exceed 0.7 (Sekaran, 2015).

Structural Model (Inner Model)

Model testing was conducted to identify the relationship between the exogenous and endogenous constructs formulated in the research hypothesis. The analysis was conducted using the bootstrapping technique in SmartPLS, examining the structural model with several parameters:

1. Coefficient of Determination (R^2). The R^2 metric assesses the degree of influence exerted by the independent variable on the dependent variable. The R^2 value ranges from 0 to 1, and shifts in the R^2 value can indicate a significant influence of the independent variable on the dependent variable (Ghozali, 2015).
2. Predictive Relevance (Q^2). The Q^2 evaluation examines how well the model can predict observed values and parameter estimates. A Q^2 score above 0 indicates the model has predictive relevance, while a score below 0 indicates a lack of predictive relevance (Ghozali, 2015).
3. t-statistic. The t-test is used to evaluate hypotheses, specifically to assess the significance of the relationship between the variables studied. The hypothesis is accepted if the t-statistic exceeds the t-table value. As stated by Latan and Ghozali (2015), the t-table value for a 5% significance level is 1.96.
4. Path Coefficient: The path coefficient is used to identify the direction of the relationship between variables. A coefficient value between 0 and 1 indicates a positive relationship, while a value between 0 and -1 indicates a negative relationship (Ghozali, 2015).
5. Model Fit: The model fit assessment evaluates how well the research model aligns with the ideal model, as indicated by the NFI value. The closer this value is to 1, the better the model fits (Ghozali, 2015).

Path Analysis

This study used path analysis, a specific subset of regression models that aims to examine causal relationships between variables. Path analysis allows researchers to identify direct and indirect effects, including those involving intermediary variables. This process involves calculating correlations, regressions, and relationship paths between variables (Sugiyono, 2017).

Results and Discussion

Outer Model Analysis

The relationship between latent variables and indicators (manifest variables) is explored using a measurement model evaluation, referred to as the outer model. This evaluation includes assessing reliability, discriminant validity, and convergent validity.

Convergent Validity

Convergent validity is evaluated by examining factor loadings, where a minimum value of 0.7 is required, and the Average Variance Extracted (AVE), with a minimum required of 0.5. Indicators exceeding 0.7 indicate their ability to accurately represent the variable construct, thus being considered valid. The structural model of the study can be described.

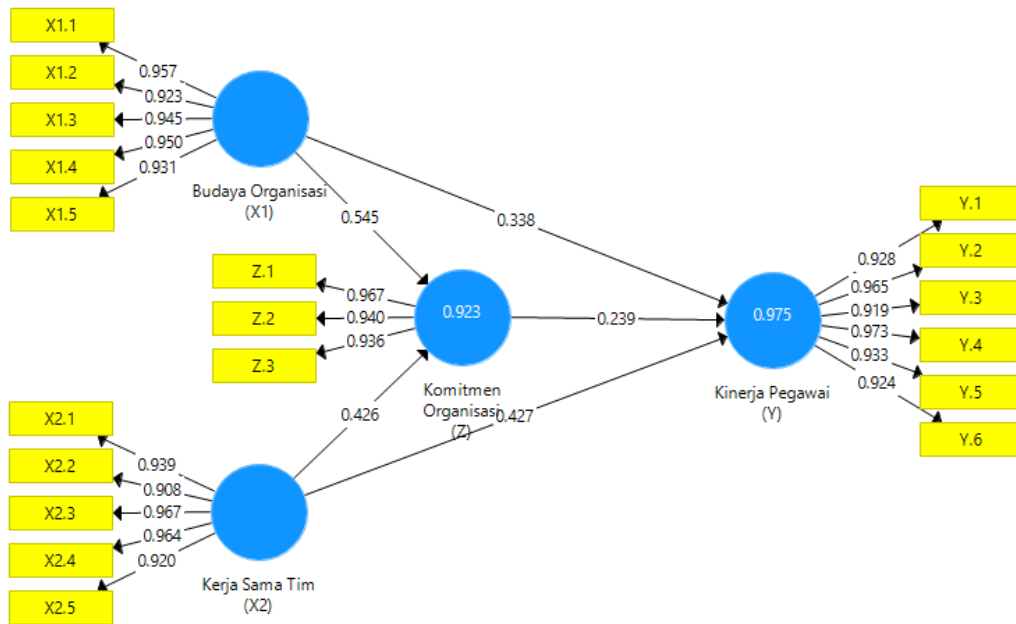


Figure 2. Outer Model

Source : Smart PLS 3.3.3.

The Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures.

For substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.545 + 0.426 + e_1$$

For substructure 2

$$Y = b_4X_1 + b_5X_2 + b_7Z + e_2$$

$$Y = 0.338 + 0.427 + 0.239 + e_2$$

Table 1. Outer Loadings

	Organizational Culture_(X1)	Teamwork_(X2)	Employee Performance_(Y)	Organizational Commitment_(Z)
X1.1	0.957			
X1.2	0.923			
X1.3	0.945			
X1.4	0.950			
X1.5	0.931			
X2.1		0.939		
X2.2		0.908		
X2.3		0.967		
X2.4		0.964		
X2.5		0.920		
Y.1			0.928	
Y.2			0.965	
Y.3			0.919	
Y.4			0.973	
Y.5			0.933	
Y.6			0.924	
Z.1				0.967
Z.2				0.940
Z.3				0.936

Source : Smart PLS 3.3.3.

Table 1 presents the outer loadings for the indicators of the four research variables: Organizational Culture (X1), Teamwork (X2), Employee Performance (Y), and Organizational Commitment (Z). All indicators have values above 0.9, indicating that each indicator strongly represents the related latent variable. Thus, these indicators are valid and reliable in measuring their respective variable constructs. High outer loadings also reflect excellent convergent validity, making all indicators suitable for use in subsequent SEM analyses.

Discriminant Validity

The next stage of analysis is discriminant validity testing, which aims to assess whether an indicator is more strongly related to its own construct than to other constructs. This is determined through cross-loading, where an indicator is considered a valid discriminant if its value for its own construct is higher than for other constructs. Table 2 presents the results of the discriminant validity testing of this study.

Table 2 . Discriminant Validity

	Organizational Culture_(X1)	Teamwork_(X2)	Employee Performance_(Y)	Organizational Commitment_(Z)
X1.1	0.957	0.949	0.954	0.955
X1.2	0.923	0.876	0.930	0.919
X1.3	0.945	0.866	0.891	0.860
X1.4	0.950	0.879	0.890	0.851
X1.5	0.931	0.911	0.906	0.887
X2.1	0.888	0.939	0.910	0.857
X2.2	0.840	0.908	0.894	0.857
X2.3	0.930	0.967	0.954	0.938
X2.4	0.906	0.964	0.936	0.922
X2.5	0.914	0.920	0.887	0.869
Y.1	0.911	0.905	0.928	0.895
Y.2	0.936	0.962	0.965	0.949
Y.3	0.898	0.866	0.919	0.868
Y.4	0.939	0.967	0.973	0.917
Y.5	0.890	0.917	0.933	0.892
Y.6	0.912	0.882	0.924	0.921
Z.1	0.920	0.923	0.927	0.967
Z.2	0.888	0.886	0.901	0.940
Z.3	0.898	0.881	0.914	0.936

Source : Smart PLS 3.3.3.

Table 2 displays findings related to discriminant validity among the indicators and study variables. Higher numbers along the diagonal of the table indicate that each indicator has a more significant relationship with the corresponding variable compared to other variables. This indicates that all indicators can effectively differentiate the constructs being evaluated, confirming that discriminant validity has been achieved.

Composite Reliability

Reliability was examined by evaluating each variable through composite reliability. A variable was considered reliable if its composite reliability score exceeded 0.60; scores ranging from 0.60 to 0.70 indicated low reliability. Table 3 illustrates several metrics used to evaluate construct validity and reliability, including the Average Variance Extracted (AVE) score, composite reliability, and Cronbach's alpha value.

Table 3 . Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture_(X1)	0.968	0.975	0.886
Teamwork_(X2)	0.967	0.974	0.884
Employee Performance_(Y)	0.974	0.979	0.885
Organizational Commitment_(Z)	0.943	0.964	0.898

Source : Smart PLS 3.3.3.

Table 3 shows the findings regarding the reliability and validity of the four research variables: Organizational Culture (X1), Teamwork (X2), Employee Performance (Y), and Organizational Commitment (Z). Each variable has a Cronbach's Alpha value and composite reliability exceeding 0.9, indicating very strong internal consistency of its indicators. In addition, the Average Variance Extracted (AVE) for each variable is greater than 0.8, indicating that these variables can explain most of the variance in their indicators and exhibit excellent convergent validity. Consequently, all research constructs can be considered valid and reliable for further examination using SEM.

Internal Model Assessment

To verify the reliability and precision of the established structural model, an internal model assessment was conducted. This assessment incorporates several important metrics used to evaluate the quality of the primary model, including the Coefficient of Determination (R^2).

Coefficient of determination (R^2)

Based on data analysis using the SmartPLS 3.0 program, the R Square value was obtained for each dependent variable, which shows how much the independent variable can explain the difference in the dependent variable.

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance_(Y)	0.975	0.974

Source : Smart PLS 3.3.3.

Table 4 shows the R-square and adjusted R-square figures for the Employee Performance (Y) variable, which are 0.975 and 0.974, respectively. This implies that almost 97.5% of the change in Employee Performance can be explained by the independent variables in the model, indicating a very high predictive capacity of the model.

Hypothesis Testing

Once the internal model is created, it is necessary to evaluate the relationships between variables to verify the credibility of the hypothesis. This assessment involves examining the t-statistic and p-value, with the hypothesis considered significant if the p-value is less

than 0.05 and the t-statistic exceeds 1.96. Furthermore, path coefficients are used to evaluate the direction and magnitude of the effects between variables in the research model.

Table .5 . Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture_(X1) -> Employee Performance_(Y)	0.338	2,673	0.004	Accepted
Organizational Culture_(X1) -> Organizational Commitment_(Z)	0.545	3,831	0,000	Accepted
Teamwork_(X2) -> Employee Performance_(Y)	0.427	4,671	0,000	Accepted
Teamwork_(X2) -> Organizational Commitment_(Z)	0.426	2,977	0.002	Accepted
Organizational Commitment_(Z) -> Employee Performance_(Y)	0.239	2,362	0.009	Accepted

Source : Smart PLS 3.3.3.

1. Organizational Culture on Employee Performance .The results of the analysis show a path coefficient value of 0.338 with a T-statistic of 2.673 and a p-value of 0.004. This value is significant at the 5% level, so the hypothesis that Organizational Culture has a positive effect on Employee Performance is accepted.
2. Organizational Culture on Organizational Commitment. Organizational Culture has a positive influence on Organizational Commitment with a path coefficient of 0.545, a T-statistic of 3.831, and a p-value of 0.000. These results are significant, so the hypothesis is accepted.
3. Teamwork on Employee Performance. Teamwork has a positive effect on Employee Performance with a path coefficient of 0.427, T-statistic of 4.671, and p-value of 0.000, indicating a significant effect and the hypothesis is accepted.
4. Teamwork on Organizational Commitment The results show a path coefficient of 0.426, a T-statistic of 2.977, and a p-value of 0.002. Thus, Teamwork has a significant positive effect on Organizational Commitment, so the hypothesis is accepted.
5. Organizational Commitment on Employee Performance Organizational Commitment has a positive influence on Employee Performance with a path coefficient of 0.239, a T-statistic of 2.362, and a p-value of 0.009. These results are significant, so the hypothesis is accepted.

Table 6. Path Coefficients (In Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture_(X1) -> Organizational Commitment_(Z) -> Employee Performance_(Y)	0.131	2,148	0.016	Accepted
Teamwork_(X2) -> Organizational Commitment_(Z) -> Employee Performance_(Y)	0.102	1,625	0.052	Rejected

Source : Smart PLS 3.3.3.

1. Indirect Influence of Organizational Culture on Employee Performance through Organizational Commitment
The results of the analysis show a path coefficient value of 0.131 with a T-statistic of 2.148 and a p-value of 0.016. This value is significant at the 5% level, so that Organizational Commitment is proven to significantly mediate the influence of Organizational Culture on Employee Performance , and the hypothesis is stated to be accepted.
2. The Indirect Effect of Teamwork on Employee Performance through Organizational Commitment
The results show a path coefficient of 0.102 with a T-statistic of 1.625 and a p-value of 0.052. This value does not meet the 5% significance limit, so Organizational Commitment does not significantly mediate the effect of Teamwork on Employee Performance , and the hypothesis is rejected.

Conclusion

The conclusions of this study are as follows:

1. Organizational Culture has been proven to have a positive and significant influence on Employee Performance, so the hypothesis is accepted.
2. Organizational Culture has a positive and significant influence on Organizational Commitment, so the hypothesis is accepted.
3. Teamwork has a positive and significant effect on Employee Performance, so the hypothesis is accepted.
4. Teamwork has a positive and significant effect on Organizational Commitment, so the hypothesis is accepted.
5. Organizational Commitment has a positive and significant effect on Employee Performance, so the hypothesis is accepted.
6. Organizational Commitment significantly mediates the influence of Organizational Culture on Employee Performance, so the hypothesis is accepted.
7. Organizational Commitment does not significantly mediate the influence of Teamwork on Employee Performance, so the hypothesis is rejected.

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