

## THE INFLUENCE OF LEADERSHIP AND TEAMWORK ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE AT PT. PRIMAYUDHA MANDIRIJAYA



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### Abstract

The purpose of this study is to analyze the effect of Leadership and Teamwork on Employee Performance with Organizational Commitment as a mediator. The type of research used is quantitative research with a questionnaire distribution method through a questionnaire. The population of this study were all employees of PT Primayudha Mandirijaya. The sample used in this study amounted to one hundred and sixty respondents. The sampling technique in this study was using a non-probability sampling technique using purposive sampling. Data were analyzed using SmartPLS 3.0. There is a positive and significant influence between Leadership on Employee Performance at PT Primayudha Mandirijaya (H<sub>1</sub>). There is a positive and significant influence between Teamwork on Employee Performance at PT Primayudha Mandirijaya (H<sub>2</sub>) There is a positive and significant influence between Leadership on Organizational Commitment at PT Primayudha Mandirijaya (H<sub>3</sub>) There is a positive and significant influence between Teamwork on Organizational Commitment at PT. Primayudha Mandirijaya (H<sub>4</sub>) There is a positive and significant influence between Leadership on Employee Performance of PT. Primayudha Mandirijaya through Organizational Commitment as a mediating variable (H<sub>5</sub>) There is no positive and significant influence between Teamwork on Employee Performance of PT. Primayudha Mandirijaya through Organizational Commitment as a mediating variable (H<sub>6</sub>).

**Keywords:** Employee Performance, Leadership, Organizational Commitment, Teamwork

## INTRODUCTION

The times promise new business opportunities and challenges for global companies. Human resources are the most critical asset of the Company because of their role in implementing the Company's operational activities. Company competition in the era of globalization is getting sharper, so human resources are required to develop themselves proactively.

The leadership style a leader applies significantly impacts organizational climate and culture, as well as individual and team performance. Some leadership variables that affect organizational performance include leadership style, communication skills, influence and credibility, problem-solving skills, and performance appraisal systems. Leadership is an essential factor that contributes to organizational commitment and employee performance. Leadership describes the relationship between the leader and the leader. A leader must be able to develop and direct the potential and abilities of subordinates to achieve and even exceed organizational goals. The leader's communication skills also have a significant influence. Effective communication is needed to provide direction, motivate, and listen to input from subordinates. Good communication can maximize the potential and performance of each member. Effective leaders can motivate, inspire, and direct employees to work optimally and achieve common goals. By applying an effective leadership style, companies can increase their employees' motivation, work enthusiasm, productivity, and commitment to the organization.

Leaders play an essential role in determining the direction and success of a group. Leadership is becoming increasingly important in the modern era as the world becomes more complex and interconnected. Organizations face various new challenges, such as globalization, technological advances, and climate change. Visionary, inspiring, and adaptive leaders are needed to overcome these challenges. Effective leaders must have a clear vision for the future and be able to inspire others to follow them. They must also be able to motivate others to work hard and achieve common goals. In addition, effective leaders must have integrity and act ethically. This will ultimately contribute to improved performance and the achievement of company goals (Bagis et al., 2020).

Teamwork is an essential factor that contributes to a company's organizational commitment and employee performance. Effective teams can work well together to achieve common goals. This can increase productivity, efficiency, and innovation within the Company (Wiku et al., 2023). A team refers to a group of people who work together with a common goal to achieve the same goals and objectives for the good of the Company. By working together in teams, large tasks can be broken down into smaller parts that are easier for team members to work on. Building an effective and high-quality team within the Company can improve organizational performance and commitment. Teamwork is one of the crucial factors that affect the performance of an organization (Prasetyo & Waskito, 2023).

A solid team that supports each other will be able to produce better work than individuals who work alone. Some critical variables that affect the level of teamwork include communication between members, division of roles and responsibilities, and mutual trust and support. Good communication is needed to coordinate every activity, convey input, and find solutions. A clear division of roles and each member's understanding of their respective responsibilities will smooth the work process. In addition, mutual trust and support between team members also strengthen cooperation. Members who support each other will work more solidly and synergistically. They will complement each other's shortcomings to achieve the same goal. Therefore, good teamwork is essential for organizational performance. Various variables supporting teamwork need to be appropriately managed so that organizational goals can be achieved optimally (Alarafat & Doblax, 2021).

Commitment makes a person make up his mind, determined to work hard, sacrifice, and be responsible for achieving his goals and the goals of the organization or Company that have been agreed upon or determined beforehand. Commitment is essential, especially in a person's performance when working. This is due to the commitment that becomes a reference and encouragement that makes them more responsible for their obligations. Organizational commitment is how far employees feel loyalty and a sense of responsibility to their work organization. Organizational commitment can be a significant factor in determining the success of change strategies and improving company performance. Organizational commitment is another supporting factor that affects the performance of employees and the organization. The higher the level of employee commitment to the Company, the more

optimal the performance provided. Some variables that affect the level of organizational commitment include self-identification, work implications, and equity exchange. Employee self-identification with the Company's vision, mission, and culture will foster a sense of belonging and loyalty. The stronger the self-identification, the higher the employee commitment. In addition, the implications of work that employees feel are also influential. If employees feel that their work has a tangible impact on the Company, their commitment will be higher. Equity exchange also contributes, where employees will be more committed if the Company provides a reward for their contribution. Because organizational commitment significantly affects performance, company management must manage the supporting variables properly. This is important to boost the Company's overall performance (Sutanto & Setiadi, 2021).

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to his responsibilities (Mahfouz et al., 2021). Employee performance dramatically affects the success of a business (M et al., 2023). Several factors, such as leadership, teamwork, and organizational commitment, can influence employee performance. Leadership affects employee performance, and leaders must develop leadership styles to improve employee performance (Hajiali et al., 2022). Teamwork affects employee performance. The ability to work together effectively in a team is needed to achieve common goals in the Company (Andrapuri et al., 2022). (Andrapuri et al., 2023) Organizational commitment also affects employee performance; organizational commitment has an important role, especially in a person's performance when working; this is due to the commitment that becomes a reference and encouragement that makes them more responsible for their obligations. Employee performance is a very important factor for the sustainability and performance of the organization as a whole. The better the performance of individual employees, the total will also have a positive impact on company performance. A conducive and supportive work environment will motivate employees to work better. Employee competence also requires continuous development to keep up with the Company's business development (Aprilianty & Waskito, 2023). Motivation can be improved through a fair reward and payroll system. Leadership has a significant influence on employee performance. Effective leaders can motivate and inspire their employees to work hard and reach their full

potential. Leaders can also create a positive and supportive work environment where employees feel valued and respected. Teamwork is also essential for high employee performance. When employees work together effectively, they can achieve more than they could on their own. Teamwork can improve communication, coordination, and problem-solving. Organizational commitment refers to employees' level of attachment and loyalty towards their organization. Highly committed employees are likelier to work hard, stay in the organization, and make extra contributions. These three factors are interrelated and can reinforce each other. Effective leadership can encourage teamwork and organizational commitment. Strong teamwork can help improve individual and organizational performance. High organizational commitment can motivate employees to work harder and support their leaders. This study aimed to analyze the effect of leadership and teamwork on employee performance with organizational commitment as a mediating variable at PT Primayudha Mandirijaya.

## **RESEARCH METHOD**

This research uses quantitative research methods with explanatory research types. It is causal, which aims to test and explain the cause-and-effect relationship between variables and identify the effect of one variable on another through hypothesis testing. This research was conducted at PT Primayudha Mandirijaya, which is located in Dusun 3 Ds. Kadang Kel. Ngadirojo Kec. Gladagsari Kab. Boyolali.

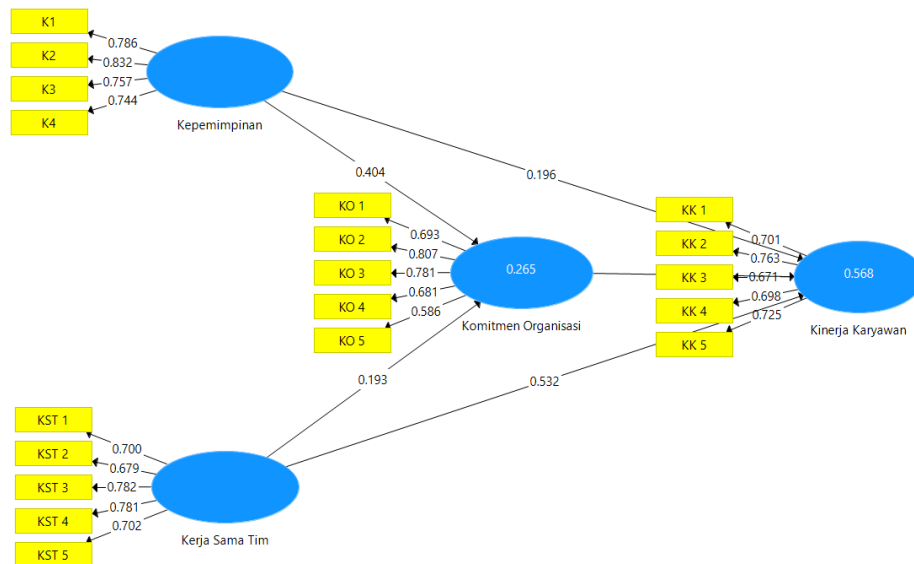
This research will use primary and secondary data. Primary data is collected directly from a predetermined source through interviews, observations, or measurements using a questionnaire. Secondary data is from literature or academic texts, such as library material and company documents related to research problems. The population in this study were all employees who worked at PT Primayudha Mandirijaya. The sampling technique in this study used simple random sampling. The sample in this study was 160 employees at PT Primayudha Mandirijaya. The data collection method applied in this study is through distributing questionnaires. The data analysis technique in this study uses Partial Least Square (PLS). The variables studied in this study consist of independent variables, namely

leadership (X1) and teamwork (X2), and the dependent variable is employee performance (Y). Then, a mediating variable, namely organizational commitment, is used (Z).

## RESULTS AND DISCUSSION

### Outer Model Evaluation

Outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid, reliable, and multicollinearity). The following is a picture of the results of evaluating the outer model model using Smart PLS 3.0.



**Figure 1.**  
**Outer Model Schematic**

This model is evaluated using validity tests (convergent and discriminant validity), reliability tests (Cronbach's alpha and composite reliability), and multicollinearity tests.

### Validity Test

The validity test is carried out to ascertain whether the data used in this study is valid. This test uses Smart PLS 3.0 software and is divided into two types of tests, namely convergent validity test and discriminant validity test, which will be explained as follows:

### Convergent Validity Test

This test indicates the feasibility or validity of an indicator in convergent validity if the value of the outer loading  $> 0.7$ . The following is the outer loading value of each indicator of this research variable:

**Table 1.**  
**Outer Loading Results**

<b>Variables</b>	<b>Leadership</b>	<b>Teamwork</b>	<b>Organizational Commitment</b>	<b>Employee Performance</b>
<b>K1</b>	0,786			
<b>K2</b>	0,832			
<b>K3</b>	0,757			
<b>K4</b>	0,744			
<b>KST 1</b>		0,700		
<b>KST 2</b>		0,679		
<b>KST 3</b>		0,782		
<b>KST 4</b>		0,781		
<b>KST 5</b>		0,702		
<b>KO 1</b>			0,693	
<b>KO 2</b>			0,807	
<b>KO 3</b>			0,781	
<b>KO 4</b>			0,681	
<b>KO 5</b>			0,586	
<b>KK 1</b>				<b>0,701</b>
<b>KK 2</b>				<b>0,763</b>
<b>KK 3</b>				<b>0,671</b>
<b>KK 4</b>				<b>0,698</b>
<b>KK 5</b>				<b>0,725</b>

Source: primary data processed, 2024

Description: X1 = Leadership, X2 = Teamwork, M = Organizational Commitment, Y = Employee Performance

Based on the test results in Table 1 above, it can be concluded that each indicator has an outer loading value  $> 0.5$ . According to (Juliandi, 2018) a measurement scale loading value of 0.5 to 0.6 is considered sufficient to fulfill the requirements of convergent validity. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.

### Discriminant Validity Test

This test indicates the feasibility or validity of each indicator by having a high correlation to its construct in convergent validity with an Average Variance Extracted (AVE) value  $> 0.5$ . The following is the AVE value of each variable in this study:

**Table 2.**  
**Average Variance Extracted (AVE)**

<b>Variables</b>	<b>Average Variance Extracted (AVE)</b>
Leadership (X_1)	0,609
Teamwork (X_2)	0,533
Organizational Commitment (Z)	0,507
Employee Performance (Y)	0,510

Source: primary data processed, 2024

Based on the test results in Table 2 above, the value of each variable shows an Average Variance Extracted (AVE)  $> 0.5$ . With details of Leadership of 0.609, Teamwork of 0.533, Organizational Commitment of 0.507, and Employee Performance of 0.510, it can be concluded that each variable of this study can be said to be valid or reasonable in discriminant validity.

### Reliability Test

Variables are reliable with a Cronbach's alpha or composite reliability value  $> 0.7$ . The following is the Cronbach's alpha and composite reliability value of each variable in this study:

**Table 3.**  
**Cronbach's Alpha and Composite Reliability**

Variables	Cronbach's Alpha	Composite Reliability
Leadership (X_1)	0,785	0,862
Teamwork (X_2)	0,780	0,851
Organizational Commitment (Z)	0,765	0,837
Employee Performance (Y)	0,758	0,837

Source: primary data processed, 2024

Based on the test results in Table 3 above, each variable has a Cronbach's alpha value and composite reliability > 0.7. Details of the Cronbach's alpha value of the Leadership variable of 0.785, Teamwork of 0.780, Organizational Commitment of 0.765, and Employee Performance of 0.758. The composite reliability value for the Leadership variable is 0.862, Teamwork is 0.851, Organizational Commitment is 0.837, and Employee Performance is 0.837. Each variable of this study is reliable.

**Multicollinearity Test**

The multicollinearity test has criteria with an inner Variance Inflation Factor (VIF) value of < 5 to say the regression model is free from multicollinearity. The following is the inner VIF value of this study:

**Table 4.**  
**Variance Inflation Factor (VIF)**

Variables	Leadership	Teamwork	Organizational Commitment	Employee Performance
Leadership (X1)			1,206	1,427
Teamwork (X2)			1,206	1,256
Organizational Commitment (Z)				1,360
Employee Performance (Y)				

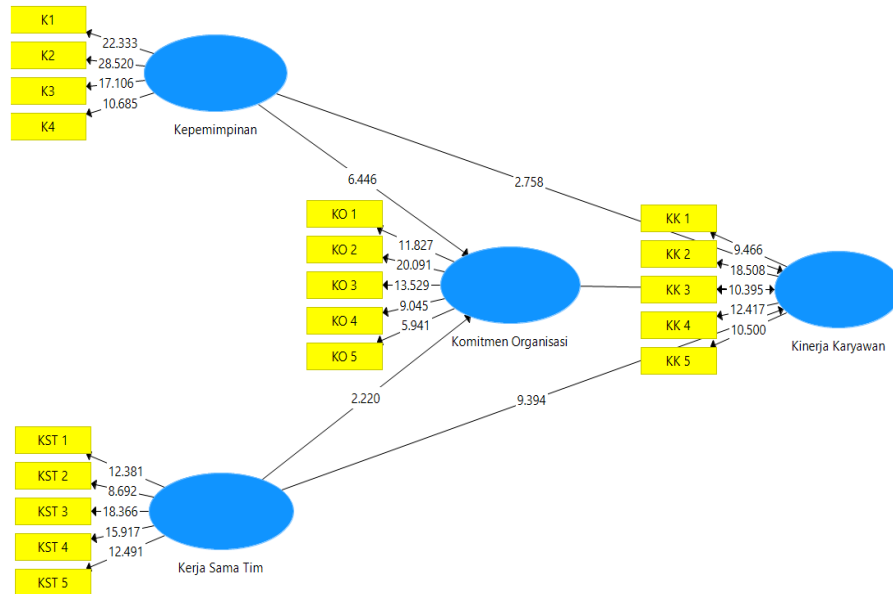
Source: primary data processed, 2024

Based on Table 4 above, the value of Leadership on Organizational Commitment is 1.206, while Leadership on Employee Performance is 1.427. Then, the value of the Teamwork variable on Organizational Commitment is 1.206, while Teamwork on Employee Performance is 1.256. For the Organizational Commitment variable on Employee Performance of 1.360. Therefore, with the value of each variable that has exceeded the

number 0.1 and  $<10$ , it can be concluded that it does not violate the multicollinearity assumption test in this study.

### Inner Model Evaluation

The inner model is a structural model that predicts the causal relationship between variables. The following is an image of the inner model evaluation using Smart PLS 3 software.



**Figure 2.**  
**Inner Model**

This model evaluation uses the coefficient of determination ( $R^2$ ), the goodness of fit test, path coefficient test, and hypothesis testing (t-test and direct effect).

### Coefficient of Determination ( $R^2$ )

The amount of coefficient determination (R-Square) is used to measure how much other variables fulfill the dependent variable. Based on data processing that has been done with smart PLS 3.0, the R-Square value is obtained:

**Table 5.**  
**R-Square**

Variables	R-Square
Organizational Commitment (Z)	0,568
Employee Performance (Y)	0,265

Source: primary data processed, 2024

Table 5 above shows that the effect of the Leadership and Teamwork variables on the Organizational Commitment variable is 0.568 or 56.8%, which means a strong correlation. The impact of the Leadership and Teamwork variables on the Employee Performance variable is 0.265 or 26.5%, meaning it has a strong correlation.

The goodness of fit assessment is known from the Q-Square value. The Q-Square value has the same meaning as the coefficient of determination (R-Square), where the higher the Q-Square, the better the model's fit with the data. The calculation results of Q-Square are as follows:

$$\begin{aligned} Q^2 &= 1 - [(1 - R_z^2) \times (1 - R_Y^2)] \\ &= 1 - [(1 - 0,568) \times (1 - 0,265)] \\ &= 1 - (0,432) (0,735) \\ &= 1 - 0,31752 \\ &= 0,68248 \\ &= 68,24\% \end{aligned}$$

Based on the calculation results, the Q-Square value is 0.68248. This shows that the diversity of research data the research model can explain is 68.24%, while other factors outside this research model explain the remaining 31.76%. This research model has a good goodness of fit.

### **Hypothesis Test**

In testing the hypothesis in this study, we can use the path coefficient value table to measure the direct effect and the specific indirect effect for the indirect impact (mediation).

### **Path Coefficient Test**

Testing the path coefficient using the bootstrapping process to see the t statistic value or p values (critical ratio) of the original sample value obtained from the process. A p-value < 0.05 indicates that there is a direct influence between variables, while a p-value > 0.05 suggests that there is no direct influence between variables. This study's significance value is t-statistic 1.96 (significant level = 5%). If the t-statistic value > 1.96, then there is a considerable influence. Hypothesis testing is done with the help of SmartPLS (Partial Least Square) 3.0 software. The path coefficient value of the test results is below.

**Table 6.**  
**Path Coefficient (Direct Effect)**

<b>Variables</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P values</b>
Leadership-> Employee Performance	0,196	2,758	0,006
Teamwork-> Employee Performance	0,532	9,394	0,000
Leadership -> Organizational Commitment	0,404	6,446	0,000
Teamwork -> Organizational Commitment	0,193	2,220	0,027

Source: primary data processed, 2024

- a) The first hypothesis tests whether Leadership significantly affects Employee Performance. The table above shows a t-statistic value of 2.758 with an effect of 0.196 and a p-value of 0.006. This meets the requirements of the t-statistic value > 1.96 and the p value < 0.05. So, hypothesis one is accepted where Leadership and employee performance have a positive and significant influence.
- b) The second hypothesis tests whether Teamwork has a significant effect on Employee Performance. The table above shows a t-statistic value of 9.394 with a magnitude of influence of 0.532 and a p-value of 0.000. This meets the t-statistic value > 1.96 requirements and p value < 0.05. So, hypothesis two is accepted where there is a positive and significant influence between Teamwork and Employee Performance.
- c) The third hypothesis tests whether Leadership significantly affects Organizational Commitment. The table above shows a t-statistic value of 6.446 with an effect of 0.404 and a p-value of 0.000. This meets the requirements of the t-statistic value > 1.96 and the p value < 0.05. So, hypothesis one is accepted where Leadership and organizational commitment have a positive and significant influence.
- d) The fourth hypothesis tests whether Teamwork has a significant effect on Organizational Commitment. The table above shows a t-statistic value of 2.220 with an effect of 0.193 and a p-value of 0.027. This meets the requirements of the t-statistic value > 1.96 and

the p value < 0.05. So, hypothesis one is accepted where there is a positive and significant influence between Teamwork and Organizational Commitment.

**Indirect Effect**

Indirect testing or indirect effects analysis is used to test the effect of exogenous variables on endogenous variables mediated by an intervening variable (moderator). For a hypothesis to be considered significant, the t-statistic value must be greater than the t-table, which is 1.984. In addition, the P-values must be smaller than 0.05. If the p-values are greater than 0.05, then the variable is considered to have no effect. To determine the path coefficient between variables, it is necessary to consider the original sample value.

**Table 7.**  
**Specific Indirect Effect**

Variables	Original Sample (O)	T Statistics ((O/STDEV))	P values
Leadership->Employee Performance-> Organizational Commitment	0,083	2,540	0,011
Teamwork->Employee Performance-> Organizational Commitment	0,040	1,868	0,062

Source: primary data processed, 2024

- a) Based on Table 7 above, the results show the fifth hypothesis with t-statistics > t table, namely 2.540 > 1.983 and p-value (0.005) < 0.05, so Hypothesis five is accepted, which means that there is a positive and significant influence between Leadership and Employee Performance through Organizational Commitment.
- b) Based on Table 7 above, the results show the sixth hypothesis with t-statistics > t table, namely 1.868 < 1.983 and p-value (0.005) < 0.05, so Hypothesis six is rejected, which means that there is no positive and significant effect between Teamwork and employee performance through organizational commitment.

**Effect of Leadership on Employee Performance**

The overall analysis results show a positive and significant influence between Leadership and employee performance at PT Primayudha Mandirijaya. The results of this study are evidenced by the presence of emotional stability at PT. Primayudha Mandirijaya represents the indicator of Leadership. Leadership has a vital role in shaping the emotional stability of employees, which directly affects their performance. Good leaders can create a

supportive work environment where employees feel valued, understood, and encouraged to develop. A leadership style that is open to communication and provides constructive feedback can reduce emotional distress in the workplace. Indicators of emotional stability can be seen in employees' ability to manage stress, resilience in the face of failure, emotional balance at work, and the ability to maintain positive social relationships. This relationship shows that effective Leadership improves performance and creates a work environment that supports emotional well-being. In addition, human relations are also an indicator of Leadership. Leaders prioritizing human relations tend to build a positive work atmosphere where employees feel valued as individuals, not just production tools. This style of Leadership creates healthy interpersonal relationships, encourages collaboration, and increases motivation. Thus, the quality of human relations is an essential bridge between Leadership and performance.

The results of this study are also reinforced by the test results, which show a t-statistic value of 2.758 with a magnitude of influence of 0.196 and a p-value of 0.006. This meets the requirements of the t-statistic value  $> 1.96$  and the p value  $< 0.05$ . So, hypothesis one is accepted where there is a positive and significant influence between the Leadership and Employee Performance of PT Primayudha Mandirijaya.

The results of the data obtained in this study it is supported by previous studies that have existed, including (Efawati, 2020); (Puyri & Pasaribu, 2020); and (Ratnasari et al., 2020) which proves that Leadership has a positive and significant effect on Employee Performance.

### **Effect of Teamwork on Employee Performance**

Based on the overall analysis results, it can be stated that Teamwork has a positive and significant influence on Employee Performance of PT Primayudha Mandirijaya. The presence of participation at PT evidences the results of this study. Primayudha Mandirijaya, an indicator of Teamwork, reflects the extent to which team members are actively involved in various group activities, such as discussion, decision-making, and task execution. When every team member actively participates, creative ideas and innovative solutions more easily emerge, thus supporting organizational goals. In addition, participation encourages a sense of collective responsibility, where each individual feels they have a meaningful contribution

to the team's work. Effective Teamwork with high levels of involvement increases productivity, strengthens relationships between members, creates a positive work environment, and encourages employees to give their best performance. In addition, responsibility also represents Teamwork because it has a significant influence on employee performance, especially when it comes to the responsibility indicator. In a solid team, each member has a clear role and individual responsibilities that must be fulfilled for mutual success. When these responsibilities are well understood and executed, team members can support each other and ensure each task is completed on time and to standard. Effective collaboration encourages members to take ownership of their tasks, increasing commitment and accountability to deliverables. In addition, a sense of collective responsibility helps create a harmonious and productive work environment where each member feels motivated to contribute to achieving organizational goals. Thus, Teamwork and a strong sense of responsibility directly improve employee performance.

The results of this study are also reinforced by the test results, which show a t-statistic value of 9.394 with a magnitude of influence of 0.532 and a p-value of 0.000. This meets the requirements of the t-statistic value  $> 1.96$  and the p value  $< 0.05$ . So, hypothesis two is accepted, where there is a positive and significant influence between Teamwork and employee performance in PT Primayudha Mandirijaya Employee Performance.

The results of the data obtained in this study it is supported by previous studies that have existed, including (Andrapuri et al., 2023); (Chess Widayati et al., 2021); and (Umair Mughal, 2020) which proves that Teamwork has a positive and significant effect on Employee Performance.

### **The Effect of Leadership on Organizational Commitment**

Based on the overall analysis results, it can be stated that Leadership has a positive and significant influence on the Organizational Commitment of PT Primayudha Mandirijaya. The results of this study are evidenced by the existence of communication at PT Primayudha Mandirijaya, which represents an indicator of Leadership; effective leaders can build open, transparent, and respectful lines of communication, thus creating a good understanding between management and employees. Good communication from a leader ensures effective delivery of the organization's vision, mission, and goals and provides space for employees to

convey their ideas, input, or concerns. This promotes a sense of being valued and strengthens the emotional connection between employees and the organization. When communication runs smoothly, trust in the leader increases, and employees feel more engaged and motivated to contribute their best. Thus, Leadership characterized by effective communication can strengthen employees' commitment to the organization, which ultimately supports sustainability and overall success.

The results of this study are also reinforced by the test results, which show a t-statistic value of 6.446 with a magnitude of influence of 0.404 and a p-value of 0.000. This meets the requirements of the t-statistic value  $> 1.96$  and the p value  $< 0.05$ . So, hypothesis three is accepted where there is a positive and significant influence between the Leadership and Organizational Commitment of PT Primayudha Mandirijaya.

The results of the data obtained in this study it is supported by previous studies that have existed, including (Bagis et al., 2020); (Kawiana et al., 2021); and (Cahyono et al., 2020) which proves that Leadership has a positive and significant effect on Organizational Commitment.

### **Effect of Teamwork on Organizational Commitment**

Based on the overall analysis results, it can be stated that Teamwork positively and significantly influences the Organizational Commitment of PT Primayudha Mandirijaya. The results of this study are evidenced by the quality of work at PT Primayudha Mandirijaya, which represents an indicator of Teamwork; in a solid team, each member supports each other to achieve the best work results, both in terms of accuracy, timeliness, and conformity to established standards. Effective collaboration allows team members to utilize each other's expertise, share knowledge, and complete tasks more efficiently. As the quality of work produced by the team continues to improve, the sense of trust in the team and the organization grows more potent, so employees feel proud to be part of the organization. This leads to more significant commitment, as team success reflects collective success. Thus, Teamwork that produces high-quality work strengthens operational results and increases employee loyalty and attachment to the organization.

The results of this study are also reinforced by the test results, which show a t-statistic value of 2.220 with a magnitude of influence of 0.193 and a p-value of 0.027. This meets the

requirements of the t-statistic value  $> 1.96$  and the p value  $< 0.05$ . So, hypothesis four is accepted where there is a positive and significant influence between Teamwork and Organizational Commitment of PT Primayudha Mandirijaya.

The results of the data obtained in this study it is supported by previous studies that have existed, including (Wiku et al., 2023); (Kawiana et al., 2021); and (Riyadi & Auliya, 2021) which proves that Teamwork has a positive and significant effect on Organizational Commitment.

### **The Effect of Leadership on Employee Performance through Organizational Commitment as a Mediating Variable**

The results of the research that has been conducted show that Leadership has a positive and significant influence on employee performance through organizational commitment. Effective Leadership significantly influences employee performance, mainly when mediated by organizational commitment. Leaders who can provide clear direction, build trust, and create an inspiring work environment can increase employees' emotional attachment to the organization. High organizational commitment makes employees feel more responsible for achieving company goals. In this context, commitment is a bridge that connects Leadership with employee performance because committed employees tend to be more motivated to give their best work. With good Leadership, employees are driven not only by duty but also by a sense of loyalty and dedication to the organization, which ultimately increases the productivity and quality of their work. This suggests that effective Leadership, through strengthening organizational commitment, can directly and indirectly improve employee performance.

The results of this study are also reinforced by the test results, which show a t-statistic value of 2.540 with a magnitude of influence of 0.083 and a p-value of 0.001. This meets the requirements of the t-statistic value  $> 1.96$  and the p value  $< 0.05$ . So, hypothesis five is accepted where there is a positive and significant influence between Leadership and Employee Performance through the Organizational Commitment of PT Primayudha Mandirijaya.

The results of the data obtained in this study it is supported by previous studies that have existed, including (Bagis et al., 2020); (Hadi & Sullaida, 2018); and (Eliyana et al.,

2019) which proves that Leadership has a positive and significant effect on Employee Performance through Organizational Commitment.

### **The Effect of Teamwork on Employee Performance through Organizational Commitment as a Mediating Variable**

The results of the research that has been conducted show that Teamwork does not have a positive and significant effect on employee performance through organizational commitment. Effective Teamwork allows team members to share knowledge, support the achievement of common goals, and create a harmonious work environment. This condition encourages increased productivity and quality of individual and team performance. However, the effect is not direct; organizational commitment is essential in strengthening this relationship. Highly committed employees are more engaged in team activities and feel motivated to contribute best. Thus, solid Teamwork will have a more optimal impact on performance if it is supported by strong organizational commitment, a crucial mediating factor in the relationship.

From the data obtained in this study, Teamwork does not positively and significantly affect Employee Performance through Organizational Commitment. The results of this data are different from previous research (Wiku et al., 2023); (Arifin, 2024); and (Jiatong et al., 2022) which states that Teamwork has a positive and significant effect on Employee Performance through Organizational Commitment. This study is different because the test results show a t-statistic value of 1.868 with a magnitude of influence of 0.040 and a p-value of 0.062. This does not meet the t-statistic value  $> 1.96$  requirements and the p-value  $< 0.05$ . So, hypothesis six is rejected where there is no positive and significant influence between Teamwork and Employee Performance through the Organizational Commitment of PT Primayudha Mandirijaya.

### **CONCLUSION**

Based on the research described above, it can be concluded from the results of this study that there is a positive and significant influence between Leadership and Employee Performance of PT Primayudha Mandirijaya. Teamwork and employee performance in PT Primayudha Mandirijaya have a positive and significant influence. There is a positive and

significant influence between Leadership and Organizational Commitment of PT Primayudha Mandirijaya. Teamwork and Organizational Commitment of PT Primayudha Mandirijaya have a positive and significant influence. A positive and significant influence exists between the Leadership and Employee Performance of PT Primayudha Mandirijaya through Organizational Commitment as a mediating variable. There is no positive and significant influence between Teamwork and PT Primayudha Mandirijaya Employee Performance through Organizational Commitment as a mediating variable.

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