

The Effect Of Leadership And Teamwork On Performance Of Employees Through Organizational Commitments As Intervening Variables

(Study At Community Health Centers In Mataram City)

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ABSTRACT

This study aims to analyze the significant influence of the leadership variable, teamwork, on employee performance through organizational commitment as an intervening variable at the Public Health Center in Mataram City. This study uses a quantitative approach and the number of samples in this study as many as 89 people. Data collection methods in this study were interviews, documentation, and questionnaires. The data analysis techniques used in this research are Structural Equation Model Partial Least Square (SEM-PLS). The results showed that (1) Leadership had no significant effect on employee performance (2) Leadership had a significant effect on organizational commitment (3) Teamwork had a significant effect on employee performance (4) Teamwork had a significant effect on Organizational Commitment (5) Organizational Commitment had a significant effect on Employee Performance (6) organizational commitment does not mediate the influence of leadership on employee performance. (7) Organizational commitment does not mediate the effect of teamwork on employee performance.

Keywords: Leadership, Teamwork, Organizational Commitment, Performance

INTRODUCTION

Human Resource is a factor in organizations that provide services to the public. Therefore, human Resource Management (HR) is one of the critical factors to get the best performance. Leadership is essential at all levels in the organization; to get employees who excel requires good management and leadership. Oluseyi and Ayo (2009: 8), in their research, state that good governance and effective leadership can help develop teamwork and unify individual and group goals. In addition, more effective leadership can direct employees to work following organizational goals, with motivation will encourage the desire and effort of employees to improve their performance.

Performance results from a person as a whole during a specific period in carrying out tasks such as work standards, targets, and targets that have been determined in advance and have been mutually agreed upon (Rivai & Basri, 2004:14). According to Mangkunegara (2000), performance results from work in quality and quantity achieved by an employee in carrying out their duties following the responsibilities given to employees. And according to Hasibuan (2005), performance is a result of work achieved by a person carrying out the tasks assigned to employees based on skills, experience and sincerity, and time.

Several factors that can affect employee performance include teamwork (Sirait, 2014) and other factors, namely leadership. Leadership is the ability to influence a group towards achieving a set vision or goal (Robbins, 2004). In an organization, leadership (leadership) is a factor that determines whether or not the purposes of an organization are achieved. The management process will run smoothly with good leadership, and employees are passionate about carrying out their duties. According to Rivai (2008: 170), leadership is a way for leaders to influence their subordinates and work together productively to achieve organizational goals. Armstrong (in Sudarmanto, 2014; 133) states that leadership inspires all employees to work and acquire the expected results. This understanding means that leadership is an activity to influence others so that they are willing to work together to achieve the desired goals.

Research on the influence of leadership on employee performance has been carried out by Ritonga (2015) and Muizu (2019) that leadership and work motivation have a significant effect, either partially or simultaneously, on employee performance. It means that if the implementation of organizational leadership and work motivation is better, employee performance will be more optimal.

However, it is different from the research conducted by Muchiri (2001) and Maulana (2017), where organizational commitment has a negative relationship with relationship-oriented leadership.

Stephen and Timothy (2008) state that teamwork is a group whose individual efforts result in higher performance than the sum of separate inputs. Teamwork generates positive synergies through coordinated efforts. It means that the performance achieved by a team is better than the performance of individuals in an organization or a company.

Research on the influence of emotional intelligence, teamwork, and workload on employee performance by Riska (2018) shows that emotional intelligence does not affect employee performance. However, cooperation has a positive effect on employee performance, and workload positively impacts employee performance. This research is also supported by research by Marudut Marpaung (2016) that the impact of group work (teamwork) is significant on the performance of cooperative employees.

Organizational commitment is an essential concern in many studies because it significantly impacts work behavior such as performance, job satisfaction, employee absenteeism, and employee turnover. For example, Karadag's (2015) research shows that leadership positively affects organizational commitment. Septiani (2018) regarding the impact of organizational commitment and work environment on employee performance. The results of this study indicate that organizational commitment and work environment have a positive and significant effect on employee performance. Another study states that commitment has a substantial impact on performance in research by Novitasari (2018).

Achievement of Employee Work Targets (SKP) based on implementing various program activities in the standard operating procedures (SOP) of the Community Health Centers. Performance achievement based on the SOP for the Mataram City Health Center for the 2020 Fiscal Year, 20 programs and activities of which eight activities (40%) have poor performance and cannot be implemented with various obstacles.

Realized Performance Achievement states two activities have sufficient value (10%), ten activities have a good deal (50%), namely environmental health activities, MCH (Maternal and Child Health), Treatment efforts, Health Center Operations Management, Equipment and Drug Management, Financial Management, Manpower Management, Quality of Health Services, UKS/UKGS. and there are eight activities with low scores (40%) namely Health Promotion, Mental Health, Sensory Health, Elderly Health, Occupational Health, Reproductive Health, Drugs, and Yankestrad. It is caused by many factors that influence it, including weak leadership, low organizational commitment and lack of teamwork, and other factors. Based on the problem phenomena described above, The research objective is to determine the significant influence of

leadership and collaboration on the performance of Community Health Centers employees in Mataram City through organizational commitment.

LITERATURE REVIEW

Performance

Performance is the result of work in quality and quantity achieved by an employee carrying out his duties following the responsibilities given to him. Armstrong and Brown in Martiyani (2017) define performance as the result of work that has a strong relationship with the organization's strategic goals, satisfaction, and contributes to the economy.

Meanwhile, according to Robbins (2003), employee performance is a function of the interaction between ability and motivation. The factors that affect performance according to Gibson, Ivancevich, and Donnelly (2008:134), are abilities and skills, demographics, perceptions, attitudes, personality, motivation, organizational commitment, work stress, work discipline, rewards/compensation, leadership, power, conflict, power, Organizational structure, job design, organizational design, communication, and career.

Leadership

According to Rivai (2008: 170), leadership is a way for leaders to influence their subordinates and work together productively to achieve organizational goals. Armstrong (in Sudarmanto, 2014; 133) states that leadership inspires all employees to work and acquire the expected results. This understanding means that leadership is an activity to influence other people so that they want to work together to achieve the desired goals. Siagian (2003) argues that there are 7 (Seven) indicators that must be owned by the leader, which are as follows:

- 1) A climate of mutual trust, a trusting relationship will become a reality if the leader treats his subordinates as responsible human beings and, on the other hand, subordinates with an attitude of accepting the leadership of their superiors.
- 2) Respect for subordinates' ideas. Appreciation of the concepts of subordinates from a leader in an institution or agency will be able to give its nuances for his subordinates. However, a subordinate will always create positive ideas for achieving organizational goals at the institution or agency where he works.
- 3) Taking into account the subordinates' feelings, it can be understood that Attention to humans is a managerial vision based on the human aspect of a leader's behavior.
- 4) Attention to the work comfort of subordinates. The relationship between individuals and groups will create expectations for the behavior of individuals, and groups will produce specific roles that must be played.
- 5) Attention to the welfare of subordinates. Leadership is always related to two essential things, namely relationships with associates and relationships about tasks. For example, they are doing good to subordinates, fighting for the interests of assistants. Thus, consideration as subordinate-oriented leadership behavior is often characterized by behavior that tends to fight for the interests of associates, paying Attention to welfare, including by giving salaries on time, providing benefits, and providing the best possible facilities for their subordinates.
- 6) Take into account the job satisfaction of subordinates in completing the tasks entrusted to them. In an organization, a leader must always consider what factors can lead to the job satisfaction of assistants in completing their studies. Thus a harmonious relationship between superiors and subordinates will be achieved.
- 7) Recognition of the status of subordinates appropriately and professionally. Leaders who deal with aids who are relied on by associates are the attitudes of leaders who recognize the position of assistants professionally and adequately. From the above statement, recognizing moral and professional status attached to a leader concerns the extent to which subordinates can accept and acknowledge their power in carrying out leadership.

Teamwork

Tracy (2006) states that teamwork is actively managed and carried out by a group of members of one organization. Cooperation can improve collaboration and communication within and between parts of the company. Usually, teamwork consists of people who have different skills to be used as strengths in achieving company goals. The above statement is reinforced by Dewi (2007); teamwork is a form of work in groups that must be well organized and managed. The team consists of people who have different expertise and are coordinated to work closely with the leadership.

There is a strong interdependence of each other to achieve a goal or complete a task. By doing teamwork, it is hoped that the results will exceed if it is done individually. Stephen and Timothy (2008) state that teamwork is a group whose individual efforts result in higher performance than the sum of separate inputs. Teamwork generates positive synergies through coordinated efforts. It means that the performance achieved by a team is better than the performance of individuals in an organization or a company.

The theory put forward by Stephen and Timothy (2008) is in line with the effective team theory proposed by Smither, Houston, McIntire (1996). An effective team is a team that allows its members to produce a more significant number of task completions compared to the results of their work. Individual because their work is the result of the contributions of team members together. This statement is also supported by Burn (2004), which states that an effective team is a work team whose members collaborate to achieve common goals and have a mutually supportive attitude in teamwork.

According to Burn (2004), the term team is defined as a workgroup consisting of several people with equal competence, where they work interdependently in carrying out work in one organization. Meanwhile, according to Sofo (2003), a team is a small group of people with complementary skills who are committed to the same goals and objectives, performance goals, pursuits, and mutual responsibility.

Organizational Commitment

According to Porter (2003), employee commitment to the organization is an attitude that shows attachment to the organization. Employees with high responsibility will feel themselves part of the organization and are willing to achieve organizational goals. In addition, harmonious treatment and environment within the organization encourage employees to have a high work commitment.

Organizational commitment is the attitude of employees who are interested in the goals and values of the organization. It is indicated by the individual's acceptance of the objectives and a willingness to work hard for the organization.

According to Robbins and Judge (2008), organizational commitment (Organizational commitment) is a condition where an employee sided with the organization's goals and has a desire to maintain membership in the organization. "Organizational Commitment is the degree to which employees believe in and accept organizational goals and desire to remain with the organization" (Mathis and Jackson, 2011). Based on these theories, it can be stated that organizational commitment is an attitude that employees have to remain loyal to the company and are willing to keep working and achieve organizational goals.

Steers and Porter (1991) suggest that three factors influence employee commitment to the organization, namely:

- 1) Personal factors include job satisfaction, psychological contract, job choice factors, unique characteristics. All of these factors will form the initial commitment.
- 2) Organizational factors, including initial work experiences, job scope, supervision, organizational goal consistency. All aspects will shape or give rise to responsibility.
- 3) Non-organizational factors, which include the availability of alternative jobs. Factors that do not come from within the organization, for example, whether there are alternative jobs.

The dimensions of organizational commitment proposed by Allen and Meyer (1993) include:

- 1) Affective commitment is a person's emotional involvement in the organization in feelings of love for the organization.
- 2) Continuance commitment is a person's perception of the costs, risks, and sense of loss if leaving the organization.
- 3) Finally, normative commitment (normative commitment) is a feeling of obligation and responsibility to the organization that employs it.

Hypothesis Development

Leadership (leadership style) is a way for leaders to influence other people or their subordinates so that that person is willing to do the will of the leader to achieve organizational goals even though personally it may not be liked. According to Alberto et al. (2005), Fadli (2004), and Heryanto (2002) that leadership has a strong positive effect on performance.

H1: Leadership has a significant effect on the performance of Community Health Centers employees in Mataram City

According to Burn (2004), a team is a workgroup consisting of several people with equal competence, where they work dependently in carrying out work in one organization. A study conducted by Rusandy (2009) showed that the work team had a positive and significant influence on employee performance. So it can be said that the work team can grow, maintain and develop cooperative efforts in organizational life. In addition, the work team can encourage so that employees can like their work and be a motivation for employees. If these conditions exist in a group, it will promote better performance in carrying out the organization's tasks because the team itself is a form of working together towards the same vision.

H2: Leadership has a significant effect on the organizational commitment of the Community Health Centers in Mataram City

Robbins and Judge (2007) define commitment as a condition in which an individual sided with the organization and its goals and desires to maintain its membership in the organization. There are three components of organizational commitment: affective commitment, rational commitment, and normative commitment (Allen & Meyer, 1990 and Hidayat, 2013). According to Brahmasari and Suprayetno (2008), leadership is an effort to influence many people through communication to achieve goals, how to control people with instructions or orders, actions that cause others to act or respond and drive positive change, a vital dynamic force that motivates and coordinates organizations. to achieve the goal, the ability to create confidence and support among subordinates so that organizational goals can be achieved. Leadership influence can also be seen from the benefits for the organization, including the control function (control and supervision), motivation, emotional disclosure, and the provision of information for decision making (Robbins, 2009:312).

H3: Teamwork has a significant effect on the performance of Community Health Centers employees in Mataram City

Teamwork is necessary for realizing one of the successes of the organization's work to become an energetic and synergistic driving force for individuals who are members of team collaboration. Bahtiar (2004) said that cooperation is the synergy of the strengths of several people who unite the power of ideas that lead to the success of organizational goals. According to Park et al. (2005), Teamwork has a significant effect on performance. Furthermore, high levels of

collTeamworkbation appear to support and strengthen commitment, which further improves performance. Trihapsari and Nashori (2011) conducted a study on the relationship between Teamwork embodied in the variables of group cohesion and Organizational Commitment. The results of his research conclude that Teamwork in the form of Group Cohesiveness has a positive and significant relationship to Organizational Commitment. According to Widiastuti (2011), teamwork and employee participation, namely participating in these activities and being involved in decision making, are abilities that must be continuously honed, and there is still room for improvement. It does not mean that employees are competent but cannot work together in teams and actively participate in organizational activities. Teamwork and employee participation, namely participating in these activities and being involved in decision making, are abilities that must be continuously honed, and there is still room for improvement. It does not mean that employees are competent but cannot work together in teams and actively participate in organizational activities. Teamwork and employee participation, namely participating in these activities and being involved in decision making, are abilities that must be continuously honed, and there is still room for improvement. It does not mean that employees are competent but cannot work together in teams and actively participate in organizational activities.

H4: Teamwork has a significant effect on the organizational commitment of the Community Health Centers in Mataram City.

Organizational commitment shows a person's power in identifying his involvement in a part of the organization. Organizational commitment is built based on workers' trust in the organization's values, the willingness of workers to help realize organizational goals, and loyalty to remain members of the organization. Therefore, organizational commitment will create a sense of belonging (sense of belonging) for the auditor to the organization. If an employee feels his soul is tied to existing organizational values, he will feel happy at work so that his performance can continue to improve.

H5: Organizational commitment has a significant effect on the performance of Community Health Centers employees in Mataram City

Meyer et al. (1989) examined the relationship between the performance of top-level managers with affective commitment and continuance commitment to foodservice companies. The results showed that practical commitment was positively correlated with performance, while continuance commitment was negatively correlated. However, these findings contradict Somers and Bimbaum (1998), who stated that organizational commitment (affective and continuance) did not affect performance. Research from Harrison and Hubard (1998) states that commitment affects an organization's outcomes (success). Employee performance is influenced by organizational commitment. Employees who have high involvement in work and no desire to leave the company are the essential capital to encourage increased productivity. This opinion is supported by Moncreif et al. (1997), who revealed that high employee commitment to the organization would affect performance.

H6: Leadership, Teamwork has a significant effect on employee performance through the organizational commitment of the Community Health Centers in Mataram City.

H7: Teamwork has a significant effect on employee performance through the organizational commitment of the Community Health Centers in Mataram City.

METHODS

The type of research used in this research is associative research which is explained through a quantitative approach, the main objective of obtaining evidence of a causal relationship. Associative research aims to find out or find the relationship between two or more variables (Sugiyono, 2015: 92). The sample in this study were employees of the Public Health Center in Mataram City, which amounts to 89 people.

Data Analysis Techniques using PLS. According to Wold (in Ghozali and Latan, 2015), the advantage of analysis with PLS is that PLS is a powerful analytical method because it is not based on many assumptions. The data does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval, and ratio scales) can be used in the same model. The sample does not have to be significant. PLS can analyze and constructs formed with reflexive indicators and formative indicators, which is not possible in CBSEM because there will be an unidentified model.

According to Ghozali and Latan (2015), the purpose of PLS is to help researchers to get the value of latent variables for prediction purposes. The latent variable is the linear aggregate of the indicators. The weight estimate for creating the component score for the latent variable is obtained based on how the inner model (structural model that links latent variables) and the outer model (measurement model, namely the relationship between indicators and their constructs) is specified. The result is that the residual variance of the independent variables (both latent and indicator variables) is minimized.

RESULT

Convergent Validity

The value of the outer loading or loading factor is used to test convergent validity. Loading factor is a coefficient that explains the level of relationship between indicators and latent variables. In general, the higher the loading factor, the better, and values below 0.50 are not interpreted. Loading above 0.71 excellent, 0.63 excellent, 0.55 good, 0.45 sufficient, 0.32 less (Tabaklinik & Fidell, 2007) so that the application will be calculated automatically. Limitation of the expected loading factor value is a value $> 0,50$.

Table 1. AVE and Commuality Values for Each Latent Variable

No	Latent Variable	AVE	Commuality
1	Leadership	0.569	0.569
2	Teamwork	0.689	0.689
3	Employee performance	0.608	0.608
4	Organizational Commitment	0.538	0.538

The table above shows the AVE value and commuality of each variable > 0.5 . Therefore, based on the AVE value of each instrument to measure the variable leadership, teamwork, employee performance, and organizational commitment. This is declared to meet the requirements of convergent validity.

Discriminant Validity

Discriminant validity was carried out in two stages: the assessment based on comparing the AVE root value in one variable with all correlation values between the Fornell-Larcker latent variables and the evaluation based on the cross-loading value. The instrument is declared to meet the discriminant validity requirements if the AVE root value of the variable is more significant than all Fornell-Larcker values. On the other hand, the instrument is declared ineligible if the AVE root value is less than one or all of the Fornell-Larcker values. If the value of cross loading > 0.7 , then

the indicator is declared eligible. On the other hand, if the cross-loading value is < 0.7 , the needle is declared ineligible (drop).

Table 2. AVE Root Value of Each Latent Variable Indicator

No	Latent Variable	AVE	AVE . root
1	Leadership	0.569	0.754
2	Teamwork	0.689	0.830
3	Employee performance	0.608	0.779
4	Organizational Commitment	0.538	0.734

Composite Reliability

Composite Reliability is used to test the Reliability of indicators on a variable. A variable is said to meet composite Reliability if its value is more significant than 0.70. Test the Reliability of latent variables as measured by composite Reliability and Cronbach's alpha from a set of indicators for each latent variable. The collection of latent variable indicators is declared to meet the reliability requirements if the Cronbach's Alpha value > 0.6 and the Composite Reliability value > 0.7 . The following is the composite value of Reliability and Cronbachs alpha of each variable used in this study.

Table 3. Recapitulation of Composite Reliability Values

No	Latent Variable	Composite Reliability	Cronbachs Alpha
1	Leadership (X1)	0.927	0.912
2	Teamwork (X2)	0.957	0.950
3	Employee Performance (Y)	0.954	0.947
4	Organizational Commitment (Z)	0.920	0.904

Each latent variable has a Cronbachs alpha value > 0.6 and composite reliability > 0.7 . Therefore, it can be concluded that the set of good indicators for the variable leadership, teamwork, employee performance, and organizational commitment are declared to meet the reliability requirements.

Effect Size (F^2)

Effect size is an absolute value to measure the contribution of an exogenous latent variable to an endogenous latent variable if the variable is excluded from the model. Changes in the value of R^2 can use to see whether the effect of the exogenous latent variable on the latent variable endogenous has a substantive impact. Effect size (F^2) is grouped into three categories, namely weak (0.02), moderate (0.15), and large (0.35) (Solihin and Ratmono, 2020: 55).

Table 4. Effect Size of Each Exogenous Latent Variable

Equality	Overall R^2	Exclude Exogenous Variable	R^2 Exclude	F^2	Category
1	0.505	Leadership	0.388	0.236	Moderate
		Teamwork	0.428	0.156	Moderate
2	0.406	Leadership	0.392	0.025	Weak
		Teamwork	0.366	0.069	Weak

The effect size of leadership and teamwork variables on organizational commitment (model 1) is moderate with F2 of 0.236 and 0.156, respectively. The effect size of leadership and teamwork variables on employee performance (model 2) is ranked as weak with F2 of 0.025 and 0.069, respectively.

Hypothesis Testing Results

To determine the significant effect of Leadership, teamwork on performance with organizational commitment as a mediating variable, it can be seen through the T-Statistic and V-value of the Smart-PLS output after Bootstrapping. The hypothesis is accepted if the t-stat value is > 1.96. On the other hand, the theory is rejected if the t-stat value is < 1.96. The results of hypothesis testing can be seen in the figure and table, which shows the path coefficients of T-Statistics and V-values in this study.

Table 5. Recapitulation of Coefficient Values

Hypothesis	Influence	T-Stat	Decision	Information
H1	Leadership → Performance	1,913	H1 rejected	Not significant
H2	Leadership → com. Organization	4,963	H2 accepted	Significant
H3	Cooperation → Performance	2,998	H3 accepted	Significant
H4	Cooperation → com. Organization	4.013	H4 accepted	Significant
H5	Organizational commitment → Performance	2,136	H5 accepted	Significant
H6	Leadership → com. Organization → Performance	1,747	H6 rejected	Not significant
H7	Teamwork → com. Organization → Performance	1,784	H7 rejected	Not significant

It showed that Leadership has no significant effect on performance. However, Leadership substantially affects organizational commitment. Teamwork has a substantial impact on employee performance. Partnership substantially involves organizational commitment. Organizational commitment significantly affects employee performance. Corporate responsibility did not mediate the influence of Leadership on employee performance. Organizational commitment does not judge the effect of teamwork on employee performance.

DISCUSSION

The Effect of Leadership on Performance

The findings show that the Leadership of the Head of the Community Health Centers has no positive effect on the performance of the Community Health Centers employees. Although the employees perceive the Leadership as effective or ineffective, the performance of the Community Health Centers employees in the city of Mataram remains high. The results of this study do not support previous research conducted by Ritonga (2015) and Muizu (2019) found that Leadership has a significant influence on performance. It means that the Leadership can provide the increased performance of the Community Health Centers employees. Leadership is the ability to influence a group towards the achievement of a set vision or goal. Another study says that Leadership does not affect employee performance. This is found in research by Maulana (2017) about the influence of Leadership on the performance. The problem lies in the Leadership of the head of the Community Health Centers. It does not have a significant influence on employee performance because the director of the Community Health Centers has not been able to provide support and encouragement to employees. I have not been able to build a good communication relationship with employees.

The Effect of Leadership on Organizational Commitment

The findings show that the leadership of the head of Community Health Centers affects employees' organizational commitment. The results of this study support Karadag's (2015) research, where the study results are that leadership has a positive effect on organizational commitment. According to Porter (2003), employee commitment to the organization is an attitude that shows attachment to the organization. Therefore, employees with high responsibility will feel part of the organization and achieve organizational goals. In addition, a harmonious and environment within the organization encourages employees to have a high work commitment.

It is following the facts on the ground that the dominance of respondents with developmental vulnerability makes Community Health Centers employees have stable and mature emotions in carrying out and completing their duties so that it impacts organizational commitment that is formed by itself. In other words, the age of members in an organization affects a member's commitment to the organization. Robin (2003) said that the older the organization members, the higher their commitment to the organization. It is caused by unique opportunities to find an organization to serve and channel talent. Hobbies become more limited with increasing age. It is in line with the conditions at the Community Health Centers that employees feel part of the organization,

The Effect of Teamwork on Performance

The findings show that Teamwork has a significant effect on employee performance. It means that if Community Health Centers employees have high Teamwork, the performance of employees will be higher. The above statement is reinforced by Dewi (2007); Teamwork is a form of work in groups that must be well organized and managed. Teamwork generates positive synergies through coordinated efforts. It means that the performance achieved by a team is better than the performance of individuals in an organization or a company. The theory put forward by Stephen and Timothy (2008) is in line with the effective team theory proposed by Smither, Houston, McIntire (1996); an effective team is a team that allows its members to be able to produce a more significant number of task completions compared to the results of their work. Individual because their work is the result of the contributions of team members together. This statement is also supported by Burn (2004), which states that an effective team is a work team whose members collaborate to achieve common goals and have a mutually supportive attitude in Teamwork. This study indicates that Teamwork has a significant influence on the performance of Community Health Centers employees in the city of Mataram.

According to Burn (2004), the term team is defined as a workgroup consisting of several people with equal competence, where they work interdependently in carrying out work in one organization. Meanwhile, according to Sofo (2003), a team is a small group of people with complementary skills who are committed to the same goals and objectives, performance goals, pursuits, and mutual responsibility. The level of closeness of the work team influences the quality and intensity of interactions in a group. Stephen and Timothy (2008) state that Teamwork is a group whose individual efforts produce higher performance than the sum of separate inputs.

The Effect of Teamwork on Organizational Commitment

The findings show that Teamwork has a significant effect on organizational commitment. Teamwork is one of the requirements in realizing one of the successes of the organization's work to become an energetic and synergistic driving force for individuals who are members of team collaboration. Bahtiar (2004) stated that cooperation is the synergy of the strengths of several people who unite the power of ideas that lead to the success of organizational goals. According to Park et al. (2005), Teamwork has a significant effect on performance. High levels of Teamwork appear to support and strengthen commitment, which further improves performance. Trihapsari and Nashori (2011) conducted a study on the relationship between Teamwork embodied in the variables of group cohesion and Organizational Commitment. The results of his research conclude that

Teamwork in the form of Group Cohesiveness has a positive and significant relationship to Organizational Commitment.

According to Widiastuti (2011), teamwork and employee participation, namely participating in these activities and being involved in decision making, are abilities that must be continuously honed, and there is still room for improvement. It does not mean that employees are competent but cannot work together in teams and actively participate in organizational activities. The results of this study support the results of research by Diah Kusumastuty SE (2018) on the analysis of the influence of transformational leadership and teamwork on organizational commitment with job satisfaction as a mediation. Where job satisfaction has a positive and significant effect on organizational commitment, employee job satisfaction has a positive and significant impact on employee organizational commitment, transformational leadership, teamwork, and job satisfaction has a positive and significant effect on organizational commitment, transformational leadership, collaboration, and job satisfaction employees have a positive and significant impact on employee organizational commitment, There is an Influence of Transformational Leadership on Organizational Commitment Mediated by Employee Job Satisfaction, There is an Influence of Teamwork on Organizational Commitment mediated by Job Satisfaction.

The Effect of Organizational Commitment on Performance

The findings show that organizational commitment has a significant effect on employee performance. Research from Harrison and Hubard (1998) states that commitment affects an organization's outcomes (success). Employee performance is influenced by organizational commitment. Employees who have high involvement in work and no desire to leave the company are the primary capital to encourage increased productivity. This opinion is supported by Moncreif et al. (1997), who revealed that high employee commitment to the organization would affect performance.

The results of this study support research by Salma (2001) where organizational commitment, motivation, and work experience simultaneously have a positive and significant effect on the performance of temporary honorary employees at the Community Health Centers in Morowali district, and organizational commitment has no significant impact on the performance of freelance employees. But different from the research findings by Somers and Bimbaum (1998), suggesting that organizational commitment (affective and continuance) does not affect performance.

The Effect of Leadership on Performance Through Organizational Commitment as an Intervening Variable

The findings show that organizational commitment does not mediate the influence of leadership on employee performance. According to Rivai (2008: 170), leadership is a way for leaders to influence their subordinates and work together productively to achieve organizational goals. Armstrong (in Sudarmanto, 2014) states that leadership inspires all employees to work and acquire the expected results. According to Helms (2006), says that "Leadership defines as a process by which one individual influences others toward the attainment of group or organizational goals." Leadership is defined as a process by which one person influences others to achieve organizational goals. This study does not support the research by Permata Novitasari Ayu, 2017 on the influence of leadership style on employee performance through organizational commitment as an intervening variable at Community Health Centers Mayangan Jogoroto Jombang.

However, this study supports research by Bonny Rakhmanto (2021) on the influence of leadership and integrity on organizational performance with organizational commitment as an intervening variable on the corruption eradication commission, where the results of his research show that administration has a significant effect on organizational performance, integrity has a substantial impact on organizational performance, commitment organization has a considerable effect on organizational performance, leadership has no significant effect on organizational

commitment, integrity has an impact on organizational performance, organizational commitment does not mediate the influence of integrity on performance, organizational commitment does not judge the influence of leadership on performance.

The Effect of Teamwork on Performance Through Organizational Commitment as an Intervening Variable

The findings show that organizational commitment does not mediate the effect of teamwork on employee performance. The theory put forward by Stephen and Timothy (2008) is in line with the effective team theory proposed by Smither, Houston, McIntire (1996); an effective team is a team that allows its members to be able to produce a more significant number of task completions compared to the results of their work. Individual because their work is the result of the contributions of team members together.

The results of this study support Putri's research that cooperation has no significant effect on organizational commitment, collaboration has a considerable impact on performance, organizational commitment does not significantly affect performance, collaboration and organizational commitment significantly affect organizational commitment, and organizational commitment is not able to mediate the relationship of the effect of teamwork on performance.

CONCLUSION

Leadership does not significantly affect the performance of employees in Mataram City. It means that although the supervision is felt effective and ineffective by employees, the performance of the employees is still high. Therefore, it can be ascertained that the leadership felt effective by the employees but did not have a significant influence on improving the performance.

Leadership has a positive and significant impact on organizational commitment. If the head of the Community Health Centers is practical, the responsibility of the Community Health Centers employees is also high and vice versa.

Teamwork has a positive and significant effect on the performance of Community Health Centers employees in Mataram City, meaning that if collaboration is strong, the performance of Community Health Centers employees will be high.

Teamwork has a positive and significant effect on the Organizational Commitment of the Community Health Centers in Mataram City. If the cooperation is strong, the commitment of the Community Health Centers employees will be high.

Organizational commitment has a positive and significant effect on the performance of Community Health Centers employees in Mataram City, meaning that if teamwork is strong, the responsibility of Community Health Centers employees will be high.

Organizational commitment does not mediate the influence of leadership on the performance of Community Health Centers employees in Mataram City, meaning that if the administration is effective, the performance of the employees is also high, and vice versa.

Organizational commitment does not mediate the effect of teamwork on the performance of employees. On the contrary, it means that if collaboration is effective, then Community Health Centers employees' performance is also high, and vice versa.

SUGGESTION

The results showed that leadership did not affect the performance of Community Health Centers employees in Mataram City. It needs to further prove the cause of the insignificant by using a different approach, namely a qualitative approach.

For the Head of the Community Health Centers in Mataram City to increase leadership effectiveness, it is imperative to give awards to the employees who have good performance. By this strategy, employees will feel appreciated for their work by the leader, so that it will have an impact

on increasing the organizational commitment of the Community Health Centers employees. In addition, the Head of the Community Health Centers must always make the right decisions because it will increase employee confidence, which will increase the organizational commitment of Community Health Centers employees in Mataram City.

Although this research has been carried out as well as possible, there are limitations of the author. Further research will direct the subject to a broader range, namely not only in the city of Mataram but in other regencies. For further researchers, it is hoped that they can provide better results by using other variables.

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