

The Effect of Work Commitment and Teamwork on Employee Performance at the Bukit Duabelas Jambi National Park was Moderated by the Leader's Support

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ABSTRACT

Teamwork and work commitment of employees in an organization must maintain both public and business organizations. Since the conditions and the environment around employees easily influence teamwork and work commitment. Leadership support is needed to maintain and optimize employee teamwork, and work commitment will increase performance. This study aimed to determine and analyze the effect of work commitment and teamwork on employees' performance at Bukit Duabelas National Park (BTNBD) with the leaders' support as a moderator. The population in this study were all BTNBD employees with the status of Civil Servants officials from echelon and staff. The sampling method used the census method by taking all members of the population, as many as 47 employees. The data analysis method used Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results show that work commitment has a positive and significant effect on employee performance, and teamwork has a positive and significant impact on employee performance. Leader support does not moderate the relationship of the work commitment to employee performance, and leaders' support does not moderate the relationship between teamwork and employee performance. Leaders' support as a moderating variable in this study only acts as an independent variable.

Keywords: Employee Performance, Work Commitment, Teamwork, Leader Support

INTRODUCTION

The industrial era 4.0 is marked by the use of powerful information and communication technology that can require Human Resources (HR) to be creative and superior in all fields that must have a strong character. This character can be seen in how people work collectively and commit to using their skills for their growth and success, the team, the organization, and the country. Employee cooperation and work commitment must be maintained in public and private organizations. This is because conditions and the environment around employees easily influence cooperation and work commitment. This is where leadership support is needed to maintain and optimize employee cooperation and commitment to increasing performance. Leadership empowerment positively impacts job performance (AlMazrouei, 2021). Ekowati's research in 2021 shows that superior support is a factor that can affect how well employees do their jobs and how motivated they are.

AlMazrouei (2021) states that those exhibiting elevated levels of organizational commitment have a greater tendency to improve their job performance. Those who show a high organizational commitment tend to improve their job performance. Likewise, cooperation is an effort to achieve high work productivity. Everyone must

work in a group that works cooperatively, so teamwork is the most important factor in the smooth running of an organization (Auromiqo, 2019). Employee performance directly affects organizational performance as results are achieved by an organization relying upon the performance of all its employees (AlMazrouei, 2021). Good employee performance, if managed optimally, will have a positive impact on organizational performance.

The Bukit Duabelas National Park Office (BTNBD), as a public organization engaged in the conservation sector, is a management unit for the conservation of natural resources and ecosystems under and responsible to the Director General of Natural Resources and Ecosystem Conservation (Directorate General of KSDAE), the Ministry of Environment and Forestry. National parks are a form of management of conservation areas in Indonesia. Most of the conservation areas, or 60.19%, have the status of national parks (Wiratno, 2019). Therefore, if the performance of national park employees is optimal, it is expected that the organization's performance in managing conservation areas will be even better.

In the present era of industrial 4.0, conservation area management must also be supported by workers who are innovative, creative, and outstanding in character. Characteristic employees will be able to collaborate and be devoted to maximizing their potential for the success of area management. Therefore, it is possible to say that teamwork and commitment to work are elements of organizational behavior. According to Robbins and Judge (2017), organizational behavior is an area of research that focuses on the effects of individuals, groups, and structures on organizational behavior to promote organizational performance via the application of knowledge.

According to the 2017-2020 BTNBD Employee Work Performance Assessment (P2KP) findings, the average value is satisfactory. However, in the last two years,

there has been a decline. Table 1 displays the average BTNBD Employee Performance Evaluation from 2017 to 2020.

Table 1: The average work performance evaluations of BTNBD employees (2017 to 2020)

No.	Year	Work Performance Value	Classification	Information
1.	2017	85,74	Good	-
2.	2018	85,56	Good	Down
3.	2019	85,54	Good	Down
4.	2020	85,55	Good	Up

The non-optimal performance of BTNBD employees is caused by a lack of work commitment and cooperation among employees in carrying out activities. Wahyudi and Salam (2020) state that reduced work commitment affects the organization and the employees. Organizations with low-committed employees will significantly suffer material losses (lost capital, profits, and opportunities). Likewise, their welfare will be minimal with employees whose work commitment is low. Widyanti (2019) states that organizations as social systems are related to each other through organizational members. In organizations, employees must be able to work together in order to achieve goals—for example, teamwork when carrying out routine work. Teamwork creates positive employee relationships and improves performance (Hidayat, 2021). The support of the leader who becomes the moderator of the relationship will strengthen the relationship of employee commitment and cooperation. Salsabila (2020) states that acknowledging leadership support is reflected in attitudes toward employees, such as giving direction, motivation, or feedback so that employees can work and mobilize their abilities, skills, and knowledge optimally. The pre-survey results were conducted on 24 employees representing 50% (fifty percent) of the total number of civil servants at the Bukit Duabelas National Park (BTNBD). Some employees are generally not performing optimally because their work is not performed under procedures. They do not work carefully, they do not complete reports

following the rules and do not take the initiative to solve work problems, and they do not support colleagues at work.

Work commitment is an alternative term for organizational commitment, which includes behavioral elements for assessing employee tendencies (Yuliasari & Kusuma, 2020). Organizational commitment is comparable to a management concept that puts human resources at a company's core (Suwatno, 2019). Without actualized corporate commitment, it is impossible to anticipate workers' active engagement. For a business to continue to develop and survive, every employee must keep their commitment. Work commitment represents an attitude and conduct in work performance, such as a positive outlook, passion and cheerfulness, concentration, and adherence to administrative regulations (Wahyudi & Salam, 2020). Commitment highlights the process of individual workers identifying with the organization's values, rules, and goals (Widyanti, 2019). Employees with work commitments will be driven to do their duties properly without supervision. The findings of the pre-survey on several BTNBD workers revealed a lack of employee engagement in the firm, showing their diminished emotional commitment. Employee performance will be enhanced by a high dedication to their jobs (see AlMazrouei, 2021; Andry, 2019; Makarim, 2018).

According to the findings of the pre-survey on teamwork, workers' communication with each other was poor. Teamwork is the most crucial aspect of an organization's operation since everyone must cooperate to attain high work productivity and greater outcomes (Auromiqo, 2019). Teamwork will improve the individual employees' performance (Wanyeki et al., 2019; Ariyanto et al., 2019). Previous studies, such as Auromiqo et al. (2019), Lawasi and Triatmanto (2017), and Hatta et al. (2017), discovered that teamwork had no influence on performance and reached different conclusions about teamwork. Teamwork was the most influential independent variable, having the

greatest effect on performance (Sanyal & Hisam, 2018).

The leader's support cannot be separated from the leader and leadership. Leaders will utilize their abilities with attitudes and behaviors that direct and motivate through unity of understanding and cooperation (Suwatno, 2019). This ability also influences a group toward achieving a vision or goal (Robbins & Judge, 2017). This leader's support can be shown formally or informally. The results of the pre-survey concluded that the support from BTNBD leaders was less than optimal in terms of paying attention to welfare, expressing appreciation to employees, and not encouraging employees to comply with standard operating procedures. Leadership support positively influences employee performance (Aprillianto et al., 2019; Ekowati & Finthariasari, 2021; Aprillianto et al., 2019; Ayutika & Santoso, 2020); and employee creativity (Evangelista, 2019). Likewise, Sürücü et al. (2022) stated that the leader's support is a mediator in employee performance.

Thus, this study poses the following research questions:

RQ1: Does work commitment affect the employees' performance at Bukit Duabelas National Park?

RQ2: Does teamwork affect the employees' performance at Bukit Duabelas National Park?

RQ3: Will leadership support moderate the effect of work commitment on the employees' performance at Bukit Duabelas National Park?

RQ4: Will leadership support moderate the effect of teamwork on the employees' performance at Bukit Duabelas National Park?

This research aims to build a model of the factors that influence the employees' performance at the Bukit Duabelas National Park Office. Specifically, to find out and analyze:

1. The effect of work commitment on the employees' performance at Bukit Duabelas National Park
2. The effect of teamwork on the employees' performance at Bukit Duabelas National Park
3. The effect of work commitment on the employees' performance at Bukit Duabelas National Park, moderated by the leadership support of the leader.
4. The effect of teamwork on the performance of Bukit Duabelas National Park employees, moderated by leadership support

Practically, the research findings are expected to be used as input and consideration in determining future policies and strategies to resolve BTNBD's internal weaknesses related to data and the implementation of resort-based management (Resort Base Management—RBM). It is hoped that it can provide additional information and insight for further research and for all parties who need additional references in terms of work commitment, teamwork, leader support, and employee performance. Theoretically, it is expected to contribute ideas for the development of HRM science in general and empirical contributions in terms of work commitment, teamwork, leader support, and employee performance.

LITERATURE REVIEW

Employees' performance

According to Ricardianto (2018), performance is a description of the degree of achievement in the implementation of an activity program or policy or the quantity and quality of work accomplished by an individual in carrying out duties in line with the responsibilities assigned (Sodikin, 2017). Performance is measured in terms of the quantity and quality of the given tasks and responsibilities and relates to the criteria and standards for attaining and carrying out work (Sinambela, 2019). Because it will contribute to the group and organizational success, staff performance requires attention

(Ricardianto, 2018). Performance is used to evaluate the outcomes of individual or group labor following organizational requirements. Sinambela (2019) explains that the purpose of evaluating work outcomes is to determine the extent to which the task has been achieved. Performance appraisal ensures that all workers adhere to the organization's objectives (Ricardianto, 2018).

Leaders' support

Leaders' support is closely related to the leader and leadership itself. Leaders will utilize their abilities through attitudes and behaviors that direct and motivate (Suwatno, 2019) and influence a group towards achieving a set vision or goal (Robbins & Judge, 2017). According to Fahmi (2018), leadership comprehensively knows how to direct, influence, and supervise others to do tasks according to the planned direction. Leadership factors are very important in influencing employee performance in organizations (Yateno, 2020). Leaders' support is reflected in their attitude to employees. The attitude is in the form of direction, motivation, and feedback. Leader support can strengthen employee performance and creativity (Ekowati & Finthariasari, 2021; Evangelista, 2019; Aprillianto et al., 2019; Ayutika & Santoso, 2020).

The leader's task is to deliver, direct, pioneer, or move (Yateno, 2020). Leaders have two main aspects in carrying out their duties: internal and external. Therefore, leader support can be shown formally or informally.

Work commitment

According to Robbins and Judge (2017), work commitment reflects the individual state of employees who favor a particular organization and the goals and desires to maintain membership in the organization. Wahyudi and Salam (2020) emphasized that "work commitment" refers to the attitudes and behaviors needed in carrying out work. For example, an optimistic attitude,

enthusiasm, cheerfulness, focus, and obeying the rules. Work commitment has two important components: attitude and the will to behave. Attitude is related to identification, involvement, and loyalty, while the will depends on the circumstances to behave in a willingness to display effort (Yuliasari & Kusuma, 2020). Work commitment will be a reliable and trusted personal characteristic.

Busro (2018) explains that work commitment is manifested in a strong acceptance of the individual towards the goals and values of the organization, which includes elements of loyalty, job involvement, identification of values, organizational goals, and a willingness to try and work and have a desire to stay in the organization. According to Widyanti (2019), commitment emphasizes the process of individual employees identifying themselves with the organization's values, rules, and goals. Employees who have work commitments will be encouraged to do better tasks without the need for supervision. It can be concluded that work commitment is employees' strong desire and behavior to support and carry out organizational goals voluntarily and responsibly and try to maintain membership in the organization. Work commitment is not just loyalty but more of intimacy or an inner bond between employees and their organization. In other words, work commitment is a promise and responsibility for carrying out work and feeling full devotion. Wahyudi and Salam (2020) reveal factors that can affect employee work commitment, such as background, individual, and organizational factors. Robbins and Judge (2017) divide aspects that characterize work commitment into three categories: affective, continuance, and normative commitment.

Teamwork

Teamwork reflects a group with the same vision and mission to realize the work (Fahmi, 2018). Cooperation is believed to be able to simplify and expedite each goal

because, with cooperation, workloads can be shared. Teamwork is more effective than individual work. According to Robbins and Judge (2017), a work team is a team that will produce higher performance than the number of individual inputs. Cooperation is believed to facilitate and expedite each goal because the workload can be divided.

Auromiqo (2019) states that teamwork is the most important factor in the smooth running of an organization because to achieve high work productivity, everyone must work cooperatively. Wanyeki et al. (2019) showed that teamwork was closely related to individual performance. Sanyal et al. (2018) found teamwork to be the most significant independent variable, having the most significant impact on performance. Teamwork is an independent variable that is very influential on performance. It is concluded that teamwork is a collection of individuals with their respective expertise who work together to achieve organizational goals. Hatta et al. (2017) wrote that there are several indicators as a measuring tool for teamwork, such as responsibility, mutual contribution, and maximal mobilization of ability. Kaswan (2017) groups the forms of teamwork into four forms: networking, coordination, cooperation, and collaboration. According to Wahjono et al. (2020), the team's success is influenced by the cohesiveness of the members. Team cohesiveness is an important indicator of the team's influence over individual members. The stronger the individual feels a part of the team and the greater the influence, the more cohesive the team.

The effect of work commitment on employee performance

Commitment is the action of doing something with full responsibility and dedication, which will affect employee performance. According to Wahyudi and Salam (2020), the reduced work commitment of employees is very detrimental to the organization and the employees themselves. Organizations with low-committed employees will significantly

suffer material losses (lost capital, profits, and opportunities). Likewise, employees with low work commitment will forever be ordinary employees with no future and minimal welfare. Therefore, if employees have a high work commitment, they usually have a high level of performance as well.

According to Makarim (2018), work commitment positively and significantly affects performance. This statement is also corroborated by research conducted by Andry (2019), with the result that work commitment has a positive and significant effect on employee performance. High work commitment will improve employee performance. This also follows the research results by AlMazrouei (2021), which show a positive relationship between organizational commitment and work performance.

The effect of teamwork on employee performance

Cooperation is a working system carried out by two or more people to achieve a jointly planned goal. Good teamwork will create positive relationships between employees and reward good performance. This follows Hidayat's (2021) research, which concludes that the better the teamwork, the higher the performance of the employees.

Cooperation in the work team will be a driving force that has energy and synergic for individuals who are teamwork members. Therefore, if teamwork is done well, the employee's performance will be good too. Auromiqo (2019) states that teamwork is the most important factor in the smooth running of an organization because to achieve high work productivity with more results, everyone must work cooperatively.

This is in line with the results of research by Wanyeki et al. (2019), which shows that teamwork is closely related to individual employee performance. Likewise, Ariyanto et al. (2019) concluded that teamwork positively and significantly affects HR performance. Sanyal et al. (2018) found teamwork to be the most significant independent variable, having the most significant impact on performance.

Leader support moderates the effect of work commitment on employee performance

Leader support will be a moderating variable that strengthens or weakens work commitment. According to Salsabila (2020), leader support is the attitude of superiors to subordinates by providing direction, motivation, and feedback so that subordinates can fully contribute to work and optimally mobilize their abilities, skills, and knowledge.

With the support of leaders in their work, it is expected that employee work commitment will increase so that employee performance will be more optimal. Without the leader's support, work commitment will not be optimal, resulting in employee performance.

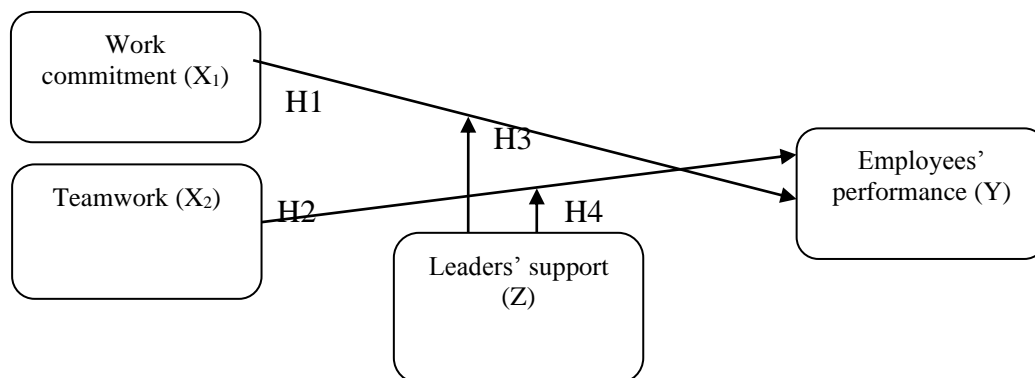
Leader support can strengthen employee performance. This is in line with Ekowati and Finthariasari's (2021) research, which found that superior support had a positive and significant effect on employee performance. This leader's support can be demonstrated both formally and informally.

Leader support moderates the effect of teamwork on employee performance.

Leadership is defined by those who can use these qualities via attitudes and actions that influence and encourage individuals and groups to accomplish organizational objectives through common understanding and collaboration (Suwatno, 2019). Leader support will determine whether teamwork is strengthened or weakened. With the leader's assistance, it is believed that teamwork inside the company will be enhanced, resulting in optimum employee performance. Leaders in organizations must have superior skills or advantages relative to their employees to set an example, exert influence, and demonstrate how to attain objectives. Leaders must also be attentive to their personnel and keep them ready to collaborate effectively. It might be read as when there is leadership support, and staff teamwork will improve, resulting in optimum employee performance.

The conceptual framework describes the link between the independent variables, namely, work commitment and teamwork,

and the dependent variable, namely employee performance, with the moderating variable, leader support, as follows:



The hypotheses in this study are:

H1: Work commitment has a positive and significant effect on the employees' performance at Bukit Duabelas National Park (BTNBD).

H2: Teamwork has a positive and significant effect on the employees' performance at the Bukit Duabelas National Park (BTNBD).

H3: Leaders' support moderates the effect of work commitment on the employees' performance at Bukit Duabelas National Park (BTNBD).

H4: Leaders' support moderates the effect of teamwork on the employees' performance at Bukit Duabelas National Park (BTNBD).

The population is a generalization area consisting of objects or subjects with certain quantities and characteristics determined by researchers to be studied and then conclusions about (Sugiyono, 2018). The population in this study were all Bukit Duabelas National Park Center (BTNBD) employees with Civil Servants (PNS) status, namely officials from Echelon IV and 47 staff. According to Sugiyono (2018), the sample is part of the number and characteristics possessed by the population. In this study, the sampling method is used the census method, namely by taking the entire population of 47 employees as research samples.

RESEARCH METHOD

This type of research uses quantitative methods. According to Sugiyono (2018), quantitative methods can be interpreted as methods based on the philosophy of positivism and used to examine particular populations or samples. Data collection using research instruments. Data analysis is quantitative or statistical, intending to test predetermined hypotheses. This research was conducted at the Bukit Duabelas National Park Center in Sarolangun, SPTN Region I in Muara Bulian, and the SPTN Region II Tebo in Tebo, Jambi Province.

Population and Sample

Data collection

The data used in this research is sourced from primary and secondary data. Data collection techniques are the methods used by researchers in collecting research data using research instruments. The method of collecting data in this research is through interviews, questionnaires, and documentation studies.

Variable operationalization

An operational definition is given to a variable by giving meaning, specifying activities, or providing an operation needed to measure the variable. The operational limitations and definitions of variables in this study are as follows: Work commitment

(X1) reflects the strong attitude and behavior of BTNBD employees to support and carry out organizational goals voluntarily and responsibly, as well as try to maintain membership in the organization and Teamwork (X2) is a collection of BTNBD employees with their respective expertise who work together to solve problems and achieve organizational goals. Employee performance (Y) results from the quality and quantity of work TNBD Hall employees do in carrying out the tasks and responsibilities. Leader support (Z) is the attitude of BTNBD leaders to BTNBD employees in the form of direction, motivation, and feedback, which results in BTNBD employees working optimally.

RESULT

Table 2. Characteristics of respondents

Characteristics	Percentage
Gender	
Female	19
Male	81
Amount	100
Age	
20-30 years old	17
31-40 years old	47
Above 40 years old	36
Amount	100
Working period	
Below four years	21
5 - 8 years	4
9 - 12 years	19
12 - 15 years	26
Above 15 years	30
Amount	100
Education	
Master's degree	11
Bachelor's degree	57
Diploma	9
Senior high school	23
Amount	100
Status	
Single	15
Married	85
Amount	100
Position	
Head of TU	2
Head of Section	4
Staff	94
Amount	100
Working area	
Center	32
SPTN Area 1	34
SPTN Area 2	34
Amount	100

Descriptive Statistical Analysis

Table 3: Summary of the results of the overall mean distribution of the questionnaire

Constructs	Mean	Category
Work commitment (X1)	3.14	Considerable
Teamwork (X2)	3.44	High
Leader-supported (Z)	3.54	High
Performance (Y)	3.44	High

Inferential Statistical Analysis

Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model is carried out by measuring the level of indicator accuracy through measuring its validity and reliability. Measurement of validity is divided into two: convergent validity and discriminant validity. The outer loading value for each indicator shows that all statements on each variable have outer loadings above 0.7. It can be concluded that all statements that represent each indicator of all variables in this study are valid.

The Average Variance Extracted (AVE) value is used as a criterion for testing convergent validity, and the AVE value must be above 0.5. The AVE value of the results indicates that work commitment (X1) is 0.794, teamwork (X2) is 0.672, leader support (Z) is 0.621, and employee performance (Y) is 0.543. It can be concluded that the AVE values of all variables in this study have met the criteria for testing convergent validity. Discriminant validity is used to ensure convergent validity results by calculating the Fornell-Larcker Criterion value for each construct that is greater than the correlation value so that the constructs in this research model can be said to have good discriminant validity.

Internal Consistency Reliability measures the indicator's ability to measure its latent construct. The results used are the values of Cronbach's alpha and composite reliability. The value of Cronbach's alpha and composite reliability shows that all constructs have a value of greater than 0.7, and it is concluded that all constructs have good reliability.

Structural Model Evaluation (Inner Model)

Testing of the inner model is carried out after the outer model testing has been fulfilled. The structural model (inner model) is evaluated by looking at the dependent construct's R-square value (reliability indicator). The evaluation of the interaction model by looking at the R-square with effect size (f-square) and the t-statistical value of the path coefficient test. The higher the R-square value, the better the prediction model of the research model. The analysis of variant (R2) or the test of determination is used to determine the magnitude of the influence of the independent variable on the dependent variable.

Table 4: Coefficient of Determination (R2) Value

	R Square	R Square Adjusted
Y	0,651	0,608

Table 4 shows that the coefficient of determination (R-Square) is 0.651. The R-Square value can be interpreted as meaning that work commitment, teamwork, and leader support are simultaneously able to explain the employee performance variable by 65.1%. The remaining 34.9% is explained by other variables outside this research, such as compensation, organizational environment, workload, and work stress.

The interaction model is evaluated using the R-square with effect size (f-square). Values of 0.02, 0.15, and 0.35 indicate that the model is weak, moderate, and strong. If the effect size is weak, it will not affect the moderating effect. The f-square values for

the variables in this study are shown in Table 5 below.

Table 5: Value of f-Square

	Y	Conclusion
Z pada X1 (ME 1)	0,067	Weak
Z pada X2 (ME 2)	0,042	Weak
X1	0,240	Medium
X2	0,215	Medium
Z	0,138	Weak

Table 5 shows that the medium effect size with an f-square between 0.15 and 0.35 is the effect of work commitment (X1) on employee performance (Y) and the effect of teamwork (X2) on employee performance (Y). The influence of leader support (Z) on employee performance (Y), moderation of leader support (Z) on work commitment (X1), and moderation of leader support (Z) on teamwork (X2) are weak. This is because the f-square value ranges from 0.02 to 0.15. That is, Leader support (Z) will not have a moderating effect on work commitment (X1) and teamwork (X2).

Hypothesis test

Hypothesis testing is carried out based on the results of testing the structural model (inner model), which includes the value of r-square, parameter coefficients, and t-statistics. Using bootstrapping results, a hypothesis can be accepted or rejected by looking at the significance value between constructs, t-statistics, and p-values. The rules of thumb used in this study are t-statistics > 2.016 with a significance level of p-values of 0.05 (5%) and a positive beta coefficient. The research model in this study can be described in Table 6 as follows:

Table 6: Path coefficients results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1 → Y	0,353	0,366	0,119	2,971	0,003
X2 → Y	0,355	0,346	0,138	2,568	0,011
Z moderate X1 → Y	-0,290	-0,294	0,157	1,849	0,065
Z moderate X2 → Y	0,212	0,206	0,145	1,461	0,145
Z → Y	0,282	0,284	0,102	2,748	0,006

Table 8 shows the results of the path coefficients of this study as follows:

Testing the work commitment variable (X1) on the employee performance variable (Y)

shows the original sample result (original sample) of 0.353 with a t-statistic of 2.971. The original sample is positive with the results of t-statistics > t-table (level of

significance is 5% = 2.016). It can be interpreted that work commitment (X1) and employee performance (Y) have a positive and significant relationship.

Testing the teamwork variable (X2) on the employee performance variable (Y) shows the original sample result of 0.355 with a t-statistic of 2.568. The original sample is positive with the results of t-statistics > t-table (significance level = 5% = 2.016). It can be interpreted that teamwork (X2) and employee performance (Y) has a positive and significant relationship.

Testing the Moderating Effect (ME) 1 on the employee performance variable (Y) shows the original sample result of -0.290 with a t-statistic of 1.849. The original sample has a negative value with the results of t-statistics < t-table (significance level = 5% = 2.016). It can be interpreted that the interaction of leader support and work commitment (Z*X1) is not significant for employee performance (Y).

The Moderating Effect (ME) 2 test on employee performance variable (Y) shows the original sample result is 0.212 with a t-statistic of 1.461. The original sample is

positive with the results of t-statistics < t-table (significance level = 5% = 2.016). It can be interpreted that the interaction of leader support and teamwork (Z*X2) is not significant for employee performance (Y).

The test of the leader's support variable (Z) on the employee performance variable (Y) shows the results of the original sample of 0.282 with a t-statistic of 2.748. The original sample is positive with the results of t-statistics > t-table (significance level = 5% = 2.016). It can be interpreted that leader support (Z) and employee performance (Y) have a positive and significant relationship.

From the tests, it can be interpreted that the leader support variable (Z) is a moderating predictor, where there is a significant influence of the leader support variable (Z) on the employee performance variable (Y). However, the interaction effect (ME1 and ME2) is not significant. That is, the moderating variable only acts as an independent variable in the relationship model formed in this study.

The summary of this study's hypothesis testing results can be presented in Table 7 below.

Table 7: Summary of Hypothesis Test Results

Hypotheses	Hypotheses of the study	Coefficient	P Values	Conclusion
H1	Work commitment has a positive and significant effect on employee performance.	0,353	0,003	Accepted
H2	Teamwork has a positive and significant effect on employee performance.	0,353	0,003	Accepted
H3	Leader support moderates the effect of work commitment on employee performance	-0,290	0,065	Rejected
H4	Leader support moderates the effect of teamwork on employee performance	0,212	0,145	Rejected

DISCUSSION

Work commitment has a positive and significant effect on employee performance in BTNBD.

The results of this study indicate that work commitment has a positive and significant effect on employee performance. In this case, it means that Hypothesis 1 is accepted. If employees' work commitment increases, BTNBD employees' performance will also increase. If employees' work commitment decreases, BTNBD employees' performance also decreases. The descriptive statistical analysis of the work commitment variable was 3.14 in the medium category. This shows that the work commitment of the

BTNBD employees is quite good. Busro (2018) explains that work commitment is a strong acceptance of the individual towards the goals and values of the organization, which includes elements of loyalty, job involvement, and identification of the values and goals of the organization and will try and work and have a desire to stay in the organization.

According to Widyanti (2019), commitment emphasizes the process of individual employees identifying themselves with the organization's values, rules, and goals. Employees with work commitments will always be confident and motivated to do their jobs well without being supervised

because they can supervise themselves. Therefore, the work commitment of BTNBD employees in this moderate condition results in a lack of strong will and behavior from BTNBD employees to support and carry out BTNBD's goals willingly and responsibly. BTNBD employees also do not try to maintain their membership in BTNBD. This has an impact on the employee's performance.

According to Wahyudi and Salam (2020), the reduced work commitment of employees is very detrimental to the organization and the employees themselves. Organizations with low-committed employees will significantly suffer material losses (lost capital, profits, and opportunities). Likewise, employees whose work commitment is low will forever be ordinary employees who have no future and minimal welfare. Therefore, if BTNBD employees have a high work commitment and their performance is good, their career and welfare will be noticed and even increased. The results of this study support the research of Makarim (2018) and Andry (2019), which states that work commitment has a positive and significant effect on employee performance. Then it is also supported by the results of research by AlMazrouei (2021), which shows a positive relationship between organizational commitment and work performance. This means that high work commitment will improve employee performance and employee performance itself. Optimal employee performance will certainly have an impact on good organizational performance as well.

Teamwork has a positive and significant effect on employee performance in BTNBD.

The results of this study indicate that teamwork has a positive and significant effect on the performance of BTNBD employees. This means that Hypothesis 2 is accepted. That is, if teamwork is good, it will improve the performance of the BTNBD employees. If teamwork is not

good, then the performance of BTNBD employees is not optimal.

Auromiqo (2019) states that teamwork is the most important factor in the smooth running of an organization because to achieve high work productivity with more results, everyone must work cooperatively. This is supported by Hidayat (2021), who concludes that the better the teamwork, the higher the employee's performance.

The descriptive statistical analysis of the teamwork variable shows that the teamwork of the BTNBD employees is good. The good teamwork of BTNBD employees will have an impact on the performance of these employees. Good teamwork makes employees enthusiastic about completing work in their work teams at BTNBD. Employees will work as a team with their expertise to solve problems and achieve BTNBD goals. Auromiqo (2019) states that teamwork is the most important factor in the smooth running of an organization because to achieve high work productivity with more results, everyone must work cooperatively. The results of this study support the research of Wanyeki et al. (2019), which shows that teamwork is closely related to individual employee performance. Likewise, Ariyanto et al. (2019) concluded that teamwork positively and significantly affects HR performance. Sanyal et al. (2018) found teamwork to be the most significant independent variable, having the most significant impact on performance.

Leader support does not moderate the effect of work commitment on employee performance in BTNBD.

The results of the Path Coefficients show that Moderating Effect 1 (ME1), namely the interaction between leader support and work commitment, is not significant to BTNBD employee performance. In contrast, leader support is significant to BTNBD employee performance. Therefore, leader support was identified as a moderating predictor. That is, the moderating variable of leader support only acts as an independent variable in the relationship model formed in this study.

The results of this study indicate that the leader's support does not moderate the effect of a work commitment on the performance of BTNBD employees. Hypothesis 3 is rejected in this case because leader support is identified as a moderating predictor. This can be interpreted to mean that there are two answers related to leader support that do not moderate this work commitment. First, work commitment is the determination, attitude, and belief in oneself to work well and maximally, so whether there is or is no support from leaders, the work commitment of BTNBD employees must be good. Second, there are indications that the systems, work procedures, or activities running at BTNBD have been implemented properly. Every BTNBD employee knows and understands the standard of work they have to do, so the strength or weakness of this leader's support will not affect the system already running in BTNBD.

According to Wahyudi and Salam (2020), employee work commitment can be influenced by background, individual, and organizational factors. Background factors are related to the influence of the employee's past, such as family, education, and environment. Individual factors are the basic capital in the form of character in employees, such as willingness (determination) and responsiveness. Organizational factors related to employee involvement include motivation (moral support, policies, material, social, systems, technology, and management), leadership (leaders as inspiration, motivators, and change agents), and organizational culture.

Work commitment can be influenced by one's leadership, not just the leader's support alone. In this study, the moderating variable, namely leader support, was identified as a moderating predictor. That is, the moderating variable of leader support only acts as an independent variable in the relationship model formed in this study. Therefore, the leader's support is an independent variable, so the leader's support does not moderate the effect of a work commitment on employee performance.

"Not moderating" means that this leader's support does not strengthen or weaken the relationship between work commitment and employee performance.

Leader support does not moderate the effect of teamwork on employee performance in BTNBD.

The results of the Path Coefficients show that Moderating Effect 2 (ME 2), namely the interaction between leader support and teamwork, is not significant to BTNBD employee performance. In contrast, leader support is significant to BTNBD employee performance. Therefore, leader support was identified as a moderating predictor. That is, the moderating variable of leader support only acts as an independent variable in the relationship model formed in this study.

The results of this study indicate that leadership support does not moderate the effect of teamwork on employee performance. Hypothesis 4 is rejected in this case because leader support is identified as a moderating predictor. This can be interpreted to mean that, in the presence or absence of support from the leader, the teamwork of BTNBD employees should remain good and even increase. We can also analyze that there is an emotional attachment between employees to be able to work together so that even without the leader's support, this form of teamwork activity continues to run well.

According to Auromiqo (2019), teamwork is the most important factor in the smooth running of an organization because to achieve high work productivity with more results, and everyone must work cooperatively. This is in line with the results of research by Wanyeki et al. (2019), which shows that teamwork is closely related to individual employee performance. So, good teamwork, whether or not there is leadership support, will have an effect on the maximum performance of BTNBD employees.

Leader support is a moderating predictor, where leader support significantly affects the performance of BTNBD employees.

That is, leader support acts as an independent variable in the relationship model formed in this research. According to Salsabila (2020), leader support is the attitude of superiors to subordinates by providing direction, motivation, and feedback so that subordinates can fully contribute to work and optimally mobilize their abilities, skills, and knowledge.

Leader support can strengthen employee performance. This is in line with Ekowati and Fintahiasari's (2021) research, which found that superior support had a positive and significant effect on employee performance. Likewise, research conducted by Aprillianto et al. (2019) concluded that the role of the leader has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the research and discussion described in the previous section, it can be concluded that work commitment has a positive and significant effect on the performance of the Bukit Duabelas National Park (BTNBD) employees. Teamwork has a positive and significant effect on the performance of BTNBD employees. Leader support does not moderate a work commitment's effect on BTNBD employees' performance. Leader support does not moderate the effect of teamwork on employee performance. Leader support in the relationship model formed in this study does not act as a moderating variable but as an independent variable. Work commitment, teamwork, and leader support explain the employee performance variable by 65.1%. The remaining 34.9% is explained by other variables outside this research, such as compensation, organizational environment, workload, and work stress.

Based on the results and observations made during the research, suggestions that can be given are as follows: It is recommended that BTNBD pay attention to the work commitment of its employees, who are indicated to be declining, passive, and not working optimally. This may be related to the service period and BTNBD employees'

age. BTNBD's focus on forest area management requires employees to be in top condition. BTNBD must budget for medical examinations for BTNBD employees, improve employee work facilities and infrastructure, provide training and competency development, reward BTNBD employees for achievements, and provide spiritual strengthening activities. BTNBD is expected to maintain and even improve the cooperative abilities of its employees. This is because, in forest area management activities, there are activities related to the main activity (related to functional tasks), and some are carried out as supporting activities (administrative tasks).

These two systems must be able to work together in the BTNBD team. There should be no gap between the two systems so that the organizational goals are optimal, both technical and administrative. The way to improve teamwork is to carry out activities to increase the capacity of employees outside, such as outbound or joint tours, so that cohesiveness and trust between employees remain, as well as increase experience and ability to work together with BTNBD employees.

It is recommended that current or future BTNBD leaders will always provide support to their employees. Leader support can strengthen employee performance. Leader support can be shown formally or informally. Leader support pertains to formally written forms in decrees, warrants, and other letters containing policy offers for competency development, activity procedure rules, or rewards. This informal leader support is not written, but can be seen in the leader's efforts to communicate via telephone, WhatsApp, direct discussions regarding employee aspirations and solutions to employee problems, and good at building relationships between leaders and employees. Employees of BTNBD are expected to uphold work commitments through increased involvement in the organization, responsibility to work thoroughly, love work, and work as sincerely and as much as possible.

It is recommended that BTNBD employees will also be able to work well in teams. Employees should not feel they are not considered or involved in the BTNBD team. All employees must be willing and able to work together, actively help ease the work of their co-workers, and be active in wanting to learn and work together. It is hoped that further researchers can add independent variables or try other moderating variables outside this study, such as compensation, organizational environment, workload, work stress, etc. Further researchers can also increase the research sample or expand the research object, such as in organizations with larger organizational structures.

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