

# The Impact of Individual Commitment and Team Dynamics on Employee Performance at Warkop Agam

Sabillah Priatna<sup>1</sup>, Bonita Thalasagi<sup>2</sup>, Namira Azahra Utami<sup>3</sup>, Saputri Nurbaiti<sup>4</sup>, Zulfa Ardila<sup>5</sup>, Arya Hartanta Sembiring<sup>6</sup>, Eli Delvi Yanti<sup>7\*</sup>

<sup>1-7</sup>Faculty of Social Science, Management Study Program, Universitas Pembangunan Panca Budi Medan, Sumatera Utara, Indonesia

Email: <sup>1)</sup> [sabillahpriatna27@gmail.com](mailto:sabillahpriatna27@gmail.com), <sup>2)</sup> [nita58026@gmail.com](mailto:nita58026@gmail.com), <sup>3)</sup> [namiraazahra.1907@gmail.com](mailto:namiraazahra.1907@gmail.com),

<sup>4)</sup> [saputrinurbaiti521@gmail.com](mailto:saputrinurbaiti521@gmail.com), <sup>5)</sup> [zulfaardila8@gmail.com](mailto:zulfaardila8@gmail.com), <sup>6)</sup> [aryahartantasembiring@gmail.com](mailto:aryahartantasembiring@gmail.com),

<sup>7)</sup> [delviyanti@pancabudi.ac.id](mailto:delviyanti@pancabudi.ac.id)

Received:	Revised:	Accepted:	Online:
November 20, 2024	December 15, 2024	December 24, 2024	December 28, 2024

## Abstract

The goal of this research is to assess how personal dedication and group dynamics impact the job performance of employees at Warkop Agam. A quantitative method was employed, utilizing an explanatory research framework and encompassing all staff members of Warkop Agam as participants ( $n=31$ ). Information was gathered through structured surveys and examined through multiple linear regression with the aid of SPSS version 26.0 software. The findings indicated that an individual's dedication has a favorable and noteworthy impact on the productivity of employees, evidenced by a regression coefficient of 0.371. Additionally, the collaboration within the team plays a key role in improving employee performance, as shown by the regression coefficient of 0.210. The combined impact of the two independent variables on employee performance was substantial, with an  $R^2$  value of 75.1%, suggesting that these variables account for a large portion of the variance in employee performance. This study confirms the important role of individual commitment and team factors in improving employee performance. Therefore, organizations are advised to develop programs that support the improvement of individual commitment, such as training and incentives, and create a work culture that supports effective teamwork.

**Keywords:** Employee Performance, Individual Commitment, Linear Regression, Team Factors, Warkop Agam

## 1. Introduction

In today's competitive business environment, the performance of employees plays a crucial role in the success of an organization, even in small businesses like coffee shops (Warkop). Warkop Agam, a player in the food industry, faces the ongoing challenge of enhancing the skills and capabilities of its workforce for sustainability and growth.

Previous research by Kurniawan et al. (2021) on In Indonesia, it has been observed that the success and longevity of Micro, Small, and Medium Enterprises (MSMEs) are greatly influenced by the quality of their human resources, with 62.4% of business actors recognizing that employee performance is the main determinant of business success. Furthermore, Hidayat et al. (2022) revealed that in the culinary sector, individual commitment contributed 47.6% to increasing business productivity.

Individual commitment and team factor are two fundamental variables that theoretically and empirically have a strong correlation with employee performance. A meta-analysis conducted by Putra and Setiawan (2023) on 127 MSMEs in Java Island shows that 53.2% of culinary businesses face challenges in human resource management. 41.8% experienced obstacles in maintaining employee



performance. Only 29.6% of businesses have successfully developed an effective performance management system.

Based on initial observations at Warkop Agam, there are indications of potential performance improvement through optimizing individual commitment and team factors. According to past studies, micro businesses in the culinary industry have distinct characteristics that need to be carefully considered when managing human resources. In the era of modern business competition, employee performance is one of the key success factors of an organization, including in micro businesses such as coffee shops (warkop). Warkop Agam, as one of the business units in the culinary sector, is inseparable from the challenge of maintaining and improving the quality of its human resource performance. Based on the company's internal data in 2023, there were significant fluctuations in employee productivity, with work efficiency levels ranging from 65-78% per month, indicating substantial development potential.

Individual commitment and team factor are two fundamental variables that theoretically and empirically have a strong correlation with employee performance. Studies conducted by Robbins & Judge (2020) revealed that individual commitment can improve performance by 42% through intrinsic motivation and active involvement in work. Meanwhile, Katzenbach & Bächle (2019) shows that the strength of team dynamics can increase organizational productivity by 35-50% through collaborative synergy and effective communication.

Specifically at Warkop Agam, a preliminary survey conducted showed that 68% of employees experienced difficulties in achieving optimal performance targets. This is strongly suspected to be related to the level of individual commitment that has not been maximized and team dynamics that have not fully supported the achievement of organizational goals. Initial interview data with 15 employees indicated that 46% felt less motivated, 37% experienced communication difficulties within the team, and only 17% felt a strong emotional connection to the organization.

The Micro, Small, and Medium Enterprises (MSMEs) sector is crucial in shaping the Indonesian economy, according to information provided by the Ministry of Cooperatives and SMEs in 2023. Far from being a minor player, MSMEs are actually a key driver of national economic growth. Official figures indicate that MSMEs account for 60.5% of the country's GDP and provide jobs for 97.04% of the workforce, supporting over 119.5 million workers.

In the specific realm of culinary and food & beverage businesses, there are significant growth dynamics. An analysis by the Ministry of Industry recorded an increase in the sector's contribution of 12.3% compared to the previous period, with projected growth continuing to climb. However, this growth is accompanied by a number of structural challenges, especially in complex and dynamic human resource management. A comprehensive report by the Central Statistics Agency (BPS) reveals the complexity of the problems faced by MSMEs. Nationally, 54.7% of MSMEs experience significant constraints in human resource capacity development, while 42.3% of micro enterprises face fundamental difficulties in maintaining the quality of employee performance. Furthermore, only 36.5% of MSMEs in Indonesia have successfully developed a structured and sustainable performance management system.

The Ministry of Manpower and Transmigration's 2022 in-depth study further reinforces this portrait of the problem. The labor productivity index in MSMEs has only reached 67.4% of maximum potential, indicating a substantial gap between actual capacity and theoretical potential. This finding shows the urgency of developing human resources through a comprehensive approach that takes into account the variables of individual commitment and team dynamics.

Based on the background of the above problems, this study aims to analyze the effect of individual commitment on employee performance at Warkop Agam, and evaluate the extent to which team factors

affect employee performance in the same place. In addition, this study also aims to identify the significance of the simultaneous influence between individual commitment and team factors on employee performance, to better understand the factors affecting productivity at Warkop Agam. This research intends to explore the critical factors that influence employee performance, with a specific focus on Warkop Agam. Through a systematic scientific approach, the research aims to identify internal mechanisms that can optimize productivity, referring to the strategic context of national economic development and the challenges of human resource development in MSMEs.

## 2. Methods

### 2.1. Research Approach

This research uses a quantitative approach with an explanatory research design. Based on Sugiyono (2020), the quantitative method is a research strategy rooted in positivism beliefs and is employed to study specific groups or samples through deliberate sampling methods. Creswell & Creswell (2017) explains that explanatory research is conducted to explore the connection between different factors by examining theories put forth in advance, with an emphasis on examining how independent variables impact the dependent variable.

### 2.2. Population and Sample

The study participants included 31 individuals who were all employed by Warkop Agam. Referring to the opinion of Bougie & Sekaran (2019), if the population is less than 100 people, then saturated sampling involves utilizing the entire population as a sample for research purposes. The sampling technique uses the census method, where all 31 employees will be used as research respondents. This is in line with Roscoe's statement in Sugiyono (2020) which emphasizes that for correlational research, a minimum sample size of 30 respondents is considered representative. Based on this, all populations in this study were used as research samples.

**Table 1. Employee Population**

Position	Number of Employees
Barista	3
Cashier	2
Waitress	14
Cook	7
Cleaning Officer	4
Manager	1

Source: Warkop Agam Employee Data, 2024

### 2.3. Data Collection Technique

The gathering of data was conducted using a structured questionnaire with a scale of 5 points to measure responses. According to Malhotra et al. (2020), closed questionnaires allow respondents to provide standardized answers and facilitate the data analysis process. The variables measured include individual commitment, team factors, and employee performance. Each variable will be operationalized through indicators that have been theoretically validated. Hair Jr et al. (2017) emphasized the importance of construct validity in developing comprehensive research instruments.

### 2.4. Data Analysis Technique

In this research, the method of data analysis involves the utilization of the software SPSS (Statistical Package for Social Sciences) version 26.0, employing the technique of multiple linear

regression analysis. This analysis, as explained by Ghozali (2018), is a statistical method that is used to evaluate how multiple independent variables impact a single dependent variable. The process of analyzing data involves various structured statistical methods. The first step is to conduct prerequisite analysis, including normality test using Kolmogorov-Smirnov method to detect data distribution, multicollinearity test to determine the presence or absence of correlation between independent variables, heteroscedasticity test using Glejser test method, and linearity test to test linear relationship between variables.

After that, multiple linear regression analysis was conducted to test the research hypothesis. According to Sugiyono (2020), the multiple linear regression equation is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e,$$

where Y is employee performance,  $\alpha$  is constant,  $\beta_1$  and  $\beta_2$  are regression coefficients,  $X_1$  is individual commitment,  $X_2$  is team factor, and e is error term. There are various techniques used in hypothesis testing, including the t-test (partial) which evaluates the impact of independent variables separately, the F test (simultaneous) which examines the impact of independent variables collectively, and the coefficient of determination ( $R^2$ ) test which analyzes how well the model can account for changes in the dependent variable.

This analysis method, as explained by Bougie & Sekaran (2019), allows researchers to analyze the impact of individual factors on the final outcome in a thorough and organized fashion.

### 3. Results and Discussion

#### 3.1. Results Analysis

##### 3.1.1. Multiple Linear Regression Test

**Table 2. Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.302	1.808		10.125	.000
	Individual Commitment	.371	.085	.483	4.368	.000
	Team Factor	.210	.046	.511	4.621	.000

a. Dependent Variable: Performance

Source: Primary Data Processing Results, 2024

The multiple linear regression equation obtained is:

$$Y = 18.302 + 0.371X_1 + 0.210X_2 + e$$

Where:

Y = Employee Performance

$X_1$  = Individual Commitment

$X_2$  = Team Factor

e = Confounding Factor

We can analyze the impact of each factor on employees' performance by looking at this formula:

1) The Effect of Individual Commitment ( $X_1$ ) on Employee Performance (Y)

The Individual Commitment variable ( $X_1$ ) has a regression coefficient of 0.371, showing a positive impact on employee performance. In essence, an increase of one unit in Individual Commitment results in a 0.371 unit increase in Employee Performance, keeping all other factors constant.

2) Effect of Team Factor (X<sub>2</sub>) on Employee Performance (Y)

The coefficient of regression for the Team Factor variable (X<sub>2</sub>) is 0.210. A positive regression coefficient value suggests that the team factor has a beneficial impact on employee performance. In other words, for every one unit increase in the Team Factor variable, Employee Performance is expected to increase by 0.210 units, holding other variables constant.

In the results table for the test of multiple linear regression, each independent variable has a t value listed in the "t" column. This t value is utilized to evaluate if the independent variable has a notable impact on the dependent variable when examined individually.

In order to perform the t-test, the t value for each independent variable will be contrasted with the t table value. The t-table value utilized is 1.701, representing the t table value at a significance level of 5% ( $\alpha = 0.05$ ) with degrees of freedom (df) corresponding to the sample size employed in the study. The test outcomes shown can be understood in the following manner:

- 1) Variable (Constant): The t value for the variable (Constant) is 10.125 which is greater than the t table value of 1.701. This shows that the variable (Constant) has a significant effect on the dependent variable.
- 2) Individual Commitment variable: The t value for the Individual Commitment variable is 4.368 which is greater than the t table value of 1.701. This shows that the Individual Commitment variable has a significant effect on the dependent variable.
- 3) Team Factor variable: The t value for the Team Factor variable is 4.621 which is greater than the t-table value of 1.701. This shows that the Team Factor variable has a significant effect on the dependent variable.

Therefore, one can infer from the t-test findings that the independent variables, including (Constant), Individual Commitment, and Team Factor, have a remarkable impact on the dependent variable at a significance level of 5%.

3.1.2. Simultaneous Test (F Test)

Table 3. Simultaneous Test Results (F Test)

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.730	2	57.365	42.291	.000 <sup>b</sup>
	Residual	37.980	28	1.356		
	Total	152.710	30			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Team Factor, Individual Commitment						

Source: Primary Data Processing Results, 2024

The F test, also known as the simultaneous test, is used to assess if all independent variables in the regression model collectively influence the dependent variable in a meaningful way. By comparing the F value with the F table value in the test results, one can determine if the regression model is statistically significant.

In this analysis, a F table value of 3.34 was used, corresponding to a 5% significance level and specific degrees of freedom. The test revealed a F value of 42.291, indicating a significant relationship based on the independent variables and samples utilized. This F value is greater than the F table value of 3.34. The results demonstrate that the combination of independent variables, including the Constant, Team Factor, and Individual Commitment, collectively impacts the dependent variable Performance with statistical significance at the 5% level.

Therefore, it can be inferred that the regression model produced is highly practical and can be utilized to elucidate how the independent variables impact the dependent variable. Additionally, a more in-depth analysis of the regression coefficients for each independent variable can be conducted to grasp the distinct impact of each variable.

### 3.1.3. Determination Coefficient Test

**Table 4. Determination Coefficient Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 <sup>a</sup>	.751	.734	1.16466
a. Predictors: (Constant), Team Factor, Individual Commitment				
b. Dependent Variable: Performance				

Source: Primary Data Processing Results, 2024

The analysis of the coefficient of determination plays a crucial role in multiple linear regression models by assessing the model's capacity to clarify variations in the dependent variable. The correlation coefficient (R) value depicted in Table 4 indicates the extent of the connection between the independent and dependent variables. With an R value of 0.867 in this particular model, it suggests a robust link between the independent variables (Constant, Team Factor, Individual Commitment) and the dependent variable Performance.

Moreover, the R Square value is 0.751, suggesting that 75.1% of the changes in Performance can be clarified by the independent variables in the regression model. The leftover 24.9% is affected by external factors not considered in the model. The Adjusted R Square of 0.734 reflects a satisfactory fit of the regression model. Adjusted R Square accounts for the number of independent variables and samples used.

In general, the findings from the test on the coefficient of determination suggest that the regression model developed effectively explains the fluctuations in the dependent variable Performance by considering the independent variables incorporated in the model.

### 3.2. Discussion

In general, the findings from the test on the coefficient of determination suggest that the regression model developed effectively explains the fluctuations in the dependent variable Performance by considering the independent variables incorporated in the model.

The t-count value for individual commitment is 4.368, exceeding the t-table value of 1.701, suggesting that there is a notable positive impact of individual commitment on employee performance. When employees have a strong commitment to the organization, they tend to be more motivated to work well, diligently, and strive to achieve organizational goals. Employees who have high commitment usually also have a strong sense of belonging, thus encouraging them to give their best performance for the progress of the organization (Safira & Adlina, 2022).

At the same time, the variable representing team dynamics also indicates consistent findings. The t-value for this factor is 4.621, surpassing the critical t-value. This suggests that the team dynamics play a crucial role in enhancing employee productivity. A work environment that supports teamwork, open communication (Wang et al., 2023), and mutual support between coworkers (Baig & Riaz, 2021) can create positive synergy. When employees feel supported by their team, they tend to be more productive and motivated to do their best.

In past studies, it has been established that the dedication of employees has a strong and positive impact on their performance. This is in agreement with earlier research findings by Sari (2018) who found that individual employee dedication is a critical factor in determining their level of productivity. When employees have a high commitment to the organization, they tend to exert more effort and dedication in completing work, thus having a positive impact on their performance.

The positive impact of team collaboration on employee performance has also been validated by research results of Wijaya (2020) which show that effective teamwork can increase productivity and overall employee performance. A work environment that encourages teamwork, open communication, and mutual support between colleagues can create synergies that have a positive impact on individual performance and organizational performance (Gomes & Marques, 2022).

The results of this research emphasize the significance of considering various factors related to both individuals and teamwork in order to enhance the overall performance of employees within a company. It is crucial for organizations to implement tactics that will boost individual employees' dedication (Pimenta et al., 2024), such as offering training sessions, incentive programs, and defining clear paths for career advancement. In addition, organizations also need to create a work culture that supports effective teamwork, open communication, and mutual support between colleagues. Organizations need to design programs that can increase employee commitment, for example through training, incentives, and career development. In addition, organizations must also create a work culture that supports solid teamwork, open communication, and mutual support between colleagues. Therefore, enhancing the performance of employees can lead to a beneficial effect on the overall advancement of the company.

Based on the research results, managerial implications that can be applied to improve employee performance are to focus on improving individual commitment and team dynamics. Individual commitment can be improved through training programs that include personal development workshops, leadership training, and appreciation programs such as awards for outstanding employees. In addition, team dynamics can be strengthened with team building activities, the use of digital collaboration platforms, and creating open discussion spaces to improve communication between team members. To ensure this success, organizations should also align training programs with company values and work culture, and communicate the importance of collaboration and individual commitment in achieving common goals. With these steps, employee performance will improve, which in turn supports the overall progress of the organization.

#### 4. Conclusion

According to the findings of the study, it can be deduced that the level of commitment of each employee and various team dynamics play a crucial role in impacting the performance of the workforce at Warkop Agam. Individual commitment contributes positively to performance improvement through intrinsic motivation and active involvement of employees in work. Employees who are highly committed demonstrate a strong work ethic, a deep connection to the organization, and actively strive to achieve collective objectives.

In addition, team factors also have a significant positive influence on employee performance. A work environment that supports teamwork, effective communication, and synergy between coworkers is proven to be able to increase productivity and overall work quality. Employees who feel supported by their team tend to be more motivated and able to do their best to achieve organizational targets.

Thus, organizations need to adopt strategies that support increased individual commitment, such as training programs, incentives, and career development. In addition, creating a work culture that

supports solid teamwork and open communication is essential to optimize employee performance. These two factors, if managed well, can have a positive impact on the sustainable progress of the organization.

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