

The Importance of Teamwork on Business Restaurant in Mediating Effect of Work Discipline on Employee Performance

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Abstract

The food industry, especially restaurants, is growing rapidly in line with economic developments that encourage the growing number of middle class. Therefore, the management of human resources in this effort is important to be a top priority, because there are many crucial issues related to human resource development on the business. Their human resource issues impact on the decrease in the ability to compete with other companies. This study aims to analyze the importance of teamwork in restaurant business in mediating effect of work discipline on the performance of employees at Kembang Lawang Restaurant Pejaten Village Branch. The population in this study is 42 employees of Kembang Lawang Restaurant Pejaten Village Branch. Sampling technique using saturated sample technique. Data collection methods in this study using survey methods with research instruments using a closed questionnaire. Data analysis method using Partial Least Square. Based on data analysis results found that work discipline has a positive effect on employee performance. Work discipline has a positive effect on teamwork. Teamwork has a positive effect on employee performance. Teamwork plays a role in mediating the partial effect of work discipline on employee performance. Implications for the business world should be made to improve compliance with rules, increase trust between colleagues, and improve the quality of employees to build a team that is cohesive and high performance.

Keywords: Work Discipline, Teamwork, Employee Performance, Partial Least Square.

1. Introduction

Increasingly fierce competition requires an always spoil the food industry for providing customers with the best service and quality products. With good product quality, customer desires be fulfilled, so that the sense of satisfaction, and is expected to then become loyal to a particular product, and back again to buy to become loyal customers. The main determinant in an effort to provide optimal service, and able to win the competition in the industry one of them is human resources that have competence and quality. Wheels of a company is determined by human resources in it. However, in reality, the main problem in companies is also in human resources management. Ideal conditions often do not happen.

Similarly, the phenomenon occurring in Kembang Lawang Restaurants Pejaten Village Mall Branch. The restaurant was established with the concept of modern interior shades combined with the taste of traditional Indonesian food. The problem with the restaurant is that there are customer complaints found on www.zomato.com (2017), such as poor customer service, bad food taste, foreign objects in ordered food, old order, and insects in the restaurant area. The existence of such customer complaints indicates less optimal employee performance. Employee performance related to employees who complete their tasks and goals up to the standards prescribed by the organization and they are judged on their performance against performance standards set (Hartenian, 2003).

There are many factors that affect employee performance. In many studies in several developing countries, it examines that employee performance is influenced by employee work discipline. In Kenya, Anthony (2017) examines the effect of work discipline on employee performance on educational organizations. In Indonesia, some studies have examined that work discipline influences employee performance (Jeffrey and Soleman, 2017, Jeffrey and Ruliyanto, 2017; Mangkunegara and Waris, 2015; Noel, Lopian, and Pandowo, 2017; Suyitno, 2017, Hartono and Zubaidah, 2017). It can be concluded that the discipline of work is still a crucial problem in human resources management in many organizations in Indonesia. Work discipline is important for an organization, because showing the behavior or attitudes of employees individually or in groups to obey the rules set by the company is very important for the success of individuals and organizations (Hodges, 2006). In the food industry, in particular restaurants, discipline in operational standards of work greatly impacts service to customers. Nevertheless, researchers find it difficult to find a study of the effect of discipline on employee performance in the food industry, especially restaurants. For that, this research fills the research gaps that occur.

In addition to work discipline, several studies on employee performance in some developed and developing countries are influenced by teamwork (Sanyal and Hisam, 2018; McEwan, Ruissen, Eys, Zumbo, and Beauchamp, 2017; Khan and Al Mashikhi, 2017; Al Salman and Hassan , 2016). Good teamwork encourage individuals in it have the ability on an emotional level, confidence and the ability to plan and decide with others positively. It also helps create a healthy work environment with a workable agenda, creative activities, strategies and positive values (Sanyal and Hisam, 2018). Conversely, the absence of good teamwork can lead to job failures, disappointment, low morale and poor productivity thereby threatening organizational entities.

In the implementation, teamwork required the existence of rules to assist employees in working together towards mutual goals creatively. Teamwork requires the discipline of each individual in it (Anthony, 2017). If there is work discipline, teamwork can help employees empower and develop themselves and their potential, and learn the right strategies to perform their tasks efficiently, making them more effective in achieving individual and organizational goals and vision (Robbin and Judge, 2015).

Based on the above research phenomenon, it is interesting to examine the importance of teamwork on food industry organizations, especially restaurants, in mediating the effect of work discipline on employee performance.

2. CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

a. Work Discipline associate on Employee Performance

Theory X and Y theory coined by McGregor (1960) can be applied to explain the relationship between work discipline on employee performance. The theory explains two contradictory views of human behavior in the workplace and organizational life. Employee performance can be enhanced by applying employee work discipline through the X theory explains management role is to force and control employees, and the Y theory explains management role is to develop the potential of employees and help them to unleash that potential toward common goals. This they associate and impact on employee performance. The middle way is that discipline should be enforced without causing hatred to develop employees to appear in an organization. Organizations that manage good discipline and treat their employees as customers, can achieve higher employee performance. Improving employee performance can retain good employees and improve organizational performance through the use of a full discipline strategy. Ultimately, organizations can achieve performance through their employees. The relationship between the two variables is reinforced by Jeffrey and Soleman (2017), Jeffrey and Ruliyanto (2017), Mangkunegara and Waris (2015), Hartono and Zubaidah (2017), Noel et al. (2017), and Suyitno (2017), who found that work discipline had a positive effect on employee performance.

Based on the exposure, the hypothesis that can be built is:

H1: Work discipline has a positive effect on employee performance..

b. Work discipline associate on Teamwork

Rules are needed to assist employees in working together to achieve goals and objectives together creatively. Teamwork requires discipline within each individual. If work discipline is entrenched, teamwork can help employees to empower and develop themselves and their potential, and learn the right strategies to accomplish the necessary tasks efficiently, making them more effective in achieving organizational goals and vision (Robin and Judge, 2015). Anthony (2017) proves that effective work discipline helps in controlling employee behavior so as to encourage the implementation of teamwork into a compact team / cohesion within the organization.

Based on the exposure, the hypothesis that can be built is:

H2: Work discipline has a positive effect on Teamwork

c. Teamwork associate on Employee Performance

Teamwork is like the great power of community to make better decisions efficiently. The performance of teams that are able to work together is higher than individual performance when the work requires a broader range of knowledge, ratings, and opinions. The advantage of teamwork is significant productivity growth in scope that requires creative solving of different tasks, high adaptability and operational management (Robin and Judge, 2015). The success of any organization requires the positive strength of teamwork as it helps employees to empower and develop themselves, as well as learn the right strategy to achieve results efficiently, which encourages the performance of each individual increases. In addition, positive interaction and collaboration among employees allows them to have a better understanding of the importance of teamwork in helping to achieve individual or collective goals. Most successful companies do not hire an individual who can not work on the team to resolve conflicts and accomplish various tasks, and it proves the importance of teamwork as an ability that employees must have in their work. The results of Sanyal and Hisam (2018), McEwan et al. (2017), Khan and Al Mashikhi (2017), and Al Salman and Hassan (2016) proved that good teamwork can improve employee performance.

Based on the exposure, the hypothesis that can be built is:

H3: Teamwork has a positive effect on Employee Performance

d. Mediation of Teamwork in Work Discipline effect on Employee Performance

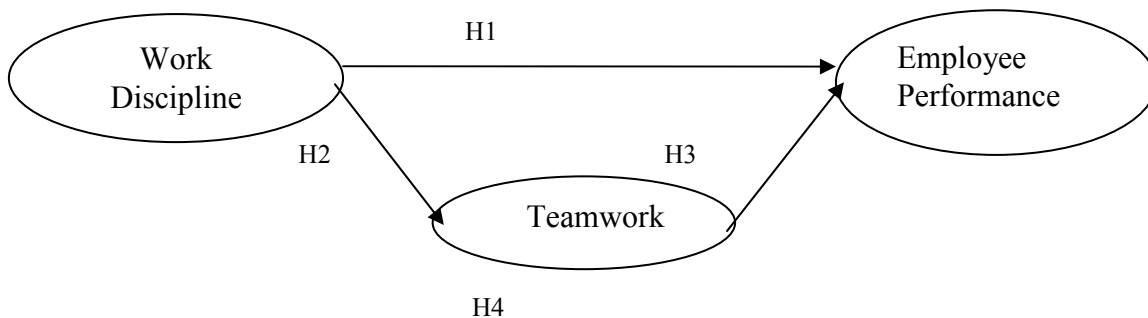
Work discipline is indispensable in the implementation of teamwork. For that reason, guidelines for teamwork are needed to help employees work together toward common goals and objectives creatively. Teamwork requires discipline within each individual within it, so teamwork will help employees to empower and develop themselves and their potential, as well as learn the right strategy to accomplish the necessary task efficiently, thereby becoming more effective in achieving individual goals and objectives and organizational vision (Robin and Judge, 2015). Anthony (2017) found that the discipline of work will lead to the implementation of teamwork becomes more compact / cohesion, resulting in increased employee performance.

Based on the exposure, the hypothesis that can be built is:

H4: Teamwork serves to mediate effect of work discipline on employee performance.

The conceptual framework and hypothesis development can be illustrated in a graph, in Figure 1.

Figure 1. Conceptual Framework



3. Research Method

This research is a causal associative research, because it analyzes the role of teamwork in mediating effect of work discipline on employee performance. The study was conducted from September 2017 to January 2018.

Measurement of employee performance variables using Gomes measurement (2010), work discipline using Rivai measurement (2016), and teamwork using Kreitner and Kinicki measurements (2010). Measurement scale using Likert scale, with categories ranging from 1) strongly disagree, up to 5) strongly agree. Measurement of research variables is shown in Appendix 1.

The population in this study are the employees consisting of staff service, cashier, kitchen and supervisor at Kembang Lawang Restaurant, Mall Pejaten Village Branch, South Jakarta. Data collection using survey method with closed questionnaire as research instrument. Questionnaires were distributed to 42 respondents, who were all members of the population. Data analysis method using partial least square (PLS).

4. Data Analysis and Discussion

a. Respondent Characteristics

Characteristics of respondents can be seen in Appendix 2. By gender, the number of female respondents more than men. Based on the age of most respondents between the ages of 21-30 and 31-40. Most recent education graduated high school or equivalent. Length of work most respondents have worked less than 1 year. Position most of the respondents is in the service.

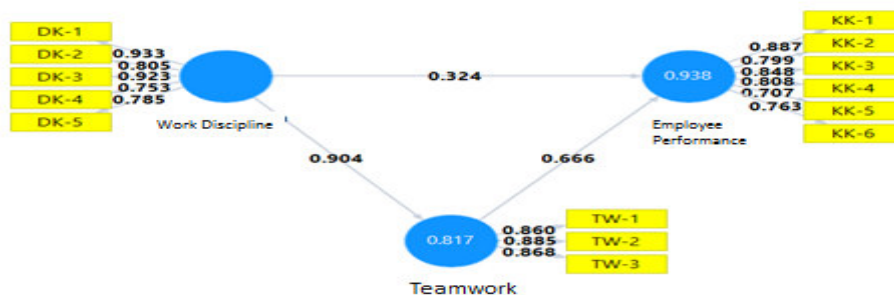
b. Partial Least Square

1) Measurement Model Evaluation (Outer Model)

a) Validity test

Validity testing is done in two ways, namely convergent validity and discriminant validity. According to Chin in Ghozali and Latan (2015), an indicator is said to have good convergent validity if the loading factor value is greater than 0.70. The test results are shown in Figure 2. It appears that the overall loading factor has a value greater than 0.70, so it can be said that all the measurement variables have good convergent validity.

Figure 2. Convergent Validity Test Result



Source: Primary data, processed using SmartPLS series 3, 2018.

Table 1. Discriminant Validity Test Result

	Work Discipline	Teamwork	Employee Performance
Work Discipline	0,926		
Teamwork	0,804	0,959	
Employee Perfrmance	0,843	0,871	0,904

Source: Primary data, processed using SmartPLS series 3, 2018.

Discriminant validity is analyzed by comparing the square root values of AVE and the correlation values between constructs, shown in Table 1, that all the square root values of each construct (written in bold) have a higher value than the correlations among other constructs. Thus it can be concluded that all measurement variables have good discriminant validity.

b) Reliability Test

Reliability test is performed with composite reliability and cronbach alpha. If the entire value of the variable has a value of composite reliability and cronbach alpha ≥ 0.7 means to have good reliability or questionnaire used has been reliable or consistent. From Table 2. we can see that each variable has high cronbachs alpha and composite reliability value, exceeding 0.7, meaning that each variable has high reliability.

Table 2. Reliability

Variable	Cronbachs Alpha	Composite Reliability
Work Discipline	0,897	0,924
Teamwork	0,842	0,904
Employee Performance	0,890	0,916

Source: Primary data, processed using SmartPLS series 3, 2018.

2) Structural Model Evaluation (Inner Model)

a) Goodness of Fit Model Test

To assess Goodness of Fit Model Test by looking at the R-square and Q-square values. From Table 3 it is shown that the values of R-square and Q-square have a high value, close to 1, meaning that the model has Goodness of Fit.

Table 3. Goodness of Fit test

Variable	R-Square	Q-Square
Teamwork	0,812	0,988
Employee Performance	0,935	

Source: Primary data, processed using SmartPLS series 3, 2018.

b) Pengujian Hipotesis

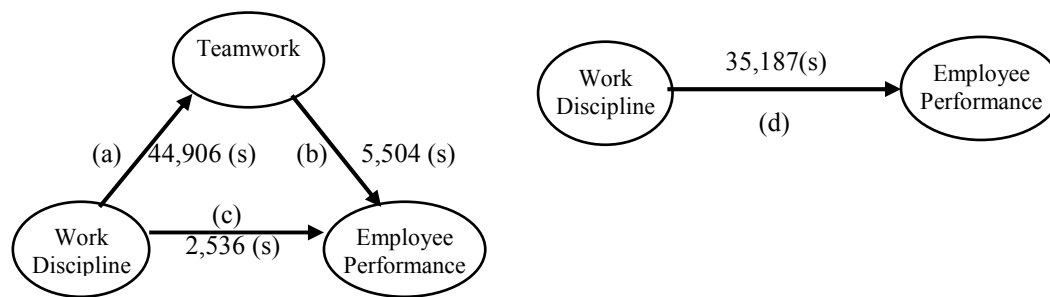
Untuk mengetahui signifikan dilihat dengan membandingkan nilai signifikansi yang terjadi dengan tingkat ketidakyakinan sebesar 0,05. Jika nilai signifikansi yang terjadi (ditunjukkan dengan nilai *P Value*) lebih kecil dari tingkat ketidakyakinan 0,05, maka hipotesis diterima. Dari hasil *path coefficient* seperti ditunjukkan pada Tabel 4. dan Lampiran 3, dapat dilihat hasil pengujian hipotesis penelitian ini.

Table 4. Hypothesis Test Result

No.	Relationship between variables	Original Sample	T Statistik	P Value	Information
Test results involve mediators					
1	Work Discipline → Employee Performance	0,324	2,536	0,012	Have a Positive effect
2	Work Discipline → Teamwork	0,904	44,906	0,000	Have a Positive effect
3	Teamwork → Employee Performance	0,666	5,504	0,000	Have a Positive effect
Test results without involve mediators					
4	Work Disiplin → Employee Performance	0,928	35,187	0,000	Have a Positive effect

Source: Primary data, processed using SmartPLS series 3, 2018.

Figure 3. Teamwork Testing Results as a Mediation Variable



Information:

The number on each path indicates the path coefficient.

s = significant at the 0.05 level

Source: Primary data, processed using SmartPLS series 3, 2018.

c. Discussion

1) Work Discipline effect on Employee Performance

Result of hypothesis test proved hypothesis 1 accepted, that work discipline have positive effect to employee performance. When analyzed by using the loading factor, employee attendance is the most dominant indicator in reflecting employees' work discipline, so as to improve employee's performance significantly, especially on the quality of employee's work as the most dominant indicator reflect the employee's performance.

This result can be explained by using Theory X and Theory Y (Mc Gregor, 1960), that work discipline should be forced without causing hatred so as to develop employees. Organizations that manage good discipline, can achieve higher employee performance.

The results of this study also strengthen the research of Jeffrey and Soleman (2017), Jeffrey and Ruliyanto (2017), Mangkunegara and Waris (2015), Hartono and Zubaidah (2017), Noel et al. (2017), and Suyitno (2017), who found that work discipline had a positive effect on employee performance.

2) Work Discipline Effect on Teamwork

Hypothesis 2 can be proven in this study, that work discipline have positive effect to teamwork can be proved in this study. The presence of employees as the most powerful measuring tool in measuring work discipline, so the most dominant in teamwork affect significantly, especially on indicators of trust to colleagues as the most dominant indicator measure teamwork variable.

The results of this study can be explained using McClelland's motivational theory, especially the need for affiliation theory (Robbin and Judge, 2015). The employee is embedded to obey the rules as a manifestation of a sense of self-discipline striving to obey the rules, so as not to harm other colleagues, as the embodiment of the need for affiliation, and thus have the impetus to perform effectively in teams because they have the motivation to be friendly, bear and cooperate, so as to maintain good social relationships, as well as fit in jobs that require teamwork.

This research is also able to support the results of Anthony's study (2017) which proves that effective work discipline helps in controlling employee behavior so that it will encourage the implementation of teamwork into a compact team / cohesion within the organization.

3) Teamwork Effect on Employee Performance

This research proves that hypothesis 3 is accepted, where that teamwork has a positive effect on employee performance. By using the loading factor analysis, trust to other colleagues is the most dominant indicator in reflecting work discipline, so as to have the strongest effect on employee performance, especially on the quality indicator, as the most powerful indicator in measuring employee performance.

McClelland's need for affiliation theory (Robbin and Judge, 2015), is able to explain the results of this study, that an employee who likes to connect with others, will be able to cooperate with other colleagues, and match work that requires cooperation, which is increasing, both individually and in groups.

This study results support study results of Sanyal and Hisam (2018), McEwan et al. (2017), Khan and Al Mashikhi (2017), and Al Salman and Hassan (2016) prove that teamwork is increasingly strong able to improve employee performance.

4) Mediation of Teamwork in Work Discipline effect on Employee Performance

In analyzing the effect of mediation variables, this study used an approach by Baron and Kenny (1986). Both states that the position of mediation variables in the model can serve as a complete mediation variable, or partial mediation.

Baron and Kenny (1986) and Solimun et al. (2017) describes the requirements of partial mediation effects if they meet: 1) in the analysis by including the mediation variables, the path coefficient of exogenous variables to

the mediation variable and then the path coefficient of the mediating variable variable to the endogenous variable must be significant; , the path coefficient of exogenous variable effect directly to the endogenous variable is significant; 3) in the analysis by excluding the mediation variables, the path coefficient of exogenous variable effect directly to the significant endogenous variables, with a greater degree of significance than in the analysis by including the mediation variables.

Hypothesis testing result by entering and without entering teamwork variable as the mediation variable in work discipline effect on the employee's performance is presented in Table 4 and Figure 3. Work discipline has positive and significant effect on teamwork (path a), teamwork has positive and significant effect on employee performance (path b), direct work discipline effect on employee performance by involving teamwork variable get significant result (path c), whereas direct work discipline effect on employee performance without involving teamwork variable also significant (path d), with coefficient value a larger path. That is, the mediation nature of teamwork on the relationship between work discipline and employee performance is a partial mediation variable. So it can be concluded that hypothesis 4 accepted, that teamwork is able to mediate work discipline effect on the performance of employees partially.

Teamwork requires discipline on all parties involved, so teamwork becomes more effective in achieving individual and organizational goals (Robin and Judge, 2015). This study also supports Study result of Anthony (2017) who found that work discipline led to the implementation of teamwork becomes more compact, so that employee performance is increasing.

5. Conclusion and Suggetion

a. Conclusion

Based on the previous description, it can be concluded that work discipline has a positive effect on employee performance. Work discipline has a positive effect on teamwork. Teamwork has a positive effect on employee performance. Teamwork mediates effect of work discipline on employee performance partially.

b. Suggestion

Based on the discussion and conclusions can be suggested that the most dominant presence as a reflection of the work discipline is not responded to highest by respondents. Therefore, it is necessary to improve the response of respondents related to the presence of employees, for example by giving incentives to employees who succeed in coming on time. In addition, trust to colleagues is also the most dominant indicator in reflecting teamwork, but also not responded most highly by respondents. There should be efforts from management to increase trust with colleagues, with frequent events held together at certain times.

The most dominant work quality reflects employee performance and is highly rated by the respondents, but needs to be increased higher, because the assessment has not been very high. Working training is required, so that better work quality will be obtained.

Suggestions for further research, should be done more research for organizations associated with the tourism sector, so that the industry gets input for improving the management of its business, so as to compete.

Implications for the business world should be made to improve compliance with rules, increase trust between colleagues, and improve the quality of employees to build a team that is cohesive and high performance.

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Attachment

Attachment 1. Research variable measurement

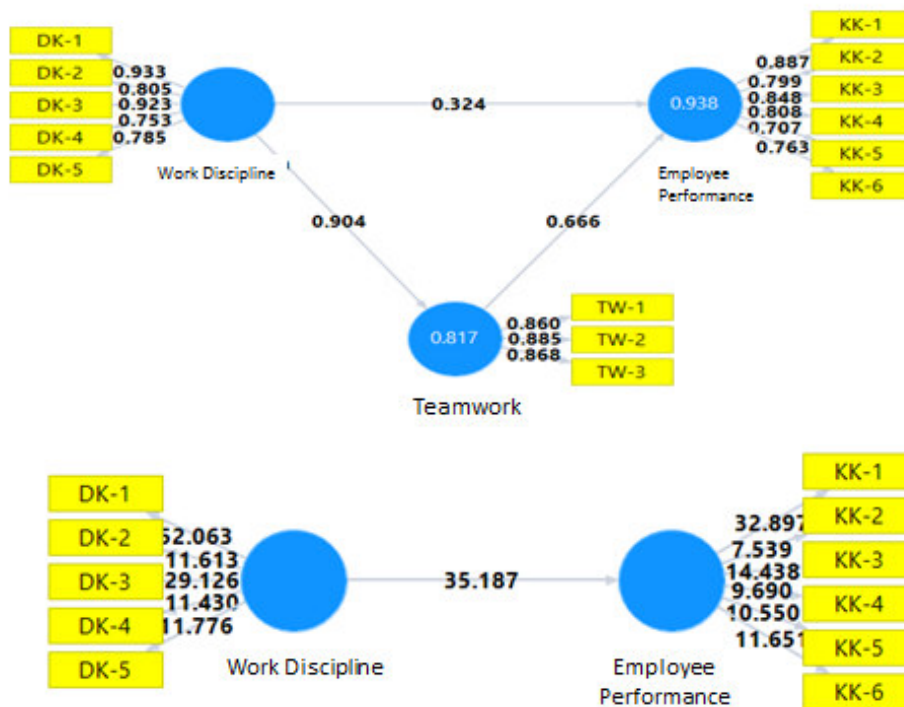
No.	Variabel	Indicator	Symbol
1.	Employee Performance (Gomes, 2010)	Work quality Work quantity Punctuality Efficient Independence Teamwork	KK1 KK2 KK3 KK4 KK5 KK6
2.	Work Discipline (Rivai, 2016)	Presence Obedience to the rules Compliance to the work standards Level of alertness Work ethically	DK1 DK2 DK3 DK4 DK5
3.	Teamwork (Kreitner and Kinicki, 2010)	Cooperation Trust Compactness / cohesion	TW1 TW2 TW3

Attachment 2. Respondent Characteritic

Characteristic	Information	Frequency	Percent
Gender	Male	13	31.0
	Famale	29	69.0
	Total	42	100.0
Age	< 20 year	7	16.7
	21-30 year	13	31.0
	31-40 year	12	28.6
	41-50 year	7	16.7
	>50 year	3	7.1
	Total	42	100.0
Education	Senior Hight School	20	47.6
	Diploma	14	33.3
	S1	7	16.7
	S2	1	2.4
	Total	42	100.0
Length of work	< 1 year	20	47.6
	1-3 year	11	26.2
	4-6 year	8	19.0
	>7 year	3	7.1
	Total	42	100.0
Position	Service	20	47.6
	Casir	3	7.1
	Kitchen	15	35.7
	Supervisor	3	7.1
	Manager	1	2.4
	Total	42	100.0

Source: Primary data, processed using SmartPLS series 3, 2018.

Attachment 3. Hypothesis Test Result



Source: Primary data, processed using SmartPLS series 3, 2018.

Attachent 4. Average and Loading Factor each Indicator

Variable	Indicator	Mean	Loading factor
Work Discipline	Presence	3,929	0,933
	Obedience to the Role	3,881	0,805
	Compliance to the Work Standart	4,000	0,923
	Level of alertness	3,952	0,753
	Work ethically	3,857	0,783
Teamwork	Teamwork	3,929	0,860
	Trust	3,881	0,885
	Compactness/cohesion	3,833	0,868
Employee Performance	Work quality	3,929	0,887
	Work quantity	3,881	0,799
	Punctualy	3,881	0,848
	Efficient	3,833	0,808
	Independence	3,786	0,707
	Teamwork	3,786	0,763

Source: Primary data, processed using SmartPLS series 3, 2018.