# Tips to Improve Performance

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**Abstract**

HR is one component of the organizational system, which ironically is also one component of the employment management system which prioritizes competition in achieving work results, both in individual and organizational environments. Human resources (HR) are a crucial element. The results of this research are as follows: Teamwork has a positive and significant effect on employee performance with an original sample value of 0.531 and a p value of 0.000. Work Quality has a positive and significant effect on Teamwork with an original sample value of 0.325 and a p value of 0.000. Work Quality has a positive and insignificant effect with an original sample value of 0.123 and a p value of 0.127. Organizational Citizenship Behavior has a positive and significant effect on Teamwork with an original sample value of 0.424 and a p value of 0.000. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with an original sample value of 0.188 and a p value of 0.026. Training has a positive and significant effect on Teamwork with an original sample value of 0.236 and a p value of 0.021. Training has a positive and insignificant effect on employee performance with an original sample value of 0.136 and a p value of 0.077. Work Quality has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.173 and a p value of 0.003. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.225 and a p value of 0.002. Training has a positive and significant effect on employee performance through teamwork with an original sample value of 0.125 and a p value of 0.035.

**Keywords:** Organizational Citizenship Behavior, Work Quality, Training, Teamwork, Employee Performance.

## INTRODUCTION

Human Resources (HR) is one of the components of an organizational system, which ironically is also one of the components of a workforce management system that prioritizes competition in achieving work results, both in individual and organizational environments. Human resources (HR) personnel are often highly skilled individuals who serve as the backbone of an organization. They play a vital role as assets to businesses and institutions, therefore it is important to train and improve their skills. Some workers go beyond what is required of them to complete tasks assigned to them by their superiors. Workers are willing to help coworkers with tasks that are outside their job descriptions. The behavior exhibited by these workers is called Organizational Citizenship Behavior (OCB). Wibowo (2019) defines OCB as a consistent voluntary effort by employees that goes beyond existing task requirements to support the company's ongoing goals. Organizational Citizenship Behavior (OCB) is one of the factors. Not only do workers exhibit OCB behavior But simply do the activities outlined in the job description; they are willing to take on additional responsibilities. In essence, to make the organization's functions more efficient. Therefore, in order for the organization's functions to run well in achieving its goals, every company needs to know how important it is to instill OCB in its personnel. The success and efficiency of work carried out by human resources or other resources in achieving business goals or objectives with good and beneficial results is a measure of the quality of the work produced.

This is the reason why the business world competes with each other to improve quality, namely improving the quality of work and human resources. According to Setyadi and Wartini (2016), the quality of work life that is well managed by an organization or company can make an employee stay in the company. An employee who stays in the company indicates that he feels satisfied with himself. To implement an increase in employee work potential, employees must receive job training. Rapid advances in technology have also made it increasingly important for people to work together and coordinate to complete projects and become more competitive in facing global economic developments. This gives the impression of how important it is for companies to understand the value of teamwork and design strategies to create good teamwork. The assumption of this cooperation is based on the statement Moreover, the completion of tasks is considered to be faster if done together by a team. Internal organizational communication is a tool and means of two-way communication to convey information, maintain relationships between all members of the organization, and avoid misunderstandings that may occur in an organization. Performance is a crucial and interesting component because it has been proven to have significant benefits.An organization expects its employees to work diligently and with all their might in order to produce quality work; without strong performance from each employee, success in achieving goals will be a challenge. If someone meets the standards of quantity and quality of work, they will receive a good performance appraisal.  The phenomenon that occurred in this study was the lack of quality of employee work regarding their work, making employee performance less than good, making work take a long time. This is because there is no routine training for employees to develop their abilities and knowledge so that no one carries out organizational citizenship behavior (OCB) to other employees and teamwork is also absent because they are busy improving the quality of their work by practicing doing their own work without having to have any training at all.

**Formulation of the problem**
1. Does Organizational Citizenship Behavior have a positive and significant effect on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Work Quality have a positive and significant effect on Teamwork at the Representative Office of Bank Indonesia, North Sumatra Province?
3. Does Training Have a Positive and Significant Influence on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Organizational Citizenship Behavior have a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Work Quality have a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does training have a positive and significant effect on employee performance at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Teamwork Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
8. Does Organizational Citizenship Behavior have a positive and significant effect on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?
9. Does Work Quality Have a Positive and Significant Influence on Employee Performance through Teamwork at the Representative Office of Bank Indonesia, North Sumatra Province?

10. Does Training Have a Positive and Significant Influence on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?

**Research purposes**
1. To determine and analyze the influence of Organizational Citizenship Behavior on Teamwork at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Work Quality on Teamwork at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of training on teamwork at the Bank Indonesia Representative Office, North Sumatra Province.
4. To determine and analyze the influence of Organizational Citizenship Behavior on Employee Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Work Quality on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of training on employee performance at the Bank Indonesia Representative Office, North Sumatra Province.
7. To determine and analyze the influence of Teamwork on Employee Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
8. To determine and analyze the influence of Organizational Citizenship Behavior on Employee Performance through Teamwork at the Representative Office of Bank Indonesia, North Sumatra Province.
9. To determine and analyze the influence of Work Quality on Employee Performance through Teamwork at the Representative Office of Bank Indonesia, North Sumatra Province.
10. To determine and analyze the influence of training on employee performance through teamwork at the Bank Indonesia Representative Office, North Sumatra Province.

## LITERATURE REVIEW
### Employee Performance
According to Rompas et al. (2018), performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Andriyani (2020), performance is closely related to the results of individual activities over several time periods.

### Employee Performance Indicators
Employee performance indicators according to Rompas et al. (2018) are as follows:
a. Work Quality is measured from employee perceptions of the quality of work produced and the perfection of tasks in relation to employee skills and abilities.
b. Quantity The quantity of the amount produced is expressed in terms such as number of units, number of activity cycles completed.
c. Timeliness The level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities.
d. Effectiveness The level of use of organizational resources (labor, money, technology, raw materials) is maximized with the aim of increasing the results of each unit in the use of resources.

e. Independence The level of an employee who will later be able to carry out his work function and work commitment.

### *Organizational Citizenship Behavior*
### Understanding Organizational Citizenship Behavior

According to Griffin in Sukanto (2018) "Organizational citizenship refers to the behavior of individuals who make a positive overall contribution to the organization" (Organizational Citizenship Behavior refers to the behavior of individuals who make a positive overall contribution to the company). According to Putri (2017) Organizational Citizenship Behavior (OCB) is a term for employees who provide added value to the work that is their job or added value to the company.

### Organizational Citizenship Behavior Indicators

According to Luthans in Sukanto (2018), the indicators of Organizational Citizenship Behavior (OCB) are as follows:

1. Altruism, which is a behavior carried out by individuals who voluntarily help their co-workers who are experiencing difficulties in the situation they are facing, either regarding work in the company or other people's personal problems. This dimension leads to providing assistance that is not an obligation that they bear. For example, employees help other co-workers who are not feeling well. In addition to the employee's goal of lightening the workload of their co-workers, this will also help the company in achieving targets on time and for employees it is useful as an exercise in improving performance measures.
2. Conscientiousness, which is behavior carried out by individuals voluntarily in their role as employees to improve their performance in various ways, even when it requires creativity and innovation for the sake of improving the company. For example, having the initiative to improve their competence, either by conducting training or attending seminars voluntarily.
3. Civic Virtue, which is behavior carried out by individuals voluntarily in their role as employees to participate and be responsible for solving company problems for the sake of the company's sustainability. For example, when there is a threat from competitors in business, employees contribute by providing ideas for solving the problem.
4. Courtesy, which is behavior carried out by individuals voluntarily in their role as employees to prevent problems from occurring in the company either due to provocation from outside the company or from individuals within the company. For example, giving warnings to coworkers to always be careful in responding to issues that have a negative impact and always trying to provide correct information for the company.
5. Sportsmanship, which is a behavior carried out by individuals voluntarily in their role as employees in the form of tolerance to survive in uncomfortable or unpleasant conditions without complaining at all. For example, in order to maintain the survival of the company, there is a change in the rules in the company that is not in accordance with employee expectations, employees must be able to accept these conditions and remain positive.

### Quality of Work

According to Hasibuan (2019) work quality is a physical standard that is measured because of the work results carried out or implemented by employees towards their tasks. Work quality is a result that can be measured by the effectiveness and efficiency of a job carried out by human resources or other resources in achieving the company's goals or objectives properly (Jaya et.al, 2020).

## Work Quality Indicators

According to Hasibuan (2019) the work quality indicators are as follows:

1. Self-Potential, related to aspects of ability, strength, both those that have not been realized and those that have been realized, which a person has, but have not yet been fully seen to their maximum potential.
2. Optimal Work Results, are the results that an employee is required to have, must be able to provide the best work results which can be seen from the productivity of the organization, quality and quantity of work.
3. Work Process, namely the most important stage where employees carry out their duties and roles through this work process.

## Training

According to Gultom (2019) training and development for HR is an activity to improve the quality of human resources so that they can become quality resources in terms of knowledge, work skills and a high level of professionalism in working in order to improve the ability to achieve company goals. According to Dessler, (2015) training means providing new employees or existing employees with the skills they need to do their jobs.

## Training Indicators

According to Gultom (2019) training indicators are:

1. The goals and objectives of training and development must be clear and measurable.
2. Trainers must have adequate qualifications.
3. Training and development materials must be adapted to the objectives to be achieved.
4. Training and development methods must be appropriate to the level of ability of the participating employees.
5. Training and development participants (trainees) must meet the specified requirements.

## Teamwork

According to Sibarani (2018) teamwork is a combination of group work with the support of various abilities and has clear goals, supported by leaders and communication to produce better performance. Then according to Lawasi and Triatmanto (2017), teamwork is the most effective way to unite all employees in carrying out their duties to achieve company goals with better results.

## Teamwork Indicators

According to Sibarani (2018), the indicators of teamwork are:

1. Cooperation.

    Cooperation carried out by a team is more effective than working individually. The contribution of each individual can become an integrated force. Individuals are said to work together if the efforts of each individual are systematically integrated to achieve a common goal. The greater the integration, the greater the level of cooperation, with the following measuring tools:
    a. Joint responsibility to complete the work, namely by giving responsibility good cooperation can be created.
    b. Contributing to each other, namely by contributing both energy and thoughts, cooperation will be created.
    c. Maximizing capability, namely by maximizing the capability of each team member, cooperation will be stronger and of higher quality.

2. Trust Trust is the belief that someone is serious about what he says and does. High-performance teamwork is characterized by high levels of mutual trust among its members. This means that members believe in the integrity, character and abilities of each member, with the following measuring tools:
   a. Honesty, namely with honesty team members will create a sense of mutual trust.
   b. Assignment, namely by assigning tasks to team members means giving trust that team members are capable of carrying them out.
   c. Integrity, namely that each member is considered to have integrity or act honestly (truthfulness) in working.
3. Solidarity Solidarity is the level of solidarity and positive feelings that exist within a person towards his/her group. The indicators are as follows:
   a. Task interdependence, namely task interdependence creates cohesion.
   b. Interdependence of results, namely team members feel that the results achieved are not individual results, but the result of working together as a team.
   c. High commitment, namely team members are considered to have a high commitment to the goals the team will achieve.
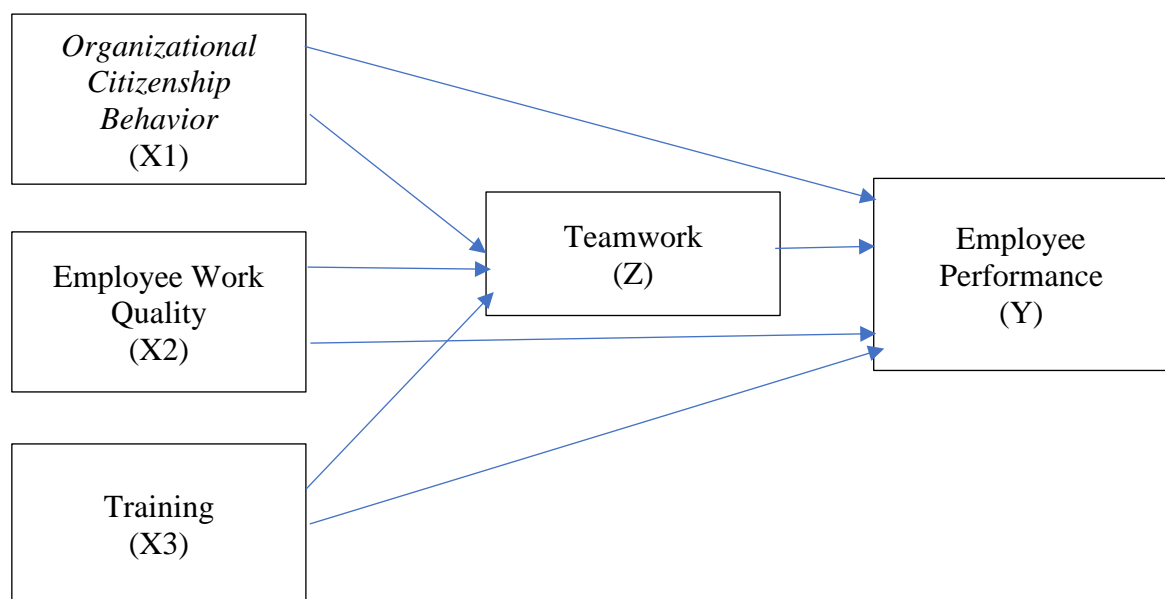
**Conceptual Framework**



**Figure 1. Conceptual Framework**

**Research Hypothesis**
   Based on the conceptual framework, the hypothesis of this study is as follows:
H1 *Organizational Citizenship Behavior*has a positive and significant effect on Team Cooperation at the Bank Indonesia Representative Office of North Sumatra Province.
H2 It is suspected that the Quality of Employee Work has a positive and significant influence on Teamwork at the Bank Indonesia Representative Office of North Sumatra Province.
H3 The training had a positive and significant impact on Teamwork at the Bank Indonesia Representative Office of North Sumatra Province.

H4 *Organizational Citizenship Behavior*has a positive and significant effect on the performance of employees at the Bank Indonesia Representative Office in North Sumatra Province.

H5 Employee Work Quality has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.

H6 Training has a positive and significant effect on the performance of employees at the Bank Indonesia Representative Office, North Sumatra Province.

H7 Teamwork has a positive and significant effect on the performance of employees at the Bank Indonesia Representative Office, North Sumatra Province.

H8 *Organizational Citizenship Behavior*has a positive and significant effect on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province.

H9 Employee Work Quality has a positive and significant effect on Employee Performance through Teamwork at the Bank Indonesia Representative Office of North Sumatra Province.

H10Training has a positive and significant effect on Employee Performance through Teamwork at the Bank Indonesia Representative Office of North Sumatra Province.

## METHOD
### Types of research

According to Sugiyono (2019), quantitative research is defined as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

### Location and Time of Research

The location of this research is at the Representative Office of Bank Indonesia, North Sumatra Province on Jalan Balai Kota No. 4, Medan. The time of this research was conducted from September to October 2024.

### Research Population

In this study, the researcher took the population of all employees of the Bank Indonesia Representative Office of North Sumatra Province as many as 70 employees and will be used as the research population. Population according to Sugiyono (2019) is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.

### Research Sample

The sample of this study decided to take a sample, namely all the populations in the research location as many as 70 employees and the research technique used was the saturated sample technique. According to Sugiyono (2019) a sample is part of the number and characteristics possessed by the population.

### Research Data Sources

According to Sugiyono (2019), primary data is a source that directly provides data to data collectors, for example data selected from respondents through questionnaires or data from interviews between researchers and sources.

**Data collection technique**

The data collection technique used in this study is to use a questionnaire to collect data and distribute it to respondents. A questionnaire is a data collection technique that is carried out by giving a set of written questions or statements to respondents to answer (Sugiyono, 2019).

**Data Analysis Techniques**

The approach used when analyzing this research is the Structural Equation Model Partial Least Square (SEM-PLS) using SMART PLS software. The reason for using this program is because this research is more predictive and explains latent variables than testing a theory and the number of samples in the study is not large.

**Evaluation of Measurement Model (outer model or measurement model).**

To determine the assessment of discriminant validity, it is done by comparing the square root of average variance extracted (SR of AVE) value with the cross loading of its indicators. If the square root of average variance extracted (SR of AVE) value of the construct is greater than the cross loading value, it can be said to have good discriminant validity. The three criteria used by Pradnyani in his research in assessing the outer model are convergent validity, discriminant validity and composite reliability. Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between item scores/component scores calculated with PLS. The individual reflective measure is said to be high if it correlates more than 0.7

Discriminant validity of the measurement model with reflective indicators is assessed based on the cross loading of the measurement with the construct. If the correlation of the construct with the measurement item is greater than the size of the other constructs, then it indicates that the latent construct predicts the size in their block better than the size in the other blocks. Another method to assess discriminant validity is to compare the square root of average variance extracted (AVE) value of each construct with the correlation between the construct and other constructs in the model (Ghozali, 2014). If the square root value of AVE of each construct is greater than the correlation value between the construct and other constructs in the model, then it is said to have a good discriminant validity value. It is recommended that the AVE value should be greater than 0.5 (Ghozali, 2014).

**Assessing the Inner Model or Structural Model**

After the validity and reliability tests then form a measurement model, then the next step is to analyze the influence between latent variables called the structural model (inner model). Evaluation of the inner model can be done by looking at the size of R2 (Rsquare). The greater the R2 value, the greater the influence of certain exogenous latent variables on endogenous variables. With the help of the R program, the direct effect of certain exogenous variables on endogenous variables is obtained. In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali, 2014).

**Outer model**

According to Wiyono (2014), the assessment criteria used in assessing indicators are:
a. Convergent validity loading factor value 0.5 to 0.6;

b. Discriminant validity: the correlation value of cross loading with its latent variable must be greater than the correlation with other latent variables.
c. AVE value must be above 0.5
d. A good composite reliability value is if it has a value ≥ 0.7.

Inner Model Goodness of fit in the inner model is measured using the R square of the dependent latent variable. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. While the hypothesis test in this study uses the path analysis method. Path analysis is an extension of multiple regression analysis.

**t statistics**
If the t statistic coefficient shows a coefficient that is greater than the t table, this result illustrates that the variable is significant, then it can be interpreted that there is a significant influence of the latent variable on other latent variables. Exogenous variables are stated to be significant on endogenous variables if the t statistic result is greater than the t table.

**Intervening variable testing**
The testing of this intervening variable can be seen from the comparison of direct influence with bootstrap calculations. and looking at the calculation of the total indirect effect, if the direct influence is smaller than the total effect, then it is proven that the organizational culture variable is an intervening variable.

**RESULTS AND DISCUSSION**
**Outer Model Analysis**
External model testing attempts to find the value of each variable that has a significant relationship to the manifest variable. This research model includes convergent validity, discriminant validity, and reliability testing as follows:
*Convergent Validity*
This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:
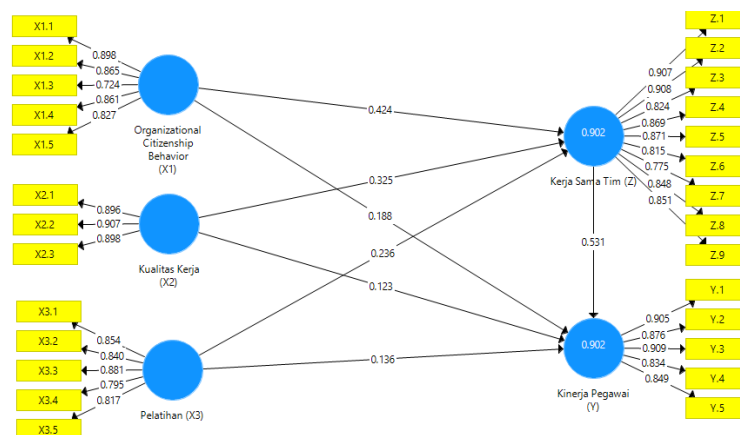


**Figure 2. Outer Model**
Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$Z = b_1 X_1 + b_2 X_2 + b_3 X_3 + e_1$

$Z = 0.424 X_1 + 0.325 X_2 + 0.236 X_3 + e_1$

For substructure 2

$Y = b_3 X_1 + b_4 X_2 + b_5 X_3 + b_6 Z + e_2$

$Y = 0.188 X_1 + 0.123 X_2 + 0.136 X_3 + 0.531 Z + e_2$

**Table 1. Outer Loadings**

|  | Teamwork (Z) | Employee Performance (Y) | Quality of Work (X2) | Organizational Citizenship Behavior (X1) | Training (X3) |
|---|---|---|---|---|---|
| X1.1 |  |  |  | 0.898 |  |
| X1.2 |  |  |  | 0.865 |  |
| X1.3 |  |  |  | 0.724 |  |
| X1.4 |  |  |  | 0.861 |  |
| X1.5 |  |  |  | 0.827 |  |
| X2.1 |  |  | 0.896 |  |  |
| X2.2 |  |  | 0.907 |  |  |
| X2.3 |  |  | 0.898 |  |  |
| X3.1 |  |  |  |  | 0.854 |
| X3.2 |  |  |  |  | 0.840 |
| X3.3 |  |  |  |  | 0.881 |
| X3.4 |  |  |  |  | 0.795 |
| X3.5 |  |  |  |  | 0.817 |
| Y.1 |  | 0.905 |  |  |  |
| Y.2 |  | 0.876 |  |  |  |
| Y.3 |  | 0.909 |  |  |  |
| Y.4 |  | 0.834 |  |  |  |
| Y.5 |  | 0.849 |  |  |  |
| Z.1 | 0.907 |  |  |  |  |
| Z.2 | 0.908 |  |  |  |  |
| Z.3 | 0.824 |  |  |  |  |
| Z.4 | 0.869 |  |  |  |  |
| Z.5 | 0.871 |  |  |  |  |
| Z.6 | 0.815 |  |  |  |  |
| Z.7 | 0.775 |  |  |  |  |
| Z.8 | 0.848 |  |  |  |  |
| Z.9 | 0.851 |  |  |  |  |

Source: Smart PLS 3.3.3

In table 1 above, it can be seen that the value of each indicator has a higher value, each indicator is greater than 0.7, which means that each indicator item has a value greater than 0.7, which means that the data is validly distributed and can continue further research.

*Discriminant Validity*

The next research is to find out the valid data in discriminate validity, which aims to find out the cross loading between variables whose values are greater than the cross loading values of other latent variables, so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

**Table 2. Discriminant Validity**

|  | Teamwork (Z) | Employee Performance (Y) | Quality of Work(X2) | Organizational Citizenship Behavior(X1) | Training (X3) |
|---|---|---|---|---|---|
| X1.1 | 0.852 | 0.874 | 0.802 | **0.898** | 0.809 |
| X1.2 | 0.831 | 0.782 | 0.765 | **0.865** | 0.738 |
| X1.3 | 0.665 | 0.666 | 0.602 | **0.724** | 0.628 |
| X1.4 | 0.786 | 0.778 | 0.777 | **0.861** | 0.788 |
| X1.5 | 0.725 | 0.696 | 0.756 | **0.827** | 0.802 |
| X2.1 | 0.787 | 0.773 | **0.896** | 0.745 | 0.780 |
| X2.2 | 0.821 | 0.790 | **0.907** | 0.765 | 0.762 |
| X2.3 | 0.846 | 0.844 | **0.898** | 0.883 | 0.827 |
| X3.1 | 0.735 | 0.725 | 0.770 | 0.785 | **0.854** |
| X3.2 | 0.756 | 0.752 | 0.725 | 0.762 | **0.840** |
| X3.3 | 0.800 | 0.784 | 0.789 | 0.788 | **0.881** |
| X3.4 | 0.692 | 0.722 | 0.671 | 0.677 | **0.795** |
| X3.5 | 0.798 | 0.757 | 0.720 | 0.759 | **0.817** |
| Y.1 | 0.855 | **0.905** | 0.825 | 0.797 | 0.816 |
| Y.2 | 0.861 | **0.876** | 0.818 | 0.774 | 0.815 |
| Y.3 | 0.850 | **0.909** | 0.776 | 0.816 | 0.815 |
| Y.4 | 0.793 | **0.834** | 0.748 | 0.853 | 0.726 |
| Y.5 | 0.746 | **0.849** | 0.732 | 0.748 | 0.732 |
| Z.1 | **0.907** | 0.881 | 0.780 | 0.853 | 0.820 |
| Z.2 | **0.908** | 0.904 | 0.867 | 0.875 | 0.888 |
| Z.3 | **0.824** | 0.671 | 0.709 | 0.708 | 0.669 |
| Z.4 | **0.869** | 0.773 | 0.775 | 0.760 | 0.720 |
| Z.5 | **0.871** | 0.778 | 0.758 | 0.820 | 0.758 |
| Z.6 | **0.815** | 0.732 | 0.737 | 0.761 | 0.684 |
| Z.7 | **0.775** | 0.812 | 0.765 | 0.700 | 0.692 |
| Z.8 | **0.848** | 0.827 | 0.777 | 0.789 | 0.861 |
| Z.9 | **0.851** | 0.805 | 0.799 | 0.821 | 0.812 |

Source: Smart PLS 3.3.3

It can be seen in table 2 above that there are cross loading factor results for each variable. In each cross loading factor, there is a value that is greater than the cross loading factor of other variables, so this study is considered discriminantly valid because each variable has a cross loading factor value that is greater than the other latent variables.

*Composite reliability*

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

**Table 3. Construct Reliability and Validity**

|  | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| **Teamwork (Z)** | 0.953 | 0.960 | 0.728 |
| **Employee Performance (Y)** | 0.923 | 0.942 | 0.766 |
| **Quality of Work (X2)** | 0.883 | 0.928 | 0.810 |
| **Organizational Citizenship Behavior (X1)** | 0.892 | 0.921 | 0.701 |
| **Training (X3)** | 0.894 | 0.922 | 0.702 |

Source: Smart PLS 3.3.3

In table 3 above, the Cronbach alpha column shows the value of each variable is greater than 0.7, indicating that the reliability data can be relied on for that variable. The composite reliability column has a value greater than 0.6, indicating that each variable is considered reliable because the data exceeds 0.6. The AVE column shows that each variable has a value greater than 0.7, indicating that the data is original in terms of AVE. All variables in the Cronbach alpha, reliability, and AVE columns have values above 0.7 and 0.6, indicating reliability and validity.

**Inner Model Analysis**

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

**1. Coefficient of Determination (R2)**

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table 4. R Square Results**

|  | R Square | Adjusted R Square |
|---|---|---|
| **Teamwork (Z)** | 0.902 | 0.898 |
| **Employee Performance (Y)** | 0.902 | 0.896 |

Source: Smart PLS 3.3.3

In table 4, the R square value of the teamwork variable is 0.902 with a percentage of 90.2%, meaning that the influence of organizational citizenship behavior, work quality, training on teamwork is 0.902 or 90.2%, the R square value of the employee performance variable is 0.902 or 90.2%, meaning that the influence of the organizational citizenship behavior variable, work quality, training, teamwork on employee performance is 0.902 or 90.2%, and the rest is on other variables.

**Hypothesis Testing**

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

**Table 5. Path Coefficients (Direct Effect)**

| | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values | Results |
|---|---|---|---|---|
| **Teamwork (Z) -> Employee Performance (Y)** | 0.531 | 5,032 | **0,000** | **Accepted** |
| **Work Quality_(X2)_ -> Teamwork (Z)** | 0.325 | 3,331 | **0,000** | **Accepted** |
| **Work Quality_(X2)_ -> Employee Performance (Y)** | 0.123 | 1,143 | **0.127** | **Rejected** |
| **Organizational Citizenship Behavior_(X1)_ -> Teamwork (Z)** | 0.424 | 3,861 | **0,000** | **Accepted** |
| **Organizational Citizenship Behavior_(X1)_ -> Employee Performance (Y)** | 0.188 | 1,951 | **0.026** | **Accepted** |
| **Training (X3) -> Teamwork (Z)** | 0.236 | 2,048 | **0.021** | **Accepted** |
| **Training (X3) -> Employee Performance (Y)** | 0.136 | 1,426 | **0.077** | **Rejected** |

Source : Smart PLS 3.3.3

After getting the hypothesis results in table 5, it will be explained as follows:

1. Teamwork has a positive and significant effect on Employee Performance with an original sample value of 0.531 and p values of 0.000. If teamwork increases, employee performance increases, conversely, if it decreases, employee performance decreases.

2. Work Quality has a positive and significant effect on Teamwork with an original sample value of 0.325 and p values of 0.000. If work quality increases, teamwork increases, if it decreases, teamwork also decreases.

3. Work quality has a positive but insignificant effect with an original sample value of 0.123 and p values of 0.127, meaning that the work quality in the organization is not good enough so that many employee performance is still not good, therefore the quality provided has not been able to improve employee performance.

4. Organizational Citizenship Behavior has a positive and significant effect on Teamwork with an original sample value of 0.424 and p values of 0.000, meaning that if Organizational Citizenship Behavior increases, teamwork increases, if it decreases, teamwork decreases.

5. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with an original sample value of 0.188 and p values of 0.026. If Organizational Citizenship Behavior increases, employee performance increases, conversely if it decreases, employee performance decreases.
6. Training has a positive and significant effect on Teamwork with an original sample value of 0.236 and p values of 0.021. If training increases, teamwork increases, conversely, if it decreases, teamwork decreases.
7. Training has a positive but insignificant effect on Employee Performance with an original sample value of 0.136 and p values of 0.077, meaning that the training carried out has little effect on performance, most employees are also lazy to do training so that employee performance decreases or runs in place and does not develop.

**Table 6. Path Coefficients (Indirect Effect)**

|  | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values | Results |
|---|---|---|---|---|
| **Work Quality_(X2)_ -> Teamwork (Z) -> Employee Performance (Y)** | 0.173 | 2,757 | **0.003** | **Accepted** |
| **Organizational Citizenship Behavior_(X1)_ -> Teamwork (Z) -> Employee Performance (Y)** | 0.225 | 2,913 | **0.002** | **Accepted** |
| **Training (X3) -> Teamwork (Z) -> Employee Performance (Y)** | 0.125 | 1,822 | **0.035** | **Accepted** |

Source : Smart PLS 3.3.3

The results of the indirect hypothesis in table 6 will be explained as follows:
8. Work Quality has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.173 and p values of 0.003, meaning that teamwork is an intervening variable because it is able to have a significant effect. With teamwork, it will improve the quality of work and employee performance indirectly.
9. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.225 and p values of 0.002, meaning that teamwork is an intervening variable because it can have a significant effect. With teamwork, OCB and employee performance can be increased indirectly.
10. Training has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.125 and p values of 0.035, meaning that teamwork is an intervening variable because it is able to have a significant effect, so teamwork makes training and employee performance increase indirectly.

**CLOSING**
**Conclusion**
1. Teamwork has a positive and significant effect on Employee Performance with an original sample value of 0.531 and p values of 0.000.
2. Work Quality has a positive and significant effect on Teamwork with an original sample value of 0.325 and p values of 0.000.
3. Work quality has a positive but insignificant effect with an original sample value of 0.123 and p values of 0.127.
4. Organizational Citizenship Behavior has a positive and significant effect on Teamwork with an original sample value of 0.424 and p values of 0.000.

5. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with an original sample value of 0.188 and p values of 0.026.
6. Training has a positive and significant effect on Teamwork with an original sample value of 0.236 and p values of 0.021.
7. Training has a positive but insignificant effect on Employee Performance with an original sample value of 0.136 and p values of 0.077.
8. Work Quality has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.173 and p values of 0.003.
9. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.225 and p values of 0.002.
10. Training has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.125 and p values of 0.035.

**Suggestion**
1. It is hoped that this research will be used as input for the organization and for organizational development.
2. Organizations should cultivate OCB in every employee to build good cooperation.
3. create good cooperation within the organization for the progress of the organization.
4. Improve the quality of employee work or find qualified employees.
5. Conduct training for employees to improve employee skills.
6. When working, employees are expected to commit to their performance as employees.
7. It is hoped that this research will be used as reference material for new research with new models and new techniques.

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