



The effect of work motivation and teamwork on employee performance at KSP prima sejahtera mulyo

Didimus Jegani¹, Arif Hidayat²

^{1,2}Department of Management, Sekolah Tinggi Ilmu Ekonomi YAPAN, Surabaya, Indonesia

ARTICLE INFO

Article history:

Received May 30, 2026

Revised Jun 02, 2026

Accepted Jun 10, 2026

Keywords:

Employee Performance;
KSP Prima Sejahtera Mulyo;
Teamwork;
Work Motivation.

ABSTRACT

The dynamic capacity of human resources plays a crucial role in the operational sustainability of cooperative institutions. This study aims to analyze the partial and simultaneous effects of work motivation and teamwork on employee performance at Koperasi Simpan Pinjam Prima Sejahtera Mulyo (KSP Prima Sejahtera Mulyo). Based on initial observations from January to September 2025, the cooperative faced a performance gap of 11.20% in billing targets accompanied by sharp monthly fluctuations. Using a descriptive quantitative method, primary data was collected through a 1–5 Likert scale questionnaire to 37 employees as a saturated sample (census). Data analysis used multiple linear regression through IBM SPSS. The results of the classical assumption test confirmed that the residual data were normally distributed, free from heteroscedasticity, and there was no multicollinearity. Partial testing showed that work motivation (X1) had a positive and significant effect on performance (t count = 6.408; p = 0.000). Teamwork (X2) also had a positive and significant effect (t count = 3.166; p = 0.003). Simultaneously, both variables had a significant effect (F count = 174.575; p = 0.000). The coefficient of determination (R² = 0.911) proves that 91.1% of the performance variation is explained by motivation and teamwork. Cooperative management is advised to evaluate the reward system periodically and implement a structured team building program.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Didimus Jegani,
Department of Management,
Sekolah Tinggi Ilmu Ekonomi YAPAN,
Jl. Gunung Anyar Indah Blok E, No. 150 –154, Surabaya, 60294, Indonesia.
Email: didimusjegani03@gmail.com

1. INTRODUCTION

In a modern organizational environment, human resource management plays an important role in increasing work effectiveness and achieving organizational goals optimally (Braganza et al., 2022). The quality of human resources is one of the strategic factors that determines the success of an organization in facing the dynamics of work competition and increasingly complex changes in the business environment (Virgiawan et al., 2021). Individual work capabilities cannot be realized optimally without good work motivation and teamwork within the organization (Rorimpandey et al., 2025). In the context of modern organizations, work motivation functions as an internal driver that can

increase individual enthusiasm, loyalty, and consistency in completing work effectively (Olafsen et al., 2025). Meanwhile, teamwork is an important element in creating work coordination, division of tasks, and harmonious organizational communication in order to achieve common goals efficiently (Nanda et al., 2025; Indah, 2024; Rochman et al., 2024).

In savings and loan cooperatives, teamwork plays a particularly important role in supporting the effectiveness of field collection activities (Lusiana et al., 2024). Through effective communication, information sharing, coordinated collection schedules, and clear task allocation, collection staff can respond more efficiently to member-related issues and field challenges (Phuong & Huy, 2022; Arifandi et al., 2024). Strong teamwork also facilitates faster problem-solving, reduces operational delays, and supports the achievement of collection targets, thereby contributing directly to the cooperative's operational effectiveness (Cahyaniuhaji et al., 2024; Gupta, 2021).

Especially in microfinance institutions such as savings and loan cooperatives, the performance of collection staff is highly sensitive because it directly relates to the company's liquidity stability, accounts receivable management, and member trust. Management's inability to map the determinants of individual productivity will trigger systemic failure in achieving periodic financial growth targets (Wuwungan et al., 2020). Employee performance itself is the result of individual work measured based on quality, quantity, effectiveness, and work responsibility according to established organizational standards (Juyumaya et al., 2024). A high level of performance is an indicator of an organization's success in managing human resource potential productively and sustainably (Fajriah et al., 2021; Memon et al., 2023).

KSP Prima Sejahtera Mulyo in Sidoarjo is experiencing a significant decline in operational performance. Based on internal business unit performance reports, collection realization shows an unstable fluctuation trend. The average annual deviation (gap) of 11.20% of the accumulated overall target was recorded. The sharpest decline in collection performance occurred in the first and second quarters. Failure to meet work targets consistently indicates weaknesses in human resource management, particularly related to work commitment and team coordination within the organization (Lusiana et al., 2024). This condition indicates that the organization still faces challenges in maintaining stable work motivation and effective collaboration among operational teams in the field.

This situation emphasizes the urgency of investigating the key driving factors of performance, one of which is work motivation. Motivation is viewed as an internal psychological drive that influences the direction, intensity, and consistency of an individual's behavior in completing their work responsibilities (Nur Muhammad et al., 2023). Work motivation is also defined as an internal and external force that is able to encourage individuals to work in a more disciplined, responsible and oriented manner towards achieving organizational targets (Suwaji, 2025). Employees who have high work motivation tend to be more adaptive to organizational changes and are able to improve work performance in achieving organizational targets (Saputrabey et al., 2025). High work motivation has been proven to increase loyalty, job satisfaction, and individual productivity in an organization (Riyanto et al., 2021; Sanjaya & Indrawati, 2024). In KSP Prima Sejahtera Mulyo, work motivation is a crucial factor because it is directly related to staff ability to maintain stable collection targets and provide effective services to cooperative members.

Apart from personal factors, the quality of teamwork plays an important role in increasing work effectiveness and achieving organizational targets (Gupta, 2021). Teamwork is a form of collaboration between members of an organization through communication, coordination, division of tasks, and mutual trust in order to achieve common goals effectively (Arifandi et al., 2024). Through synergistic team collaboration, well-defined role allocation, and effective work coordination, organizations can resolve operational challenges more efficiently (Phuong & Huy, 2022). Harmonious group work

relationships can minimize internal conflict, increase communication effectiveness, and accelerate the completion of operational work in the field (Cahyaniuhaji et al., 2024). In addition, solid teamwork can also increase a sense of collective responsibility and work spirit among organizational members in achieving work targets together (Arifandi & Winda Aidin, Nurul Mupida Lubis, 2024).

Other research also shows that work motivation and teamwork have a significant influence on the productivity and effectiveness of organizational work (Talenta Br Sitepu, 2025), thus, work motivation and teamwork become crucial variables in organizational effectiveness research. Other studies also show that work motivation and teamwork have a significant influence on organizational productivity and effectiveness (Gupta, 2021; Rorimpandey et al., 2025). However, most previous research has been conducted in the manufacturing, banking, and large corporate sectors, while research integrating work motivation and teamwork solidarity into parametric statistical regression models in regional cooperative institutions is relatively limited. This research gap is the novelty of this study.

Although previous studies have confirmed that work motivation and teamwork significantly improve employee performance, most of these studies were conducted in manufacturing companies, banking institutions, and other profit-oriented organizations (Gupta, 2021; Riyanto et al., 2021; Rorimpandey et al., 2025). Research focusing on cooperative institutions, particularly savings and loan cooperatives, remains relatively limited. Furthermore, previous studies have generally examined work motivation and teamwork separately or in broader organizational contexts, resulting in limited empirical evidence regarding their simultaneous influence on employee performance in cooperative institutions. This limitation is important because cooperatives have unique organizational characteristics that emphasize member participation, service orientation, and collective responsibility, which may create different employee performance dynamics compared to other organizations (Lusiana et al., 2024). Therefore, this study seeks to address this research gap by examining the partial and simultaneous effects of work motivation and teamwork on employee performance at KSP Prima Sejahtera Mulyo, thereby contributing to the development of human resource management literature in the cooperative sector.

This study aims to empirically test and prove the influence of motivation and teamwork on employee performance to provide a valid, objective, and measurable basis for managerial decisions in HR management. Furthermore, this research is expected to provide theoretical contributions to the development of human resource management studies and serve as a practical reference for cooperative managers in improving the effectiveness of organizational performance on a sustainable basis.

2. RESEARCH METHOD

This study applies a quantitative approach with a descriptive verification design to empirically test the causal relationships between research variables in the field. The quantitative approach was used because the study focuses on measuring statistical relationships between variables through objective and systematic numerical data processing (Sugiyono, 2022). The descriptive verification design was chosen to provide an overview of the conditions of the research variables while also testing the influence of work motivation and teamwork on employee performance in a measurable manner (Putri Wulansari & Anniez Rachmawati Musslifah, 2024).

The research location was KSP Prima Sejahtera Mulyo, which operates in the Sidoarjo area. The selection of the research object was based on the phenomenon of fluctuations in the achievement of collection targets, which indicates a decline in the stability of the cooperative's employees' operational performance. The population in this study included all staff and active employees of the organization, totaling 37 people. Given that the population size was below 100 respondents, the sampling technique used

was saturated sampling (census), meaning that all members of the population were made respondents to the study as a whole (Sugiyono, 2022). The census technique was chosen to increase the accuracy of research data because all elements of the population were directly involved in the data collection process.

Primary data were collected using a structured questionnaire with a Likert-type response scale ranging from 1 to 5, ranging from Strongly Disagree to Strongly Agree. The Likert scale was used to quantitatively measure respondents' perceptions, attitudes, and responses to the research variable indicators (Simamora, 2022). The independent variables in this study consist of Work Motivation (X1) and Teamwork (X2), while the dependent variable is Employee Performance (Y). The work motivation variable is measured through indicators of work drive, responsibility, appreciation, and enthusiasm for achieving targets. The teamwork variable is measured through the effectiveness of communication, group coordination, division of tasks, and mutual trust between employees. Meanwhile, the employee performance variable is measured based on work effectiveness, work quality, productivity, and timeliness of task completion. The selection of work motivation indicators is based on motivation theory, which suggests that employee motivation is reflected through work drive, responsibility, appreciation, and enthusiasm in achieving organizational goals. These dimensions represent both intrinsic and extrinsic aspects of motivation that encourage employees to perform effectively and consistently (Riyanto et al., 2021; Suwaji, 2025). Meanwhile, employee performance is measured through effectiveness, quality, productivity, and timeliness because these indicators comprehensively reflect employees' ability to achieve work targets, maintain work standards, generate output, and complete tasks according to organizational schedules. These dimensions are widely recognized in performance management literature as key indicators of employee performance evaluation (Juyumaya et al., 2024; Siraj & Hågen, 2023). These measurements are still relevant and widely used in recent research related to performance management and employee performance (Siraj & Hågen, 2023). Before conducting the regression analysis, the research instrument was first tested using validity and reliability tests to ensure the feasibility of the research data. The validity test was conducted using the Pearson Product Moment correlation, with the condition that the calculated r value was greater than the table r value, thus declaring all indicators valid. Furthermore, the reliability test was conducted using the Cronbach's Alpha coefficient with a minimum reliability limit of 0.60. Therefore, the instrument is declared reliable if the alpha value exceeds 0.60 (Mohd Razali et al., 2025). This test aims to ensure the internal consistency of the research instrument so that the resulting data is reliable and stable.

To meet the requirements of parametric statistics, this study also applies a series of classical assumption tests, including residual normality tests using the Kolmogorov-Smirnov method, heteroscedasticity tests using the Glejser method, and multicollinearity tests based on Tolerance and Variance Inflation Factor (VIF) values. Classical assumption tests are conducted to ensure the regression model is free from statistical deviations so that the estimated regression parameters can be interpreted accurately and objectively (Rajh-Weber et al., 2026).

The data analysis method uses multiple linear regression analysis to determine the partial and simultaneous effects of work motivation and teamwork variables on employee performance. The regression equation model in this study is formulated as follows: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon$. All statistical data processing processes in this study were carried out using IBM SPSS software to obtain objective, systematic, and empirically measurable analysis results.

3. RESULTS AND DISCUSSIONS

3.1 Evaluation of Instrument Test and Classical Assumption Test

The results of the instrument testing prove that all statement indicator items for variables X1, X2, and Y are valid because they produce a correlation coefficient value of r count $>$ r table (0.325). The Cronbach's Alpha index value for the three variables is above the safe standard of 0.60 (X1 = 0.718; X2 = 0.627; Y = 0.628), confirming that the questionnaire instrument is reliable, consistent, and has good internal consistency. For the classical assumption test, the normality test shows the Asymp. Sig. probability value of 0.200 is greater than $\alpha = 0.05$, which proves the residual value of the regression model is normally distributed. Furthermore, the Glejser heteroscedasticity test shows that the significance value of the Motivation (0.424) and Teamwork (0.205) variables is above the 0.05 limit, so that the model is free from residual variance interference. Finally, the Tolerance value was obtained at 0.247 ($>$ 0.10) and the VIF value was 4.046 ($<$ 10.00), validating that the model was free from multicollinearity problems between independent variables.

3.2 Results of Multiple Linear Regression Analysis and Partial Test (t-Test)

The mathematical parameter estimation process to test the individual (partial) influence of motivation and teamwork variables on employee performance is presented in Table 1 below:

Table 1. Results of Multiple Linear Regression Analysis and Partial t-Test

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error	Beta		
1	(Constant)	-.584	1,052		-.555	.583
	MOTIVATION	.427	.067	.658	6,408	.000
	TEAMWORK	.252	.080	.325	3,166	.003

a. Dependent Variable: Employee Performance

Based on the estimated parameter values in Table 1, the mathematical formulation of the multiple linear regression equation in this study is as follows.

$$Y = -0.584 + 0.427X_1 + 0.252X_2 + e$$

The mathematical structure indicates that the value of the direction parameter of the Motivation variable (X1) is positive at 0.427 and the Teamwork variable (X2) is positive at 0.252. This unidirectional relationship proves that every intervention that adds one unit of work motivation quality or team effectiveness will linearly increase the output of employee performance achievements.

Partial t-Test (Motivation) The results of the partial statistical test in Table 1 obtained a t-count value of the Motivation variable of 6.408. This value is greater than the critical t-table value of 2.032 with a significance value of $0.000 < 0.05$. This result rejects H_0 and accepts H_a , proving that motivation has a positive and significant effect on employee performance partially. Partial t-Test (Teamwork): The partial test for the Teamwork variable in Table 1 obtained a t-count value of 3.166. This value exceeds the t-table threshold of 2.032 with a significance level of $0.003 < 0.05$. This result decides that H_0 is rejected and H_a is accepted, confirming that teamwork has a positive and significant effect on employee performance partially.

3.3 Simultaneous Hypothesis Testing (F Test)

Evaluation of the model's feasibility was carried out jointly through analysis of variance (ANOVA) to see the combined contribution of independent variables to the dependent variable presented in Table 2 below:

Table 2. Results of the Analysis of Variance of Model Feasibility (Simultaneous F Test)

Model		ANOVA			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	66,251	2	33,126	174,575	.000b
	Residual	6,452	34	.190		
	Total	72,703	36			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Teamwork, Motivation

The data output in Table 2 produces an F-count value of 174.575. This combined test value is proven to be much greater than the critical F-table limit of 3.28 with a significance probability level of $0.000 < 0.05$. These results provide a conclusive conclusion that the variables of motivation and teamwork simultaneously (together) have a significant effect on the level of employee performance achievement.

3.4 Analysis of the Coefficient of Determination (R^2)

The strength and accuracy of the regression model in explaining the fluctuations in the value of the dependent variable is measured through the R Square parameter value in Table 3 below:

Table 3. Coefficient of Determination (R^2) of the Regression Model

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.955a	.911	.906	.436

a. Predictors: (Constant), TEAMWORK, MOTIVATION

Based on the data in Table 3, the R Square value was 0.911. This figure indicates that the combined contribution of motivation and teamwork variables in influencing the fluctuations in cooperative employee performance is 91.1%, while the remaining small percentage of 8.9% is influenced by other external factors outside this test model.

3.5 Discussion

The empirical findings of this study confirm that the work motivation factor (X1) acts as a driving element with the most dominant influence in increasing the productivity of cooperative employees (thitung = 6.408). This positive linear relationship pattern is in line with contemporary management principles which state that organizational justice and the fulfillment of employees' psychological needs can increase intrinsic motivation and individual achievement spirit (Sabara et al., 2025). Intrinsic motivation has a positive effect on employee performance because it can increase discipline, responsibility, and work enthusiasm in achieving organizational targets (Ismail et al., 2022). In the context of this research, the work motivation of KSP Prima Sejahtera Mulyo employees is evident from the high level of employee drive in completing collection targets, maintaining field work discipline, and the willingness of operational staff to continue carrying out collection activities despite facing target pressure and fluctuating field conditions. The reward system in the form of target achievement bonuses and managerial attention to employees also become factors that strengthen individual work enthusiasm in the organization. This condition indicates that the higher the work motivation of employees, the greater the individual's ability to increase the effectiveness and productivity of the cooperative's operational work.

On the other hand, the lack of organizational attention to employee motivation and working conditions can have an impact on decreasing employee performance and work effectiveness in the organization (Rahmadania & Anik Herminingsih, 2021). Therefore, stable work motivation is a crucial factor in maintaining consistent performance among collection staff in a savings and loan cooperative.

In addition to the role of personal motivation, the teamwork variable (X2) also proved to be a significant element in accelerating group operations ($t_{hitung} = 3.166$). Through clear division of responsibilities, good communication, and cooperation between personnel, operational obstacles can be resolved more effectively and collectively (Tiara Azkia Zarlianty et al., 2025). Harmonious teamwork relationships can improve work coordination and minimize interpersonal conflicts that can disrupt daily work effectiveness. (Sugiyono & Rahayu, 2024).

Within KSP Prima Sejahtera Mulyo, teamwork is evident through coordination among collection staff in sharing customer information, assigning field work areas, and communicating among team members when encountering collection challenges in the field. This helps expedite the resolution of operational issues and minimize delays in achieving work targets. Furthermore, group work coordination, supported by strong internal communication, fosters a sense of solidarity and shared responsibility in collectively achieving organizational targets.

The presence of shared leadership and good team coordination can increase the effectiveness of group work and help reduce conflict barriers in carrying out operational tasks (Wu & Cormican, 2021). Group solidarity and good teamwork can improve work coordination and support the completion of operational tasks more effectively (Hidayat, 2021).

In the context of KSP Prima Sejahtera Mulyo, the most important form of team coordination is the continuous exchange of member information, coordination of collection schedules, allocation of collection areas, and collaborative problem-solving when employees encounter difficulties during field collection activities. Effective coordination enables employees to respond more quickly to operational challenges, avoid duplication of tasks, and improve the achievement of collection targets (Phuong & Huy, 2022; Sugiyono & Rahayu, 2024). These findings imply that cooperative management should strengthen human resource management practices through structured communication systems, regular team coordination meetings, team-building programs, and performance support mechanisms that encourage collaboration among employees (Hidayat, 2021; Wu & Cormican, 2021). Such initiatives can enhance operational effectiveness, maintain member satisfaction, and support the long-term sustainability of cooperative institutions.

The results of the very high strength of simultaneous testing contribution (91.1%) confirm the theoretical basis of human resource management that the operational efficiency of an organization is greatly influenced by the effectiveness of internal communication, team psychological safety, and ongoing group cooperation (Jin & Peng, 2024). This finding demonstrates that the success of achieving cooperative operational targets is not solely influenced by individual capabilities, but is also determined by the level of work motivation and the quality of teamwork developed within the organization.

4. CONCLUSION

Based on the findings obtained from statistical analysis and empirical evaluation, this study confirms that work motivation has a positive and significant effect on employee performance at KSP Prima Sejahtera Mulyo in Sidoarjo. A high level of work motivation encourages employees to demonstrate greater enthusiasm, responsibility, and productivity in accomplishing organizational objectives. Furthermore, teamwork has also been shown to have a positive and significant influence on improving employee performance. Effective communication, strong coordination, and team solidarity contribute to higher work effectiveness and support the collective attainment of organizational goals.

Simultaneously, work motivation and teamwork made a substantial contribution to employee performance, as reflected by a coefficient of determination of 91.1%. These

findings indicate that organizational success is influenced not only by employees' individual capabilities but also by their psychological well-being and the effectiveness of teamwork within the organization.

As a managerial implication, cooperative management is advised to maintain stable work motivation through regular evaluation of the reward system, awarding bonuses based on target achievement, and strengthening organizational communication. Furthermore, ongoing group training, team building, and work coordination development programs are necessary to maintain harmonious working relationships and improve the organization's operational effectiveness in the field.

The effectiveness of motivation and teamwork enhancement programs can be evaluated through several measurable indicators, including employee attendance rates, achievement of collection targets, work productivity levels, task completion timeliness, communication effectiveness, and the quality of coordination among team members. Continuous monitoring of these indicators will help cooperative management assess the success of implemented policies and identify areas requiring further improvement.

This study still has limitations because it only focuses on the variables of work motivation and teamwork within the scope of the KSP Prima Sejahtera Mulyo cooperative in Sidoarjo with a relatively limited number of respondents. Therefore, future studies are encouraged to expand the research model by incorporating additional variables such as leadership style, organizational culture, employee engagement, organizational commitment, work environment, and job satisfaction to provide a more comprehensive understanding of employee performance determinants in cooperative institutions. Future research may also involve different types of cooperatives and larger sample sizes to improve the generalizability of findings and strengthen empirical evidence regarding human resource management in the cooperative sector.

ACKNOWLEDGEMENTS

The author would like to thank the YAPAN Surabaya College of Economics and KSP Prima Sejahtera Mulyo, Sidoarjo for their support and facilities in conducting this research. He also expresses his appreciation and gratitude to Mr. Arif Hidayat, for his guidance, input, and support throughout the development of this research.

REFERENCES

- Arifandi, R., & Winda Aidin, Nurul Mupida Lubis, A. S. M. (2024). The Role Of Organizational Communication In Improving Work Team Effectiveness. *Populika*, 1(2), 1–11. <https://doi.org/http://doi.org/10.54373/product.v1i2.49>
- Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2022). Gigification, job engagement and satisfaction: the moderating role of AI enabled system automation in operations management. *Production Planning and Control*, 33(16), 1534–1547. <https://doi.org/10.1080/09537287.2021.1882692>
- Cahyaniuhaji, S. R., Sudiantini, D., & Narpati, B. (2024). Pengaruh Komunikasi dan Kerjasama Tim terhadap Kinerja Karyawan PT Z. *BISMA CendekiJurnal Ilmiah Ekonomi Dan Manajemen*, 2(8), 181–195. <https://doi.org/10.61722/jiem.v2i8.2234>
- Fajriah, Y., Muis, N., Yanti, R., & Halim, A. (2021). The Influence of Motivation, Ability and Experience on Employee Performance. *Jurnal Economic Resources*, 4(2000), 1. <https://doi.org/10.33096/jer.v4i1.829>
- Gupta, S. S. (2021). An Analysis of Impact of Teamwork on Employee Performance and Organization Growth. *International Journal of Innovative Research in Engineering & Management (IJIREM)*, 8(6), 243–246. <https://doi.org/10.55524/ijirem.2021.8.6.49>
- Hidayat, R. (2021). The Influence Of Internal Communication, Work Discipline And Team Work Toward Employee Performance. *Journal.Unrika*, 10(1), 58–75. <https://doi.org/doi.org/10.33373>
- Indah, F. (2024). The Influence of Internal Communication, Work Discipline, and Teamwork on

- Employee Performance at the Regional House of Representatives Office in Gowa Regency. *Eduvest - Journal of Universal Studies*, 4(6), 5511–5528. <https://doi.org/10.59188/eduvest.v4i6.1460>
- Ismail, H., Noch, M. Y., & Mustajab, D. (2022). Pengaruh Motivasi Intrinsik, Motivasi Ekstrinsik, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Politeknik Perkeretaapian *PARADOKS Jurnal Ilmu Ekonomi*, 7(3), 292–309. <https://doi.org/https://doi.org/10.57178/paradoks.v7i3.897>
- Jin, H., & Peng, Y. (2024). The impact of team psychological safety on employee innovative performance a study with communication behavior as a mediator variable. *PLoS ONE*, 19(10 October). <https://doi.org/10.1371/journal.pone.0306629>
- Juyumaya, J., Torres-Ochoa, C., & Rojas, G. (2024). Boosting job performance: the impact of autonomy, engagement and age. *Revista de Gestao*, 31(4), 397–414. <https://doi.org/10.1108/REGGE-09-2023-0108>
- Lusiana, H., Khuzaini, K., & Mursanto, M. (2024). Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Koperasi Tirta Lestari. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 8(2), 79–91. <https://doi.org/10.35130/jrimk.v8i2.577>
- Marta Dwi NandaSulistyorini, E. M. (2025). Work Discipline , Teamwork , Communication ' s Impact on Employee. *Economics & Business Solutions Journal*, 09(01), 40–55.
- Memon, T. M., Hussain, N., & Lashari, A. R. (2023). Impact Of Organizational Justice On Employee Turnover At Commercial Banks. *Journal of Academic Research for Humanities*, 3(2), xxiii–xxxiv. <https://doi.org/10.1109/incit56086.2022.10067467>
- Mohd Razali, M. N., Hamid, A. H. A., Alias, B. S., & Mansor, A. N. (2025). Validity and reliability: instruments of teacher competency in the context of small schools in Peninsular Malaysia. *Journal of Education and Learning*, 19(1), 487–494. <https://doi.org/10.11591/edulearn.v19i1.21574>
- Nur Muhammad, I., Hardini, R., & Digdowiseiso, K. (2023). The influence of leadership style, work motivation, work discipline on employee performance at Perumda Pasar Jaya Central Jakarta. *Journal Syntax Admiration*, 4(1), 408–418. <https://doi.org/10.46799/jsa.v4i1.855>
- Olafsen, A. H., Marescaux, B. P. C., & Kujanpää, M. (2025). Crafting for autonomy, competence, and relatedness: A self-determination theory model of need crafting at work. *Applied Psychology*, 74(1). <https://doi.org/10.1111/apps.12570>
- Phuong, V. H., & Huy, H. T. (2022). Effects of Teamwork on Employee Performance: a Case Study of the Hotel Sector in Can Tho City, Vietnam. *Geojournal of Tourism and Geosites*, 41(2), 472–476. <https://doi.org/10.30892/gtg.41218-852>
- Putri Wulansari, & Anniez Rachmawati Muslifah. (2024). Pengaruh Teamwork Terhadap Kinerja Karyawan Pada Perusahaan. *RISOMA: Jurnal Riset Sosial Humaniora Dan Pendidikan*, 2(3), 92–102. <https://doi.org/10.62383/risoma.v2i3.91>
- Rahmadania, S. E., & Anik Herminingsih. (2021). The Influence of Organizational Culture and Work Discipline on Teacher's Professionalism. *Dinasti International Journal Of Education Management And Social Science*, 3(1), 283–292. <https://doi.org/https://doi.org/10.31933/dijemss.v3i1>
- Rajh-Weber, H., Huber, S. E., & Arendasy, M. (2026). Using Heteroskedasticity-Consistent Standard Errors and the Bootstrap for Linear Regression Analysis Available in SPSS: A Tutorial. *Advances in Methods and Practices in Psychological Science*, 9(1). <https://doi.org/10.1177/25152459251408046>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Rochman, M. S., Ubaidillah, H., & Andriani, D. (2024). Pengaruh Kerja Sama Tim, Komunikasi dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Indo World Kabupaten Mojokerto. *Efektor*, 11(1), 32–43. <https://doi.org/10.29407/e.v11i1.22238>
- Rorimpandey, P. T., Nelwan, O. S., Walangitan, M. D. B., Motivasi, P., Dan, T., Kerja, K., Kinerja, T., & Walangitan, M. D. B. (2025). *Intervening The Influence Of Motivation , Teamwork , And Job Satisfaction On Employee Performance At Multimart Manado With Happiness As An Intervening*. 13(1), 328–345.
- Sabara, S., Nasrul, & Hayat Yusuf, M. M. (2025). The Effect Of Organizational Justice On Extrinsic Motivation, Intrinsic Motivation, Job Satisfaction And Employee Performance In The Banking Sector. *Journal Economics Technology & Entrepreneur*, 4(4), 394–402.

- <https://doi.org/https://doi.org/10.62668/ecotechnopreneur.v4i04.2067> Email
- Sanjaya, M., & Indrawati, L. (2024). the Influence of Job Satisfaction and Organizational Commitment on Employee Performance. *Journal of Humanities Social Sciences and Business (Jhssb)*, 3(4), 967–978. <https://doi.org/10.55047/jhssb.v3i4.1292>
- Saputrabey, M. A., Sepriyanti, Y., Riyanto, Moeins, A., & Zen, Y. (2025). Enhancing digital motivation work and its effect on digital target-based employee performance at regional revenue agency of DKI Jakarta province. *Edelweiss Applied Science and Technology*, 9(1), 968–980. <https://doi.org/10.55214/25768484.v9i1.4296>
- Simamora, B. (2022). Skala Likert, Bias Penggunaan dan Jalan Keluarnya. *Jurnal Manajemen*, 12(1), 84–93. <https://doi.org/10.46806/jman.v12i1.978>
- Siraj, N., & Hågen, I. (2023). Performance management system and its role for employee performance: Evidence from Ethiopian SMEs. *Heliyon*, 9(11). <https://doi.org/10.1016/j.heliyon.2023.e21819>
- Sugiyono, M. A. K., & Rahayu, P. P. (2024). Hubungan Komunikasi Interpersonal Terhadap Kerjasama Tim Pada Divisi Produksi Di PT. X. *Jurnal Ilmiah Psikologi (JIPSI)*, 6(2), 71–78. <https://doi.org/https://doi.org/10.37278/jipsi.v6i2.855>
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Edisi 2, C). Alfabeta. <https://doi.org/https://doi.org/10.62383/risoma.v2i3.91>
- Suwaji, S. A. & R. (2025). The Impact of Work Motivation and Work Environment on Employee Performance in Organizational Contexts. *Quantitative Economics and Management Studies (QEMS)*, 6(1), 32–40. <https://doi.org/10.35877/454RI.qems3851>
- Talenta Br Sitepu, A. E. H. (2025). The Effect of Work Motivation and Work Environment on Employee Performance at PT X in Batam city. *International Journal of Applied Finance and Business Studies*, 13(3), 426–434. <https://doi.org/10.58631/injury.v3i11.1376>
- Tiara Azkia Zarlianty, Syahrial Addin, & Yulia Mujiaty. (2025). Pengaruh Kerjasama Tim dan Komunikasi terhadap Kinerja Pegawai Biro Organisasi dan Sumber Daya Manusia Kementerian Perindustrian Republik Indonesia. *PPIMAN Pusat Publikasi Ilmu Manajemen*, 3(4), 138–153. <https://doi.org/https://doi.org/10.59603/ppiman.v3i4.1111>
- Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational culture as a mediator motivation and transformational leadership on employee performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67–79. <https://doi.org/10.36941/AJIS-2021-0065>
- Wu, Q., & Cormican, K. (2021). Shared Leadership and Team Effectiveness: An Investigation of Whether and When in Engineering Design Teams. *Frontiers in Psychology*, 11(6), 1–12. <https://doi.org/10.3389/fpsyg.2020.569198>
- Wuwungan, M. B. A., Nelwan, O. S., & Uhing, Y. (2020). Pengaruh Kemampuan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8(1), 75–84.