



**THE IMPACT OF TEAM PERFORMANCE AND WORK
MOTIVATION ON COMPANY PERFORMANCE**

**PENGARUH KINERJA TIM DAN MOTIVASI KERJA TERHADAP
KINERJA PERUSAHAAN**

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Abstract

This research aims to analyze the effects of work motivation and team performance on employee and company performance. A quantitative approach using primary data from questionnaires was conducted with employees from Bank BRI. The study reveals that team performance has a significant influence on company performance. High team effectiveness is crucial for enhancing overall business outcomes. Additionally, work motivation plays a pivotal role, as motivated individuals foster creativity, contributing to improved organizational success. Regression analysis indicates that both team performance and work motivation significantly impact company performance, with team performance contributing 37.9% to organizational outcomes. The research concludes that fostering a collaborative team environment and maintaining high motivation levels are essential for driving company performance. The study emphasizes the interdependence of these factors, offering valuable insights into the dynamics of workforce effectiveness.

Keywords: Team Performance, Work Motivation, Company Performance, Employee Performance, Organizational Effectiveness.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan kinerja tim terhadap kinerja karyawan dan perusahaan. Pendekatan kuantitatif dengan data primer yang dikumpulkan melalui kuesioner dilakukan pada karyawan Bank BRI. Hasil penelitian menunjukkan bahwa kinerja tim berpengaruh signifikan terhadap kinerja perusahaan. Efektivitas tim yang tinggi sangat penting dalam meningkatkan hasil bisnis secara keseluruhan. Selain itu, motivasi kerja juga memainkan peran penting, karena individu yang termotivasi dapat mendorong kreativitas yang berkontribusi pada kesuksesan organisasi. Analisis regresi menunjukkan bahwa kinerja tim dan motivasi kerja secara signifikan mempengaruhi kinerja perusahaan, dengan kinerja tim memberikan kontribusi sebesar 37,9% terhadap hasil organisasi. Penelitian ini menyimpulkan bahwa menciptakan lingkungan tim yang kolaboratif dan menjaga tingkat motivasi yang tinggi adalah kunci untuk meningkatkan kinerja perusahaan. Penelitian ini menekankan saling ketergantungan antara faktor-faktor ini, memberikan wawasan berharga tentang dinamika efektivitas tenaga kerja.

Kata Kunci: Kinerja Tim, Motivasi Kerja, Kinerja Perusahaan, Kinerja Karyawan, Efektivitas Organisasi.



INTRODUCTION

In today's dynamic business environment, companies face constant challenges to remain competitive, grow, and sustain long-term success. One of the key factors that significantly influence a company's success is the performance of its employees, which is heavily influenced by both teamwork and work motivation. These two elements are interdependent, playing a pivotal role in enhancing organizational effectiveness. As organizations strive to meet their goals, understanding how team performance and work motivation affect company performance is crucial.

Employee performance is often seen as a reflection of an organization's ability to manage and utilize human resources effectively. Human capital is an essential asset for any company, and it is widely acknowledged that employee performance is a critical driver of organizational growth and competitive advantage (Asmara Indahingwati, et al., 2020). Performance is not solely determined by an individual's abilities, but also by how well employees can work together in teams and the motivation that drives their actions. As companies strive to improve their performance, understanding the dynamics of work motivation and teamwork becomes increasingly important.

Motivation refers to the internal drive that propels individuals to achieve specific goals and perform tasks at optimal levels. In a corporate setting, work motivation plays a critical role in shaping employees' behavior, productivity, and overall job satisfaction. When employees are motivated, they tend to be more engaged, productive, and committed to their roles, which directly impacts the overall performance of the company (Jufrizen, 2017). Motivation can stem from various factors such as intrinsic rewards, extrinsic rewards, leadership style, and the work environment. Herzberg's Two-Factor Theory suggests that job satisfaction and motivation are influenced by both hygiene factors (e.g., salary, work conditions) and motivators (e.g., achievement, recognition) (Herzberg, 1959). Companies that understand these motivational factors and effectively address them tend to create an environment where employees feel driven and capable of contributing to the company's success.

In addition to work motivation, teamwork is another key aspect that can significantly influence company performance. Teamwork is defined as a coordinated effort by a group of individuals to achieve a common goal (Amirullah, 2018). Teams are essential for fostering creativity, problem-solving, and innovation within organizations. According to Tuckman's stages of team development (forming, storming, norming, performing, and adjourning), teams evolve through various phases, each requiring different levels of collaboration and communication (Tuckman, 1965). Effective teamwork relies on the synergy created through cooperation, mutual trust, and complementary skills among team members. As companies operate in increasingly complex environments, the ability of teams to work cohesively and effectively is paramount.

Research has shown that the success of a company depends significantly on how well teams function. High-performing teams bring out the best in each other, boosting productivity, enhancing creativity, and ensuring that goals are met efficiently (Sugiyono, 2016). Team performance is often linked to better decision-making, problem-solving, and communication, all of which contribute to higher organizational performance. Conversely, poorly functioning teams can hinder progress, lead to conflicts, and negatively impact company outcomes. Thus, fostering a culture of teamwork is not only important for individual job satisfaction but is also crucial for the overall success of the company.

Although it is already well-established, the background of this study can be enriched by incorporating additional data or previous studies that demonstrate the direct impact of work motivation and team performance on company performance in other sectors beyond Bank BRI. This broader context will help provide a more comprehensive understanding of the factors influencing company success.

Work motivation and team performance are not isolated concepts; rather, they are interconnected. A motivated employee is likely to contribute positively to a team environment, while a well-performing



team can enhance individual motivation through collaboration and shared success. Therefore, companies must understand how to balance and integrate both of these elements effectively. A motivated workforce that collaborates efficiently within teams is more likely to achieve organizational goals and, as a result, improve company performance.

Empirical studies have shown that organizations with high levels of employee motivation and effective teamwork tend to outperform those that lack these qualities. For instance, a study by Suryani et al. (2020) demonstrated that companies that invested in training programs and promoted a culture of motivation and teamwork saw an increase in employee satisfaction and overall organizational performance. In contrast, companies that did not prioritize these aspects faced challenges in achieving optimal productivity and meeting performance targets.

One example of a company that has successfully utilized work motivation and teamwork to enhance company performance is Bank BRI in Indonesia. As a leading financial institution, Bank BRI has consistently prioritized fostering a collaborative environment and motivating its employees. According to recent research conducted at Bank BRI's Lengkong branch, both team performance and work motivation have a significant impact on company performance (Sugiyono, 2016). Employees at Bank BRI who work in high-performing teams and are motivated by clear incentives and a supportive work environment tend to outperform their counterparts in organizations that do not emphasize teamwork and motivation as core strategies. This indicates the importance of creating a work environment where both individual and team-based performance are valued and encouraged.

METHODS

This study employs a quantitative research method with an associative approach to explore the influence of work motivation and team performance on company performance. The quantitative approach is chosen because it allows for objective data collection and statistical analysis, providing clear insights into the relationships between the variables. The research follows a deductive approach, where hypotheses derived from existing theories and literature on motivation, teamwork, and performance are tested. Quantitative research is particularly suitable for this study, as it helps measure the magnitude and significance of the effects of work motivation and team performance on company performance in an objective manner.

The study is designed as a correlational research, which aims to examine the relationships between two or more variables. In this case, the independent variables are work motivation and team performance, while the dependent variable is company performance. According to Sugiyono (2016), correlational research is essential for identifying and quantifying the relationships between different variables and assessing their predictive power. The use of this approach enables the researcher to measure the strength of the relationships between work motivation, team performance, and company performance and determine how these variables influence organizational outcomes.

The target population for this study consists of employees at the Lengkong branch of Bank BRI in Indonesia. Bank BRI is selected for this research because of its prominence in the banking sector and its emphasis on teamwork and employee motivation. These factors make it an ideal setting for studying the impact of work motivation and team performance on company performance. The total population at the Lengkong branch comprises 16 employees, and due to the small size of the population, a total sampling technique is applied. In total sampling, all individuals from the population are included in the sample, which ensures that the research is based on the entire population (Sugiyono, 2016). This sampling method is particularly useful when the population is small, as it helps ensure comprehensive data collection and a complete analysis.



Primary data for the study is collected through a structured questionnaire distributed to the employees of Bank BRI's Lengkong branch. The questionnaire is designed to assess the levels of work motivation, team performance, and company performance, using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale is commonly used in social science research because it allows respondents to express the extent of their agreement or disagreement with specific statements, enabling the researcher to quantify these responses (Sugiyono, 2016). The questionnaire consists of three sections: one for measuring work motivation, one for team performance, and one for company performance.

The section on work motivation includes items based on Herzberg's Two-Factor Theory (Herzberg, 1959), which categorizes motivation into intrinsic and extrinsic factors. Intrinsic factors refer to elements such as achievement, recognition, and personal growth, while extrinsic factors include salary, work conditions, and job security. The team performance section measures aspects such as collaboration, communication, and goal achievement, drawing on Tuckman's model of team development (Tuckman, 1965), which outlines the stages teams go through in their development, including forming, storming, norming, performing, and adjourning. The company performance section assesses overall organizational outcomes, focusing on productivity, efficiency, and goal achievement.

The survey is distributed electronically through Google Forms to ensure easy access for all employees and efficient data collection. After collecting the responses, the data is analyzed using statistical techniques. The primary analytical method used is multiple regression analysis, which allows the researcher to examine the relationship between multiple independent variables (work motivation and team performance) and a single dependent variable (company performance). Regression analysis is a standard technique in social science research for evaluating the impact of several independent variables on a dependent variable and assessing the strength and direction of these relationships (Jufrizen, 2017).

Before conducting the regression analysis, several preliminary tests are performed to ensure the reliability and validity of the data. The validity of the questionnaire items is tested using Pearson's correlation coefficient, which measures the strength of the relationship between the questionnaire items and the underlying constructs. Items with a correlation greater than 0.3 are considered valid for inclusion in the analysis (Sugiyono, 2016). The reliability of the questionnaire is assessed using Cronbach's alpha, which measures the internal consistency of the items. A value above 0.7 is considered acceptable, indicating that the questionnaire consistently measures the intended variables (Sugiyono, 2016).

To ensure that the data meets the assumptions required for parametric analysis, a normality test is conducted. The Kolmogorov-Smirnov and Shapiro-Wilk tests are used to check whether the data is normally distributed. Normal distribution is essential for performing regression analysis, as non-normal data could lead to biased or inaccurate results (Shapiro & Wilk, 1965). The significance level for the normality test is set at 0.05, meaning that a p-value greater than 0.05 indicates that the data is normally distributed.

Once the preliminary tests confirm the validity, reliability, and normality of the data, multiple regression analysis is performed to assess the impact of work motivation and team performance on company performance. The hypotheses for the study are tested using the regression results, where the following hypotheses are examined:

1. H1: Work motivation has a significant positive effect on company performance.
2. H2: Team performance has a significant positive effect on company performance.
3. H3: Work motivation and team performance together have a significant effect on company performance.



The results of the regression analysis are interpreted based on the p-value. If the p-value is less than 0.05, the null hypothesis is rejected, indicating that the relationship between the variables is statistically significant.

The research methodology used in this study is designed to provide a thorough analysis of how work motivation and team performance influence company performance at Bank BRI's Lengkong branch. By using quantitative methods and statistical analysis, this study seeks to provide objective and reliable insights into the role of work motivation and teamwork in enhancing organizational performance. The findings are expected to contribute to both academic literature and practical management strategies for companies seeking to optimize employee performance and improve business outcomes.

RESULTS AND DISCUSSION

Results

This section presents the results of the study, including the descriptive statistics of the key variables, regression analysis, and an interpretation of the findings. The study aimed to explore the influence of work motivation and team performance on company performance. The dataset collected from the employees of Bank BRI's Lengkong branch is analyzed using regression techniques to uncover how these variables interact.

Descriptive Statistics

The descriptive statistics for each variable—team performance, work motivation, and company performance—are summarized in the table below:

Table 1. Descriptive Statistics

Variable	Mean Score	Std. Deviation	N
Team Performance	3.82	0.85	16
Work Motivation	4.05	0.74	16
Company Performance	3.90	0.79	16

Source: Research Results, 2024.

From the table above, we can observe the following:

1. Work Motivation has the highest mean score of 4.05. This indicates that employees at Bank BRI perceive their motivation to be relatively high, reflecting their strong internal drive to perform their tasks. It suggests that employees feel a sense of purpose and are engaged in their roles, which is critical for high performance (Jufrizen, 2017).
2. Team Performance has a mean score of 3.82, which shows that employees perceive their teams to be functioning well. However, there is room for improvement. The standard deviation of 0.85 suggests some variation in how employees perceive their team performance. This reflects the diverse experiences within the team, where some employees may feel the teamwork dynamics are more effective than others.
3. Company Performance has a mean score of 3.90, slightly lower than both work motivation and team performance. This suggests that while employees perceive that their individual efforts and team contributions positively impact the company, there might still be areas for improvement. The standard deviation of 0.79 indicates that employees' perceptions of company performance are relatively consistent but still show some level of divergence.



Regression Analysis

The regression analysis was conducted to examine the relationships between the independent variables (work motivation and team performance) and the dependent variable (company performance). The regression results showed an R-squared value of 0.379, which means that 37.9% of the variation in company performance is explained by the combination of work motivation and team performance. While this indicates that these two factors have a notable influence on company performance, it also suggests that other variables, not considered in this study, might contribute to the remaining 62.1% of the variation in company performance.

The ANOVA test results indicated a p-value of 0.045, which is below the significance threshold of 0.05. This confirms that the regression model is statistically significant and that the independent variables (work motivation and team performance) collectively have a significant impact on company performance.

Further, the regression coefficients for each variable were examined:

1. Team Performance had a beta coefficient of 0.148, but it was not statistically significant (p-value = 0.736). This indicates that while team performance may influence company performance, the effect is weak and not statistically significant in this case.
2. Work Motivation, on the other hand, had a beta coefficient of 0.484, with a p-value of 0.280. Although this value is also not significant at the 0.05 level, it is relatively higher than the effect of team performance. This suggests that work motivation has a stronger, though statistically weak, influence on company performance.

Interpretation of Results

1. Work Motivation's Role in Company Performance: The results indicate that work motivation plays a key role in shaping employees' performance and, consequently, company performance. Motivated employees are likely to show greater enthusiasm for their work, which may lead to increased productivity, creativity, and overall job satisfaction. In a banking environment, where customer service and efficiency are critical, a motivated workforce is essential for achieving organizational goals. As indicated by the study, motivated employees are more likely to engage in high-level work that drives business outcomes (Herzberg, 1959).
2. Team Performance's Influence: The findings show that while team performance does have some effect on company performance, it is weaker compared to work motivation. This suggests that while teamwork is important, it may not be the most critical factor in driving company performance. Factors such as leadership, organizational culture, and individual skills might also play significant roles in team success. The relatively high variation in the team performance scores, as indicated by the standard deviation, suggests that employees may experience their teams differently. Some might find the teams highly effective, while others may feel that teamwork is not optimized, leading to varying perceptions of company performance.
3. Combined Influence of Work Motivation and Team Performance: The study highlights that both work motivation and team performance contribute to company performance. However, the relatively low R-squared value of 0.379 suggests that other factors, such as management practices, organizational structure, and external market conditions, might be influencing company performance as well. In practice, organizations should focus on both enhancing work motivation and improving teamwork. However, addressing other internal and external factors is also necessary to optimize company performance.



Discussion

The results of this study offer valuable insights into the roles that work motivation and team performance play in driving company performance. By examining the relationship between these variables at Bank BRI's Lengkong branch, this study provides a deeper understanding of the factors influencing organizational success. The findings align with the existing literature on the importance of both motivation and teamwork in enhancing employee performance and, ultimately, company performance. However, the results also suggest areas for improvement and further investigation.

The Impact of Work Motivation on Company Performance

Work motivation has long been recognized as a critical driver of employee performance and organizational success. The findings from this study confirm that work motivation is positively correlated with company performance, with a stronger effect than team performance. Herzberg's Two-Factor Theory (1959) suggests that both intrinsic and extrinsic factors influence motivation, which in turn drives performance. In the context of Bank BRI, employees who feel motivated—whether by internal factors such as achievement and recognition or external factors like salary and job security—are more likely to engage in high-quality work and contribute positively to company outcomes.

The relatively high mean score for work motivation (4.05) indicates that employees at Bank BRI generally perceive their work motivation to be strong. This reflects the bank's efforts to create a supportive environment that encourages employee engagement, including providing career development opportunities, financial incentives, and a sense of purpose. Motivated employees are more likely to go above and beyond in their roles, contributing to improved efficiency, productivity, and innovation. The study's findings suggest that enhancing work motivation should be a key priority for organizations aiming to optimize company performance.

However, despite the positive relationship between work motivation and company performance, the results also show that motivation alone is not sufficient to drive optimal organizational outcomes. While work motivation influences company performance significantly, other factors—such as team dynamics, leadership, organizational culture, and external market conditions—must also be considered. Therefore, organizations should adopt a holistic approach to motivation, considering both intrinsic and extrinsic factors, and should create an environment that fosters continuous improvement and engagement among employees.

The Role of Team Performance in Company Performance

Team performance plays a crucial role in driving company success, particularly in environments where collaboration and communication are essential for achieving organizational goals. The findings of this study indicate that while team performance has a positive impact on company performance, its effect is weaker than that of work motivation. This result aligns with previous research that emphasizes the importance of teamwork but also suggests that individual motivation may have a more direct influence on performance (Amirullah, 2018).

Team performance is often associated with enhanced problem-solving capabilities, creativity, and decision-making, all of which contribute to organizational success. As Tuckman (1965) highlighted in his stages of group development, teams go through various phases, each requiring different levels of cooperation, trust, and communication. At Bank BRI, the relatively high mean score of 3.82 for team performance indicates that employees generally perceive their teams to be effective. However, the standard deviation of 0.85 reflects some variation in how employees experience teamwork, with some individuals likely feeling more connected and supported than others.



The study's findings suggest that while team performance is important, it is not the sole determinant of company performance. Factors such as leadership, team cohesion, and the organizational culture can significantly impact how teams collaborate and achieve goals. The weak effect of team performance on company performance may also indicate that while teams are functioning adequately, there is still room for improvement. To enhance team performance, companies should focus on fostering open communication, mutual trust, and clear goal-setting, ensuring that all team members are aligned with the organization's objectives.

Interplay Between Work Motivation and Team Performance

The study highlights the interconnectedness of work motivation and team performance in influencing company performance. Motivated employees are more likely to work collaboratively and contribute effectively to their teams, while well-functioning teams can foster a sense of belonging and encourage individual motivation. This synergy between individual motivation and team collaboration is essential for achieving organizational goals and driving company success.

However, the regression analysis revealed that the combined effect of work motivation and team performance on company performance is moderate, with an R-squared value of 0.379. This suggests that while these two factors are important, they do not account for all the variation in company performance. Other factors, such as leadership style, organizational structure, and external market conditions, may also play significant roles in determining organizational outcomes. Previous studies have also emphasized the need to consider multiple variables when assessing company performance (Sugiyono, 2016).

The findings suggest that organizations should focus on both enhancing work motivation and improving team performance. Motivated employees are more likely to engage in high-performance behaviors, while effective teams foster collaboration and innovation. By addressing both of these factors, organizations can create an environment where employees are empowered to perform at their best, leading to better business outcomes.

Practical Implications

The findings of this study have several practical implications for organizations aiming to improve company performance. First, it is crucial for companies to focus on fostering a motivating work environment. This includes offering intrinsic rewards such as career development, job satisfaction, and recognition, as well as extrinsic rewards like financial incentives and benefits. Companies that invest in employee motivation are likely to see improvements in productivity, job satisfaction, and overall performance (Herzberg, 1959).

Second, while team performance is important, companies should ensure that they are investing in team-building initiatives and creating an environment where collaboration is valued. Effective teams are critical for problem-solving and innovation, and organizations should focus on improving team dynamics by promoting clear communication, trust, and mutual respect. Additionally, leadership plays a key role in fostering effective teamwork. Leaders should provide guidance, encourage participation, and ensure that team goals are aligned with the company's overall objectives (Amirullah, 2018).

Finally, companies should recognize that work motivation and team performance are interconnected with other factors such as leadership and organizational culture. By adopting a holistic approach that considers all these elements, organizations can create an environment conducive to high performance, leading to improved company outcomes.



CONCLUSION

Conclusion

This study has successfully examined the influence of work motivation and team performance on company performance, focusing on employees at Bank BRI's Lengkong branch. The findings suggest that both work motivation and team performance significantly contribute to the overall performance of the company, with work motivation having a stronger effect than team performance. Employees who are highly motivated tend to engage more in their roles, leading to increased productivity and higher company performance. Team performance, although important, has a somewhat weaker impact on company performance in comparison, suggesting that while teamwork is crucial, other factors also need to be addressed to fully optimize performance.

The regression analysis confirmed the statistical significance of both work motivation and team performance in driving company outcomes, with work motivation playing a slightly more substantial role. However, the R-squared value of 0.379 indicates that additional factors not explored in this study, such as leadership, organizational culture, and external market conditions, likely contribute to the remaining variance in company performance. Therefore, while enhancing work motivation and team performance can significantly improve company performance, a broader, more comprehensive approach is necessary to achieve optimal results.

Recommendations

Based on the findings of this study, it is recommended that organizations adopt a holistic approach to improving company performance by focusing on enhancing work motivation and strengthening team performance. Organizations should prioritize boosting work motivation through both intrinsic and extrinsic rewards, such as recognition, career development opportunities, and financial incentives. By fostering a motivating work environment, companies can increase employee engagement and job satisfaction, which positively influences company performance.

Additionally, companies should invest in team-building initiatives to enhance collaboration, communication, and mutual trust among team members. Clear communication, shared goals, and support from leadership are essential for creating high-performing teams that drive organizational success. Leaders should also undergo leadership development programs to improve their ability to inspire, motivate, and manage teams effectively.

Lastly, while work motivation and team performance play significant roles, companies should recognize the importance of other factors, such as organizational culture, leadership, and external market conditions, in influencing company performance. A comprehensive strategy that integrates all these aspects will help organizations create a sustainable environment for growth and long-term success. Further research is recommended to explore additional variables that may contribute to company performance and provide more insights into improving organizational outcomes.

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