

The Effect of Teamwork and Work Discipline on Employee Performance at Bank BTPN KCP Pandeglang

Mochamad Kemal Afrizy¹, Nono Arief Rachman^{2*}, Asep Syiarudin³

Universitas Mathla'ul Anwar, Indonesia^{1,2,3}

Email: kemalsuali16@gmail.com¹, noarief@gmail.com², syiarudinasep@gmail.com³

*Corresponding Author

ABSTRACT

The purpose of this study is how teamwork and work discipline affect employee performance, the research method uses primary data by distributing questionnaires to respondents then the data is processed using correlation coefficients, determinant coefficients, and hypothesis testing. Research proves that the result of the correlation analysis of teamwork is 0.949 which means that there is a positive and strong influence between teamwork and employee performance, while the result of the correlation analysis of work discipline is 0.795 meaning that there is a positive and strong influence between work discipline and employee performance. The simultaneous correlation test result is 0.762. This shows that there is a simultaneous positive and strong influence between teamwork and work discipline on employee performance. Determinant coefficient analysis shows that teamwork and work discipline contribute as much as 81.3% to employee performance. The t value of the Teamwork variable is 1.094, which means that $t < t_{table}$ ($1.094 < 1.685$) with a significance of 0.281 in other words Teamwork has no effect on Employee Performance. The t value of the Work Discipline variable is 2.328 which means that $t > t_{table}$ ($2.328 > 1.685$) with a significance of 0.031 in other words Work Discipline affects Employee Performance. The F value obtained was 5.017 with a significance level of 0.012. Because the significant level is less than 0.05, it can be said that Teamwork and Work Discipline have a simultaneous effect on Employee Performance.

Keywords: Teamwork, Discipline, Performance

DOI: <https://doi.org/10.35145/icobima.v2i1.3997>

INTRODUCTION

Teamwork is one of the main factors that influences employee performance in a company so that work is well coordinated and an effective and efficient work pattern is created (Andi et al., 2023). On the other hand, if teamwork is not created it will result in a decline in employee performance within the company itself (Kumalasari & Endiana, 2023). This teamwork has a big influence on the employees themselves so that teamwork will be better than working individually. The factor needed to improve employee performance, apart from teamwork, is work discipline (Nyoto et al., 2023; Sriadmitum et al., 2022).

Work discipline is one of the important elements in a company, this work discipline factor is very influential on an employee or company so that they can achieve good goals and this work discipline is very important for the development of human resource management. Therefore, with high work discipline in a company created by its employees and showing integrity with a great sense of responsibility towards the company, employees will produce effective and efficient performance and there will be no deviations that can be detrimental to a company.

Employee performance has a close relationship to increasing the level of a company, in order to raise morale, a company must monitor the performance of its employees so that it does not hinder the development of the company to achieve a goal, because employees are the main asset and their performance is contributing to the company's goals. If a company does not maintain and or manage its performance, it will most likely face non-compliance with existing regulations in a company, resulting in deviations from its performance.

The problem with team collaboration is that there is often miscommunication between superiors and subordinates so that the messages conveyed are difficult to understand and a lack of cooperation can mean that work is often not completed on time and the resulting results are not as expected.

A problem with work discipline is a lack of sense of responsibility and often not working optimally and not using time effectively so that work is often delayed, non-compliance with company regulations such as

employees who arrive late. If something like this is allowed by a company, it will reduce the quality of its employees' performance and lower the level of the company.

Efforts to improve employee performance are a challenge for the employees themselves because this includes the integrity of the company and the performance of its human resources, because this performance is largely determined by the employee or staff, it can be seen from the performance of an employee and can be measured in the employee's performance. or its employees.

Table 1. Attendance of Bank BTPN KCP Pandeglang Employees

No	Month	Delay	Percentage
1	December	4	17%
2	January	3	13%
3	February	5	22%
4	March	2	9%
5	April	3	13%
6	May	4	17%
7	June	2	9%
	Total	23	100%

Source: data for 2023

In accordance with observations at Bank BTPN KCP Pandeglang, through the above data it was found that there was employee indiscipline. These employees do not follow the rules of office hours starting at 07.30 – 16.00, but employees are often late to enter after 07.00, this is very influential in improving employee performance.

LITERATURE REVIEW

Teamwork

Teamwork or commonly called teamwork is one of the skills that must be owned by an employee or employees in the company because with this teamwork it can improve the performance and productivity of the company itself, because this does not depend on individuals but also teams, because this ability includes one of the skills that can create success at work.

Even so, the hard skills of an employee or employee are very good, but still, it will not work or will not be able to do work with individual skills because the office must do it with cooperation in order to achieve company goals properly. This teamwork can be said to involve communicating, listening and executing work effectively, efficiently and easily coordinated.

Because this teamwork is a creative way of working and having good communication can increase the ability to be able to solve problems together, because this teamwork is something that must be maintained or managed properly and correctly in order to create an effective company target and efficient.

a) Factors that underlie team collaboration

In team collaboration, factors are formed that play a role in team collaboration, and here are some of the factors, namely:

- This teamwork can foster cohesiveness within a company.
- Communicate with each other and contribute to the tasks given.
- A sense of responsibility can make work more serious.
- Among other things, getting to know each other so we can help each other.

The indicators of teamwork explained by Sibarani (2018:19) are as follows:

- Cooperation

Can be done by a team because it is more effective than individual work, because it will systematically achieve a common goal.

- Trust

This high-performance teamwork can be characterized by a high sense of trust and reciprocity among its members, meaning that it can be said that members believe in the integrity, character and abilities of each member.

- Compactness

This cohesiveness is the level of solidarity of a company because cohesiveness can enhance teamwork and can improve the performance of the employees themselves.

b) Benefits of Teamwork

The following are some of the benefits of teamwork in the workplace or in an organization, namely:

- Problems are easier to solve

Good teamwork can make the problem-solving process easier. Contributions from many people will definitely be more helpful than relying on just one thought. When working together, diverse expertise, ideas, knowledge, and skills can produce potential solutions to a wide variety of problems.

- The work is lighter and completed quickly

With good teamwork, work can be completed more effectively and efficiently because there is mutual help in the process. When done together, complex and difficult work will feel lighter and easier.

- Better communication

This communication also plays an important role in teamwork because it will make employees more familiar, so they can avoid misunderstandings and make it easier to coordinate with one another.

- Learn from each other

Each individual has skills, knowledge and experience. This will enrich knowledge and expand the skills of individuals in the team.

- Build trust

Teamwork will create a strong bond between its members, because trust in colleagues can also encourage more open communication. Indirectly, it can also increase trust in the organization and management.

- Increase motivation

Teamwork will also create a mutually supportive work environment, positive emotional support between team members can increase individual motivation to achieve common goals, and feel more valued.

- Flexibility in work

With a solid team, and other team members can replace one another if there is a sudden or unexpected need.

- Positive work atmosphere

Working together allows team members to get to know each other better in professional and personal relationships. This will create a more positive, relaxed and family working atmosphere.

- Have close friends

Collaboration can also help bring each other closer, with teamwork you can communicate with other people and closeness will build from there.

- Job satisfaction increases

Through teamwork, team members can feel more satisfied and excited about their work due to a sense of shared ownership of the results achieved and positive relationships within the team.

c) How to improve team collaboration

To improve teamwork in the workplace, here are:

- Effective communication

It is important to practice open, clear, and supportive communication between team members. Encourage active discussions, listen to each other attentively, and provide feedback constructively.

- Understand the goals you want to achieve
Make sure all team members understand the shared goals and vision to be achieved. Sharing information and expectations about the duties and responsibilities of each team member will help achieve a better understanding.
- Selection of the right team
Consider individual skills, experience and suitability when forming a team. Having team members with complementary abilities can increase cooperation and work effectiveness.
- Build trust
Focus on building trust within the team by maintaining commitment, honesty and transparency. Remain consistent in your words and actions so that a strong foundation of trust within the team can be built.
- Collaboration and fair division of tasks
Encourage active and fair collaboration in the distribution of tasks. Involve all team members in decision making and problem solving. Make sure each team member feels like they have a meaningful contribution.

Work Discipline

This work discipline is very necessary in a company because it has a big impact on the employees themselves, because if there is a lack of work discipline, existing employee rules and regulations will often be violated. Therefore, it can be said that the work discipline is bad.

This discipline is an action from the company because to encourage its employees to achieve the desired goals and create a more conducive, effective and efficient company atmosphere and have a positive impact on company activities, the level factors in this discipline can be used as an achievement and work productivity in company that is able to be achieved by its employees and ultimately affects the goals expected by the company.

Without good and responsible work discipline, it is very difficult to improve performance, because this discipline is a person's awareness and willingness to obey the rules within the company, so discipline can be interpreted as meaning that employees always arrive on time, and do all the work well, and comply with existing rules and norms.

a. Factors affecting work discipline

Many factors influence work discipline in an organization or company (Pranitasari and Khotimah 2021), stating that the factors include:

- The size of the compensation.
- Whether there is an exemplary leadership in the company.
- Whether there are definite rules that can be used as guidelines by employees
- The courage of the leadership in taking an action.
- Whether or not there is a leadership oversight.
- Attention to employees.
- Creating habits that support work discipline.

b. Forms - forms of work discipline

There are two parts to the form of work discipline, namely:

- Self-imposed discipline (discipline that exists within oneself), this discipline arises from oneself in job satisfaction, so that it influences the work discipline of employees in the company, so the cycle that exists within the employee follows the level of employee satisfaction.
- Command disciplinary (discipline based on orders) This discipline arises because of an order and sanctions in the company, but this discipline really helps employees to improve employee performance and discipline so that there are no sanctions and letters of reprimand from the company's superiors.

The indicators mentioned are five indicators (Alfiah 2019) as follows:

- Attendance, this is the main factor that can measure the level of discipline.
- Compliance with work regulations, is a form of employee compliance with work and always obeying the regulations that apply in the office.
- Compliance with work standards can be seen from an employee's responsibility in carrying out the assigned tasks.
- A high level of employee alertness is the attitude of an employee and is always careful when working in order to produce effective and efficient results.
- Work ethics, this is a form of politeness and actions taken by employees in order to carry out good work discipline.

Performance

Performance is about doing a job and the results that can be achieved according to the target, and it can also be said that employees have achieved what is desired by a company (Panjaitan et al., 2023). Because performance is a real behavior that is displayed by every employee as work performance produced by employees according to their role in the company. And where employees work must be in accordance with the vision, mission and goals of a company. (Akbar 2023) states that employee performance is to mention the extent to which an employee or employees can succeed in achieving a goal and can carry out the standards that have been set by the company where they work, and can also be interpreted as the results achieved by employees in carrying out their duties and responsibilities.

There are several factors that affect employee performance, including:

- **Work motivation**

Work motivation is a very important factor in improving employee performance. Motivated employees will work harder and be more productive. Work motivation can come from within the employee or from outside, such as recognition, appreciation, and opportunities for growth.

- **Work environment**

A good work environment can improve employee performance. A comfortable, clean and safe work environment will make employees feel comfortable and more focused on doing their jobs. In addition, a friendly and collaborative work environment can also increase employee motivation and work.

- **Leadership**

Good leadership can also affect employee performance. Effective leadership can provide clear direction, motivate employees, and build good working relationships between employees and superiors. Conversely, poor leadership can make employees feel uncomfortable and unmotivated to work.

- **Career development**

Career development is an important factor in improving employee performance. Employees who have the opportunity to develop their skills and careers will feel more motivated to work and better prepared to take on greater responsibilities.

- **Incentives and compensation**

Employees who feel valued and properly rewarded for their work will work harder and be more productive.

- **Company policy**

Company policies can also affect employee performance. Because fair and consistent policies will make employees feel valued and motivated to work. On the other hand, unclear or unfair policies can make employees feel uncomfortable and unmotivated to work better.

The indicators can be explained as follows:

- **Quality of Work**, which measures the extent to which employees are able to do their job properly and includes timeliness and accuracy in completing tasks, as well as the quality of the work produced.
- **Work Productivity**, can be measured by how efficient employees are in doing a job and produce results within a predetermined time.

- Work attendance, seen from how often the employee is present at work and according to a predetermined work schedule procedure.
- Work discipline, seen from how obedient an employee is to the rules that exist in the company that have been set.
- Teamwork, measured how well employees work and communicate with each other in order to achieve the desired goals.
- Innovation, measuring how creative and innovative in providing new ideas to improve company performance and productivity

RESEARCH METHODS

This research uses an associative quantitative analysis method because the aim of this research is to determine the relationship between teamwork and work discipline variables on employee performance as proven through statistical evidence (Nurtamara et al., 2023). In this research there is one dependent variable, namely employee performance and independent variables, namely teamwork and work discipline.

RESULTS AND DISCUSSION

Validity test

The research instrument test carried out is using a validity test, namely to acknowledge the validity of the research, based on the explanation in the previous chapter, the validity of the instrument will be tested using the Product Moment correlation formula, which is processed using the Microsoft Excel 2013 application. The r-table value with 40 respondents is 0.312, provided that the instrument is said to be valid if the r-count is greater than the r-table and if the r-count is smaller than the r-table then the instrument is declared invalid. The following are the results of the validity of the research instrument for the variables Teamwork (X₁), Work Discipline (X₂), and Employee Performance (Y).

Teamwork variable statement items (X₁)

Table 2. Validity of Variable X₁ statement items

No	r-count	r-table	Description
1	0,494	0,312	Valid
2	0,605	0,312	Valid
3	0,787	0,312	Valid
4	0,641	0,312	Valid
5	0,565	0,312	Valid
6	0,393	0,312	Valid
7	0,778	0,312	Valid
8	0,637	0,312	Valid
9	0,588	0,312	Valid
10	0,620	0,312	Valid

Source: data processed in 2023

Based on the results of validity testing for each statement item that was given to 40 respondents, it is known that the 10 Teamwork statement items (X₁) have results above 0.312, where in this case the r-count > r-table value means the above instrument is declared valid.

Work Discipline variable statement item (X₂)

Table 3. Validity of Variable X₂ statement items

No	r-count	r-table	Description
1	0,434	0,312	Valid
2	0,511	0,312	Valid
3	0,446	0,312	Valid
4	0,442	0,312	Valid
5	0,535	0,312	Valid

No	r-count	r-table	Description
6	0,470	0,312	Valid
7	0,495	0,312	Valid
8	0,628	0,312	Valid
9	0,540	0,312	Valid
10	0,362	0,312	Valid

Source: data processed in 2023

Based on the results of validity testing for each statement item that was given to 40 respondents, it is known that the 10 Work Discipline statement items (X2) have results above 0.312, where in this case the r-count > t-table value means the above instrument is declared valid.

Item statement variable Customer Satisfaction (Y)

Table 4. Validity of Y variable statement items

No	r-count	r-table	Description
1	0,496	0,312	Valid
2	0,653	0,312	Valid
3	0,426	0,312	Valid
4	0,476	0,312	Valid
5	0,501	0,312	Valid
6	0,355	0,312	Valid
7	0,443	0,312	Valid
8	0,736	0,312	Valid
9	0,695	0,312	Valid
10	0,523	0,312	Valid

Source: data processed in 2023

Based on the results of validity testing for each statement item that was given to 40 respondents, it is known that the 10 employee performance statement items (Y) have results above 0.312, where in this case the r-count > t-table value means the above instrument is declared valid.

Reliability Test

Reliability testing is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated. Meanwhile, a research instrument can be reliable if the Cronbach's alpha value is above 0.60.

In relation to the description above, the results of reliability testing can be presented which can be seen in the following table:

a. Team Collaboration Reliability

Table 5. Teamwork Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
,814	10

Based on the results of reliability testing, it is known that the Cronbach's Alpha value is 0.814, this is greater than the value of 0.60, so it can be concluded that the research instrument is reliable.

b. Work Discipline Reliability

Table 6. Work Discipline Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
,630	10

Based on the results of the reliability test, it is known that the Cronbach's Alpha value is 0.630, this is greater than the value of 0.60, so it can be concluded that the research instrument is reliable.

c. Employee Performance Reliability

Table 7. Employee Performance Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.720	10

Based on the results of reliability testing, it is known that the Cronbach's Alpha value is 0.720, this is greater than the value of 0.60, so it can be concluded that the research instrument is reliable.

DATA INTERPRETATION AND HYPOTHESIS TESTING

Multiple linear regression analysis

The results of multiple linear regression analysis can be seen in table 8.

Table 8. Results of Multiple Linear Regression Analysis

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
(Constant)	17,469	7,780			2,245	,031
1 TOTALX1	,149	,136	,173		1,094	,281
TOTALX2	,430	,185	,367		2,328	,025

a. Dependent Variable: TOTALY

From the results of the regression analysis, the multiple linear regression equation is obtained as follows:

$$Y = 17.465 + 0.149x_1 + 0.430x_2 + e$$

An explanation of the analysis of the influence of each independent variable used in this research will be explained as follows:

- The constant value is 17,465, meaning that the constant value is the value used if the X value does not exist or is 0 and can be influenced by other factors.
- The coefficient of teamwork on employee performance of 0.149 states that if teamwork increases by one unit, teamwork will increase by 0.149 units, in this case other factors that influence employee performance are considered constant.
- The coefficient of Work Discipline on Employee Performance of 0.430 states that Work Discipline is positive on Employee Performance and if Work Discipline increases by one unit then Work Discipline will increase by 430 units, in this case other factors that influence employee performance are considered constant.

Correlation Analysis

Correlation analysis aims to test whether two variables, namely the independent variable and the dependent variable, have a strong or not strong relationship, whether the relationship is positive or negative.

Table 10. Correlation Test Results

		X1	X2	Y
X1	Pearson Correlation	1	,382*	,313*
	Sig. (2-tailed)		,015	,949
	N	40	40	40
X2	Pearson Correlation	,382*	1	,433**
	Sig. (2-tailed)	,015		,795
	N	40	40	40
Y	Pearson Correlation	,313*	,433**	1
	Sig. (2-tailed)	,049	,005	
	N	40	40	40

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

- Based on the table above, the partial correlation of the Teamwork variable (X1) shows that the r-count value is 0.949, meaning that the correlation analysis has a very strong relationship or influence with the Employee Performance variable (Y), according to the interpretation of the correlation between (0.80-1.00) can be seen in table 3.4
- Based on the table above, the partial correlation of the Work Discipline variable (X2) shows that the r-count value is 0.795, meaning that the correlation analysis has a strong relationship or influence with the Employee Performance variable (Y), according to the interpretation of the correlation between (0.60-0.79) can be seen in table 3.4
- Simultaneous correlation between awareness of Teamwork (X1) Work Discipline (X2) and Employee Performance (Y)

Table 11. Simultaneous Correlation Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,762 ^a	,813	,171	3,312	,213	5,017	2	37	,012

a. Predictors: (Constant), X2, X1

The table above shows that the r-count table = 0.762, meaning that simultaneously Teamwork and Work Discipline have a strong relationship or influence with Employee Performance according to the interpretation of the correlation between (0.60-0.79).

Determination Coefficient Test (R2)

To determine the magnitude of the influence of teamwork and work discipline on employee performance, an analysis of the coefficient of determination was carried out.

Table 12. Determination test results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,762 ^a	,813	,171	3,312

a. Predictors: (Constant), TOTALX2, TOTALX1

Based on the table above, the coefficient of determination (R2) shows a total of 0.813 or 81.3% of employee performance. The remainder is influenced by other factors not observed by this study:

Hypothesis testing

t test

The results of the t test can be seen in table 5.47, if it is significant <0.05 then Ha is accepted and Ho is rejected, whereas if it is significant >0.05 then Ho is accepted and Ha is rejected. This t test is used to determine

whether there is influence of each independent variable on the dependent variable. Where $df=n-k-1=40-3-1=36$ then t table 1.685.

Table 13. Statistical Test Results t

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	17,469	7,780		2,245	,031
1	TOTALX1	,149	,136	,173	1,094	,281
	TOTALX2	,430	,185	,367	2,328	,025

a. Dependent Variable: TOTALY

Based on table 13 the results of the t test show that:

- a. The t value of the Teamwork variable is 1.094, which means that $t \text{ count} < t \text{ table}$ ($1.094 < 1.685$) with a significance of 0.281, in other words Teamwork has no effect on Employee Performance.

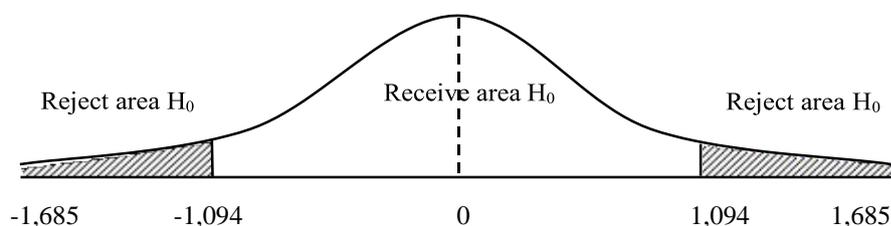


Figure 1. t test of the effect of teamwork on employee performance

Conclusion: There is no positive influence between Teamwork on Employee Performance at Bank BTPN KCP Pandeglang

- b. The t value of the Work Discipline variable is 2.328, which means that $t \text{ count} > t \text{ table}$ ($2.328 > 1.685$) with a significance of 0.031, in other words, Work Discipline influences employee performance.

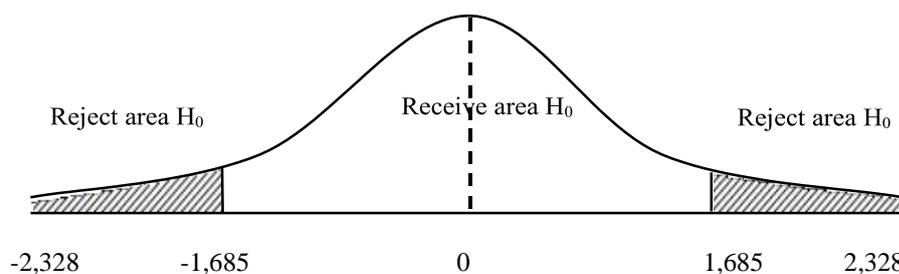


Figure 2. The t-test of the influence of Work Discipline has an effect on Employee Performance

Conclusion: There is a positive influence between Work Discipline and Employee Performance at Bank BTPN KCP Pandeglang.

F test

To prove the research hypothesis whether there is a significant influence or not between teamwork and work discipline on employee performance.

Table 14. Statistical Test Results F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110,059	2	55,029	5,017	,012 ^b
	Residual	405,841	37	10,969		
	Total	515,900	39			

a. Dependent Variable: TOTALY

b. Predictors: (Constant), TOTALX2, TOTALX1

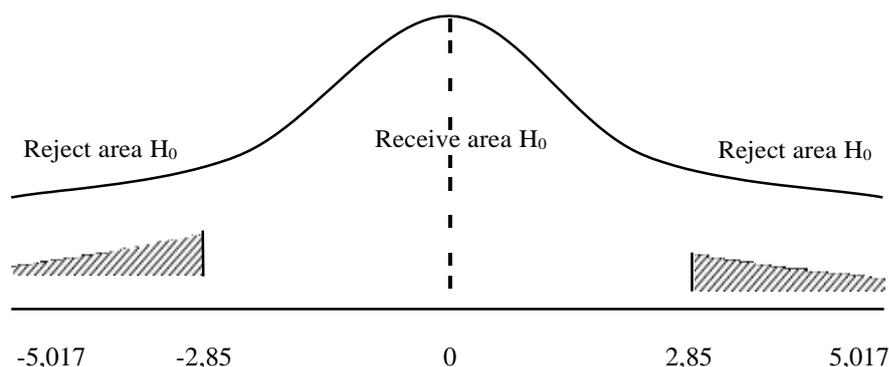


Figure 3. F test

The value obtained is 5,017 with a significant level of 0.012. Because the significant level is less than 0.05, it can be said that Teamwork and Work Discipline have a simultaneous effect on Employee Performance at Bank BTPN KCP Pandeglang.

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