

Analyzing the Effect of Leadership, Teamwork and Employee Involvement on Employee Performance: Study at PT Attaraya Jaya Perkasa Madiun

Tatik Mulyati¹, Novy Rachma Herawati²

¹ *Economic Faculty, Merdeka Madiun University*

² *Economic Faculty, Merdeka Madiun University*

*Corresponding author. Email: tatikmulyati@unmermadiun.ac.id

ABSTRACT

PT Attaraya Jaya Perkasa has a vision to become a national private company as a general contractor, which excels in the construction service industry. The goals of this study to determine the effect of leadership, teamwork, employee involvement on the performance of employees of PT Attaraya Jaya Perkasa. The study population consisted of 135 employees and 35 respondents with the sampling technique using purposive sampling. Questionnaires and interviews are the data collection techniques. The data analysis technique was performed using multiple linear regression. The results showed that partially leadership and teamwork had a significant effect on employee performance, while employee involvement had no effect. The result of this research shows that the coefficient of determination adjusted R square of employee performance is influenced by leadership, teamwork and employee involvement are 54.6%, while the contain 45.4% is influenced by other variables such as motivation, work environment, rewards, work discipline, compensation, culture organization.

Keywords: *Leadership, Teamwork, Employee Involvement, Employee Performance*

1. INTRODUCTION

Human resources have a big role in an organization, especially to get company goals. Leadership developed in the company the key of success company. For that we need a work effectiveness in achieving the vision, mission, and goals that can not be separated from the role of the leader [1].

The process of one's activities to move others with leading, guiding, and influencing to do something in each order to achieve the expected result is Leadership[2]. Leadership is the driving force behind all the resources and tools available to the organization. The basic task of a leader is to form and maintain an environment in which humans work together in a well-organized group, completing the task of achieving the goals that have been set [3]. A good leader is able to arouse enthusiasm and instill confidence and responsibility in inferior to carry out with full responsibility in order to get company productivity.

Construction service companies are industries that require good cooperation within the organization. Each working group consists of many members who have

different characters. The presence of a leader in directing the ability of each group member has quite important meaning [4]. In the construction sector, the implementation of development requires not only good scheduling, technical knowledge and skills of implementation, but also human resource management. This is because the construction company involves many stakeholders, one of which is the project team, which is required to have a leader [5].

The project manager is the leader of the contractor project team in carrying out the construction. To produce a project in accordance with the quality, time and cost, a number of managerial skills are required. A project manager and good leadership will affect employee performance [6]. Another thing that also affects the performance of employees in construction service companies is teamwork and employee involvement.

Teamwork is one of the factors successful the company's goals. No company thrives without a strong group; but no matter how strong a group is if it is not supported by good communication, the performance achieved will not be optimal [7]. Good teamwork can be

realized if positive attitudes are fostered among team members, such as the habit of listening to each other so as to create good communication, providing support to team members in need and appreciation for the contributions and achievements of each team member [8].

Employee involvement is also one of the company's success factors because it is important for long-term growth and increasing profits [9]. The increasingly fierce industry competition at this time has resulted in many companies needing to develop strategies to increase their existence. Employees of a company are not only part of carrying out organizational functions, but also become valuable assets in the success of the company [10]. In order to achieve this, a valuable asset, namely employees, needs to have full involvement in the company. Likewise, companies must encourage the creation of employee involvement in work so as to improve company performance [11].

Previous similar research was conducted using the independent variables, there are leadership, employee involvement, continuous improvement, and the dependent variable is employee job satisfaction [12]. The results of this study indicate that affect employee job satisfaction are leadership and continuous improvement, while the employee involvement variable has no effect on employee job satisfaction.

Another study was conducted which analyzed that the effect of employee involvement, work environment and corporate culture on the performance of PT Jolin Permata Buana Batam City employees [13]. The results showed that employee involvement had a negative effect on employee performance. The effect of work environment, corporate culture have a positive and significant effect on employee performance. Simultaneously, employee involvement, work environment and corporate culture have a significant effect on employee performance.

The newness of this research is that the application of employee performance and the factors that influence it are only currently being applied to construction companies. Second, employee involvement has no effect on employee performance. Theoretically, it should have some influence.

2. RESEARCH METHOD

This study uses a quantitative approach with a survey method conducted at PT Attaraya Jaya Perkasa, Madiun Regency, while the object of research is the employee. The research population is 135 employees with a sampling technique using purposive sampling as many as 35 respondents. Questionnaires and interviews are data collection techniques [14].

This research consisted of independent variables (X) and dependent variable (Y). Independent variable (X)

consist leadership, teamwork and employee involvement and the dependent variable was performance. The research instrument was a closed questionnaire in the form of a check list and filled out by employees of PT Attaraya Jaya Perkasa who became the research sample. The measurement scale uses a Likert scale (ordinal) [15]. This study uses multiple linear regression analysis to examine the impact of independent variable on dependent variable.

Leadership is the power to influence a group towards the achievement of goals, The leadership extensively includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve groups and cultures [16]. Leadership is a person's ability to influence, move, encourage, control other people or subordinates to do a job with awareness and contribution in achieving a goal. Leadership has several dimensions related to the qualities that a leader must possess, namely: 1) managerial skills; 2) moral ability; 3) intellectual ability and experience [17]. The leadership function relates to social situations in the life of a group or organization where the leadership function must be realized in interactions between individuals. According to operationally the leadership function is distinguished as the following functions: 1) Instruction; 2) consultative; 3) participation; 4) delegation and 5) control. Leadership indicators include: 1) being fair; 2) give suggestions; 3) support the goal; 4) catalyst; 5) create a sense of security; 6) as a representative of the organization; 7) a source of inspiration and 8) being appreciative [18].

Teamwork is a group with individuals who work together to achieve a common goal; basically have the same goal of being able to develop effectiveness and reciprocity for team goals [19]. Teamwork is a collection of individuals with different abilities, talents, experiences and backgrounds who come together to achieve one goal in one or more activities states that teamwork is a form of work in groups that must be managed properly to achieve a goal or complete a task [20]. Based on this understanding, it can be concluded that teamwork is a group of people who have different backgrounds and have the same goal to achieve company goals. The indicators of teamwork are: 1) working together; 2) express opinions; 3) appreciate input; 4) provide encouragement and 5) build group spirit [21].

Employee involvement is often associated with giving delegation in the form of power or freedom to do work, providing information, rewards, and training employees in the organization that is run in order to provide freedom of action and employee participation in work. Employee involvement is an effort to increase the role of employees in decision making, improve organizational performance, and improve employee welfare; is the most powerful and effective strategy in

implementing change, because it is able to overcome the emergence of resistance, as an effort to bring up employee participation in a job, including organizational changes carried out and is the use of all abilities to achieve goal success as a form of participation and participation [6]. Involvement is also associated with how to design employees by providing information, influence, and incentives in achieving goals. In this engagement, employees are empowered according to their responsibilities and duties. The indicators of employee involvement are: 1) sharing of authority; 2) share information; 3) rewards and 4) knowledge sharing.

Employee performance is the result of work in carrying out work in accordance with the roles and responsibilities of the work. High performance can be a company's competitive advantage because it cannot be imitated by other companies [22]. Performance as the result of a person's achievement in carrying out assigned tasks based on skills, experience and sincerity and time. Some things that need to be considered in improving performance include high motivation, adequate competence, good leaders and a supportive work environment [23]. Employee performance indicators are: 1) quality of results; 2) quantity of work; 3) responsibility; 4) cooperation and 5) initiative [24].

This research framework aims to make it easier to analyze the effect of independent variable (X_1, X_2, X_3) on the dependent variable, described as follows:

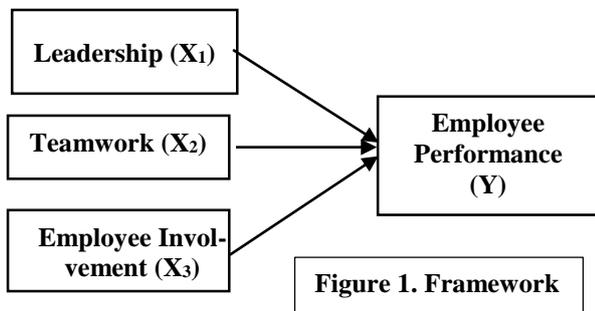


Figure 1. Framework

- H1: Leadership has an effect on the employees performance of PT Attaraya Jaya Perkasa in Madiun Regency.
- H2: Teamwork has an affect the employees performance of PT Attaraya Jaya Perkasa in Madiun Regency.
- H3: Employee Involvement has an effect of the employees performance of PT Attaraya Jaya Perkasa, Madiun Regency.
- H4: Leadership, Teamwork, Employee Involvement have a simultaneous effect on the employees performance of PT Attaraya Jaya Perkasa, Madiun Regency.

3. RESULT AND DISCUSSION

The validity test was carried out to test the research instrument was able to measure the questionnaire and

data, carried out by observing the variable indicators [25].

Table 1. Validity Test Results of Leadership (X1)

Variable	Item of Variable	r_{count}	r_{table}	Conclusion
Leadership (X1)	X1 (1)	.733	.3338	Valid
	X1 (2)	.652		
	X1 (3)	.621		
	X1 (4)	.461		
	X1 (5)	.473		
	X1 (6)	.595		
	X1 (7)	.678		
	X1 (8)	.449		
	X1 (9)	.564		
	X1 (10)	.668		
	X1 (11)	.659		
	X1 (12)	.644		
	X1 (13)	.765		

Based on Table 1, the correlation between each indicator to the total construct shows significant results. So it can be concluded that each statement indicator is valid.

Table 2. Validity Test Results of Teamwork (X2)

Variable	Item of Variable	r_{count}	r_{table}	Conclusion
Teamwork (X2)	X2 (1)	.733	.3338	Valid
	X2 (2)	.652		
	X2 (3)	.621		
	X2 (4)	.461		
	X2 (5)	.473		
	X2 (6)	.595		
	X2 (7)	.678		
	X2 (8)	.449		
	X2 (9)	.564		
	X2 (10)	.668		
	X2 (11)	.659		
	X2 (12)	.644		
	X2 (13)	.765		

Based on Table 2, the correlation between each indicator to the total construct shows significant results. So it can be concluded that each statement indicator is valid.

Table 3. Validity Test of Employee Involvement (X3)

Based on Table 3, the correlation between each indicator to the total construct shows significant results. So it can be concluded that each statement indicator is valid.

Table 4. Validity Test of Employee Performance (Y)

Variable	Item of Variable	r _{count}	r _{table}	Conclusion
Employee Involvement (X ₃)	X ₃ (1)	.590	.3338	Valid
	X ₃ (2)	.561		
	X ₃ (3)	.658		
	X ₃ (4)	.675		
	X ₃ (5)	.669		
	X ₃ (6)	.579		
	X ₃ (7)	.587		
	X ₃ (8)	.545		
	X ₃ (9)	.558		
	X ₃ (10)	.544		
	X ₃ (11)	.492		
	X ₃ (12)	.615		
	X ₃ (13)	.750		

Based on Table 4, the correlation between each indicator to the total construct shows significant results. So it can be concluded that each statement indicator is valid.

Table 5. Reliability Test Results

Variable	Item of Variable	r _{count}	r _{table}	Conclusion
Employee Performance (Y)	Y (1)	.520	.3338	Valid
	Y (2)	.645		
	Y (3)	.555		
	Y (4)	.631		
	Y (5)	.629		
	Y (6)	.676		
	Y (7)	.629		
	Y (8)	.527		
	Y (9)	.613		
	Y (10)	.580		
	Y (11)	.596		
	Y (13)	.460		
	Y (14)	.486		

No.	Variable	Cronbach a count	Alpha Cronbach	Conclusion
1.	Leadership (X ₁)	.890	0.60	Reliable
2.	Teamwork (X ₂)	.837		
3.	Employee Involvement (X ₃)	.886		
4.	Employee Performance (Y)	.871		

From Table 5, the reliability test result show that Cronbach Alpha value of each variable is greater than 0.60. It can be concluded that all research instruments are reliable and can be used for further analysis.

3.1. Classic assumption test

Analysis of multiple linear regression can be used as the basis for making conclusions if they meet several assumptions called the classical multiple linear regression assumptions, including normality,

multicollinearity and heteroscedasticity tests. The classical multiple linear regression assumption test of this research has the result as follows:

3.2. Normality test

Regression model is good if have a normal data distribution, while the normal distribution can be known by looking at the distribution of statistical data on the diagonal axis for the normal distribution graph [14]. The normality test is seen with a normal probability plot, the graph depicts the data approaching a normal distribution.

3.3. Multicollinearity test

Test multicollinearity is used to determine relationship between independent variables in the regression model, by looking at the value of Variance Inflation Factor (VIF). If the independent variable has a tolerance value > 0.10 or VIF < 10, then there is no multicollinearity between the independent variables in the regression model.

Table 6 shows that the VIF Leadership value is 1.520, Teamwork 1.366 and Employee Involvement is 1.339, less than 10, the inference that the regression model does not find any multicollinearity problems.

Table 6. Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Std. Beta				Tolerance	VIF
(Constant)	8.539	7.579		1.127	.269		
Leadership	.398	.127	.467	3.130	.004	.658	1.520
Teamwork	.366	.153	.339	2.396	.023	.732	1.366
Employee Involvement	.069	.129	.075	.535	.596	.747	1.339

a. Dependent Variable: Employee Performance

3.4. Multiple Linear Regression Analysis

The results of this test to regression calculations between leadership variables (X₁), teamwork (X₂) and employee involvement (X₃) as independent variables on employee performance as the dependent variable (Y) can be showed at the table.

Table 6 describes that multiple linear regression equation models produced in the study are:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 8.539 + 0.398 X_1 + 0.366 X_2 + 0.069 X_3 + e$$

The interpretation of the multiple linear regression equation is explained as follows:

- a. The constant of 8.539 means that if there is no leadership (X1), teamwork (X2) and employee involvement (X3), then the performance of PT Attaraya Jaya Perkasa's employees is 8.539.
- b. The regression coefficient for the leadership variable (X1) is 0.398, meaning that if leadership increases by 1, then the performance of PT Attaraya Jaya Perkasa's employees increases by 0.398, assuming that teamwork (X2) and employee involvement (X3) are constant.
- c. The regression coefficient for the teamwork variable (X2) is 0.366, meaning that if teamwork increases by 1, then the performance of PT Attaraya Jaya Perkasa employees increases by 0.366, assuming that leadership (X1) and employee involvement (X3) are constant.
- d. The regression coefficient for employee involvement variable (X3) is 0.069, meaning that if employee involvement increases by 1, then the performance of PT Attaraya Jaya Perkasa employees increases by 0.069, assuming that leadership (X1) and teamwork (X2) are constant.

3.5. Coefficient of Determination Test (R^2)

The coefficient of determination is used to measure the contribution of the independent variables (leadership, teamwork, and employee involvement) to the dependent variable (employee performance). The results of the R Square value is showed in the following table:

Table 7. Coefficient of Determination Test Results (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.739 ^a	.546	.503	2.732

a. Predictors: (Constant), Leadership (X1), Teamwork (X2), Employee Involvement (X3)

b. Dependent Variable: Employee Performance (Y)

Table 7 explains value of the coefficient of determination (Adjusted R Square) obtained is 0.503. This means that the variation of the three variables, namely teamwork, leadership and employee involvement contributes to employee performance by 50.3% while the other 49.7% is influenced by other variables such as motivation, work environment, rewards, work discipline, compensation, organizational culture and others.

3.6. Hypothesis test

The t-test was to determine whether there was a partial effect of leadership (X1), teamwork (X2) and employee involvement (X3) variables on the dependent variable of employee performance (Y). T-test of

leadership (X1), teamwork (X2) and employee involvement (X3), the following results were obtained:

3.6.1 The influence of leadership on employee performance PT Attaraya Jaya Perkasa

Based on Table 9 the significance level of 0.004 is smaller than the 0.05 level of significance. It can be concluded that leadership affects on employee performance. This means that the hypothesis (H1) which states that "Leadership affects the performance of PT Attaraya Jaya Perkasa employees" is accepted or proven true.

This is in accordance with research [17] which shows that the leadership variable has influence on employee performance. This study indicate that higher the level of leadership, the higher the resulting employee performance. Good leadership can lead to work motivation so that employees work in accordance with company expectations. The leader of PT Attaraya Jaya Perkasa accepts constructive criticism and suggestions from employees. Leadership is needed to provide direction or motivation to all employees in achieving organizational goals. if you want to be successful. A leader must have good leadership qualities to manage his subordinates, because it greatly affects of the success organization in achieving goals. The more assertive a leader is, the more employee performance will improve.

3.6.2. The influence of teamwork on the performance of employees of PT Attaraya Jaya Perkasa.

The significance level of 0.023 is smaller than the 0.05 of significance level. It can be concluded that there is a positive effect of teamwork on employee performance. The hypothesis (H2) which states that "teamwork affects the performance of PT Attaraya Jaya Perkasa employees" is accepted or proven true.

These results support research [8], which shows that teamwork has effect or connection with employee performance. Referring to the outcomes of respondents' answers with teamwork work will be easier and employee performance will be maximized; no successful company without good team work. Good teamwork can be realized if a positive attitude is grown between team members for example like the habit or custom of listening to each other to create good communication in company, providing support to team members in need and appreciation for the contributions and achievements of each team member.

3.6.3. Effect of Employee Involvement on employee performance PT Attaraya Jaya

Based on Table 9, the significance value of 0.596 is greater than the 0.05 significance level. meaning that the employee involvement factor has no effect on the performance of PT Attaraya Jaya Perkasa employees. This means that the hypothesis (H3) which states that "employee involvement affects the performance of PT Attaraya Jaya Perkasa employees" is rejected or not proven true.

These results support research [26] which showed that the employee involvement factor did not have a significant influence on employee performance. PT Attaraya Jaya Perkasa is a company engaged in building construction. It is difficult for every employee, especially field employees, to be involved in work on other projects. Each employee must focus and have their respective responsibilities towards the development project being worked on.

Tabel 8. Results of F Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	278.664	3	92.888	12.5	.000 ^b
Residual	231.336	31	7.462		
Total	510.000	34			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant). Leadership. Teamwork. Employee Involvement					

Table 8 shows that simultaneously leadership (X1), teamwork (X2) and employee involvement (X3) variables affect on the performance of PT Attaraya Jaya Perkasa employees. Thus Ha is accepted.

4. CONCLUSIONS AND SUGGESTIONS

The results of this research findings are as follows: 1. Leadership has a significant effect on the performance of PT Attaraya Jaya Perkasa employees. 2. Teamwork has a significant effect on the performance of PT Attaraya Jaya Perkasa employees. 3. Employee Involvement has no significant effect on the performance of PT Attaraya Jaya Perkasa employees. 4. Leadership, Teamwork and Employee Involvement simultaneously affect on the performance of PT Attaraya Jaya Perkasa employees. 5. The dominant variable that affects the performance of PT Attaraya Jaya Perkasa employees is leadership.

The suggestions of this research that can be given are: 1. Company leaders are expected to maintain and increase their role in order to improve the performance

of PT Attaraya Jaya Perkasa employees. 2. Employees of PT Attaraya Jaya Perkasa are expected to improve teamwork. in order to obtain maximum performance results. 3. Employee involvement has no effect or connection with employee performance. Leaders should be able to give attention to employees, delegate authority, opportunities and sufficient space for employees in employee operational activities and express opinions optimally. Thus the performance of employees can be better. 4. Employees of PT Attaraya Jaya Perkasa are expected to be able to exercise their rights within the company to be more involved in company activities.

REFERENCES

[1] Rusli, Wibowo, and B. Tola, "The Effect of Leadership Style and Welfare on The Performance of Manado Religious and Education Training Center," *IJHCM (International J. Hum. Cap. Manag.*, vol. 3, no. 1, pp. 39–47, 2019, doi: 10.21009/ijhcm.03.01.04.

[2] A. D. Diamantidis and P. Chatzoglou, "Factors affecting employee performance: an empirical approach," *Int. J. Product. Perform. Manag.*, vol. 68, no. 1, pp. 171–193, 2019, doi: 10.1108/IJPPM-01-2018-0012.

[3] B. C. Crosby and J. M. Bryson, "Why leadership of public leadership research matters: and what to do about it," *Public Manag. Rev.*, vol. 20, no. 9, pp. 1265–1286, 2018, doi: 10.1080/14719037.2017.1348731.

[4] D. Zhang, X. Sun, F. Tian, and S. Zhou, "The impact of integrative leadership on employees' innovation performance in the context of internet-based transition: evidence from China," *Chinese Manag. Stud.*, vol. ahead-of-p, no. ahead-of-print, Jan. 2021, doi: 10.1108/CMS-05-2020-0214.

[5] T. B. Wen, C. F. H. Theresa, B. W. Y. Kelana, R. Othman, and O. R. Syed, "Leadership Styles in Influencing Employees' Job Performances," *Int. J. Acad. Res. Bus. Soc. Sci.*, vol. 9, no. 9, pp. 55–65, 2019, doi: 10.6007/ijarbss/v9-i9/6269.

[6] S. T. Hussain, S. Lei, T. Akram, M. J. Haider, S. H. Hussain, and M. Ali, "Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change," *J. Innov. Knowl.*, vol. 3, no. 3, pp. 123–127, 2018, doi: 10.1016/j.jik.2016.07.002.

[7] S. Sanyal and M. W. Hisam, "The Impact of Teamwork on Work Performance of Employees: A Study of Faculty Members in Dhofar University Entrepreneurship in the Middle East.," *IOSR J.*

- Bus. Manag.*, vol. 20, no. 3, pp. 15–22, 2018, doi: 10.9790/487X-2003011522.
- [8] A. M. Khawam, T. Didona, and B. S. Hernández, “Effectiveness of Teamwork In the Workplace,” *Int. J. Sci. Basic Appl. Res. Int. J. Sci. Basic Appl. Res.*, vol. 32, no. 3, pp. 267–286, 2017, [Online]. Available: <http://gssrr.org/index.php?journal=JournalOfBasicAndApplied>.
- [9] N. H. S. Wijaya, D. Haryokusumo, and M. D. Akbar, “Employee involvement, job satisfaction, and in-role performance,” *Diponegoro Int. J. Bus.*, vol. 4, no. 1, pp. 42–48, 2021, doi: 10.14710/dijb.4.1.2021.42-48.
- [10] S. Bale and A. Pillay, “Impact of Employee Engagement on Performance at A Pump Supplier,” *Int. J. Multi Discip. Sci.*, vol. 4, no. 1, p. 1, 2021, doi: 10.26737/ij-mds.v4i1.1673.
- [11] P. Purba, “The Effect Of Work Skills And Employee’s Job Involment On Employee Performance Throug Job Satisfaction In Manpower Office Of Medan , Indonesia,” *Eur. J. Hum. Resour. Manag. Stud.*, pp. 169–188, 2020, doi: 10.5281/zenodo.3829741.
- [12] A. Prasanti and N. Damayanti, “Pengaruh Penerapan Prinsip Leadership, Employee Involvement dan Continuous Improvement Terhadap Kepuasan Kerja Karyawan (Studi Kasus Karyawan Rumah Sakit Mata Undaan Surabaya),” *J. Adm. Kesehat. Indones.*, vol. 3, no. 2, 2015, [Online]. Available: <https://e-journal.unair.ac.id/JAKI/article/view/1865/1372>.
- [13] Moch Aminudin Hadi and M. Cyntia, “the Effect of Employee Engagement , Work Environment and,” *Improv. Empl. Engagem. Dimens. Job Demand Pt Pln Unit Induk Pembang. Jawa Bagian Teng. I*, vol. 6, no. 2, 2019.
- [14] I. Ghozali, *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 19*, Kelima. Semarang: Badan Penerbit Universitas Diponegoro, 2016.
- [15] F. Augusty, *Metode Penelitian Manajemen*. Semarang: Badan Penerbit Universitas Diponegoro, 2016.
- [16] H. Susyanto, “Pengaruh Kepemimpinan, Keterlibatan Karyawan Dan Kepuasan Kerja Terhadap Kesiapan Untuk Berubah Dalam Menghadapi Perubahan Organisasi,” *J. Ekon. Bisnis dan Akunt.*, vol. 21, no. 21, pp. 1–20, 2019.
- [17] A. Sugandha, “Leadership Style and Performance of Employees,” *Int. Res. J. Bus. Study*, vol. 13, no. 1, pp. 1–14, 2020, [Online]. Available: <http://www.irjbs.com/index.php/jurnalirjbs/article/view/1624/pdfrev1>.
- [18] T. S. Prabowo, Noermijati, and D. W. Irawanto, “Leadership and Work Motivation on Employee Performance Mediated,” *J. Appl. Manag.*, vol. 16, no. 1, pp. 171–178, 2018.
- [19] W. A. Salman and Z. Hassan, “The impact of teamwork on employee performance,” *Internatinal J. Accounting, Bus. Manag.*, vol. 4 (1), no. April, pp. 77–86, 2015, doi: 10.13140/RG.2.1.4959.8804.
- [20] B. Aydıntan and A. Abdulle, “The Effect of Teamwork on Employee Performance in Some Selected Private Banks in Mogadishu-Somalia,” *J. Bus. Res. - Turk*, vol. 11, no. 3, pp. 1589–1598, 2019, doi: 10.20491/isarder.2019.691.
- [21] N. Phina, Arinze, F. Chidi, and D. Chukwuma, “The Effect of Teamwork on Employee Performance: A Study of Medium Scale Industries in Anambra State,” *Int. J. Contemp. Appl. Res.*, vol. 5, no. 2, pp. 174–194, 2018.
- [22] K. Roz, “Job Satisfaction As a Mediation of Transformational Leadership Style on Employee Performance in the Food Industry in Malang City,” *Int. J. Econ. Bus. Account. Res.*, vol. 3, no. 02, pp. 47–58, 2019, doi: 10.29040/ijebar.v3i02.532.
- [23] Y. Kuswati, “The Effect of Motivation on Employee Performance,” *Budapest Int. Res. Critics Inst. Humanit. Soc. Sci.*, vol. 3, no. 2, pp. 995–1002, 2020, doi: 10.33258/birci.v3i2.928.
- [24] Nazwirman Nazwirman, “Analysis of Employee Performance: A Case Study in Port Corporation,” *J. Organ. dan Manaj.*, vol. 15, no. 1, pp. 24–35, 2019, doi: 10.33830/jom.v15i1.7.2019.
- [25] I. Ghozali, *Structure Equation Modelling Metode Alternatif dengan Partial Least Square*. Semarang: Badan Penerbit Universitas Diponegoro, 2016.
- [26] C. Mahadika and A. Hadi, “Pengaruh Keterlibatan Karyawan, Lingkungan Kerja Dan Budaya Perusahaan Terhadap Kinerja Karyawan Pada PT Jolin Permata Buana Kota Batam,” *J. Equilibiria*, vol. 5, no. 1, pp. 53–69, 2018.