

THE INFLUENCE OF TEAMWORK AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH WORK LOYALTY AS AN INTERVENING VARIABLE (Study in the General Section of the Bondowoso Regency Regional Secretariat)

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ABSTRACT

The purpose of this research was to determine and analyze the influence of Teamwork and Work Motivation on Employee Performance with Work Loyalty as an Intervening Variable. The object of this research is the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. With a population of 210 employees and a research sample of 105 respondents. The sampling technique used in this research is proportional random sampling. The method used in this research is a descriptive and verification method with a quantitative research approach. The data analysis technique uses Structural Equation Modeling (SEM) processed with the Smart PLS 4.0 application. Based on the results of data analysis, it shows that teamwork and work motivation have a positive and significant effect on work loyalty in the General Section of the Bondowoso Regency Regional Secretariat. Furthermore, teamwork, motivation and work loyalty have a positive and significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. Teamwork and work motivation have a positive and significant effect on employee performance through work loyalty in the General Section of the Bondowoso Regency Regional Secretariat.

Keywords : teamwork; motivation, loyalty; performance.

1. INTRODUCTION

Human resource management is a procedure for managing people in an organization so that they can play their role effectively and efficiently. Management consists of six (6M) elements, namely: *Men, Monetary Method, Material, Machine, and Market*. The human element (*Men*) developed into a field of management science called human resource management. The following are the opinions of experts regarding the meaning of human resource development: Hasibuan (2014:10) that human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. And the view of Rivai and Sagala (2013: 18) states that human resource management is one of the areas of general management which includes aspects of planning, organizing, implementing and controlling, human resources in an organization.

Achieving company/agency goals cannot be separated from employees who are able to carry out their duties and functions both individually and especially with teamwork. Collaboration can produce positive energy through coordinated efforts. In this way, teamwork must also be effective in order to make a good contribution to employee performance and not just fellow employees or employees, teamwork is also really needed between leaders and employees and vice versa. According to Lawasi & Triatmanto, (2017), teamwork is *the* most effective way to unite all employees in carrying out their duties to achieve company goals with better results.

In carrying out any work assigned, employees must be serious and enthusiastic so that the work done can be completed quickly. According to Robbins, (2016) motivation is the willingness to exercise high levels of effort to achieve organizational goals which are conditioned by the ability of the effort to meet certain individual needs. According to (Wibowo, 2016) Motivation is the encouragement of a series of human behavioral processes in achieving goals. Every activity carried out by a person must have a factor that drives that activity. The driving factors for a person to carry out a particular activity are generally the person's needs and desires. One person's needs and desires are different from the needs and desires of other people. Differences in a person's needs and desires occur because of the mental processes that occur within that person. This mental process is the formation of self-perception of the person concerned and the process of forming self-perception is essentially a person's learning process.

It is assumed that the organization will always pay attention to employee development, providing what is needed, so the level of employee loyalty to the company/agency must be increased. Riyanti (2017:6), says that employee work loyalty is the determination and ability to follow with full awareness, responsibility, determination and ability which must be demonstrated in daily attitudes and behavior, and in carrying out tasks. This opinion is interpreted to mean that employee loyalty to work arises internally as well as loyalty to the company where they work because of their responsibilities and abilities. Hasibuan (2021:210), states that employee work loyalty is the diversity of roles and members in using their thoughts and time to achieve organizational goals.

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Sutedjo & Mangkunegara, 2013). According to

Widagdo, et al (2023) performance is a result that can be achieved by employees in their work according to certain criteria that apply to a job and are evaluated by certain people. According to Cintia & Gilang, (2016) performance is work achievement, namely the comparison between real work results and established work standards. According to Jufrizen, (2021) says that performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets or objectives that have been determined in advance and have been mutually agreed upon.

enhancement theory performance above which is assumed to have a positive impact on improving performance, based on the results of previous research on *the research gap* which obtained results that had no significant effect from the independent variable on the dependent variable, the research was conducted by: Research Letsoin, VR, & Ratnasari, SL (2020). The research results show that employee loyalty does not affect employee performance. Research Sianggara, R. (2022). The results show that the work loyalty variable has no significant effect on employee performance variables. As well as research by Rosmaini, R., & Tanjung, H. (2019). The research results show that motivation has a positive and insignificant effect on employee performance.

Based on the performance improvement theory above, the research object chosen was the Bondowoso Regency Regional Secretariat Jl. Lieutenant Amir Kusman No. 2 Bondowoso. Bondowoso Regent Regulation Number 75 of 20 20 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Bondowoso Regency Regional Secretariat. The Regional Secretariat is a staff element that assists the Regent in the preparation of policies and coordination and administrative services for the implementation of regional apparatus tasks. To carry out this task, the Bondowoso Regency Regional Secretariat has the following functions: Analysis of strategic issues is an important part of the Strategic Plan document because it is the basis for sharpening and aligning the vision, mission and direction of regional development. Identification of development problems is used to determine appropriate regional development programs as solutions to the problems faced. Identification using certain criteria must be carried out to produce a list of problems that are factually faced in development. Based on the duties and service functions carried out by the Regional Secretariat relating to services to Regional Heads and Regional Apparatus (PD), 3 (three) classifications of problem levels can be identified, namely: policy problems; problems with the program; operational technical problems. The identification of the description of the problems faced is in the following table:

Table 1 Identification of 3 (Three) Problem Level Classifications

| No. | Identification of Problems and Work Indicators | Program realization target, 100% |
|---|--|----------------------------------|
| Problem On Policy | | |
| 1. | Not yet optimal bureaucratic reform. | 85% |
| 2. | The quality of public services is not yet optimal. | 97% |
| 3. | Government governance is not yet optimal; | 94% |
| Problems with the Program | | |
| 1. | The problem is the need to improve the quality of policy formulation. | 87% |
| 2. | Problems of socialization of provisions in the excise sector and the need to improve the quality of formulation and implementation of district/regional economic policies. | 89% |
| 3. | The problem is the need to improve the quality of policy formulation, coordination and administration of organizations, equipment, and public relations and Protocols. | 91% |
| Technical Operational Problems of Activities | | |
| 1. | Lack of SKPD awareness level in submitting/fulfilling documents | 95% |
| 2. | Lack of optimization in accelerating the achievement of <i>good governance</i> through legal product development and dispute resolution through litigation. | 92% |
| 3. | There are limited resources (capital, human resources) in implementing regional development. | 98% |
| 4. | Lack of effective and efficient levels of institutions. | 97% |
| 5. | Lack of optimization in organizing events in accordance with protocol standards. | 88% |

Source: Bondowoso Regency Regional Secretariat (2024)

Based on data on identification of problems found in the Bondowoso Regency Regional Secretariat, it can be seen that carrying out the main tasks and functions carried out by the Bondowoso Regency Regional Secretariat is still not optimal, this is strengthened by the existence of duties and service functions carried out by the Regional Secretariat relating to services to Regional Heads and Regional Apparatus who have not reached the target completion time. So in this research, researchers found the phenomenon of employee performance, namely the lack of effectiveness of employee performance in public service. Based on the phenomena obtained, the researcher tries to provide a solution in improving employee performance, namely by using factors that are assumed to be important in improving performance, these factors are cooperation and work motivation on employee performance through work loyalty as an *intervening variable*.

2. LITERATURE REVIEW

2.1 Teamwork

Collaboration can produce positive energy through coordinated efforts. In this way, team collaboration must also be effective in order to provide a good contribution to employee performance and not only between fellow employees or employees, team collaboration is also really needed between leaders and employees and vice versa. Teamwork (*team work*) according to Lawasi & Triatmanto, (2017) is the most effective way to unite all employees in carrying out their duties to achieve company goals with better results. According to Arifin (2015) Team Work is the process of working in a group which must have an attitude of responsibility, intensive communication, focus on tasks, and be responsive to achieve organizational goals.

2.2 Motivation

Work motivation according to Hasibuan, (2016) work motivation is something that causes, channels and supports human behavior so that they are willing to work hard and are enthusiastic about achieving optimal work results. In his concept, Kadarisman, (2012) . suggests that: Work motivation is a driving force for someone to do their job better, it is also a factor that makes the difference between success and failure in many things and is an emotional energy that is very important for a new job. Meanwhile, according to Ivancevich, & Konopaske, (2013), " *work motivation is concerned with those attitudes that channel a person's behavior toward work and away from recreation or other areas of life* " which means that work motivation is related to attitudes that channel a person's behavior towards work and away from entertainment or other areas of life. life.

2.3 Work Loyalty

According to Bambang (2014), loyalty is defined as fidelity where a person only wants to work for a company until retirement because he is sure that the company or agency where he works will pay attention to his career and welfare. Similarly, Chairina (2019) defines loyalty as fidelity which is reflected in the employee's willingness to protect and defend the organization inside and outside of work from being undermined by irresponsible people. Umar (2019) traditionally, loyalty is understood as something that is created by itself. When someone joins an agency, they will automatically be loyal, stay in the organization and do their best for the organization. On the other hand, it is assumed that the organization will always pay attention to employee development, providing what is needed.

2.4 Performance

Tabiu et al., (2020) explained that performance is a measure to determine the success of an organization and achieve its goals, namely performance. Regarding performance, there are two important concepts that need to be understood, including performance management systems and performance appraisal. Performance refers to the work results achieved by a person based on job requirements. If the work results exceed the work standards, it can be said that the employee's performance is considered appropriate or good, conversely, if the work results achieved are lower than the work standards, then the performance is low or not good. Determining whether an employee's work results are considered appropriate or not in accordance with the work standards set by management can also be assisted by assessing employee performance through various parties, including the employee himself, fellow workers, superiors and subordinates. (Waris, 2015) .

2.5 Conceptual Framework

The conceptual framework in this research can be described based on a theory that connects independent variables to dependent variables and through intervening variables to determine the effect of teamwork. and work motivation on performance through work loyalty as an intervening variable. For more details, it can be described in the model as follows:

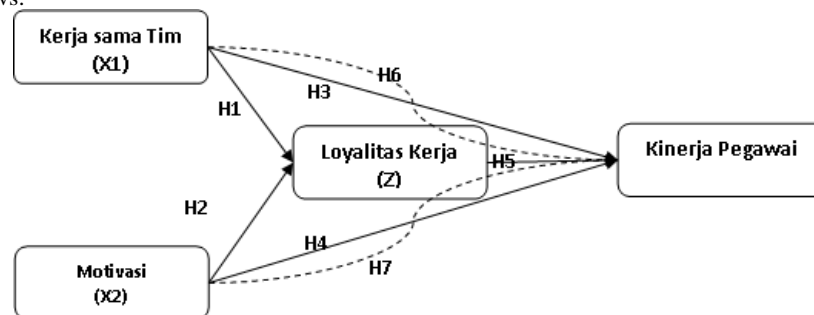


Figure 2. 1Conceptual Framework

3. RESEARCH METHODS

The object of this research is the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. The population in this study was 210 employees of the General Section of the Bondowoso Regency Regional Secretariat . Arikunto (2005) believes that if researchers have several hundred subjects in the population, then employees can determine approximately 30 – 50% of that number. If the number of subject members in the population only includes between 100 – 150 people, and in collecting the data the researcher uses a questionnaire, then it is best to take all of that number of subjects. However, if the researcher uses interview and observation techniques, this number

can be reduced according to the sampling technique and according to the researcher's abilities. Referring to this opinion, the number of samples used in this research was 105 respondents taken based on 50% of the total population.

The method used in this research is a descriptive and verification method with a quantitative research approach. The type of data in this research is primary data, namely research data obtained or collected directly from original sources (without intermediaries). Meanwhile, the primary data source in this research was obtained from answers to questionnaires distributed to respondents. Apart from that, the data used in this research also comes from various literature such as previous research and related books. Meanwhile, the data sources in this research are primary data sources and secondary data. The data analysis technique used in this research is Structural Equation Modeling (SEM) processed with the SmartPLS 4.0 application.

4. RESEARCH RESULTS AND DISCUSSION

4.1 Convergent Validity

To test *convergent validity*, the outer loading or loading factor value is used. An indicator is declared to meet *convergent validity* in the good category if the *outer loading value* is > 0.7 . The following are the *outer loading values* for each indicator in the research variables:

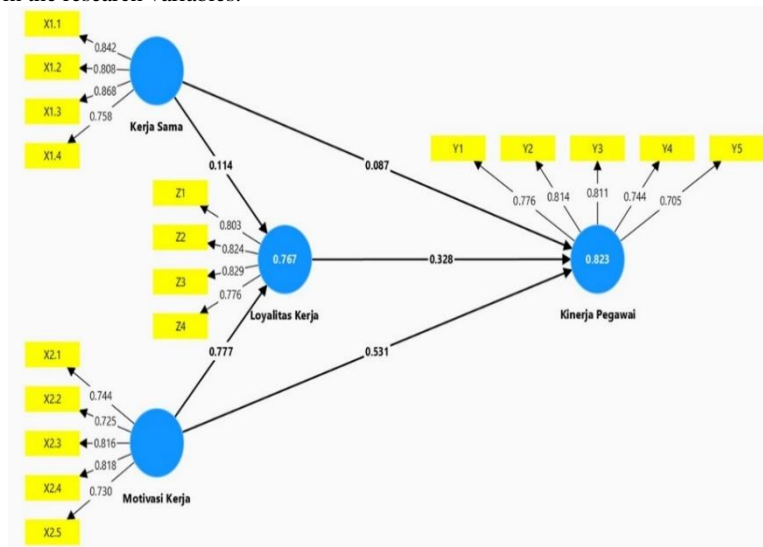


Figure 1 Loading Factor

4.2 Discriminant Validity

In this section, the results of the *discriminant validity test* will be described. The *discriminant validity* test uses *cross loading values*. An indicator is declared to meet *discriminant validity* if the *cross loading value* of the indicator on the variable is the largest compared to other variables (Ghozali, 2014). The following is the cross loading value of each indicator:

Table 2 Cross Loading

| Variable | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P value (P values) |
|----------|---------------------|-----------------|----------------------------|------------------------|--------------------|
| X1.1 | 842 | 842 | 34 | 25,109 | 0,000 |
| X1.2 | 808 | 806 | 40 | 20,446 | 0,000 |
| X1.3 | 868 | 864 | 33 | 26,383 | 0,000 |
| X1.4 | 758 | 750 | 63 | 11,935 | 0,000 |
| X2.1 | 744 | 740 | 52 | 14,189 | 0,000 |
| X2.2 | 725 | 723 | 53 | 13,618 | 0,000 |
| X2.3 | 816 | 813 | 39 | 20,962 | 0,000 |
| X2.4 | 818 | 814 | 41 | 20,201 | 0,000 |
| X2.5 | 730 | 723 | 72 | 10,195 | 0,000 |
| Y1 | 776 | 771 | 53 | 14,764 | 0,000 |
| Y2 | 814 | 812 | 37 | 21,759 | 0,000 |
| Y3 | 811 | 811 | 37 | 21,893 | 0,000 |
| Y4 | 657 | 646 | 91 | 7,251 | 0,000 |
| Y5 | 705 | 700 | 60 | 11,710 | 0,000 |
| Z1 | 803 | 797 | 58 | 13,808 | 0,000 |
| Z2 | 824 | 819 | 46 | 17,994 | 0,000 |
| Z3 | 829 | 824 | 44 | 18,719 | 0,000 |
| Z4 | 776 | 773 | 50 | 15,435 | 0,000 |

Based on the data presented in table 2 above, it can be seen that each indicator in the research variable has the largest *cross loading value* on the variable it forms compared to the cross loading value on the other variables. Based on the results obtained, it can be stated that the indicators used in this research have good discriminant validity in compiling their respective variables. Apart from observing the *cross loading value*, discriminant validity can also be determined through other methods, namely by looking at the average variant extracted (AVE) value for each indicator, the required value must be > 0.5 for a good model. (Ghozali, 2014)

Table 3 AVE Value

| Variable | Average Variance Extracted (AVE) |
|----------------------|----------------------------------|
| Teamwork | 0.672 |
| Employee Performance | 0.570 |
| Work Loyalty | 0.653 |
| Work motivation | 0.589 |

Based on the data presented in table 3 above, it is known that the AVE value of the variables teamwork, work motivation, work loyalty and employee performance is > 0.5. Thus, it can be stated that each variable has good *discriminant validity*.

4.3 Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet *composite reliability* if it has a composite reliability value > 0.7. The following are the *composite reliability values* for each variable used in this research:

Table 4 Composite Reliability

| Variable | Composite Reliability |
|----------------------|-----------------------|
| Teamwork | 0.891 |
| Employee Performance | 0.868 |
| Work Loyalty | 0.883 |
| Work motivation | 0.877 |

Based on the data presented in table 4 above, it can be seen that the *composite reliability value* for all research variables is > 0.7. These results indicate that each variable has met *composite reliability* so it can be concluded that all variables have a high level of reliability.

4.4 Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the *Cronbach alpha value*. A variable can be declared reliable or meets *Cronbach alpha* if it has a *Cronbach alpha value* > 0.7. The following are the *Cronbach alpha values* of each variable:

Table 5 Cronbach's Alpha

| Variable | Cronbach's Alpha |
|----------------------|------------------|
| Teamwork | 0.837 |
| Employee Performance | 0.810 |
| Work Loyalty | 0.823 |
| Work motivation | 0.824 |

Based on the data presented above in table 5, it is known that the Cronbach alpha value for each research variable is > 0.7. Thus, these results can show that each research variable has met the Cronbach alpha value requirements, so it can be concluded that all variables have a high level of reliability.

4.5 Evaluation of Inner Model

This research will explain the results of the path *coefficient test*, *goodness of fit test* and hypothesis test.

4.5.1 Coefficient of Determination

The results of testing the structural model (inner model) can be seen in the R-square (R^2) for each endogenous construct, the path coefficient value, t value and p value for each path relationship between construct. The path coefficient values and t values for each path will be explained in the hypothesis testing results sub-discussion. The R^2 value is used to measure the level of variation in endogenous variables which is explained by a number of influencing variables (Hartono and Abdillah, 2009). The higher the R^2 value means the better the prediction model of the proposed model. Hair *et.al* (2014) stated that in general the coefficient of determination is low if it is 0.20, while in the results of this model both coefficients are more than 0.20. So based on these results the suitability of the model is considered good. Variant Analysis (R^2) or Determination Test, namely to determine the magnitude of the influence of the independent variable on the dependent variable, the value of the coefficient of determination can be shown in Table 6:

Table 6 Coefficient of Determination

| Variable | R Square | Adjusted R Square |
|-------------|----------|-------------------|
| Loyalty | 0.823 | 0.817 |
| Performance | 0.767 | 0.762 |

Based on the r-square value in Table 5, it shows that teamwork and work motivation are able to explain the work loyalty variable by 81.7%. It can be said that teamwork and work motivation make a strong contribution, and the remaining 18.3% is explained by other constructs outside those examined in this study. While teamwork, work motivation and work loyalty are able to explain the employee performance variables of the General Section of the Bondowoso Regency Regional Secretariat by 76.2%, it can be said that teamwork, work motivation and work loyalty provide a strong contribution, and the remaining 23.8% explained by other constructs outside those examined in this study.

Table 6 Model Fit Output

| Criteria | Saturated Model | Estimation Model | Model Fit Criteria |
|----------|-----------------|------------------|--------------------|
| SRMR | 0.077 | 0.077 | SRMR < 0.08 |
| d_ULS | 1,602 | 1,602 | d_ULS > 2,000 |
| d_G | 1,196 | 1,196 | d_G > 0.900 |
| NFI | 0.929 | 0.929 | NFI > 0.9 |

From the table above, it can be seen that the SRMR value has met the criteria. The value for this category must be below 0.080, then the value for d_ULS must be above 2,000, indicating that the model is fit to the data. The GFI value must be above 0.900, indicating that the descriptive model suitability measure of the data is acceptable and the fit can be concluded that the model harmony or relationship criteria between constructs can be tested. NFI is above the standard value so a high significance value is obtained.

4.5.2 Hypothesis Testing

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect influence of teamwork (X1) and work motivation (X2) on work loyalty (Z) and employee performance (Y) of the General Section of the Bondowoso Regency Regional Secretariat. Knowing whether each path is significant or not will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this research. The path coefficient values can be seen in the following table:

Table 7 Path Coefficient (Path Analysis)

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Teamwork -> Loyalty | 0.745 | 0.308 | 0.096 | 3,130 | 0,000 |
| Motivation -> Loyalty | 0.537 | 0.779 | 0.111 | 8,613 | 0,000 |
| Teamwork -> Performance | 0.672 | 0.289 | 0.116 | 3,154 | 0,000 |
| Motivation -> Performance | 0.631 | 0.534 | 0.110 | 5,451 | 0,000 |
| Loyalty -> Performance | 0.512 | 0.321 | 0.091 | 3,933 | 0,000 |
| Teamwork -> Loyalty -> Performance | 0.237 | 0.234 | 0.121 | 3,121 | 0,001 |
| Motivation -> Loyalty -> Performance | 0.255 | 0.251 | 0.076 | 3,364 | 0,001 |

Based on table 7 of estimation results, it can be concluded that:

- The results of testing the teamwork variable on work loyalty obtained a *Path coefficient value* of 0.308 and a t-statistic value of 3.130 with a *p-value* of 0.000. Because the *p-value* is smaller than α ($0.000 < 0.05$) and t-statistic > 1.96, then H_a is accepted, thus there is a significant influence of teamwork on work loyalty.
- The results of testing the work motivation variable on work loyalty obtained a *Path coefficient value* of 0.779 and a t-statistic value of 8.613 with a *p-value* of 0.000. Because the *p-value* is smaller than α ($0.000 < 0.05$) and t-statistic > 1.96, then H_a is accepted, thus there is a significant influence of work motivation on work loyalty.
- The results of testing the teamwork variable on employee performance obtained a *Path coefficient value* of 0.289 and a t-statistic value of 3.154 with a *p-value* of 0.000. Because the *p-value* is smaller than α ($0.000 < 0.05$) and t-statistic > 1.96, then H_a is accepted, thus there is a significant influence of teamwork on employee performance.
- The results of testing work motivation variables on employee performance obtained a *Path coefficient value* of 0.534 and a t-statistic value of 5.451 with a *p-value* of 0.000. Because the *p-value* is smaller than α ($0.000 < 0.05$) and t-statistic > 1.96, then H_a is accepted, thus there is a significant influence of work motivation on employee performance.
- The results of testing work motivation variables on employee performance obtained a *Path coefficient value* of 0.321 and a t-statistic value of 3.933 with a *p-value* of 0.000. Because the *p-value* is smaller than α ($0.000 < 0.05$) and t-statistic > 1.96, then H_a is accepted, thus there is a significant influence of work motivation on employee performance.
- The results of testing the teamwork variable on employee performance through work loyalty obtained a *Path coefficient value* of 0.289 and a t-statistic value of 3.121 with a *p-value* of 0.001. Because the *p-value* is smaller than α ($0.001 < 0.05$) and t-statistic > 1.96, then H_a is accepted, thus there is a significant influence of teamwork on employee performance through work loyalty as an intervening variable.

- g. The results of testing work motivation variables on employee performance obtained a *Path coefficient value* of 0.255 and a t-statistic value of 3.364 with a *p-value* of 0.001. Because the *p-value* is smaller than α ($0.001 < 0.05$) and t-statistic > 1.96 , then H_a is accepted, thus there is a significant influence of work motivation on employee performance.

The following image shows the results of statistical analysis which illustrates the relationship between teamwork and work motivation on employee performance through work loyalty.

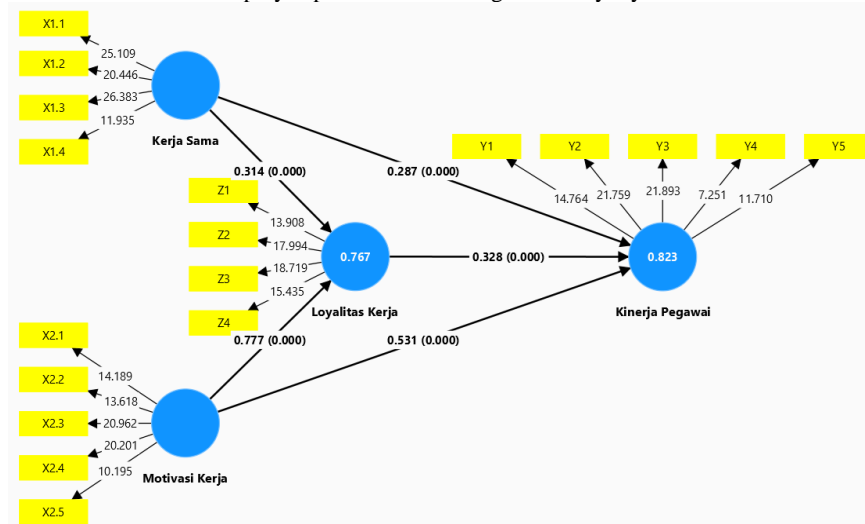


Figure 2 Hypothesis Test Results

4.6 Interpretation

4.6.1 The Effect of Teamwork on Work Loyalty.

Teamwork has a significant effect on work loyalty of employees of the General Section of the Bondowoso Regency Regional Secretariat. This has been proven to be true. This is supported by the results of descriptive analysis which states that in general respondents agreed or gave positive responses to aspects of teamwork in the General Section of the Bondowoso Regency Regional Secretariat. The indicator with the highest agreement response was Focus on team goals which was used in the teamwork variable, which was responded to by respondents with 62.9% agree answers, with the question "I feel that employees motivate each other to achieve organizational goals". This shows that employees of the General Section of the Bondowoso Regency Regional Secretariat have a strong awareness of the importance of common goals. This indicates the existence of a positive work culture where employees support and motivate each other to achieve organizational goals. This focus on strong team goals can be an important factor in increasing the effectiveness of teamwork and ultimately contributing to employee work loyalty.

Indicator: Establishing cooperation between team members, which is the indicator with the lowest agreement response, namely 60.0% with the question "I always establish good cooperation to achieve an organizational goal". This percentage still shows that the majority of employees are aware of the importance of cooperation. However, these results also indicate that there is room for improvement in aspects of collaboration between team members. Further efforts may be needed to encourage and facilitate closer collaboration between employees, such as team building activities, communication training, or improving work systems that support more effective collaboration. Teamwork (*team work*) according to Lawasi & Triatmanto, (2017) is the most effective way to unite all employees in carrying out their duties to achieve company goals with better results. By referring to previous research findings (Sianggara, 2022; Setiawan, 2018), it is assumed that there is a positive and significant influence between the level of teamwork in the work environment and the level of employee work loyalty.

4.6.2 The Influence of Work Motivation on Work Loyalty.

Work motivation has a significant effect on work loyalty of employees of the General Section of the Bondowoso Regency Regional Secretariat. This is supported by the results of descriptive analysis which states that in general respondents agreed or gave positive responses to aspects of work motivation in the General Section of the Bondowoso Regency Regional Secretariat. The development indicators used in work motivation were responded to by respondents with an affirmative answer of 63.8%, which was the highest score with the question "I feel that I have been given as many opportunities as possible to develop myself." This shows that employees of the General Section of the Bondowoso Regency Regional Secretariat are satisfied with the self-development opportunities provided by the organization. This indicates that the organization has policies and programs that support the professional growth of its employees. Extensive personal development opportunities can be a strong motivating factor, because employees feel appreciated and given space to improve their competencies. This can have a positive impact on job satisfaction, performance, and ultimately employee loyalty to the organization.

Meanwhile, the success indicator used in the work motivation variable was responded to by respondents with the lowest agreement answer, namely 57.1%, with the question "I feel that my superiors give subordinates the opportunity to do something new." This percentage still shows that more than half of employees feel positive about

this. However, these results also indicate that there is room for improvement in terms of providing opportunities for subordinates to work on new tasks. Further efforts may be needed on the part of management to provide employees with new challenges and opportunities, which can stimulate creativity and innovation. Improvements in these aspects can help increase employees' sense of accomplishment and success, which in turn can increase their motivation and loyalty to the organization. Work motivation is a driving force for someone to do their job better, it is also a factor that makes the difference between success and failure in many things and is an emotional energy that is very important for a new job. In line with the findings of previous studies (Diana et al., 2022; Khairani, 2019), it is assumed that there is a positive and significant relationship between work motivation and employee work loyalty. By referring to research by Diana et al. (2022), who found that work motivation had a positive and significant effect on the performance of employees of the General Section of the Gianyar Regency Regional Secretariat, as well as research by Khairani (2019) which showed that work motivation had a positive and significant effect on employee loyalty at the Research and Development Agency of North Sumatra Province

4.5.3 The Effect of Teamwork on Employee Performance.

Teamwork has a significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. This could be due to the fact that aspects related to teamwork have been able to create employee performance. Indicator "Focus on team goals": High agreement response (62.9%) to the statement "I feel that employees motivate each other to achieve organizational goals" shows that there is great potential for improving the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. When employees motivate each other to achieve organizational goals, this can create a positive and productive work environment. A shared focus on team goals can improve work efficiency, reduce conflict, and encourage innovation. To further improve performance, management can strengthen this aspect by regularly communicating organizational goals, aligning individual goals with team goals, and providing rewards for achieving shared goals. This can encourage employees to work more effectively and efficiently, thereby improving overall performance.

Indicator "Establishing cooperation between team members": Although this indicator has the lowest agreement response (60.0%), there is still significant potential for improving performance through strengthening cooperation between team members. Good collaboration can increase productivity, facilitate the exchange of knowledge and skills, and assist in the completion of complex tasks. To improve performance through this aspect, management can implement programs such as team building training, task rotation to increase understanding of the role of each team member, or a reward system that encourages cooperation. In addition, creating a work space that supports collaboration and open communication can also help improve teamwork. By strengthening collaboration between team members, organizations can optimize the use of human resources, increase work efficiency, and ultimately improve the overall performance of employees and the organization. According to (Lussier & Achua, 2015) defines a work team as a unit consisting of two or more people with complementary skills and a commitment to common goals and shared hopes, where employees hold responsibility for themselves. Based on previous research which highlights the role of teamwork in improving employee performance (Sianggaran, 2022; Letsoin & Ratnasari, 2020), it is assumed that there is a positive and significant correlation between the level of teamwork in the work environment and employee performance. For example, Sijaga (2022) found that teamwork had a positive and significant effect on the performance of PT Nasmoco Kaligawe employees, while Letsoin and Ratnasari (2020) concluded that teamwork had a significant effect on the performance of PT Nasmoco Kaligawe employees. Gold Communications.

4.6.4 The Influence of Work Motivation on Employee Performance.

Work motivation has a significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. This could be due to the fact that aspects related to work motivation have been able to create employee performance in the General Section of the Bondowoso Regency Regional Secretariat. The work motivation indicator, in terms of "Development", received the highest affirmative response of 63.8%, indicating that employees feel they are given extensive opportunities for self-development. This has great potential to improve performance, because employees who feel they have the opportunity to develop tend to be more motivated. Organizations can further improve performance by providing structured training programs, encouraging continuous learning, assigning new responsibilities, and providing mentoring or coaching.

Meanwhile, the "Success" indicator had the lowest agreement response (57.1%), but still showed significant potential for improving performance. Giving employees the opportunity to do something new can stimulate creativity, innovation and a sense of responsibility. Management can improve this aspect through a job rotation system, encouraging employees to propose new ideas, assigning special projects, and creating an environment that supports measured risk-taking. By focusing on employee development and providing new opportunities, organizations can increase intrinsic motivation, employee engagement, and encourage innovation, all of which contribute to improved overall performance. Hutahaean & Baeha, (2020). states that, Motivation or motivation means giving motives, generating motives or things that give rise to encouragement or circumstances that give rise to encouragement. Motivation is a factor that encourages people to act in a certain way. Work motivation according to Hasibuan, (2016) work motivation is something that causes, channels and supports human behavior so that they are willing to work hard and are enthusiastic about achieving optimal work results. Based on findings from a number of previous studies (Wiediyan & Andy, 2022; Ulfayani et al., 2021; Diana et al., 2022), it can be assumed that there is a positive and significant relationship between work motivation and employee performance. Wiediyan and Andy (2022) found that work motivation, together with productivity and loyalty factors, had a positive impact on performance amidst the Covid-19 pandemic at PT. Arlisco ElektriKa Perkasa. In addition, Ulfayani et al. (2021) concluded that work motivation,

together with work attitudes and transformational leadership, significantly influences employee performance at the South Labuhanbatu Regency Regional Secretariat.

4.6.5 The Effect of Work Loyalty on Employee Performance.

Work loyalty has a significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. This could be due to aspects of work loyalty related to the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. The results of the analysis show that work loyalty has a significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. This indicates that aspects of work loyalty have an important role in shaping and improving employee performance. In this context, the two main indicators highlighted are "Sense of Belonging" and "Likeability of Work". The "Sense of Ownership" indicator received a very positive response, with 63.8% of respondents agreeing and 10.5% strongly agreeing with the statement "I feel cared about and responsible for achieving organizational goals". This high level of agreement shows that the majority of employees have a strong sense of ownership of the organization. This sense of belonging can be a strong driver for improving performance, because employees who feel they belong to the organization tend to be more dedicated, proactive, and try harder to achieve organizational goals. This can be reflected in increased productivity, initiative in problem solving, and better quality of work.

On the other hand, the "Love of Work" indicator, although it had a high agreement response (64.8%), also showed challenges with 8.6% of respondents disagreeing. The statement "I come every day to work together as a whole to achieve organizational goals" received mixed responses, indicating there is room for improvement in this aspect. Liking one's job is an important factor in loyalty and performance. Employees who like their work tend to be more engaged, more creative and more productive. They also tend to have lower stress levels and higher job satisfaction, which in turn can improve overall performance. To improve performance through strengthening work loyalty, organizations can focus on strengthening the sense of belonging by involving employees in decision making, providing recognition for their contributions, and strengthen communication about how individual roles contribute to organizational goals. Meanwhile, to increase liking for work, organizations can consider adapting tasks according to employees' interests and strengths, providing variety in work, and creating a positive and supportive work environment. By strengthening these two aspects, organizations can increase work loyalty which in turn will have a positive impact on overall employee performance.

Riyanti (2017:6), says that employee work loyalty is the determination and ability to follow with full awareness, responsibility, determination and ability which must be demonstrated in daily attitudes and behavior, and in carrying out tasks. This opinion is interpreted to mean that employee loyalty to work arises internally as well as loyalty to the company where they work because of their responsibilities and abilities. Hasibuan (2021:210), states that employee work loyalty is the diversity of roles and members in using their thoughts and time to achieve organizational goals. Based on the results of previous research (Letsoin & Ratnasari, 2020; Ginting, 2021; Khairani, 2019), it can be assumed that there is a positive and significant correlation between work loyalty and employee performance. Letsoin and Ratnasari (2020) concluded that work loyalty together with employee involvement and teamwork factors have a significant effect on the performance of PT employees. Gold Communications. Apart from that, Ginting (2021) found that incentives, work communication and teamwork had a positive and significant effect on the work loyalty of PT employees. Buana Jaya Lestari.

4.6.6 The Effect of Teamwork on Employee Performance through work motivation as an intervening variable.

Teamwork has a significant effect on employee performance through work loyalty in the General Section of the Bondowoso Regency Regional Secretariat. This could be due to the fact that aspects related to teamwork have been able to create employee performance. The significant influence of teamwork on employee performance through work loyalty in the General Section of the Bondowoso Regency Regional Secretariat shows that there is an interrelated relationship between these three aspects. Effective teamwork, characterized by a focus on common goals and good cooperation between team members, can increase a sense of belonging and liking for work, which is an important indicator of work loyalty. When employees feel part of a solid, supportive team, they tend to develop stronger loyalty to the organization. This loyalty is then reflected in an increased sense of responsibility for achieving organizational goals and a desire to contribute optimally. In turn, high loyalty encourages employees to improve their performance, both individually and as part of a team. Thus, teamwork not only has a direct impact on performance, but also indirectly through increasing work loyalty, creating a mutually reinforcing positive cycle between cooperation, loyalty and performance. Based on previous research (Sianggaran, 2022; Letsoin & Ratnasari, 2020), it can be assumed that teamwork can have an influence not only directly on employee performance, but also through its influence on work loyalty. Sianggaran (2022) found that teamwork had a significant effect on the performance of PT Nasmoco Kaligawe employees, while Letsoin and Ratnasari (2020) concluded that teamwork together with employee engagement factors had a significant effect on the performance of PT employees. Gold Communications.

4.6.7 The Influence of Work Motivation on Employee Performance through work motivation as an intervening variable.

Work motivation has a significant effect on employee performance through work loyalty in the General Section of the Bondowoso Regency Regional Secretariat. This could be due to the fact that aspects related to work motivation have been able to create employee performance in the General Section of the Bondowoso Regency Regional Secretariat. The significant influence of work motivation on employee performance through work loyalty in the General Section of the Bondowoso Regency Regional Secretariat shows that there is a complex and mutually reinforcing

relationship between these three aspects. High work motivation, especially as shown through indicators of self-development and opportunities to do new things, plays an important role in forming employee work loyalty. When employees feel given the opportunity to develop and explore their potential at work, this tends to increase their sense of belonging to the organization and liking for their work. Motivated employees tend to be more engaged in their work, feel more appreciated, and in turn develop stronger loyalty to the organization. This loyalty then becomes a catalyst for increased performance. Loyal employees tend to be more dedicated, try harder, and be consistent in their efforts to achieve organizational goals. They are also more likely to stay with the organization long-term, allowing for the development of deeper skills and knowledge, as well as a better understanding of the organization's operations. All of this contributes to overall performance improvements. Thus, work motivation not only influences performance directly, but also strengthens work loyalty, which in turn further improves employee performance, creating a mutually reinforcing positive cycle between motivation, loyalty and performance in the organization. Based on previous research (Rosmaini & Tanjung, 2019; Letsoin & Ratnasari, 2020), it can be assumed that motivation can have an impact not only directly on employee performance, but also through its influence on work loyalty.

5. CONCLUSION

5.1 Conclusion

Based on the research findings described in Chapter IV, the conclusions in this research are as follows:

1. Teamwork has a positive and significant effect on work loyalty in the General Section of the Bondowoso Regency Regional Secretariat. This shows that employees who focus on team goals, motivate each other by establishing cooperation between team members, and coordinating in the process of completing tasks. can increase employee loyalty in the organization.
2. Work motivation has a positive and significant effect on work loyalty in the General Section of the Bondowoso Regency Regional Secretariat. This indicates that employees who are successful in their work, receive recognition for their work results by being given responsibility and the opportunity to develop their abilities tend to be more loyal and dedicated to the organization where the employee works.
3. Teamwork has a positive and significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. This shows that employees who focus on team goals, motivate each other by establishing cooperation between team members, and coordinating in the process of completing tasks. can increase employee productivity and work efficiency.
4. Work motivation has a positive and significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. This indicates that employees who are successful in their work, receive recognition for their work results by being given responsibilities and opportunities to develop their abilities tend to have better performance in carrying out their duties and responsibilities as employees.
5. Work loyalty has a positive and significant effect on the performance of employees of the General Section of the Bondowoso Regency Regional Secretariat. This confirms that loyal and devoted employees who are characterized by obeying the rules, having responsibility and a sense of belonging to the organization tend to work more effectively and efficiently, and contribute more to the achievement of organizational goals.
6. Teamwork has a positive and significant effect on employee performance through work loyalty in the General Section of the Bondowoso Regency Regional Secretariat. This proves that good cooperation in a team can increase employee loyalty as well as productivity and work efficiency.
7. Work motivation has a positive and significant effect on employee performance through work loyalty in the General Section of the Bondowoso Regency Regional Secretariat. This shows that employees who have high motivation tend to have better performance in carrying out employee duties and responsibilities.

5.2 Implications

Based on the conclusions outlined in the research, the General Section of the Bondowoso Regency Regional Secretariat needs to implement a series of comprehensive and measurable programs. The main focus of these programs is strengthening teamwork, increasing work motivation, and developing employee loyalty. To strengthen teamwork, management can organize monthly team skills training that focuses on effective communication, conflict resolution, and collaborative decision making. This can be strengthened with quarterly team building activities such as outbound or joint social projects. In addition, implementing a work rotation system between divisions every six months can increase cross-departmental understanding and strengthen overall organizational cohesion.

Increasing work motivation can be achieved through developing a structured career program, including career path mapping and an effective mentoring system. Implementing a performance-based incentive system with clear and measurable Key Performance Indicators (KPI) can also be a strong motivation driver. Management also needs to pay attention to employee welfare by providing health and fitness facilities in the office, such as a gym or weekly yoga classes. Training and skills development programs held every quarter, tailored to employee and organizational needs, will help increase employee competency and confidence in carrying out their duties.

To increase work loyalty, management can implement more flexible policies, such as flexi-time with certain core hours and the option to work from home one to two days per week. Employee satisfaction surveys conducted every semester, followed by follow-up in the form of concrete improvements, will demonstrate the organization's commitment to the welfare of its employees. An "Employee Voice" program that facilitates the delivery of employee ideas and suggestions, as well as their implementation where appropriate, can increase employees' sense of ownership

and involvement in organizational development. Annual employee family gatherings can also strengthen relationships between employees and their families, creating stronger emotional bonds with the organization.

Given the importance of gender equality and inclusivity, establishing a gender equality committee that oversees the recruitment, promotion and training process is a crucial step. Annual gender bias awareness training for all employees will help create a more inclusive work environment. Setting a minimum percentage target for female employees in managerial positions can encourage gender balance in organizational leadership. Providing family-friendly facilities such as lactation rooms and daycare in the office will also support employees in balancing work and family responsibilities.

Finally, to ensure the effectiveness of these programs, management needs to implement a strict monitoring and evaluation system. Employee loyalty and satisfaction surveys every semester, annual 360-degree performance evaluations, and the formation of a special team to analyze the effectiveness of cooperation and motivation programs every quarter will provide the data needed for program adjustments. Monthly management meetings to discuss monitoring results and make necessary program adjustments will ensure that the organization's performance improvement efforts remain on track. By implementing these strategies consistently and measurably, the General Section of the Bondowoso Regency Regional Secretariat can create a productive, collaborative and motivating work environment, which will ultimately improve organizational performance significantly.

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