



THE INFLUENCE OF TEAMWORK AND COMMUNICATION ON EMPLOYEE PERFORMANCE IN THE PREPARATION DEPARTMENT

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Abstraksi.

Tujuan penelitian ini untuk menganalisis pengaruh kerjasama tim dan komunikasi terhadap kinerja karyawan pada departemen preparation PT Kanindo Makmur Jaya Jepara. Populasi dalam penelitian ini berjumlah 250 karyawan sedangkan sampel dalam penelitian ini sejumlah 150 responden dengan rumus Sloven. Teknik pengambilan sampel menggunakan metode purposive sampling. Variabel independen dalam penelitian ini adalah kerjasama tim dan komunikasi sedangkan variabel dependennya adalah kinerja karyawan. Metode analisis data dalam penelitian ini menggunakan uji validitas, uji reliabilitas, analisis regresi linier berganda, uji kelayakan model, uji parsial, dan uji determinasi. Hasil penelitian ini membuktikan bahwa variabel kerjasama tim berpengaruh signifikan terhadap kinerja karyawan, hal ini dibuktikan dengan hasil uji t diperoleh nilai koefisien regresi sebesar 0,170 dan nilai signifikansi sebesar $0,010 < 0,05$. Variabel komunikasi berpengaruh signifikan terhadap kinerja karyawan, hal ini dibuktikan dengan hasil uji t diperoleh nilai koefisien regresi 0,680 dan nilai signifikansi sebesar $0,000 < 0,05$. Berdasarkan hasil penelitian tersebut dapat disimpulkan bahwa, Kerjasama Tim dan Komunikasi berpengaruh signifikan terhadap Kinerja Karyawan Departemen Preparation PT. Kanindo Makmur Jaya Jepara. Saran yang dapat diberikan bagi PT. Kanindo Makmur Jaya khususnya pada departemen preparation dapat menjaga kerjasama tim dan komunikasinya agar kinerja karyawannya dapat selalu bagus dan meningkat guna kegiatan produksi dapat berjalan dengan lancar.

Kata kunci :

pengembangan karir,
fasilitas kerja,
lingkungan kerja,
kepuasan kerja.

Abstract.

The purpose of this research is to analyze the effect of teamwork and communication on employee performance in the preparation department of PT Kanindo Makmur Jaya Jepara. The population in this study was 250 employees, while the sample in this study was 150 respondents using the Sloven

formula. The sampling technique uses a purposive sampling method. The independent variables in this research are teamwork and communication, while the dependent variable is employee performance. The data analysis method in this research uses validity tests, reliability tests, multiple linear regression analysis, model feasibility tests, partial tests, and determination tests. The results of this research prove that the teamwork variable has a significant effect on employee performance, this is proven by the results of the t test which shows a regression coefficient value of 0.170 and a significance value of $0.010 < 0.05$. The communication variable has a significant effect on employee performance, this is proven by the results of the t test, which obtained a regression coefficient value of 0.680 and a significance value of $0.000 < 0.05$. Based on the results of this research, it can be concluded that Teamwork and Communication have a significant effect on the Performance of PT Preparation Department Employees. Kanindo Makmur Jaya Jepara. Suggestions that can be given to PT. Kanindo Makmur Jaya, especially in the preparation department, can maintain teamwork and communication so that the performance of its employees can always be good and improve so that production activities can run smoothly.

Keywords:

career development, work facilities, work environment, job satisfaction.

INTRODUCTION

Career development, work facilities, and work environment are factors that can influence employee job satisfaction. Career development is a process that involves providing opportunities and support for employees to develop their skills, knowledge and competencies. Good career development provides a path for professional advancement and growth, increases employee motivation, and provides a sense of appreciation and satisfaction with the work they do (Andriani & Charli, 2023; Sari et al., 2023).

Work facilities are an important aspect for employees including adequate physical infrastructure, appropriate work equipment, and a comfortable, safe and healthy environment. Work facilities that meet high standards can create a sense of comfort, increase work efficiency, and minimize potential health and safety risks (Suciani et al., 2022; Tasrif, 2021).

Apart from that, a conducive work environment also plays an important role in influencing employee job satisfaction. A positive work environment includes aspects such as effective communication, support from colleagues and superiors, and an inclusive and supportive organizational culture. A good work environment can encourage employee collaboration, participation and involvement in the work process, as well as increase their satisfaction and motivation (Bahri & Yuni, 2017; Setiyaningrum, 2019).

However, despite the importance of career development, work facilities, and work environment in influencing employee job satisfaction, there are still limited research that specifically examines the relationship between the three variable in the PT. Kanindo Makmur Jaya Jepara. Therefore, this research aims to fill this knowledge gap and provide a deeper understanding of the influence of career development, work facilities and work environment on the job satisfaction of employees in the preparation department of PT. Kanindo Makmur Jaya Jepara.

LITERATURE REVIEW

Employee performance

The word performance comes from the translation of the word performance which comes from the root word "to perform" which means to do, carry out, carry out, fulfill or carry out obligations, an intention or vow, carry out or perfect responsibilities, and do something that is expected by a person or machine. According to another definition, performance can be interpreted as a person's overall level of success during a certain period or, more briefly, the standard of work results, targets or objectives that have previously been mutually agreed upon (Wibowo, 2007 in Najati & Susanto).

The following can be explained regarding the definition of performance according to experts in Hamzah & Prasetyo, namely: (1) Anwar Prabu Mangkunegara (2009) that performance or work achievement 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; (2) Moeheriono (2012) that performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning, and (3) Edison (2016) that performance is defined as the result of a process that is referred to and measured over a certain period of time based on previously established provisions and agreements.

Of course, there are factors that influence performance by Kasmir (2016) includes: ability and expertise, knowledge, work plan, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Meanwhile, according to Mahmudi (2005 in Sidabutar), these are: (1) Personal or individual factors, including: knowledge, skills, abilities, self-confidence, motivation and commitment possessed by each individual; (2) Leadership factors include: quality in providing encouragement, direction and support provided by managers and team leaders including leadership style; (3) Team factors include: the quality of support and enthusiasm provided by teammates, trust in fellow team members, the cohesiveness and closeness of team members; (4) System factors, including: work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture within the organization, and (4) Contextual (situational) factors, including: pressure and changes in the external and internal environment. Another opinion was also expressed by George and Jones (2005 in Lubis) that the determinants that influence employee performance are personality, work situation, social influence and values.

Teamwork

Tracy (2008 in Lubis) states that teamwork is an activity that is managed and carried out by a group of people who are members of one organization. Teamwork can improve cooperation and communication within and between parts of the company. Usually teamwork consists of people who have different expertise so that it becomes a strength in achieving company goals.

The statement above is reinforced by Dewi (2007 in Siregar) that teamwork is a form of work in groups that must be organized and managed well. The team consists of people who have different skills and are coordinated to work together with the leadership. There is a strong interdependence on each other to achieve a goal or complete a task. By doing Teamwork is expected to produce results that exceed those done individually. Stephen and Timothy (2008 in Sari) state teamwork is a group whose individual efforts produce higher performance than the sum of individual input. Teamwork produces positive synergy through coordinated efforts. This means that the performance achieved by a team is better than the performance of individuals in an organization or company.

This statement is also supported by Burn (2008 in Lubis), who states that team effectiveness or an effective team is a work team whose members collaborate with each other to achieve goals. So it can be concluded that the implementation of team collaboration is carried out because at this time competitive pressures are increasing, experts state that the success of organizations will increasingly depend on teamwork rather than relying on individuals who stand out. The meaning of the team concept lies in the expression that describes the emergence of synergy among people who bind themselves in a group called a team.

The factors that influence team collaboration according to Robbins and Timothy (2013 in Lubis) are: (1) Clear Goals where a clear understanding of the goals to be achieved is very necessary so that members know what they will do to achieve the goals and understand how they work together to achieve goals; (2) Relevant Skills where an effective team consists of competent individuals having technical skills and personal skills; (3) Mutual Trust, where the team collaboration factor is characterized by high mutual trust among members. Mutual trust between individuals in the team will make it easier for the group to work; (3) Shared Commitment which is characterized by shared dedication to team goals and a willingness to spend a certain amount of energy to achieve them, and (4) Good Verbal or Nonverbal Communication with each other in a form that is easy and understandable. Good communication will create good working relationships.

From these factors, traits emerge that support it as an indicator of teamwork. By Sandra (2014 in Sinuhaji) indicators of team collaboration are as follows: (1) Willing to work together (Cooperative), namely having the same sense of purpose as in the initial goal and function of team formation, all team members must know and have knowledge about the importance of work carried out as a team so that there is a sense of mutual assistance between team members; (2) Expressing positive hope in which there is a desire for change as an opportunity for development; (3) Appreciate input where there is identification and implementation of each response quickly; (4) Providing encouragement where obstacles are creatively transformed into creativity and application of individual talents and abilities, and (5) Building group spirit where an environment is created that makes team members feel responsible in the implementation of work units so that enthusiasm is formed. korsa or team spirit so that all team members feel like they belong to each other.

Communication

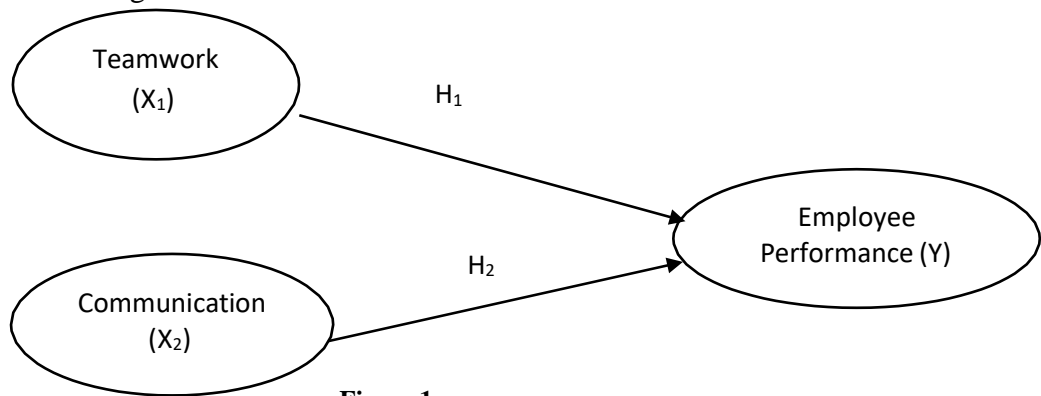
According to Arni (2016 in Yuwana), explains that communication is the exchange of verbal and nonverbal information between the sender and recipient of information to change behavior where both parties who are connected have the ability to capture messages and respond well so as to avoid misunderstandings that can cause conflict. So in this case, so that to communicate well and effectively, we are required to not only understand the process, but also be able to apply our knowledge creatively. Therefore, effective communication can ensure that workers do not make mistakes in the workplace and create good working relationships between leaders and employees to improve employee performance in achieving company goals.

According to Sutardji (2016 in Sembiring), there are several indicators of effective communication, namely: (1) Understanding, related the ability to understand messages carefully as intended by the communicator. The goal of communication is to achieve mutual understanding, and to achieve that goal, a communicator and communicant must understand each other's functions. The communicator can convey messages while the communicant can receive messages conveyed by the communicator; (2) Enjoyment, if the communication process apart from conveying information successfully, can also take place in a pleasant atmosphere between both parties. A more relaxed and pleasant atmosphere will be easier to interact with than a tense atmosphere. Because communication is flexible.

with an atmosphere like that, an interesting impression will emerge; (3) Influence on attitudes, thus the purpose of communication is to influence attitudes. if communicating with other people then there is a change in their behavior, in this case it can be said that the communication that occurred was effective, and if there is no change in a person's attitude, then the communication carried out was not effective; (4) Improved relationships, where effective communication processes inadvertently increase the level of interpersonal relationships. Often, if people have the same perception, similar character, are compatible, the relationship will naturally be established well, and (5) Communication Actions, it will be effective if both parties after communicating there is a change in action towards the communicant and communicator.

Research Thinking Framework and Hypothesis

The framework of thought in this research describes the relationship between variable X (Teamwork and communication) partially and simultaneously with variable Y (Employee performance) in the preparation department of PT Kanindo Makmur Jaya. This framework of thinking will be described as follows:



**Figure 1
Theoretical
Framework**

Meanwhile, the discovery of the hypothesis in this research is an assumption as a temporary answer to the formulation of the research problem where the formulation of the research problem has been stated in the form of a question sentence (Sugiyono, 2018 in Subakti). The hypotheses in this research include:

H₁: It is suspected that teamwork (X₁) has a significant effect on employee performance (Y) at PT Kanindo Makmur Jaya Jepara,

H₂: It is suspected that communication (X₂) has a significant effect on employee performance (Y) at PT Kanindo Makmur Jaya Jepara.

RESEARCH METHODS

The population or targets in this research are all units of analysis are in the research area, which in this case are all employees in the preparing department at PT Kanindo Makmur Jaya, totaling 250 people. To determine the sample size of the population obtained, namely 250 in which use the Slovin formula, as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information :

n = Sample

N = Population

e = Error (inaccuracy due to sampling error which can be traced to 5%)

$$n = \frac{N}{1 + N(e)}$$

$$n = \frac{250}{1 + 250(0.0025)} = 153,84$$

With the formula above, it can be seen that the sample in this study was 153.84 respondents, so the sample was rounded up to 150 respondents. So it can be concluded, the sample in this study used 150 respondents.

Meanwhile, the operational definitions taken from each indicator can be reviewed in the table as follows:

Table 1.1
Operational definition

No	Variable	Operational Description	Indicator
1	Teamwork (X ₁)	Teamwork is an activity that is managed and carried out by a group of people who are members of one organization (Tracy, 2008)	<ol style="list-style-type: none"> 1. Want to work together (Cooperative) 2. Express positive expectations 3. Appreciate input 4. Provide encouragement 5. Building group spirit (Sandra, 2014)
2	Communication (X ₂)	Communication is the exchange of verbal and nonverbal information between senders and recipients of information to change behavior (Arni, 2016)	<ol style="list-style-type: none"> 1. Understanding 2. Pleasure 3. Influence on improving relationship attitudes 4. Action (Sutardji, 2016)
3	Performance Employees (Y)	Employee 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 (Anwar Prabu Mangkunegara, 2009).	<ol style="list-style-type: none"> 1. Quality 2. Quantity 3. Punctuality 4. Effectiveness 5. Independence (Suryadi Prawirosentono, 2008)

Source: Processed data (2023)

This research uses primary data where a questionnaire in the form of a questionnaire using Google Form media is used by 250 respondents with a 5-point Likert scale, so the variables measured are described as benchmarks for compiling instrument items into questions and/or statements. The analytical methods used for statistical measurements include the Quantitative Descriptive type to determine the influence of two or more variables on R₂.

RESULTS AND DISCUSSION

Validity test

The validity test is used to test the extent to which the accuracy of the measuring instrument can reveal the variable being measured. Validity testing in this research uses factor analysis. Before factor analysis is carried out, the KMO (Kaiser-Meyer-Olkin) test is first carried out. If the KMO value is > 0.5 then factor analysis can be carried out (Ghozali, 2011 in Wijaya & Yuliana). Furthermore, to find out whether an indicator is valid or not through the loading factor value, if the loading factor value is < 0.4 then the item in question is invalid, so the item must be discarded and is not suitable for testing, if the loading factor value is > 0.4 then you can it is said that the item in question is valid and suitable for testing.

Table 1.2
Validity Test Results

Variable	KMO value >0.5	Indicator	Loading Factor (>0.4)	Results
Teamwork	0.822	X1.1	0.765	Valid
		X1.2	0.788	Valid
		X1.3	0.844	Valid
		X1.4	0.869	Valid
		X1.5	0.806	Valid
Communication	0.791	X2.1	0.808	Valid
		X2.2	0.658	Valid
		X2.3	0.721	Valid
		X2.4	0.857	Valid
		X2.5	0.853	Valid
Employee Performance	0.872	X2.1	0.884	Valid
		X2.2	0.839	Valid
		X2.3	0.858	Valid
		X2.4	0.866	Valid
		X2.5	0.853	Valid

Source: Data processed in 2023

Based on table 4.7 above, it can be seen that the results of the validity test calculations show that the KMO value for each variable is more than 0.5 so that sample adequacy is met. The factor loading value for each indicator is more than 0.4, so it can be said that the indicators for each research variable are all valid.

Reliability Test

The reliability test in this research uses *Cronbach Alpha*. If Cronbach Alpha > 0.7 then the questionnaire is said to be consistent or reliable. Based on calculations using the SPSS version 25.0 program, each Cronbach Alpha value variable can be seen in the table below:

Table 1.3
Reliability Test Results

Variable	Cronbach's Alpha	Rate of Thumb	Data
Teamwork (X1)	0.872	0.7	Reliable
Communication (X2)	0.837	0.7	Reliable
Employee performance(Y)	0.912	0.7	Reliable

Source: Data processed in 2023

Multiple Linear Regression Analysis

In this research, the variables Teamwork (X₁) and Communication (X₂) are used to find out how much influence they have on the Employee Performance variable (Y) which can be seen in the following table:

Table 1.6
Multiple Linear Regression Analysis

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	2,346	1,075		2,181	.031	
TEAMWORK	,151	,058	,170	2,599	,010	
COMMUNICATION	,734	,070	,680	10,411	,000	

Source: Data processed in 2023

Based on Table 4.11, the multiple linear regression calculation uses regression coefficient values using standardized results, so that they can be included in the following equation:

$$Y = 0.170X_1 + 0.680X_2 + e$$

From this equation it is known that the Standardized Coefficients (Beta) value of Teamwork is 0.170 and Communication is 0.680. This equation shows that the variables Teamwork (X₁) and Communication (X₂) have a positive influence on employee performance. This means that the higher the Teamwork (X₁) and Communication (X₂) variables, the better the employee performance.

Hypothesis testing
Determination Test (R²)

Table 1.4
Determination Test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.642	.637	2.19567

Source: Data processed in 2023

Based on Table 4.9 above, it can be seen that the Employee Performance variable can be explained by variations in the Teamwork and Communication variables by 63.7%, while the rest is explained by other variables not studied by 36.3%.

Model Fit Test (F Test)

Table 1.5
F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1268.652	2	634,326	131,577	,000 ^b
	Residual	708,682	147	4,821		
	Total	1977.333	149			

Source: Data processed in 2023

This test is used to find the influence of the independent variables from the multiple linear regression equation. Together, it can be tested using the F test. Based on the results of the ANOVA test in table 4.10, it is known that the significance figure is 0.000 < α =

0.05. This means that the variables Teamwork (X_1) and Communication (X_2), simultaneously influence Employee Performance (Y) so that the regression model in this research can be used to predict changes in the dependent variable Employee Performance (Y).

Partial Test (t Test)

The results of the t test are a test of the regression equation, whether the regression coefficients produced individually show significance in explaining the dependent variable. Based on table 4.11 above, it can be seen that:

1) Teamwork (X_1) has a significant effect on employee performance.

Based on table 4.11 above, the regression coefficient value is 0.170 and the significance value is $0.010 < 0.05$. This means that teamwork has a significant effect on employee performance and H_1 is accepted.

2) Communication (X_2) has a significant effect on employee performance.

Based on table 4.11 above, the regression coefficient value is 0.680 and the significance value is $0.000 < 0.05$. This means that communication has a significant effect on employee performance and H_2 is accepted.

Discussion

1. The Effect of Teamwork (X_1) on Employee Performance in the Preparation Department of PT. Kanindo Makmur Jaya Jepara

Based on the results of the tests that have been carried out, it shows that the teamwork variable has a significance value of $0.010 > 0.05$. This means that H_1 is accepted. So this research shows that teamwork has a significant effect on employee performance. Thus, it can be concluded that the better the teamwork carried out by employees, the better the employee's performance will be. The results of this research were conducted on employees in the preparation department of PT. Kanindo Makmur Jaya Jepara are mostly agree that employee performance can be influenced by teamwork.

In this research, the results showed that teamwork had a significant effect on employee performance. This is in line with research conducted by Effendi Sinuji in 2020 which stated that teamwork had a positive and significant effect on employee performance at PT. Sumitomo Batamindo Industrial Park, Batam City.

2. The Effect of Communication (X_2) on the Performance of PT Preparation Department Employees. Kanindo Makmur Jaya Jepara

Based on the results of the tests that have been carried out, it shows that the communication variable has a significance value of $0.000 < 0.05$. This means that H_1 is accepted. So this research shows that communication has a significant effect on employee performance. Thus it can be concluded that the better the communication carried out, the better the employee's performance will be. The results of this research were conducted on employees in the preparation department of PT. Kanindo Makmur Jaya, most of whom agree that communication can be influenced by teamwork.

In this research, the results showed that the influence of communication had a significant effect on employee performance. This is not in line with research conducted by Husni Adam Najati and Andu Heru Susanto in 2022 which stated that communication has no effect on employee performance.

CLOSING

Conclusion

Based on the research results and discussion above, the researcher can conclude that:

- 1) Teamwork has a significant effect on the performance of Preparation Department employees at PT Kanindo Makmur Jaya Jepara.
- 2) Communication has a significant effect on the performance of Preparation Department employees at PT Kanindo Makmur Jaya Jepara.

Suggestion

Based on the conclusions above, researchers can provide the following suggestions:

- 1) For PT. Kanindo Makmur Jaya, especially in the preparation department, can maintain teamwork and communication so that the performance of its employees can always be good and improve so that production activities can run smoothly. And for all employees to always improve their performance.
- 2) Future researchers are advised to take more independent variables that influence employee performance such as compensation, organizational culture, promotion, work environment, work competency, leadership style and many more, and the dependent variable can take other variables such as employee satisfaction, productivity, employees, or work motivation.

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