

INFLUENCE OF LEADERSHIP STYLE AND TEAMWORK ON EMPLOYEE WORK MOTIVATION AT RUMAH ZAKAT CENTER, BANDUNG CITY

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Abstract

The purpose of this research is to examine the impact of leadership style and teamwork on employee work motivation at Rumah Zakat Pusat Kota Bandung. The research subjects consisted of all active employees at Rumah Zakat Pusat Kota Bandung, with a total population of 152 people. From the total population, some were taken as research samples with a convenience sampling pattern, resulting in 60 respondents. The tool used in the study was a questionnaire containing statements that had been tested for data validity and reliability, to ensure that the data used was accurate. Data analysis was carried out using multiple linear regression, F test, and T test through SPSS 26 to evaluate the relationship between the variables studied. The results showed that leadership style and teamwork simultaneously had a positive and significant effect on employee work motivation at Rumah Zakat Pusat Kota Bandung. With an adjusted R-squared of 51%, it can be concluded that these two independent variables contributed 51% to increasing employee work motivation, while the rest was influenced by other factors that were not part of this study.

Keywords: Leadership Style, Teamwork, Work Motivation

INTRODUCTION

In an organizational environment, the existence of HR (Human Resources) is very important, because HR can determine the success of an organization in achieving its goals. Human resources (HR) are one of the most important elements in the development of an organization. Although an organization has modern technology and sufficient capital for its management, without competent HR in the relevant field, the organization's goals will not be achieved as expected. Therefore, the role and function of HR are very crucial, because HR is the most important asset for the organization. This emphasizes the need for effective human resource management, where HR management reflects the organization's ability to manage its workforce appropriately and effectively to achieve predetermined goals.

Improving the quality of human resources is in line with increasing work motivation. Good work motivation is characterized by a person's ability to complete work optimally and effectively, so that organizational goals can be achieved within the specified time. In addition, an employee also needs to have an initiative attitude to be creative and develop the ideas they have. Motivation is generally related to performance, namely the comparison between the results achieved and the predetermined work standards (Liliana & Kadang, 2021).

Every entity expects its employees to have optimal performance, because employees with high performance can provide the best contribution to the company (Yunus & Rocdianingrum, 2023). For performance to remain optimal, the company must strive to increase employee work motivation. Employees must be continuously motivated so that their work enthusiasm increases. Motivation by the company is very important because motivation is one of the factors that can improve employee performance (Setiyanto & Indrasari, 2020).

In the dynamics of an increasingly competitive work world, the success of an organization depends on the quality of its human resources. Human resources with high work motivation tend to play a maximum role in achieving organizational goals. However, employee work motivation does not occur spontaneously, but is influenced by various factors, both internal and external.

One of the external factors that plays a significant role in shaping work motivation is leadership style. Leadership style reflects the way a leader influences, guides, and directs

their subordinates. An effective leader is able to create a conducive work environment, provide inspiration, and foster work enthusiasm among team members. Conversely, ineffective leadership can cause conflict, confusion, and reduce work motivation (Lestari, 2024).

In addition, teamwork is also an important element that cannot be ignored. In a modern work environment, the success of an organization depends heavily on the extent to which group members can collaborate effectively to achieve common goals. According to (Tenner and DeToro, 1992:183), teamwork is a group of people who collaborate to achieve the same goal. This definition emphasizes that by working as a team, achieving goals becomes easier than if done individually (Putri et al., 2023). In a study conducted by (Setiyanto & Indrasari, 2020) it can be concluded that leadership style and teamwork have a significant impact on employee work motivation.

Given the importance of both factors, research is needed to understand the extent to which leadership style and teamwork influence employee work motivation at Rumah Zakat Pusat Kota Bandung. Rumah Zakat itself is known as a national zakat institution owned by the Indonesian people, managing zakat, infak, sedekah, and other community funds through various programs in harmony, such as in the fields of education, health, economy, and environment, to realize happiness for people in need. This research is expected to provide broader insights for organizations in managing human resources more efficiently, to increase productivity and overall company performance.

This study has several fundamental differences compared to previous researchers. This study focuses on leadership style and teamwork without including other variables as factors that influence employee work motivation. This allows for a more comprehensive and specific study of the relationship between the two variables. In addition, this study was conducted in a different location, namely Rumah Zakat, which has unique organizational characteristics and work environments compared to the research objects in previous studies.

REVIEW OF LITERATURE

Leadership Style

Leadership can be defined as the skill of influencing and directing other individuals in achieving goals. Ralph M. Stogdill (in Bertocci, 2009) stated that a leader acts as an agent of change, namely an individual whose actions have a greater

influence on others than the influence he receives. Leadership occurs when a group member changes the motivation or abilities of other members (Malik et al., 2024). Leadership is a skill in influencing a group to achieve planned or determined goals. (Wilian & Chairunnisa, 2019) .

Leadership is an important factor for the development of an organization, because without a good leader, achieving organizational goals will be difficult to achieve. If a leader wants to influence the behavior of others, then he needs to consider his leadership style. According to Thoha (2017), leadership style is a unique behavioral pattern applied by leaders in directing and influencing employees. Meanwhile, Kartono and Kartini (2014) explain that leadership style reflects the qualities, habits, temperament, and characteristics that distinguish the way a leader interacts with other individuals (Hakim et al., 2023).

The leadership style applied by a leader has a significant impact on their employees and the overall performance of the organization (Armadita & Sitohang, 2021). Leaders with a distinctive and effective leadership style are able to provide clear direction, motivate employees, and create a positive work environment (Setiawan et al., 2021). This participates in increasing employee motivation, productivity, and loyalty to the company. Conversely, if a leader applies an ineffective leadership style, it can reduce employee morale, increase employee turnover, and reduce overall organizational performance (Haryadi & Bahiroh, 2024). Leadership style refers to the way a leader communicates and interacts with their subordinates. A leader tries to influence the behavior of their subordinates so that they are willing to work together and contribute effectively to achieving organizational goals. Kartono (2013) defines leadership style as a leader's ability to provide constructive influence to others or the surrounding environment, thus encouraging them to work together in achieving predetermined goals (Jaya et al., 2020). According to Nikmat (2022:42), leadership style is a pattern of behavior used by leaders to influence their followers. This leadership style is dynamic, meaning it can change according to the characteristics of the followers and the existing situation. (Pratiwi & Rizky, 2024).

According to (M. Abbas & Ali, 2021; Stremersch et al., 2021), a good leadership style can reflect the level of responsibility of a manager towards their subordinates (Harsono et al., 2024). According to the company (Jamali et al., 2022; Leight et al., 2021), leadership style is a series of strategies used by leaders to influence their employees to achieve company goals (Memon, 2014).

According to E. Mulyasa, leadership style refers to the approach a leader applies in guiding and influencing their followers. This style reflects the pattern of behavior typical of a leader when interacting and giving influence to his subordinates (Jaya et al., 2020).

Teamwork

Teamwork refers to the collective efforts of team members to work together to achieve a common goal. According to Gold (2005), teamwork is a term used to obtain certain results without considering the individual motivations of team members (Saefi et al., 2024). According to Ford and Waddell (1980), teamwork involves the contribution of each member with their respective skills and knowledge, resulting in better results than if they worked individually (Baker et al., 2006). With clear goals, each team member knows their roles and responsibilities, so they can collaborate harmoniously in achieving common goals. Effective leadership is the main driver in directing the team, providing motivation, and resolving conflicts that may arise during the work process. In addition, good communication ensures that information can be conveyed accurately and quickly, thereby strengthening coordination between members. In a collaborative work environment like this, teams are not only able to face challenges better, but also create innovations that are difficult for individuals to achieve separately.

According to Manzoor (in Devina, 2018), teamwork is a group of people who depend on each other to complete tasks and are jointly responsible for the results achieved (Mursalim et al., 2021).

Teamwork aims to work harmoniously towards a set goal by creating the necessary synergy, so that each individual feels empowered in the working relationship. This allows for continuous performance improvement and a better understanding of the importance of collective action in career development (Adeleke,

2008). Wageman (1997) stated that teamwork in a company is the only way to achieve results with quality and efficiency, and is a major factor in keeping economic growth under control (Wanyeki et al., 2019). Hanafi (2016) stated that a team is a group of individuals who work together based on their respective expertise to achieve common goals (Lubis, 2021).

According to Silvani & Triatmanto (2017), teamwork produces important coordination, so that each team member must make an effective contribution to the organization or company (Lawasi & Triatmanto, 2017) . According to Pandelaki (2018), teamwork is carried out by a group of employees who have goals and strategies that are aligned to achieve company targets (Lawasi & Triatmanto, 2017).

Based on the theories that have been explained, it can be concluded that teamwork is a collection of individuals with different abilities, talents, experiences, and backgrounds who come together to achieve one goal in carrying out tasks within an organization.

Work Motivation

Sutrisno (2016:64) defines employee performance as the results obtained by an individual in carrying out their duties. The success of an organization depends on the performance of the individuals involved in it. Therefore, each work unit in the organization must have its performance evaluated so that human resources in various departments can be assessed objectively. Based on various opinions of experts regarding performance, researchers argue that performance is the achievement of a person's work results based on the abilities and actions taken under certain conditions (Prasanti et al., 2021).

Motivation is an individual's readiness to make maximum effort in achieving organizational goals. The drive to fulfill needs is the main factor that drives a person to act (Sutrischastini & Riyanto, 2017; Purnama et al., 2020). Meanwhile, according to (Royadi 2021), motivation is a driving force that moves and comes from the word motive which means mover. Thus, motivation can be interpreted as a condition that drives or directs individuals to act (Febrina, I, 2024).

RESEARCH METHOD

This research applies quantitative research methods. Quantitative methods are chosen because they intend to prove the influence between the variables studied, namely leadership style (X1), teamwork (X2), and employee work motivation (Y), by collecting data that is measured numerically and analyzed using statistical techniques in SPSS 26. The method applied is associative causal research, which intends to understand the relationship between independent variables (leadership style and teamwork) and dependent variables (employee work motivation). This study focuses on testing the influence of leadership style and teamwork on employee work motivation at Rumah Zakat, Bandung City.

The leadership style variable (X1) according to (Tjiptono, 2018; 112) is measured by four indicators, namely: directive leadership, which includes leadership that continues to provide specific encouragement and guidance to employees; supporting leadership, which includes leaders maintaining good relationships with subordinates and developing interpersonal relationships and caring; participative leadership, which includes leaders consulting with subordinates, using ideas from subordinates; achievement-oriented leadership, which includes A leader determines the targets that must be achieved by his subordinates, provides encouragement to achieve targets, and makes maximum efforts to develop achievements.

The teamwork variable (X2) according to Sibarani (2018:19) is measured through three main indicators, namely: cooperation, which includes shared responsibility, mutual contribution, and optimization of abilities; trust, which includes honesty, assignment, and integrity; and cohesiveness, which is established between leaders and subordinates (Pratiwi & Rizky, 2024).

In conducting this research, it is important to determine the population so that researchers can obtain data that is in accordance with expectations. According to Sugiyono (2011:17), population is the area of all objects or subjects with a certain number and characteristics that are decided by researchers to be studied and analyzed to obtain conclusions (Suriani et al., 2023). The population of this study is all active employees who work at Rumah Zakat Pusat Bandung City, totaling 152 people.

According to Sugiyono (2022:131), a sample is part of the number and characteristics possessed by a population. Thus, a sample is a subset of the existing

population, and sampling must be carried out with a certain method based on relevant considerations. The sampling technique used in this study is convenience sampling, which means that the selected sample units are easy to contact, not difficult, easy to measure, and cooperative. The amount of sample determined using Slovin formula, which is shown in the lower This:

$$n = \frac{152}{1 + 152 \cdot (0.10)^2}$$
$$n = 60,317$$

Based on this formula, the n value was obtained as 60.317 and rounded up to 60 respondents.

RESULTS AND DISCUSSION

Test Validity

This test aims to ensure that each question or indicator in the study accurately represents the variables studied, so that the data collected is accurate and reliable. A valid instrument will produce measurements that can be used for further analysis with a high level of confidence, by comparing the calculated r value with the r table, where the calculation uses the degree of freedom (df) formula = n-2, with n being the number of samples and a significance level of 0.05. If the calculated r value is greater than the r table, then the question item is considered valid. The results of the validity test carried out showed that all question items were declared valid.

Reliability Test

Table 1

Variables	Cronbach's Alpha (a)	Information
Leadership Style (X1)	0.642	Reliable
Teamwork (X2)	0.619	Reliable
Work Motivation (Y)	0.776	Reliable

Source: Primary data processed with SPSS 26

Reliability testing aims to assess the level of consistency and stability of respondents' answers to each statement in a variable. To assess this consistency, this study utilized the Cronbach's Alpha method, with a coefficient value limit of > 0.60 for each variable. The results of the test indicated that the three variables, namely leadership style (X1), teamwork

(X2), and work motivation (Y), had a Cronbach's Alpha value of > 0.60 , indicating that this research instrument was consistent and reliable. Thus, all of these variables can be applied in data analysis and are considered accurate representations of the concepts studied.

Normality Test

Intended to ensure that the data of a study is normally distributed or not. Normal distribution is an important assumption in many statistical analyses, especially in parametric tests such as linear regression, t-test, and ANOVA. If the data is normally distributed, the results of the statistical analysis become more valid and reliable. One of the techniques used to test normality is the Kolmogorov-Smirnov method. If the significance value is greater than 0.05, then the data is considered normally distributed. Conversely, if the significance value is less than 0.05, then the data is declared not normally distributed.

Table 2
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.21640032
Most Extreme Differences	Absolute	.142
	Positive	.142
	Negative	-.140
Test Statistic		.142
Asymp. Sig. (2-tailed)		.004 ^c
Exact Sig. (2-tailed)		.163
Point Probability		.000

Source: Primary data processed with SPSS 26

The results of the normality test show an unstandardized residual Exact Sig value of $0.163 > 0.05$, so it can be concluded that the data in this study are normally distributed and suitable for use in research. In the normality test, this researcher applies the approach of exact p-values using device SPSS 26 software. This approach was chosen because data characteristics and sample size used in the study. The following recommended criteria for the method, the results of the statistical test become more accurate and possible to test more hypotheses precision, especially in conditions where the assumptions of normal distribution are difficult to fulfill due to a limited sample size. Therefore, this method is considered the right choice to ensure accurate results analysis in the study (R. Mehta & R. Patel, 2011).

Multicollinearity Test

Table 3

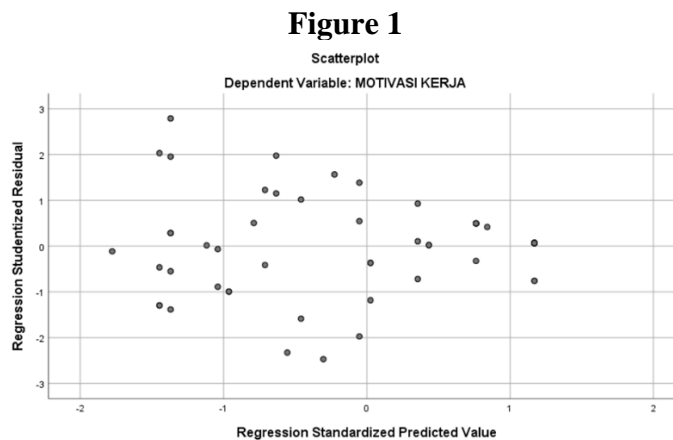
Coefficients ^a									
Model		Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	-6,350	3,616		-1,756	0,084			
	GAYA KEPEMIMPINAN	0,423	0,123	0,384	3,439	0,001	0,667	1,500	
	KERJASAMA TIM	0,523	0,135	0,433	3,884	0,000	0,667	1,500	

Source: Primary data processed with SPSS 26

This multicollinearity test is conducted to see if there is a relationship between the independent variables in a regression model. One way to detect multicollinearity is to look at the tolerance value and the Variance Inflation Factor (VIF). If the tolerance value is greater than 0.10 and the VIF is less than 10, then there is no multicollinearity. Conversely, if the tolerance value is less than 0.10 and the VIF is more than 10, it means that multicollinearity is considered to have occurred.

From the results of the multicollinearity test, the leadership style variable (X1) has a VIF value of 1.500 < 10 and a tolerance value of 0.667 > 0.10. Likewise, the teamwork variable (X2) has a VIF value of 1.500 < 10 and a tolerance value of 0.667 > 0.10. The results of the multicollinearity test indicate that there is no indication of multicollinearity in the data of this study.

Heteroscedasticity Test



Source: Primary data processed by SPSS 26

Based on the scatterplot graph in Figure 1, which shows a pattern distribution not regular, with the points randomly distributed around the number 0 on the Y axis, so that the data shows no evidence of heteroscedasticity. Random distribution pattern indicates that residual variance remains constant and stable among various observations.

Test Regression Linear Multiple (T-Test Partial)

Table 4
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6,350	3.616		-1,756	.084
	LEADERSHIP STYLE	.423	.123	.384	3.439	.001
	TEAMWORK	.523	.135	.433	3,884	.000

Source: Data Primer processed with SPSS 26

The t-test is conducted to see the influence of each (X) on the variable (Y) partially. If the calculated t value is greater than the t table and the significance value is less than 0.05, then the alternative hypothesis (Ha) is accepted, while the null hypothesis (H0) is rejected. This indicates that the independent variable (X) has a significant influence on the dependent variable (Y). Conversely, if the calculated t value is smaller than the t table and the significance value is more than 0.05, then the null hypothesis (H0) is accepted and the alternative hypothesis (Ha) is rejected.

From the results of the t-test, it was found that the leadership style variable (X1) had a Sig value of 0.001. Where $0.001 < 0.05$, means that the leadership style (X1) has a positive influence on work motivation (Y) of employees at Rumah Zakat Center, Bandung City.

On teamwork variable (X2) produces a marked Sig. $0.000 < 0.05$, meaning that teamwork (X2) has a positive influence on work motivation (Y) of employees at Rumah Zakat Pusat, Bandung City.

Test Regression Linear Multiple (Simultaneous F-Test)

Table 5
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.285	2	48,643	31,760	.000 ^b
	Residual	87,298	57	1,532		
	Total	184,583	59			

Source: Primary data processed with SPSS 26

The F test is used to assess the significance of the influence of independent variables simultaneously on the dependent variable in a regression model. This test helps determine whether the independent variables, as a whole, have a significant impact on the dependent

variable. In this test, researchers look at the sig value. If the significance value is less than 0.05, the alternative hypothesis (H_a) is accepted while the null hypothesis (H_0) is rejected. Conversely, if the significance value is more than 0.05, the null hypothesis (H_0) is accepted and the alternative hypothesis (H_a) is rejected.

The results of the F Test above show a sig value of $0.000 < 0.05$. This indicates that both variables (X), namely leadership style and teamwork, have a simultaneous influence on the variable (Y), namely employee work motivation.

Coefficient of Determination

Table 6

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.527	.510	1.238

a. Predictors: (Constant), KERJASAMA TIM, GAYA KEPEMIMPINAN

b. Dependent Variable: MOTIVASI KERJA

Source: Primary data processed with SPSS 26

Based on the table presented above, the Adjusted R Square value is 0.510. This result shows that around 51% of the variation in variable (Y) is influenced by variable (X) simultaneously, which indicates a fairly strong relationship. Meanwhile, the remaining 49% is influenced by other factors outside the scope of this study. These factors can come from external or internal elements that are not included in the analysis model.

CONCLUSION

Referring to the research that has been carried out, the results analysis shows that style leadership (X1) has in partial, influential, positive, and significant effect on the motivation of Work employees (Y). In addition, the cooperation team (X2) has also proven a way partially influential, positive, and significant in motivating work (Y).

More continues when variable style leadership and cooperation team are analyzed in a way simultaneously, both have a positive influence on the motivation of Work employees. Findings This confirms that a combination of effective leadership and culture solid work culture can become an important factor in pushing employees to work more optimally.

From the results study, this is also obtained that the second variable (style leadership and teamwork) provides influence by 51% to the variable bound (motivation work), and the other 49% is influenced by other factors that are not researched.

As a suggestion for study, Next, it is recommended to add other variables that have not been investigated previously, which have the potential to influence the motivation of Work employees, such as organizational culture, organization, welfare, or work environment. Additionally, using a methodological study qualitative or mixed methods approach can help dig more into factors psychological and social factors that play a role in the connection between leadership style, team cooperation, and employee motivation. Work employees. With a more comprehensive approach, future research can broaden understanding in studying dynamic motivation work in the environment.

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