

THE INFLUENCE OF SUPERVISION, TEAMWORK, HUMAN RESOURCE DEVELOPMENT, CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

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Abstract: This study aims to analyse the effect of supervision, teamwork, human resource development, career development on employee performance. This research uses quantitative methods, using primary and secondary data. Data collection by distributing questionnaires online. The population in the study amounted to 113 employees and the research sample amounted to 88. Researchers use statistical analysis in processing data. The analysis used in this research is multiple linear regression and partial and simultaneous hypothesis testing. The results showed that partially supervision has a positive and significant effect on employee performance, teamwork has a positive and significant effect on employee performance, human resource development has a positive and significant effect on employee performance, career development has a positive and significant effect on employee performance and simultaneously the results showed that supervision, teamwork, human resource development, career development have a positive and significant effect on employee performance.

Keywords: Supervision, Teamwork, Development, Human Resources, Career, Performance

1. Introduction

Supervision as a process of monitoring employee performance based on standards to measure performance, ensure quality over performance appraisal and retrieval of information that can be used as feedback on the achievement of results communicated to employees. With supervision, problems that occur can be resolved immediately, so that individual and company goals can run well. Supervision is the process of observing the implementation of all organisational activities to ensure that all work being carried out is in accordance with predetermined plans, certain methods and corrective actions.

(Busro, 2018). Supervision is an assessment of the organisation or activity with the aim that the organisation or activity carries out its functions properly and can meet its predetermined objectives (Fahmi, 2016). Kelemba et al. (2017) revealed that through teamwork employees in the company are able to share many things about knowledge and experience. Teamwork is an activity carried out by a number of people in a company (Wulandari et al., 2020). In addition, Adil & Hamid (2020) argued that teamwork is an opportunity given to employees to share the best ideas. Teamwork can be interpreted as the attitude of employees in competing healthily through experience and solving problems appropriately according to their respective expertise (Widiyanti et al., 2017). Human resource development as a method to develop and apply employee competencies through training and development with the aim of improving organisational performance (Swanson, 1995). According to Swanson (2001) human resource development is specifically targeted at three areas of application: human resource management, career development, and quality improvement. Samsudin (2010) explains that career

development basically aims to improve and increase the effectiveness of employees' work implementation so that they are increasingly able to make the best contribution in realising organisational goals. Career development is personal changes made by a person to achieve a career plan (Siagian, 1989: 231). Performance is the level of achievement of results or the implementation of certain tasks. Performance is the result of work that a person achieves based on job requirements. Employees who really work will provide optimal results, therefore there must be an improvement that continues to be done in order to achieve organisational goals (Chandra, 2017). In an era of increasingly fierce business competition, employee performance must continue to increase. One way to maintain or improve employee performance is to assess their performance directly and make improvements to continuously improve their quality. Some of the problems faced by PT Bahteri Bahari Shipyard Batam are the lack of directed supervision and in accordance with the Standard Operating Procedure (SOP) so that violations occur in wearing safety equipment while working, the lack of good teamwork between employees, inadequate human resource development aimed at developing employee skills and difficulties in developing employee careers where the lack of job promotions is tailored to the hard skills and soft skills of employees so that these factors affect employee performance so that this research needs to be done to analyse the effect of supervision, teamwork, human resource development, career development on employee performance. PT Bahtera Bahari Shipyard Batam is a company engaged in the shipping industry which was established in 2005 in Batam, Riau Islands, Indonesia. Previously located in Sagulung Batam, in 2012 moved to Kabil Village on the east coast of Batam Island located on Jalan Patimura, Sei Kasam RT.003 / RW.002 Kabil Village Nongsa District Batam City, Riau Islands Province. PT Bahtera Bahari Shipyard Batam has obtained ISO 9001, ISO 14001, and OHSAS 18001 certifications. PT Bahtera Bahari Shipyard Batam utilises the technology and experience they have and offers products and services.. PT Bahtera Bahari Shipyard Batam uses the technology and experience at its disposal and offers high-class products and services in new shipbuilding, renovation and repair. PT Bahtera Bahari Shipyard Batam is a shipyard that carries out shipbuilding supported by the main facilities in the form of a large land location. It has an area of approximately 7000 m² used for the construction of new ships with End Launching System. PT Bahtera Bahari Shipyard Batam also has complete and well-maintained heavy equipment and has infrastructure such as offices and meeting rooms, warehouses, fabrication workshops and equipment boxes.

2. Literature Review

Supervision

Supervision can be defined as a process to ensure that organisational goals in management are achieved. Supervision is a process or step to prevent fatal deviations and corrective actions in the event of minor deviations made by employees in the implementation of organisational activities and to ensure that organisational goals can be achieved as previously planned (Effendi, 2014: 205).

Teamwork

Priskilla & Santika (2019) stated that teamwork is the most important thing in an effort to improve the quality of performance and avoid miscommunication that can occur between employees and leaders. In addition, teamwork needs to be trained with aspects that are tailored to the company. One of the ideas stated by Pandelaki (2018), teamwork is carried out by several employees who have the same goals and strategies in achieving company targets.

Human Resource Development

Human resource development has evolved from a narrow concept of training to a more complex approach to learning and developing knowledge at the individual and organisational levels (Mittal, 2013). The term human resource development was introduced by Leonard Nadler (2012), he described it as a set of related processes aimed at behavioural change. Human resource development can be defined as a systematic process to develop and improve employee competencies through organisational development and training and personnel development to improve organisational performance (Swanson, 2001).

Career Development

Career development is a series of promotions or job transfers to positions that demand greater responsibility or to better positions on the career ladder during the working period (Kemie, S. S., & Purba, 2019). Career development is an effort made by an employee to achieve an appropriate career plan, as determined by the human resources department, manager, or other related parties (Hasibuan et al., 2021).

Employee performance

Employee performance is the result of an evaluation of the quality and quantity of work performed by employees in achieving company goals. Employee performance covers various aspects, including productivity, efficiency, effectiveness, and contribution to the achievement of organisational goals (Hasibuan, 2017).

Research Framework

The research framework is a description of the research paradigm which is the answer to the problem to be studied. The research framework in this study is as follows:

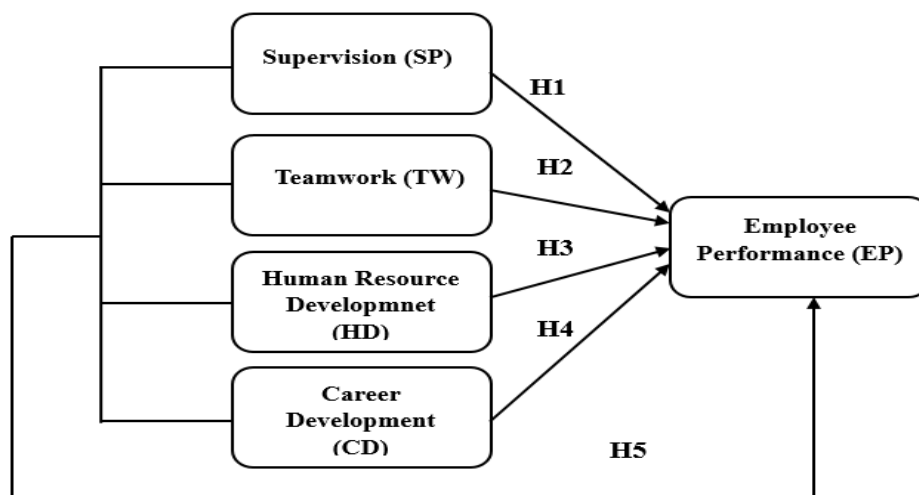


Figure 1: Research Framework

Hypothesis Development:

H1: Supervision (SP) has a positive effect on employee performance (EP)

H2: Teamwork (TW) has a positive effect on employee performance (EP)

H3: Human Resource Development (HD) has a positive effect on employee performance (EP)

H4: Career Development (CD) has a positive effect on employee performance (EP)

H5: Supervision (SP), teamwork (TW), human resource development (HD), career development (CD) have a positive effect on employee performance (EP)

3. Method

Research Approach and Technique

This research is a quantitative study with a causality design and uses a data collection method, namely a questionnaire. According to Sugiyono (2013: 7) quantitative methods are referred to as positivistic methods because they are based on the philosophy of positivism. This method is called a quantitative method because research data is in the form of numbers and analyses using statistics. The research technique used in this research is descriptive. Descriptive method is research that describes, describes, or explains the state of the object under study in accordance with the situation and conditions at the time the research was conducted.

Population and Sample

The population studied at PT Bahtera Bahari Shipyard Batam consisted of 113 people. The sampling method uses the Slovin formula and produces a sample of 88 people.

Data Source

The data sources in this study are primary and secondary data. Primary data is obtained from respondents' answers through filling out an online questionnaire. Secondary data in the form of literature books and previous research in accordance with the variables raised in this study.

Data Collection

Data is crucial and determines the success of the research process. In this study, researchers used primary data in the form of numbers or numerical, which were sourced from respondents' answers to research instruments in the form of questionnaires. The questionnaire is a statement related to the variable under study which is given to respondents to be filled in with a weighting from 1 to 5 or from strongly disagree to strongly agree.

Data Analysis

This study analyses the influence of supervision, teamwork, human resource development, career development on employee performance using multiple regression methods. Multiple regression as an analytical tool for the influence between the independent variable and the dependent variable.

4. Result and Discussion

Validity Test

Validity test is a measuring tool that shows suitability. The measuring instrument is the items of questions or statements in the questionnaire with what you want to measure.

a. If the correlation coefficient or $r_{count} > r_{table}$ then it is declared valid.

b. If the correlation coefficient or $r_{count} > r_{table}$ then it is declared invalid.

The sample size was 88 respondents and r_{table} was 0.2096. The following are the results of the validity test for each variable.

Table 1. Instrument Validity Test Results

Variable	Statement	r count	Positions	r tabel	Interpretation
Supervision (X1)	X1.1	0,364	>	0,2096	Valid
	X1.2	0,291	>	0,2096	Valid
	X1.3	0,454	>	0,2096	Valid
	X1.4	0,400	>	0,2096	Valid
	X1.5	0,450	>	0,2096	Valid
	X1.6	0,409	>	0,2096	Valid
	X1.7	0,485	>	0,2096	Valid
	X1.8	0,448	>	0,2096	Valid
	X1.9	0,582	>	0,2096	Valid
	X1.10	0,436	>	0,2096	Valid
Teamwork (X2)	X2.1	0,384	>	0,2096	Valid
	X2.2	0,563	>	0,2096	Valid
	X2.3	0,593	>	0,2096	Valid
	X2.4	0,387	>	0,2096	Valid
	X2.5	0,604	>	0,2096	Valid
	X2.6	0,584	>	0,2096	Valid
Human Resource Development (X3)	X3.1	0,414	>	0,2096	Valid
	X3.2	0,593	>	0,2096	Valid
	X3.3	0,569	>	0,2096	Valid
	X3.4	0,494	>	0,2096	Valid
	X3.5	0,453	>	0,2096	Valid
	X3.6	0,614	>	0,2096	Valid
	X3.7	0,501	>	0,2096	Valid
Career Development (X4)	X4.1	0,402	>	0,2096	Valid
	X4.2	0,481	>	0,2096	Valid
	X4.3	0,582	>	0,2096	Valid
	X4.4	0,394	>	0,2096	Valid
	X4.5	0,450	>	0,2096	Valid
	X4.6	0,448	>	0,2096	Valid
	X4.7	0,584	>	0,2096	Valid
	X4.8	0,564	>	0,2096	Valid
Employee Performance (Y)	Y.1	0,443	>	0,2096	Valid
	Y.2	0,403	>	0,2096	Valid
	Y.3	0,519	>	0,2096	Valid
	Y.4	0,410	>	0,2096	Valid
	Y.5	0,539	>	0,2096	Valid
	Y.6	0,395	>	0,2096	Valid
	Y.7	0,413	>	0,2096	Valid
	Y.8	0,589	>	0,2096	Valid
	Y.9	0,643	>	0,2096	Valid
	Y.10	0,508	>	0,2096	Valid

Source: The primary data source processed by author, 2024

From the results of the validity test, all indicators of variable instrument supervision (X1), teamwork (X2), human resource development (X3), career development (X4) and employee performance (Y) are declared valid.

Reliability Test

The reliability test is used to show the extent to which the measurement results remain consistent using the Cronbach Alpha (α) value, where if Cronbach Alpha (α) is greater than 0.60, it can be said that the statement item is reliable or reliable.

Table 2. Instrument Reliability Test Result

Variable	Cronbach Alpha	Position	r alpha	Interpretation
Supervision (X1)	0,678	>	0,60	Reliabel
Teamwork (X2)	0,697	>	0,60	Reliabel
Human Resource Development (X3)	0,706	>	0,60	Reliabel
Career Development (X4)	0,697	>	0,60	Reliabel
Employee Performance (Y)	0,710	>	0,60	Reliabel

Source: The primary data source processed by author, 2024

Classical Assumption Test

The classical assumption test is a statistical requirement that must be met in multiple linear regression analysis based on ordinary least square (OLS). To ensure that the regression model obtained is the best model, in terms of estimation accuracy, unbiased, and consistent, it is necessary to test the classical assumptions (Juliandi et al., 2014).

Normality Test

The normality test is used to test whether the research sample conducted or the dependent variable and the independent variable both have a normal distribution relationship or not. The probability plot graph can be seen in the following figure:

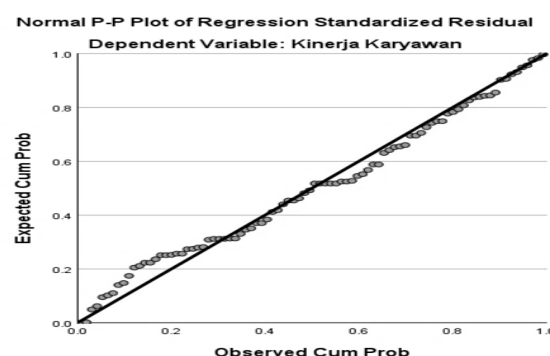


Figure 2: Normality test

Source: The primary data source processed by author, 2024

Based on Figure 2 in the normal p-plot graph, it can be seen that the points spread around the diagonal line and the distribution is not too far or wide, therefore it can be concluded that the residual value of the data is normally distributed, so the regression model fulfils the assumption of normality.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. To detect the presence or absence of multicollinearity in the regression model, it can be seen from the Tolerance value and Variance Inflation Factor (VIF). Multicollinearity is when the tolerance value is ≤ 0.10 or equal to the Variance Inflation Factor (VIF) value ≥ 10 . For example, a tolerance value of 0.10 is equal to a collinearity level of 0.95 (Ghozali, 2018: 108).

Table 3. The Multicollinearity Results Test

Table 1. The Multicollinearity Results Test								
		Coefficients ^a			t	Sig.	Collinearity Statistics	
Model		Unstandardized Coefficients	Standardized Coefficients				Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2.428	2.954		.822	.414		
	Supervision	.375	.115	.334	3.252	.002	.309	3.234
	Teamwork	.470	.153	.292	3.071	.003	.361	2.768
	Human Resource Development	.247	.134	.198	1.837	.070	.280	3.568
	Career Development	.151	.138	.124	1.093	.278	.252	3.974

a. *Dependent Variable:* Kinerja Karyawan

Source: The primary data source processed by author, 2024

Based on table 3 above, there is no multicollinearity; tolerance value ≤ 0.10 or Variance Inflation Factor (VIF) value ≥ 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. There are several ways that can be done to test heteroscedasticity, namely the plot graph test, park test, glejser test and white test. The test in this study uses a Plot Graph between the predicted value of the dependent variable, ZPRED, and the residuals SRESID.

From the findings of the heteroscedasticity test above the scatterplot graph presented in the figure above, it can be seen that the points spread randomly and do not form a certain clear pattern and are scattered both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model.

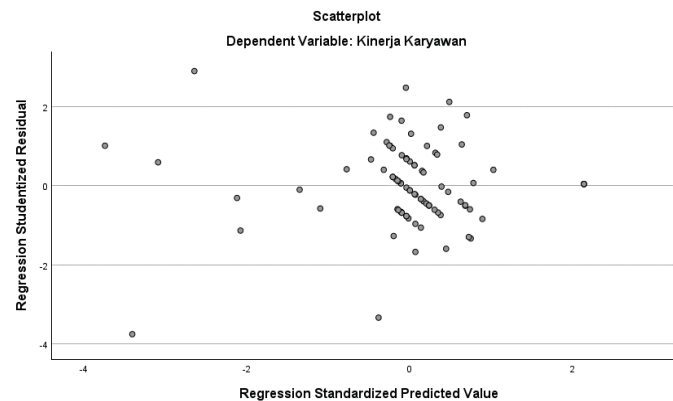


Figure 3: Heteroscedasticity Test

Source: The primary data source processed by author, 2024

Autocorrelation Test

Aims to test whether in the linear regression model there is a correlation between confounding errors in period t and confounding errors in period $t - 1$ (previous). If there is a correlation, it is called an autocorrelation problem (Ghozali, 2018: 108). In this study, to test whether there are symptoms of autocorrelation using the Durbin-Watson test (DW test).

Correlation and Determination Coefficient Test

The correlation coefficient is a statistic that calculates the pair of numbers between X and Y that describe the relationship between the members of the pair (Maria & Chandra, 2023). One of these analyses is Pearson correlation analysis to test the level of relationship from weak to strong between two variables that have normal data distribution (Maria & Chandra, 2023). The coefficient of determination (R^2) essentially measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

**Table 4. The Autocorrelation of Result Tests
Summary Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.812	.803	1.03877

a. Predictors: (Constant), Pengawasan, *Teamwork*,

Source: The primary data source processed by author, 2024

Based on table 4, it is known that the R square value is 0.812 and this means shows that the variables of Supervision (SP), Teamwork (TW), Human Resources Development (HD), and Career Development (CD) simultaneously affect Employee Performance (EP) by 81.2% while the remaining 18.8% is explained by other variables not included in this study.

Table 5. The Standard Interpretation of Correlation Coefficients

Internal	Relationship Level
0.81-1.00	Sangat Tinggi
0.61-0.80	Tinggi
0.41-0.60	Cukup
0.21-0.40	Rendah
0.00-0.20	Sangat Rendah

Source: Widodo et al, 2023

Multiple Linear Regression Analysis

Multiple Linear Regression is used to predict the effect of independent variables on the dependent variable to prove whether there is a functional relationship between these variables. The regression equation can be seen in the output of SPSS version 29.

Table 6. The Multiple Linear Regression Analysis Results

Model	<i>Coefficients^a</i>			t	Sig.
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	B	Std. Error	Beta		
1 (Constant)	5.763	2.168		2.659	.009
Supervision (X1)	.278	.085	.290	3.273	.002
Teamwork (X2)	.847	.106	.589	7.982	<.001
Human Resource Development (X3)	.255	.084	.274	3.057	.003
Career Development (X4)	.329	.101	.318	3.259	.002

Source: The primary data source processed by author, 2024

$$Y = 5,763 + 0,278 X1 + 0,847 X2 + 0,255 X3 + 0,329 X4 + e$$

The interpretation of the regression model above is:

- a = 5,763. If supervision, teamwork, HR development and career development are equal to 0 (zero) or constant (no increase or decrease) then the employee performance obtained is 5.763
- X1 = 0,278. If supervision increases by 1 (one unit), employee performance will increase by 0.278..
- X2 = 0,847. If teamwork increases by 1 (one unit), employee performance will increase by 0.847.
- X3 = 0,255. If HR development increases by 1 (one unit), employee performance will increase by 0.255.
- X4 = 0,329. If career development increases by 1 (one unit), employee performance will increase by 0.329.

Test t (Partial)

The t statistical test basically shows how far the influence of one independent variable individually in explaining the dependent variable.

Table 7. The Test t Result

		<i>Coefficients^a</i>			t	Sig.
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
		B	Std. Error	Beta		
1	(Constant)	5.763	2.168		2.659	.009
	Supervision (SP)	.278	.085	.290	3.273	.002
	Teamwork (TW)	.847	.106	.589	7.982	<.001
	Human Resource Development (HD)	.255	.084	.274	3.057	.003
	Career Development (CD)	.329	.101	.318	3.259	.002

Source: The primary data source processed by author, 2024

- The findings of the Supervision (SP) factor have a partial count of $3.273 > t$ table 1.9889 and a significance of $0.002 < 0.05$. This means that there is a significant impact of Supervision (SP) on Employee Performance (EP).
- Teamwork (TW) factor findings partial count magnitude $7.982 > t$ table 1.9889 and significance magnitude $0.001 < 0.05$. This means that there is a significant impact of teamwork (TW) on employee performance (EP).
- The findings of the Human Resource Development (HD) factor have a partial count of $3.057 > t$ table 1.9889 and a significant amount of $0.003 < 0.05$. This means that there is an impact of Human Resource Development (HD) significantly on Employee Performance (EP).
- The findings of the career development factor (CD) partial count value of $3.259 < t$ table 1.9889 and a significant amount of $0.002 < 0.05$. This means that there is a significant impact of Career Development (CD) on Employee Performance (EP).

F Test (Simultaneous)

This test is conducted to determine whether the independent variables simultaneously have a significant effect on the dependent variable.

Table 8. The Result F Test

		<i>ANOVA^a</i>			F	Sig.
Model		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>		
1	Regression	386.216	4	96.554	89.482	<.001 ^b
	Residual	89.560	83	1.079		
	Total	475.776	87			

b. Predictors: (Constant), Pengawasan, Teamwork, Pengembangan SDM, Pengembangan Karier.

Source: The primary data source processed by author, 2024

From the analysis results, it was found that the amount of Fcount $89.482 > F$ table 2.48 and a significant amount of $<0.001 < 0.05$. This means that H_0 is rejected and H_a is accepted so that

Supervision, Teamwork, Human Resources Development, Career Development simultaneously have a significant impact on Employee Performance.

5. Conclusions

Based on the results of the partial analysis, it is obtained that the partial count of the supervision factor has a positive and significant impact on employee performance, the findings of this study are in line with the findings of Hamdi (2016) which states that supervision has a positive and significant effect on employee performance. Teamwork has a significant impact on employee performance, the findings of this study are in line with the findings of Manzoor, et al. (2011). Human Resource Development has a significant impact on employee performance the findings of this study are in line with the findings of Panjaitan (2017). Supervision, teamwork, human resource development, career development simultaneously have a positive and significant impact on employee performance. The findings of this study are in line with the findings of the Hamdi (2020), Panjaitan (2017) studies which state that supervision, teamwork, human resource development, career development have a positive and significant impact on employee performance. Limitations in this study: (a) The research was only conducted in shipyard companies in the future it can be done in manufacturing companies or types of service companies; (b) the number of samples in this study is small; (c) the independent variables are only four while there are still many other factors that can be studied to determine the improvement of employee performance, for example adding mediation and moderation variables in future research. Some suggestions from researchers: (a) in the supervision factor, the company is expected to be stricter in implementing regulations on the use of safety equipment; (b) in the teamwork factor that needs to be considered is to accept opinions from various key parties to build good cooperation; (c) in the human resource development factor, the company can increase training for employees so that employees get increased expertise in accordance with their work; (d) in the career development factor, it is hoped that the company will carefully sort out employees with skills, performance, and potential that deserve to be promoted to a better position; (e) in the employee performance factor, it is expected to pay more serious attention to employee performance for the sustainability of the company so that the company will be maximised in achieving its goals.

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