

THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION AND COLLABORATION ON EMPLOYEE PERFORMANCE IN PT DUNIA RAJAWALI MAKMUR BATAM

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Abstract: This study aims to analyze the influence of work discipline, work motivation, and collaboration on employee performance at PT Dunia Rajawali Makmur Batam. Work discipline is understood as employee compliance with the rules and regulations applicable within the company, while work motivation is an internal and external drive that encourages individuals to work optimally. Meanwhile, collaboration reflects harmonious relationships, cooperation, and a sense of belonging among employees that can support the creation of a conducive employee collaboration. Employee performance in this study is defined as work results achieved in accordance with the standards set by the company. The results of the study indicate that these three factors have a positive influence on improving employee performance. Thus, companies need to pay attention to aspects of discipline, increase motivation, and foster a culture of collaboration to achieve optimal productivity and performance.

Keywords: Work discipline, work motivation, collaboration, employee performance.

1. Introduction

Companies in an era of global competition are required to improve employee performance as a key organizational asset. Optimal employee performance impacts company productivity and its continued competitiveness in the market. According to Armstrong, employee performance is influenced by various factors, both individual and collective, making understanding the determinants of performance crucial in human resource management (Armstrong, 2020).

One important factor influencing performance is work discipline. Discipline reflects employee compliance with company rules, regulations, and standards. Good discipline can create order and consistency in achieving work targets. Employees with a high level of discipline tend to demonstrate greater responsibility, thereby increasing work effectiveness and efficiency (Hasibuan, 2019).

Besides discipline, work motivation is also a dominant factor in driving improved employee performance. Motivation can stem from internal or external forces that drive someone to work toward a specific goal. When employees are strongly motivated, whether by intrinsic needs or extrinsic rewards, their productivity and loyalty to the company will increase (Robbins & Judge, 2019).

On the other hand, collaboration or a sense of belonging within employee teamwork also plays a crucial role in improving performance. Collaboration reflects harmonious relationships, cooperation, and solidarity among employees, which can create a conducive work environment. Employee teamwork that fosters collaboration builds team cohesion and strengthens collective spirit to achieve shared goals (Sutrisno, 2020). Based on this background, this study was conducted to analyze the influence of work discipline, work motivation, and collaboration on employee performance at PT Dunia Rajawali Makmur Batam.

This research is expected to provide theoretical contributions to the development of human resource management science and provide practical benefits for the company in designing strategies to improve employee performance (Mangkunegara, 2017).

2. Literature Review

1) Employee Performance

Employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the company, Sutrisno (in Putri and Ratnasari, 2019). Performance is the result of a process or the overall level of success during a period in carrying out one's duties, which is carried out both in terms of quality and quantity. (Ramadhani and Kamilah, 2021).

Performance is a description of the level of achievement of the implementation of an activity, or program or policy in realize target, objective, vision And The organization's mission is stated in an organization's strategic plan (Sulaiman and Asanudin, 2020). Based on the definition above, it can be concluded that performance is a reflection of how individual employees are assessing whether they have optimally carried out their duties and responsibilities.

According to Robbins (Mulang, 2023) performance can be measured through the following indicators:

- a. Quality, this can be measured from employee perceptions of employee skills and abilities.
- b. Quantity Work, amount work Which can completed so that effectiveness and efficiency can be implemented well in accordance with company goals.
- c. Punctuality, the level of activity completed at the beginning of the stated time, this is seen from the perspective of coordination with the results (*output*) and maximizing the time available for other activities.
- d. Effectiveness, the level of use of organizational resources (money, manpower, technology, and raw materials) that is maximized with the aim of increasing the results of each unit in the use of resources.
- e. Independence, the degree to which an employee can carry out their work functions and demonstrates work commitment. This refers to the degree to which an employee demonstrates commitment to work and responsibility towards the company.
- f. Teamwork, measures an employee's ability to work with coworkers and contribute to a team.
- g. Initiative, measures the employee's ability to find solutions and provide new ideas.

2) Work Discipline

According to Sutrisno (in Ramadhan, 2022), work discipline is a person's behavior that complies with regulations and existing work procedures, or attitudes, behavior, and actions that comply with organizational regulations, both written and unwritten. According to Afandi (in Zultilhansyah and Haryanti, 2020), work discipline is part of employee compliance with all regulations established by the company.

Siswanto (in Nurjaya, 2021) defines work discipline as an attitude of respecting, appreciating, obeying, and complying with applicable regulations, both written and unwritten, as well as being able to carry them out and not evading sanctions if one violates the duties and authority given to him. Based on the definition above, it can be concluded that work discipline is part of employee obedience to all regulations set by the company, both written and unwritten.

3) Work Motivation

According to Hasibuan (Febrianti, NR 2020), work motivation is the provision of driving force that will create a passion for work for someone so that they are willing to be invited to cooperate, and work effectively and of course integrated with all efforts to achieve satisfaction. Meanwhile, according to (Andika, 2019), it is explained that the definition of work motivation is one of the things that can influence from behavior man, motivation often called Also as a driver, desire, supporter or need that can motivate someone.

According to Afandi (Zultilhansyah and Haryanti, 2020) Work motivation is a desire that arises from within a person or individual because they are inspired, encouraged, And pushed For do activity with sincerity, like heart, and seriously so that the results of the activities carried out get the desired results. Good And quality. Based on understanding on, so that can it is concluded that motivation Work is encouragement in self somebody so that performance Employees are enthusiastic about achieving their goals.

4) Employee Collaboration

Employee Collaboration can be understood as an attitude of mutual support, cooperation, and harmonious relationships between individuals within the employee cohesion. This cohesion creates a conducive atmosphere, where each employee feels like an important part of the organization and plays a role in achieving common goals (Sutrisno, 2020).

In an organizational context, Collaboration also implies solidarity and a strong sense of belonging among employees. Collaboration fosters trust, strengthens communication, and reduces conflict within the team. With collaboration, employees collaborate more easily and are able to maximize their collective potential for better work results (Robbins & Judge, 2019).

Furthermore, Collaboration not only impacts interpersonal relationships but also influences the work climate and organizational culture. Employee collaboration that emphasizes collaboration will create a more positive work atmosphere, increase job satisfaction, and foster employee commitment to the company. This ultimately contributes to improved overall performance (Mangkunegara, 2017).

Employee Collaboration can also be viewed as a form of social capital within an organization. This social capital serves to strengthen networks of relationships between individuals, foster mutual trust, and build sustainable collaboration. Thus, collaboration is a strategic factor in building synergy between employees and the company (Putnam, 2000).

3. Research Methods

Method, Population and Sample

The research method used in this study is quantitative research. Quantitative research is the activity of collecting, processing, analyzing, and presenting data based on the amount or quantity carried out objectively to solve a problem or test a hypothesis to develop general principles, according to Sugiyono in (Duli, 2019). The method used in this study is the survey method, which is a research method used to solve a problem with statements that have been observed. The survey method uses a questionnaire as a data transfer tool, the statements submitted in the questionnaire will be distributed directly to respondents who are willing to fill out the questionnaire. A population is a group, individual, object, event, or incident that has certain criteria and for which the research results are used (Rasyid, 2022: 126). In this study, the population is 31 employees at PT Dunia Rajawali Makmur Batam. According to Siregar, a sample is the number of characteristics in a population. If the population is large, it is impossible for researchers to study all of the population. Therefore, researchers can use samples

that represent the population (Duli, 2019: 56). In this study, the researcher used a saturated sampling technique, namely all 31 employees of PT Dunia Rajawali Makmur Batam.

1. Data collection technique

Technique collection data is process A study And become part Which important. Technique must Correct And in accordance with method so that results Which achieved in accordance with objective beginning or hypothesis Which Already determined (Sahir, 2021: 36) . Technique collection data ada study this is a study Literature and Questionnaire. Library research is technique technique collection data with method learn various reference literature Which related with research. Questionnaire is instrument statement Which packed based on tool measuring, gather data questionnaire very efficient, Where respondents answer statement Which has made the answer by researchers (Sahir, 2021:37) .

2. Data Analysis Techniques

In study quantitative, analysis data is activity after data from all over respondents or source data other collected. Analysis data grouping data based on variables And type respondents, tabulate data based on variables And all over respondents, serve data each variables, do calculation For answer formulation problem, as well as do calculation For test hypothesis Which has submitted (Sugiyono, 2019:147) . Technique analysis data on study quantitative use statistics.

a. Validity and Reliability Test

Validity is criteria Which most Christian And show as far as where something instrument measure What Which should measured (Duli, 2019:104) . In a way special validity study quantitative rooted on view empiricism Which emphasize on proof, objectivity, truth, education, reason, fact And data numeric (Budiasuti & Bandur, 2018:146) . Reliability is test Which used For detect as far as where measurement still consistent If implemented two time or more to symptom Which The same as well as use tool measuring Which The same (Duli, 2019:106) . A instrument study it is said reliable, If instrument the can produce score/value Which consistent on every measurement. With thus tool measurement the still produce measurement Which consistent in time Which different (Budiasuti & Bandur, 2018:210) . Level test reliability variables can reviewed from *output* statistics *Cronbach Alpha* (α). A variables can it is said reliable when get mark *Cronbach Alpha* > 0.06 . The more mark *alpha* approach 1 so mark reliability instrument the can trusted (Duli, 2019:106) .

b. Classical Assumption Test

Test normality is testing about normality distribution data. Use test normality on analysis statistics parametric, assumptions Which must owned by data is that data the must distributed with normal. Meaning data distributed in a way normal is that data will follow form distribution normal (Sinambela, 2021:429) . Test multicollinearity aim For see There is or whether or not correlation Which tall between variables free in One model regression linear multiple. If There is correlation Which tall between variables freedom, so connection between variables free with variables tied become disturbed, Widarjono (in Duli, 2019:120) .

c. Multiple Regression Analysis

Analysis regression multiple is technique Which used For measure effect two or more variables independent on variables dependent single Which measured on scale ratio, for example effect on income Which influenced by age, education, ethnic, area life, And gender. Through program SPSS, calculation mathematics Which complicated For analysis This done in a way automatic. Where, assumed There is connection lead come back between variables independent Good in a way positive Which counted in calculation (Hardani *et al.* , 2020:394) . Which is equality

regression linear multiple in One study is: $Y = a + \beta_1 X_1 + \beta_2 X_2 + e \dots$. Where Y = Variables pending, a = Parameter Constant, β_1 , β_2 = Parameter Estimator, X_1 , X_2 = Variables Independent, e = standard error (Sinambela, 2021:441) .

3. Hypothesis Proof

Hypothesis is A statement Which Still weak the truth, by because That, so need tested the truth. Hypothesis can interpreted as suspicion to connection two variables or more according to Sugiyono (in Duli, 2019:130) .

a. Testing hypothesis in a way partial (test t)

Test t used For know whether in a way partial/individual variables independent influential to variables dependent. In matter This used test t (*t e s t*) with level of confidence 95% And level error (a) 5% (Sinambela, 2021, p. 442) . As for criteria Which used testing the, between other (Sinambela, 2021:443) :

- 1) When mark $t_{count} > t_{table}$ so that H_0 rejected And H_a accepted, Which means variables free own influence positive And significant to variables bound.
- 2) When mark $t_{count} < t_{table}$ so that H_a rejected And H_0 accepted, Which means variables free No own influence positive And significant to variables bound.
- 3) When mark significance > 0.05 so that H_0 accepted And H_a rejected, Which means variables free No own influence to variables bound.
- 4) When mark significance < 0.05 so H_a accepted And H_0 rejected Which means variables free own influence positive And significant to variables bound.

b. Testing hypothesis In a way Simultan (test F)

Test F done with objective know whether in a way simultaneously variables independent influential to variables dependent. Test F on levels significance certain (If $\alpha = 5\% = 0.05$) For all variables free in a way simultaneous. Testing done with method compare mark F_{count} to size mark F_{table} (Sinambela, 202:444) . As for criteria testing, between other:

- 1) When mark $F_{count} > F_{table}$ so hypothesis *alternative* accepted, And hypothesis zero rejected, It means variables free (X) influential positive And significant to variables bound (Y).
- 2) When mark $F_{count} < F_{table}$ so hypothesis *alternative* rejected and hypothesis zero accepted, It means variables free (X) No influential positive And significant to variables bound (Y).
- 3) When mark significance < 0.05 so hypothesis *alternatives* accepted, And hypothesis zero rejected It means variables free (X) influential positive And significant to variables bound (Y).
- 4) When mark significance > 0.05 so hypothesis *alternative* rejected And hypothesis zero accepted rejected, It means variables free (X) No influential positive And significant to variables bound (Y).

c. Test R^2 (Coefficient Determination)

Coefficient determination Which often symbolized with R^2 on in principle see big influence variables free to variables bound. When number coefficient determination in model regression Keep going become small or the more near with zero means the more small influence all variables free to variables bound or mark R^2 the more approach 100% means the more big influence all variables free to variables bound. As for formula coefficient determination as following (Sahir, 2021, p. 62) :

$$KP = r^2 \times 100\%$$

Where:

KP = Mark coefficient determination

R^2 = Mark coefficient Correlation

4. Results And Discussion

1. Results Test Analysis Regression Linear Multiple

**Tabel 1. Results Test Analysis Regression Linear Multiple
 Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,857	4,579		2,589	.015		
	X1	.677	.172	.621	3,933	.001	.844	1,184
	X2	.245	.131	.329	3,866	.013	.677	1,476
	X3	-.306	.134	-.418	-2,280	.031	.628	1,592

a. Dependent Variable: Y

$$Y = 11.857 + 0.677X_1 + 0.245X_2 - 0.306X_3 + e$$

Function regression the explain that:

1. Employee Performance variable (Y) is 11.857 meaning if the variable Work discipline (X₁), Work motivation (X₂), and Employee Collaboration (X₃) have a constant value of 0, then the Employee Performance variable (Y) value is 11.857.
2. The correlation coefficient value of the independent variable work discipline (X₁) is 0.677 with mark significant $0.001 < 0.05$. It means If mark variables If work discipline changes by one unit, employee performance will increase or decrease by 0.677.
3. The correlation coefficient value of the independent variable work motivation (X₂) is 0.245 with mark significant $0.013 < 0.05$. It means If mark variables If work motivation changes by one unit, employee performance will increase or decrease by 0.245.
4. The correlation coefficient value of the independent variable Employee Collaboration (X₃) is 0.306 with mark significant $0.031 < 0.05$. It means If mark variables If employee Collaboration changes by one unit, employee performance will increase or decrease by -0.306.

2. Results Test Hypothesis

1) Test Partial (Test t)

**Tabel 2. Test Partial (Test t)
 Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,857	4,579		2,589	.015		
	X1	.677	.172	.621	3,933	.001	.844	1,184
	X2	.245	.131	.329	3,866	.013	.677	1,476
	X3	-.306	.134	-.418	-2,280	.031	.628	1,592

- a. Based on the table above, it can be seen that the calculated t value from work discipline (X₁) of $3.933 > t_{table} 1.696$ and a significance value of $0.000 < \alpha 0.05$. Therefore, H₀ is rejected and H_a is accepted, meaning that it can be concluded that the work discipline variable has a positive and significant effect on employee performance.
- b. Based on the table above, it can be seen that the calculated t value from work motivation (X₂) of $3.866 > t_{table} 1.696$ and a significance value of $0.000 < \alpha 0.05$. Therefore, H₀ is rejected

and H_a is accepted, meaning that it can be concluded that the work motivation variable has a positive and significant effect on employee performance.

- c. Based on the table above, it can be seen that the calculated t value from Employee Collaboration (X_3) of $-2.280 < t_{\text{table}} 1.696$ and a significance value of $0.000 < \alpha 0.05$. Therefore, H_0 is accepted and H_a is rejected, meaning that it can be concluded that the Employee Collaboration variable has a negative effect on employee performance.

2) Test Simultan (Test F)

Tabel 3. Test Simultan (Test F)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	593,727	3	197,909	6,816	.001 ^b
	Residual	783,951	27	29,035		
	Total	1377.677	30			

The results of the table above show that the calculated F value for the independent variables of work discipline, work motivation and employee collaboration is 6.816 with a significance level of 0.001. This significance value is smaller than α (0.05), and the calculated F $6.816 > F_{\text{table}} 2.91$ then H_0 is rejected and H_a is accepted. This means that work discipline, work motivation, and employee collaboration simultaneously have a positive and significant influence on employee performance at PT Dunia Rajawali Makmur, Batam City.

3) Coefficient Determination (R^2)

Tabel 4. Coefficient Determination (R^2)

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.656 ^a	.431	.368	5,388	.431	6,816	3	27	.001	1,482

a. Predictors: (Constant), X_3 , X_1 , X_2

Judging from the table above, it shows that the coefficient of multiple determination (R^2) or Adjusted R Square is 0.431. This shows that in a way collaboration 43.1 % change variables performance employee explained by the variables of work discipline, work motivation and employee collaboration. In other words, the influence variables free on the dependent variable is equal to 56.9 %

Discussion

The influence of work discipline on employee performance at PT Dunia Rajawali Makmur Batam. Based on my research, work discipline has a partial positive and significant effect on employee performance. This has been proven in research using SPSS version 26 output, with a calculated t -value of 0.05. $3.933 > t_{\text{table}} 1.696$ and a significance value of $0.001 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted. The results of the study above are in line with the results of research conducted by Shihab *et al.*, 2022 with the title "The Effect of Work Discipline, Work Motivation and Employee collaboration on Employee Performance at PT So Good Food Manufacturing in Tangerang Regency. The calculated t value is 2.610 and the table t value is 3.645. Therefore, the calculated t value is greater than the table t value, and the significance value is $0.010 < 0.05$, indicating that work discipline has a significant effect on employee performance.

The influence of work motivation on employee performance at PT Dunia Rajawali Makmur Batam. Based on my research, work motivation has a partial positive and significant effect on employee performance. This has been proven in the research through the results of SPSS version 26 output, with a calculated t-value. $3.866 > t_{table} 1.696$ and a significance value of $0.013 < 0.05$, it can be concluded that H_0 is accepted and H_a is rejected. The results of this study are in line with Karolina Ngole, 2024, entitled The Influence of Work Discipline, Work Motivation, and Supervision on Employee Performance at PT Energi Listrik Batam. The results of partial hypothesis testing show that work motivation has a positive and significant effect on employee performance at PT Energi Listrik Batam. This is evidenced by the calculated t value $< t_{table} (-0.465 < 2.001)$ with a significance level of $0.000 < 0.05$.

The influence of employee collaboration on employee performance at PT Dunia Rajawali Makmur Batam. Based on my research, employee collaboration partially has a negative and significant effect on employee performance. This has been proven in research through the output of SPSS version 26, with a calculated t-value. $-2.280 > t_{table} 1.696$ and a significance value of $0.031 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted. The results of this study are in line with Ayu Afrianti, 2020. The title is about the influence of Employee Collaboration on employee performance at PT Indah Logistik Pekanbaru. Based on the results of the researcher and discussing in this study, it is known that the Employee Collaboration variable has a significant influence on employee performance at PT Indah Logistik Pekanbaru which is aimed at a significant test, namely $t_{count} > t_{table}$ of $10.196 > 2.020$ and from the Employee Collaboration variable on employee performance of 71.7%.

There is a positive and significant influence of work discipline (X1), work motivation (X2) and Employee Collaboration (X3) on employee performance (Y) at PT Dunia Rajawali Makmur Batam. Both work discipline, work motivation and Employee Collaboration have a positive and significant influence on employee performance at PT Dunia Rajawali Makmur in Batam. This has been proven in this study, in the SPSS version 26 output based on the results of the F-test obtained a calculated F value of 6,816 with a sig. level of 0.001. The significance value is smaller than $\alpha (0.05)$ and the calculated F $6.816 > F_{table} 2.91$, so H_0 is rejected and H_a is accepted. The results of this study are in line with those conducted by Kevin Arasy Ramadhan, 2018. The title is about the influence of motivation, work discipline, and employee collaboration on employee performance at PT Finnet Indonesia. The results of this study indicate that motivation, work discipline, and employee collaboration have a simultaneous and significant effect $F < (0.000 < 0.05)$ and an adjusted R-square of 0.310. This means that the contribution of motivation, work discipline, and employee collaboration is 31%. While the remaining 69% is explained by other variables outside this study.

5. Conclusion

Based on the results of observations and analysis of the results of data processing that have been carried out on 31 respondents with the title The Influence of Work Discipline, Work Motivation and Employee Collaboration on Employee Performance at PT Dunia Rajawali Makmur Batam, the following conclusions can be drawn:

1. Based on analysis data, model regression Which produced is:

$$Y = 11.857 + 0.677X_1 + 0.245X_2 - 0.306X_3 + e$$

2. Partially, work discipline has a positive and significant effect on employee performance. This is based on the uij t with a calculated t value of $3.933 < t_{table} 1.696$ and a significance value of $0.001 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted. This means that the more attention is paid to work discipline at PT Dunia Rajawali Makmur Batam, the more employee performance will improve.

3. Partially, work motivation has a positive and significant effect on employee performance at PT Dunia Rajawali Makmur in Batam. This is based on a t-test with a calculated t of $3.866 > t_{\text{table}} 1.696$ and a significance value of $0.013 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that the better the work motivation at PT Dunia Rajawali Makmur Batam, the better the employee performance.
4. Partially, employee collaboration has a negative and significant effect on employee performance at PT Dunia Rajawali Makmur Batam. This is based on the t-test with a calculated t of $-2.280 > t_{\text{table}} 1.696$ and a significance value of $0.031 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that the higher the Employee Collaboration at PT Dunia Rajawali Makmur in Batam, the better the employee performance.
5. Simultaneously, work discipline, work motivation, and employee collaboration have a positive and significant effect on the performance of PT Dunia Rajawali Makmur employees in Batam City. This is based on the simultaneous test obtained F_{count} of $6.816 > F_{\text{table}} 2.91$ and a significance value of $0.001 < 0.05$ meaning H_a is accepted and H_0 is rejected. And the coefficient of determination (R^2) shows that the independent variable contributes 43.1% while the remaining 56.9% is influenced by other factors not examined in this study. The conclusion above confirms that simultaneously (together) the variables of work discipline, work motivation, and employee collaboration have a positive and significant effect on the performance of employees at PT Dunia Rajawali Makmur Batam.

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