

**EFFECT OF TEAM WORK AND FINANCIAL COMPENSATION  
ON EMPLOYEE PERFORMANCE AT CV. BIN HAM  
MANDAILING NATAL**

**Nurfatimah<sup>1\*</sup>, Ainun Mardhiyah<sup>2</sup>**

<sup>1,2</sup> Universitas Sumatera Utara

E-mail: <sup>1)</sup> [nfatimah2910@gmail.com](mailto:nfatimah2910@gmail.com), <sup>2)</sup> [ainun.mardhiyah@usu.ac.id](mailto:ainun.mardhiyah@usu.ac.id)

***Abstract***

*This study aims to determine and analyze how the influence of team work and financial compensation on employee performance at CV. Bin Ham Mandailing Natal. This study uses the associative method with a quantitative approach. The sample in this study were all employees of CV. Bin Ham Mandailing Natal as many as 35 respondents. The data analysis method used is validity and reliability test, classical assumption test, multiple linear regression analysis test, hypothesis test through T test and F test, and coefficient of determination test. Based on the results of the study, it was discovered that the Team Work had a partial effect on employee performance, this was evidenced by the value of  $T_{statistic} (3,659) > T_{table} (2,036)$ . While the financial compensation variable has a partial effect on employee performance, this is evidenced by the value of  $T_{statistic} (3,464) > T_{table} (2,036)$ . Based on simultaneous testing, the employee performance variable has a simultaneous effect on Team Work and financial compensation with the  $F_{statistic} 19,352 > F_{table} (3,294)$ , and the R value is 0,740 and the Adjusted R Square in this study is 0,547 while the remaining 45,3% influenced by other factors beyond the study.*

**Keywords:** *Employee Performance, Financial Compensation, Team Work*

## **1. INTRODUCTION**

The performance of an employee will be quite important because the entire series of company activities will be carried out very well if the employees owned by the company have quality performance and don't forget to be accompanied by high enthusiasm. However, even though the quality and performance of human resources (HR) is fairly good, it will definitely not be optimal if it is not supported by other human resources. The success or failure of a company in maintaining its existence starts from how the company's efforts in managing human resources, especially in improving employee performance.

According to Sinambela (2021), organizational success is determined by the quality of the performance of its human resources both individually and in teams. The success of a company cannot be separated from the name of cooperation, especially cooperation in teams or what is often known as Team Work which means activities carried out together in teams to achieve a goal. Teamwork is a form of group cooperation by relying on the skills of each individual in the group which complement each other and are committed to achieving previously agreed targets in order to achieve common goals effectively and efficiently. According to Marpaung (2014) Team Work is the ability to work together to achieve a common vision. The team can also be interpreted as a collection of individuals who form a group and are interdependent with one another, sharing roles and

responsibilities in completing their tasks to achieve common goals. According to Kaswan (2014) in a team, team members hold hands, establish soul bonds, develop each other's imagination and creativity.

Priskilla & Santika (2019) stated that Team Work is a very influential thing on employee performance because teamwork is a form of effort carried out by employees together to achieve targets set by the company. The ability or skill of each employee will be needed in the strength of a team to complete their responsibilities at work. Through Team Work, employees within the company are able to share many things about their knowledge and experience at work. In addition, Team Work is also the most important thing in efforts to improve the quality of employee performance and avoid miscommunication that can occur between employees and leaders.

CV. Bin Ham Mandailing Natal is a business unit engaged in the natural stone industry which is experiencing problems within the company, especially on the problem of teamwork or Team Work. Employees have gone on strike because several team members did not contribute enough in carrying out their responsibilities at work. This was triggered by the compensation given by the company to several employees whose performance was considered good, causing jealousy of other employees who did not receive compensation. In 2019, CV. Bin Ham is considered to be in a critical period because several employees are on strike considering that this company will not carry out a good job without good teamwork.

Many employees finally chose to resign and some were laid off (termination of employment) in 2019. This is because the company is in a period of increasing purchases from other companies and is in need of a lot of staff who are serious about carrying out their responsibilities in work. Therefore the company cleans up workers who don't contribute enough to their work and are replaced with other employees who really want to work seriously. Apart from several employees who chose to strike and resign from their jobs, there are also quite a few employees who are motivated to work even harder when they see other employees getting compensation for their hard work.

Team Work is very basic in the implementation of the company system CV. Bin Ham. This is because the work system at this company cannot be run by one individual, especially in the process of taking raw materials to processing these raw materials. The process is carried out with the involvement of the skills of each employee to achieve maximum results and in accordance with predetermined targets and those requested by other companies that work with CV. Bin Ham.

The division of fields or work divisions in this company has been determined from the start to create several teams or groups that are able to work well together to carry out their respective duties and responsibilities. So, if a few people are weak in carrying out their responsibilities, it will greatly affect the achievement of the company because the demands of customers are increasing every month.

Team Work and financial compensation specified in the CV. Bin Ham should aim to encourage employees to produce better performance. In fact, there are still many differences of opinion and perspectives from each employee of CV. Bin Ham Mandailing Natal which can harm the company. So this is what causes the performance that is not maximally produced by employees. Based on this, this study aims to find out and analyze how team work and financial compensation influences employee performance at CV. Bin Ham Mandailing Natal.

## **2. LITERATURE REVIEW**

### **2.1. Team Work**

According to Sinambela (2021) Team Work is a group of employees that is systematically managed by a team leader or manager and is responsible for providing guidance to all members. This allows employees to be most productive by providing maximum direction, guidance, motivation and inspiration to ensure that each delegated task can be completed properly and correctly.

According to Santoso & Auromiqo (2020) Team Work is the most important factor in the smooth operation of an organization. Successful teamwork is achieved when employees can overcome competition and always focus on different perspectives, skills and expertise with the aim of eliminating competition and quickly mastering emerging problems and challenges. Team Work is the most effective way for all employees to work together to complete their tasks in order to achieve company goals with better results. According to Pandelaki (2018), Team work is indicated by the presence of several people who work together within the organization and share the same vision and mission to achieve the targets to be achieved within the organization.

Referring to the opinions explained by some of the experts above, it can be concluded that Team Work is a group of employees or employees who are collected in one place and then form a group or team to meet the demands of the company's needs with the expertise of each employee who is different and different skill levels who are put together. within the group to be able to achieve the vision and mission of the company with effective and efficient cooperation.

### **2.2. Financial Compensation**

According to Hasibuan, Malayu (2019:198) compensation is all income in the form of money or goods, which is directly received by employees as a reward for their services that have been provided to the company to achieve company goals. According to Pangabean et al. (2022), compensation is everything received by employees that is paid directly by the company in the form of salaries, wages, incentives, bonuses, premiums, treatment, insurance and others of the same kind. According to Rivai & Sagala (2017) financial compensation consists of direct and indirect compensation, compensation is a right for employees and it is the company's obligation to pay it. Direct compensation provided can be in the form of salaries, wages, and incentives.

According to Rivai & Sagala (2017) Financial Compensation consists of direct and indirect compensation, compensation is a right for employees and it is the company's obligation to pay it. Direct compensation provided can be in the form of salary, wages, and incentives. Financial compensation is a form of compensation paid to employees in the form of money or services they contribute to their work (Bangun, 2012).

### **2.3. Employee Performance**

According to Mangkunegara (2017:9) defining employee performance is the quality and quantity of work that has been achieved by an employee in carrying out his duties in accordance with the responsibilities entrusted to him. Meanwhile, according to Kasmir (2016:182) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities that have been given. Meanwhile, according

to Busro (2020) performance is successful work shown by employees with their effort to fulfill the duties and obligations.

Rivai and Basri in Masram (2017:138) performance is the overall result of a person's success during a certain period in carrying out tasks with various possibilities, such as work standards, targets or goals as well as predetermined criteria that have been mutually agreed upon. According to Byars and Rue in Hendriani & Tantra (2014) performance is the degree of task arrangement that regulates one's work. As such, performance becomes the availability of a person to carry out activities in accordance with their responsibilities in accordance with the expected results. In the end, the work produced by employees is closely related to the organization's strategic goals, customer satisfaction, and can make a contribution.

The collection of opinions of several experts states that performance is a result of work that has been achieved by an employee with predetermined standards in a certain period. Education level, ability, work experience, motivation, customer satisfaction influence performance. It is expected that performance can produce work of high quality with work standards. Companies look for an employee's performance depending on the motivation and personal satisfaction of the employee. Motivation is often the forgotten variable, it is the motivation of the employee's desire that causes him to take action to achieve goals.

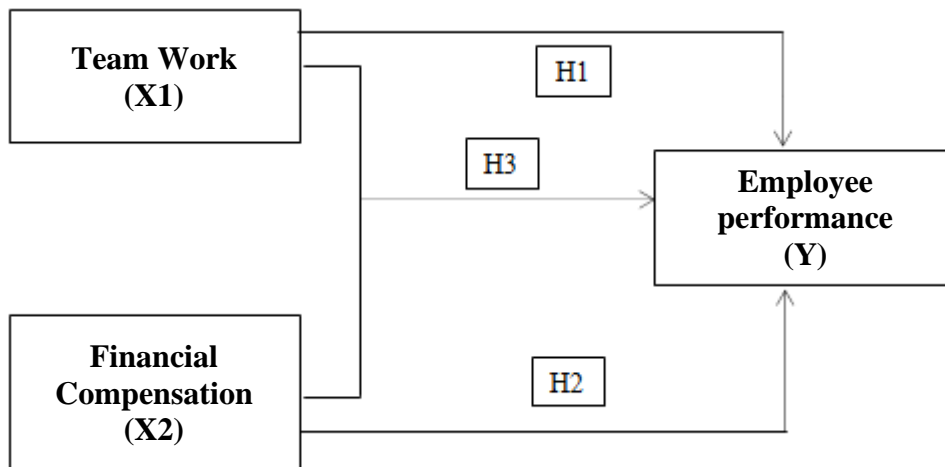
### **3. RESEARCH METHODS**

The form of research used in this research was quantitative with an associative approach. This method emphasizes testing theories through measuring research variables with numbers and performing analysis with statistical procedures. Sugiyono (2017:8) stated that the quantitative research method was a research method based on the philosophy of positivism which will be used to research certain groups and samples that were quantitative in nature and aim to demonstrate predetermined hypotension.

The location of the research was carried out at CV. Bin Ham Mandailing Natal, whose address in Aek Banir Village, Panyabungan District, Mandailing Natal Regency, North Sumatra Province. The population was a generalization area and consists of objects and subjects with a certain number and characteristics. The objects and subjects were investigated by researchers and determined to draw conclusions (Sugiyono, 2017:80). Hence, the population in this study were employees of CV. Bin Ham Mandailing Natal which consists of 35 employees.

The sampling method used in this study was a non-probability sampling method. It was a sampling technique that did not offer equal opportunities for every item or member of the population that was selected as a sample. The non-probability sampling method used was the saturated sample method. According to Sugiyono (2018) A saturated sample was a sampling technique when all members of the population were used as samples. This was often done when the population was relatively small, with 35 respondents who were all employees of CV. Bin Ham Mandailing Natal.

The relationship between the independent and dependent variables can be illustrated in the following constellation diagram:



Source: Processed by the Author (2022)

**Figure 1. Framework of thinking**

## 4. RESULTS AND DISCUSSION

### 4.1. Research Results

**Table 1. Results of Partial Significance Test (T Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,984	4,987		-,197	,845
	Team Work (X1)	,787	,215	,464	3,659	,001
	Financial Compensation (X2)	,412	,119	,439	3,464	,002

a. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results (2022)

- 1) It is known that the regression coefficient value of the Team Work variable is 0.787, which is positive. This means that Team Work has a positive effect on Employee Performance. It is known that the value of  $T_{\text{statistic}}$  from Team Work is 3,659 and the value of Sig. is 0.001, i.e. < a significance level of 0,05, so team work has a significant effect on employee performance.
- 2) It is known that the regression coefficient value of the financial compensation variable is 0.412, which is positive. This means that Financial Compensation has a positive effect on employee performance. It is known that the  $T_{\text{statistic}}$  value of

Financial Compensation is 3.464 and the Sig. is 0.002, ie  $< 0,05$  significance level, then financial compensation has a significant effect on employee performance.

- 3) From the results obtained and in accordance with the theory, it can be concluded that the variables Team Work (X1) and Financial Compensation (X2) have a positive and significant effect on employee performance.

**Table 2. Simultaneous Significance Test Results (F Test)**

ANOVA <sup>a</sup>						
Model	Sum of Squares	Df	Means Square	F	Sig.	
1	Regression	923,556	2	461,778	19,352	,000 <sup>b</sup>
	Residual	763,587	32	23,862		
	Total	1687,143	34			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Financial Compensation (X2), Team Work (X1)						

Source: Data Processing Results (2022)

Based on the table above, it is known that the value of  $F_{\text{statistic}}$  is 19,352 and the value of Sig. is 0,000. It is known that the  $F_{\text{statistic}}$  value is  $19,352 > F_{\text{table}} 3,294$  and the Sig value is  $0,000 < 0,05$ , so Team Work and Financial Compensation jointly or simultaneously have a significant effect on employee performance.

**Table 3. Coefficient of Determination Results (R2 Test)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	,740 <sup>a</sup>	,547	,519	4,88488
a. Predictors: (Constant), Financial Compensation (X2), Team Work (X1)				
b. Dependent Variable: Employee Performance (Y)				

Source: Data Processing Results (2022)

Based on the results of data processing shown in table 4,36, it is known that:

- 1) A correlation value (R) of 0,740 was obtained, which means that there is a relationship between Team Work (X1) and Financial Compensation (X2) variables on Employee Performance (Y) of 74,0% so that the relationship between variables can be said to be close.
- 2) The value of the coefficient of determination (R-Square) is 0,547. This value means that the Team Work and Financial Compensation variables can influence employee performance by 54,7%, the remaining 45,3% are influenced by other variables or factors not discussed in this study.

## **4.2. Discussion**

### **4.2.1. The Effect of Team Work on Employee Performance at CV. Bin Ham Mandailing Natal**

The regression coefficient value of the Team Work variable is 0.787, which is positive. This means that Team Work has a positive effect on Employee Performance. It is known that the value of Tstatistic from Team Work is 3.659 and the value of Sig. is 0.001, i.e. < a significance level of 0,05, so team work has a significant effect on employee performance at CV. Bin Ham Mandailing Natal. Based on these results, it means that Ha1 is accepted and Ha0 is rejected. The most influential indicator in this variable is communication, this shows that employees are able to understand all the information from the leadership properly. This shows that good reception of information by employees is influenced by communication from company leaders.

Teamwork has an important role in improving employee performance, teamwork can occur and be successful if employees are able to concentrate and have the skills to complete work and problems (Widiyanti, 2017). Teamwork in companies is a form of coordination so that group performance provides maximum results than individual performance (Lawasi & Triatmanto, 2017). This opinion is also supported Setia et al. (2020), that teamwork is a way of completing work in groups through skill and commitment so that work results are better than individual performance. Kelemba et al. (2017) states that with a team, compliance with performance standards can be carried out properly. The research study from Adil & Ab Hamid (2020); Octavia & Budiono (2021); Priskilla & Santika (2019) also prove that teamwork has a positive influence on employee performance.

### **4.2.2. The Effect of Financial Compensation on Employee Performance at CV. Bin Ham Mandailing Natal**

The regression coefficient value of the financial compensation variable is 0.412, which is positive. This means that Financial Compensation has a positive effect on employee performance. It is known that the Tstatistic value of Financial Compensation is 3,464 and the Sig. is 0.002, ie < 0.05 significance level, then financial compensation has a significant effect on employee performance. CV. Bin Ham Mandailing Natal. This shows that Ha2 is accepted and H02 is rejected. The most influential indicators in this variable are incentives, This is seen from the outcome of the study that shows the majority of employees expressly agrees that the incentive wages given by their organization can improve the spirit of work in this work indicate that the greater the incentive wage given the company to employees is better and the performance of his employees.

Compensation is one of the most complex tasks of the personnel function and is also one of the most meaningful aspects both for employees and for the organization (Samudra et al., 2014). Compensation given according to the type of work and work group of employees, then employees will get a certain satisfaction at work. This is supported by opinion Bachrun (2011) that the provision of compensation or remuneration can be given on the basis of individual performance, group performance, or overall company performance. Therefore, these factors must be considered so that performance can be improved.

Compensation in the form of finance then becomes something that is considered important for employees as individuals, because the size of this financial amount is often

considered to reflect the size of the value of their work among the employees themselves, their families and society. Finally, the perception arises that the amount of compensation is more than just a certain amount of money that can be spent to buy a number of goods or services, but financial rewards can mean social honor (Samudra et al., 2014). The results of this study are in line with the results of research which state that partially, financial compensation has a dominant influence on performance (Samudra et al., 2014).

#### **4.2.3. The Effect of Team Work and Financial Compensation on Employee Performance at CV. Bin Ham Mandailing Natal**

In this study, employee performance at CV. Bin Ham Mandailing Natal is measured by four indicators, namely quality of work, quantity of work, responsibility and execution of tasks. Based on the results of the research conducted, in the F Test (Simultaneous Significant Test) which can be seen in table 3, the Team Work (X1) and Financial Compensation (X2) variables have an Fstatistic of 19.352 with a Ftable value of 3.294, which means  $F_{statistic} > F_{table}$ . While the significance value is 0.000, which means it is also lower than 0.5 so it can be concluded that the variables Team Work (X1) and Financial Compensation (X2) together (simultaneously) have a positive effect on Employee Performance (Y) on CV. Bin Ham Mandailing Natal. This shows that the F-test  $H_{a3}$  is accepted and  $H_{03}$  is rejected.

The results of this study are in line with research conducted by Rani Isa Kirana Sitepu (2019). The results of the research that has been done get the same results as this study, namely, Team Work (X1) and Financial Compensation (X2) together (simultaneously) have a positive effect on Employee Performance (Y). In this variable, we found weak indicators of Quality of Work on CV. Bin Ham Mandailing Natal.

Based on the calculation of the coefficient of determination in table 3, it shows that the relationship between the independent variables, namely Team Work (X1) and Financial Compensation (X2) on the dependent variable, namely Employee Performance (Y) has a positive relationship and is classified as very close. The adjusted R Square value of 0,547 or the determinant coefficient value shows that the Team Work (X1) and Financial Compensation (X2) variables are 54,7% while the remaining 45,3% is influenced by other factors beyond this study.

## **5. CONCLUSION**

Based on the results of research and discussion of the influence of Team Work and Financial Compensation on Employee Performance at CV. Bin Ham Mandailing Natal, it can be concluded that:

- 1) The Team Work variable partially has a positive and significant effect on Employee Performance at CV. Bin Ham Mandailing Natal. Based on these results, it means that  $H_{a1}$  is accepted and  $H_{a0}$  is rejected. The most influential indicator in this variable is communication, this shows that employees are able to understand all the information from the leadership properly. This shows that good reception of information by employees is influenced by communication from company leaders.
- 2) Financial Compensation partially has a positive and significant effect on Employee Performance at CV. Bin Ham Mandailing Natal. This shows that  $H_{a2}$  is accepted and  $H_{02}$  is rejected. The most influential indicator in this variable is incentives, this can be seen from the results of the study which showed that the majority of



employees stated that they strongly agreed that the incentive wages provided by the organization to them could increase morale at work. This shows that the greater the incentive wages provided by the company to employees the better the performance of employees.

- 3) Team Work and Financial Compensation variables simultaneously have a significant effect on Employee Performance at CV. Bin Ham Mandailing Natal. Based on these results,  $H_{a3}$  is accepted and  $H_{03}$  is rejected. The most influential indicator in this variable is responsibility, this can be seen from the results of the study which showed that the majority of employees agreed that most employees agreed that employees were able to be responsible for all the work assigned to employees. The results of the coefficient of determination show that the relationship between the independent variables namely Team Work (X1) and Financial Compensation (X2) to the dependent variable, namely Employee Performance (Y) has a positive relationship and is classified as very close.

Based on the results of the research and discussion above, the researchers provide suggestions that can be used as input for CV companies. Bin Ham Mandailing Natal to improve employee performance, by improving several aspects as follows:

- 1) Based on research related to the Team Work variable, it is known that the totality level of ability in CV is still low. Bin Ham Mandailing Natal. As such, suggestions that can be given to CV. Bin Ham Mandailing Natal is a company that can organize routine training every month to hone the skills of employees and train the abilities possessed by employees so that they can be used optimally at work. Training is made by requiring all employees to join in, so that employees can realize that if their abilities are used to the maximum, they will provide very good benefits for themselves which will be of far higher quality and for the company.
- 2) Based on research on the variable Financial Compensation, it is known that the basic salary at CV. Bin Ham Mandailing Natal still does not meet the basic needs of its employees when compared to the hard work being done. Hence, companies must take a serious stance in determining the basic salary of each employee, whether it is in accordance with the weight of responsibility imposed on employees when compared to the salary received. This can also be a trigger for the emergence of a sense of injustice in receiving salaries by employees, so it would be better for the company to review whether the salary given to employees is in accordance with the responsibilities assigned to the employees themselves.
- 3) Furthermore, based on research on employee performance variables, it is known that the quality of work at CV. Bin Ham Mandailing Natal needs to improve. As a result, CV. Bin Ham Mandailing Natal must routinely holding activities that hone the quality of its employees, be it training or seminars that can improve the quality and capabilities of employees. In addition, the company can also give freedom to employees to innovate in the company because in addition to improving the quality of employees, this is also good for the development of the company.

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