

The Influence of Internal Communication and Teamwork on Performance Mediated by Work Motivation

Fiolita Prameswari Putri¹, R. Dwi Sunu Kanto²

^{1,2} Master of Management Program, Faculty of Economics, Business and Humanities, Universitas Trilogi, Jakarta, Indonesia

Corresponding Author: prameswarifiolita@gmail.com

Abstract

Employee performance is an important concern in public organizations because it reflects the ability of institutions to translate organizational objectives into effective work outcomes. This study examines the influence of internal communication and teamwork on employee performance, with work motivation as a mediating variable, at the Human Resources Development Agency and Community Empowerment of Villages and Disadvantaged Regions (BPSDM PMDDT). The study employed a quantitative explanatory survey approach. The population consisted of 160 civil servants, and 115 respondents were selected using Slovin's formula and random sampling. Data were collected using a five-point Likert questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results show that internal communication positively and significantly influences work motivation; teamwork positively and significantly influences work motivation and employee performance; and work motivation positively and significantly influences employee performance. Internal communication has no significant direct effect on performance. Mediation testing indicates that work motivation fully mediates the relationship between internal communication and performance, while it partially mediates the relationship between teamwork and performance. The findings highlight motivation as an important psychological mechanism through which internal communication and teamwork contribute to employee performance in a public-sector organization.

Keywords: Internal Communication, Teamwork, Work Motivation, Employee Performance, PLS-SEM

Abstrak

Kinerja pegawai merupakan isu penting dalam organisasi sektor publik karena mencerminkan kemampuan institusi dalam menerjemahkan tujuan organisasi menjadi hasil kerja yang efektif. Penelitian ini bertujuan menganalisis pengaruh komunikasi internal dan kerjasama tim terhadap kinerja dengan mediasi motivasi kerja pada Badan Pengembangan Sumber Daya Manusia dan Pemberdayaan Masyarakat Desa dan Daerah Tertinggal (BPSDM PMDDT). Penelitian menggunakan pendekatan kuantitatif dengan

desain survei eksplanatori. Populasi penelitian berjumlah 160 PNS dan sampel sebanyak 115 responden yang ditentukan menggunakan rumus Slovin dengan teknik random sampling. Data dikumpulkan melalui kuesioner skala Likert lima poin dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan SmartPLS 4. Hasil penelitian menunjukkan bahwa komunikasi internal berpengaruh positif dan signifikan terhadap motivasi kerja; kerjasama tim berpengaruh positif dan signifikan terhadap motivasi kerja dan kinerja; serta motivasi kerja berpengaruh positif dan signifikan terhadap kinerja. Komunikasi internal tidak berpengaruh signifikan secara langsung terhadap kinerja. Pengujian mediasi menunjukkan bahwa motivasi kerja memediasi secara sempurna hubungan komunikasi internal terhadap kinerja, sedangkan pada hubungan kerjasama tim terhadap kinerja terjadi mediasi sebagian. Temuan ini menunjukkan bahwa motivasi kerja merupakan mekanisme psikologis penting yang menghubungkan komunikasi internal dan kerjasama tim dengan peningkatan kinerja pegawai.

Kata Kunci: *Komunikasi Internal, Kerjasama Tim, Motivasi Kerja, Kinerja, PLS-SEM*

Introduction

Public organizations face continuing demands for accountability, service quality, efficiency, and responsiveness. In this context, employee performance is not merely an administrative output but an important representation of how organizational resources and policies are translated into results. BPSDM PMDDT has a strategic role in developing human resources and empowering communities in villages and disadvantaged regions. The institution operates in an environment that requires coordination across work units, clear information exchange, teamwork, and sustained employee motivation.

The thesis identifies a performance challenge at BPSDM PMDDT. Organizational performance has shown a downward trend during 2021–2025, while the institution's own performance report identifies issues including coordination among work units that has not been fully optimal, delays in information related to activity implementation, and insufficient synergy across units. These conditions provide a practical basis for examining internal organizational factors associated with employee performance.

Internal communication is important because employees require accurate information, direction, feedback, and opportunities to communicate work-related difficulties. Effective internal communication is not limited to distributing administrative information; it can also create psychological support and recognition. Within Social Exchange Theory (SET), positive treatment received by employees may generate reciprocal responses in the form of stronger willingness to contribute and greater work motivation (Blau, 1964). The thesis findings emphasize that communication at BPSDM PMDDT is relatively effective in administrative and regulatory information, but opportunities for upward communication and discussion of employee difficulties still need strengthening.

Teamwork is another organizational condition that may influence employee

attitudes and performance. Teamwork involves coordinated action, shared objectives, openness, mutual contribution, and responsibility among members. When employees experience support and fairness within a team, social exchange can encourage a reciprocal willingness to contribute to collective goals. The thesis reports that respondents gave a high positive response to teamwork, particularly in relation to team openness, shared goals, and contribution.

Work motivation provides a psychological mechanism that may connect organizational conditions with employee performance. Motivated employees are more willing to direct effort, persist in completing responsibilities, and contribute to organizational targets. Previous studies cited in the thesis show that internal communication and teamwork can be associated with motivation and performance, but empirical results regarding direct and mediated relationships are not fully consistent. This study therefore focuses on BPSDM PMDDT and tests an integrated model in which internal communication and teamwork are antecedents, work motivation is the mediator, and employee performance is the outcome.

The study initially tested seven hypotheses. H1 proposed that internal communication positively influences work motivation; H2 that teamwork positively influences work motivation; H3 that work motivation positively influences employee performance; H4 that internal communication positively influences employee performance; H5 that teamwork positively influences employee performance; H6 that work motivation mediates the relationship between internal communication and employee performance; and H7 that work motivation mediates the relationship between teamwork and employee performance. The final hypothesis assessment follows the trimmed structural model.

Research Methods

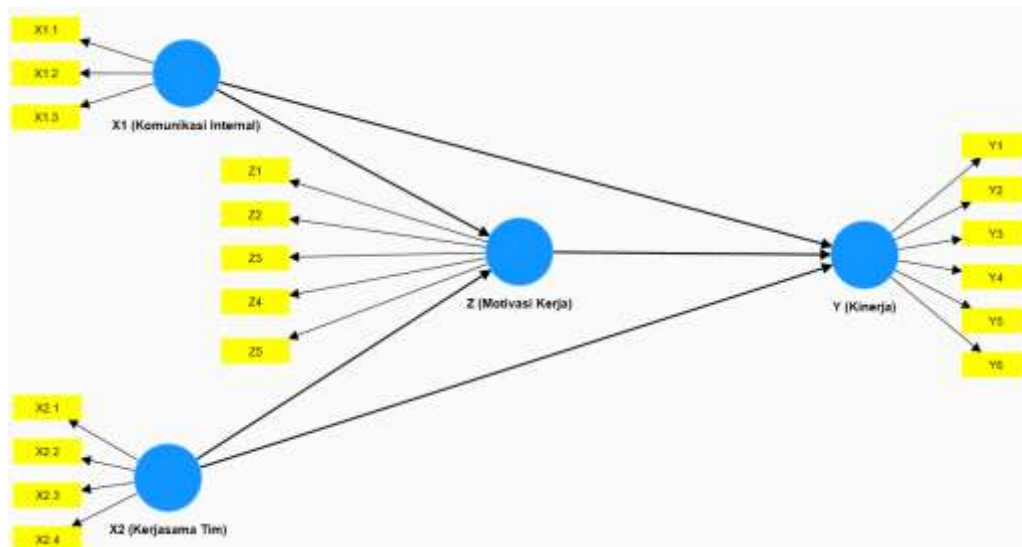
This study used a quantitative explanatory survey design to examine the structural relationships among internal communication, teamwork, work motivation, and employee performance. The research was conducted at BPSDM PMDDT. The population consisted of 160 civil servants. Based on Slovin's formula, 115 respondents were selected using random sampling. Primary data were collected through a structured questionnaire using a five-point Likert scale.

Internal communication was measured using three indicators (X1.1–X1.3), teamwork using four indicators (X2.1–X2.4), work motivation using five indicators (Z1–Z5), and employee performance using six indicators (Y1–Y6). The thesis operationalized these constructs through items reflecting information exchange and openness, teamwork and shared contribution, work motivation, and performance quality and target achievement.

Data analysis used PLS-SEM with SmartPLS 4. The measurement model was assessed through outer loadings, Average Variance Extracted (AVE), discriminant validity, Cronbach's Alpha, and Composite Reliability. The structural model was assessed through R^2 , effect size (f^2), predictive relevance (Q^2), and Standardized

Root Mean Square Residual (SRMR). Hypothesis testing used bootstrapping with the criterion of t-statistic > 1.96 and p-value < 0.05. Because the direct path from internal communication to performance was not significant in the initial model, the path was removed through model trimming. Mediation was interpreted as full mediation when the indirect effect was significant and the direct effect was not significant, and partial mediation when both direct and indirect effects were significant.

Research Model



Source: Thesis research model, adapted from cited prior studies in the thesis (2026).

The final structural model after trimming retains four significant direct paths: internal communication → work motivation, teamwork → work motivation, work motivation → performance, and teamwork → performance. The initially estimated internal communication → performance path was removed because it was not statistically significant. The two indirect paths through work motivation remained significant.

Results And Discussion

1. Respondent Characteristics

The study analyzed responses from 115 civil servants at BPSDM PMDDT. Women represented 68.7% of respondents and men 31.3%. The largest group by work unit came from the BPSDM Secretariat (27.8%), while the largest occupational group was functional positions (79.1%). Most respondents were aged 31–40 years (52.2%) and had 6–10 years of service (45.2%). The largest educational group was D4/S1, comprising 72 respondents (62.6%).

Table 1. Respondent Characteristics

Characteristic	Category	n	%
Gender	Female	79	68.7
Gender	Male	36	31.3
Work unit	BPSDM Secretariat	32	27.8
Work unit	P3MD	20	17.4
Work unit	PPSDM	30	26.1
Work unit	Puslat ASN	15	13.0
Work unit	PPJF	18	15.7
Position	High Leadership	2	1.7
Position	Administration	3	2.6
Position	Functional	91	79.1
Position	Executor	19	16.5
Age	<30 years	18	15.7
Age	31–40 years	60	52.2
Age	41–50 years	22	19.1
Age	>50 years	15	13.0
Tenure	3–5 years	21	18.3
Tenure	6–10 years	52	45.2
Tenure	>10 years	42	36.5

Source: Primary data processed in the thesis (2026).

2. Measurement Model Evaluation

All retained indicators had outer loadings above 0.70, ranging from 0.724 to 0.887. AVE values were 0.691 for internal communication, 0.726 for teamwork, 0.625 for work motivation, and 0.679 for performance, exceeding the 0.50 threshold. Discriminant validity was also supported: all HTMT values were below 0.90 and the Fornell–Larcker criterion was satisfied. Reliability was adequate because all Cronbach’s Alpha and Composite Reliability values exceeded 0.70.

Table 2. Measurement Model Results

Construct	AVE	Cronbach’s Alpha	Composite Reliability
Internal Communication	0.691	0.777	0.87
Teamwork	0.726	0.874	0.914
Work Motivation	0.625	0.849	0.893
Employee Performance	0.679	0.905	0.927

Source: SmartPLS 4 processed in the thesis (2026).

3. Structural Model Evaluation

After trimming the non-significant direct path from internal communication to performance, the final model produced R^2 values of 0.583 for work motivation and 0.601 for employee performance. Thus, internal communication and teamwork jointly explain 58.3% of the variance in work motivation, while the model explains 60.1% of the variance in employee performance. Predictive relevance was satisfactory, with Q^2 values of 0.354 for motivation and 0.389 for performance. Model fit was very good, with SRMR = 0.068 for the saturated model and 0.069 for the estimated model.

Table 3. Structural Model Evaluation

Endogenous Construct	R^2	Adjusted R^2	Q^2
Work Motivation	0.583	0.575	0.354
Employee Performance	0.601	0.594	0.389

Source: SmartPLS 4 processed in the thesis (2026).

4. Hypothesis Testing

Table 4. Hypothesis Testing Results After Trimming

Hypothesis	Path	β	t	p	Decision
H1	Internal Communication → Motivation	0.501	6.561	0.000	Supported
H2	Teamwork → Motivation	0.322	4.145	0.000	Supported
H3	Motivation → Performance	0.276	3.032	0.002	Supported
H5	Teamwork → Performance	0.561	5.789	0.000	Supported
H6	Internal Communication → Motivation → Performance	0.138	2.438	0.015	Supported; full mediation
H7	Teamwork → Motivation → Performance	0.089	2.981	0.003	Supported; partial mediation

Note: H4 (Internal Communication → Employee Performance) was excluded from the final trimmed model because the initial direct-effect test was not significant ($\beta = 0.159$; $t = 1.681$; $p = 0.093$). The remaining direct and indirect paths reported in Table 4 are the results of the trimmed model. Source: SmartPLS 4 processed in the thesis (2026).

Discussion

1. The Influence of Internal Communication on Work Motivation

Internal communication has a positive and significant effect on work motivation in the trimmed model ($\beta = 0.501$; $t = 6.561$; $p < 0.001$). This means that better communication from leaders to employees and among employees tends to strengthen work motivation. The thesis notes that employees particularly recognized the adequacy of information from leaders concerning policy and regulatory changes. This finding is consistent with Agusri et al. (2024) and Nurdin (2016). From the perspective of Social Exchange Theory (SET), transparent information and clear feedback represent positive organizational treatment that can be reciprocated through stronger employee willingness to contribute. The implication is that internal communication should move beyond administrative information toward open, supportive, and two-way communication.

2. The Influence of Teamwork on Work Motivation

Teamwork has a positive and significant effect on work motivation in the trimmed model ($\beta = 0.322$; $t = 4.145$; $p < 0.001$). The result indicates that shared goals, openness, mutual contribution, and coordinated work can strengthen employees' psychological willingness to work. The thesis reports that teamwork received a high positive response, particularly regarding team openness and shared goals. The finding is consistent with Sihaloho et al. (2025), Rohyadi et al. (2024), and Pangadiyono (2018). Within SET, supportive team interaction creates reciprocal social and psychological exchanges that can sustain motivation.

3. The Influence of Work Motivation on Employee Performance

Work motivation has a positive and significant effect on employee performance in the trimmed model ($\beta = 0.276$; $t = 3.032$; $p = 0.002$). The result indicates that increasing employee motivation is associated with better performance. The thesis explains that motivation functions as a psychological driver that encourages employees to mobilize effort, time, and capability for organizational tasks. The finding is consistent with Jentot (2019) and Tarjo (2019). For BPSDM PMDDT, strengthening motivation is therefore important not only as an employee-attitude intervention but also as a pathway toward better task completion and organizational results.

4. The Direct Influence of Internal Communication on Performance

The initial direct-effect test showed that internal communication did not have a significant direct effect on performance ($\beta = 0.159$; $t = 1.681$; $p = 0.093$). Consequently, this path was removed through trimming and does not form part of the final structural model. The thesis suggests that communication at BPSDM PMDDT is relatively effective for administrative, regulatory, and coordination purposes, but it does not automatically translate into higher performance because some employees still perceive limited openness from leaders when communicating work difficulties. This finding supports the need to treat communication as a

mechanism that first strengthens employees' psychological motivation.

5. The Direct Influence of Teamwork on Performance

Teamwork has a positive and significant direct effect on performance in the trimmed model ($\beta = 0.561$; $t = 5.789$; $p < 0.001$). This is the strongest direct path in the final structural model. The thesis reports that respondents showed an 86.93% positive response to teamwork indicators. The result is consistent with Saputri (2024), Sihalo et al. (2025), and Ulum and Iryanti (2024). Teamwork therefore functions as an immediate organizational resource for performance because coordinated responsibilities, shared goals, openness, and contribution help employees complete tasks more effectively.

6. The Mediating Role of Work Motivation

Work motivation significantly mediates the relationship between internal communication and performance, with an indirect effect of $\beta = 0.138$ ($t = 2.438$; $p = 0.015$). Because the direct effect of internal communication on performance was not significant in the initial model and was removed through trimming, the mediation is classified as full mediation. Thus, internal communication contributes to performance primarily after it strengthens employee motivation. The result is consistent with Agusri et al. (2024), although the thesis notes that Dhone and Sarwoko (2022) reported partial mediation in a different context. The finding supports transforming communication from routine administrative exchange into more empathetic, supportive, and psychologically meaningful interaction.

7. The Mediating Role of Work Motivation in the Teamwork–Performance Relationship

Work motivation also significantly mediates the relationship between teamwork and performance in the trimmed model ($\beta = 0.089$; $t = 2.981$; $p = 0.003$). Because the direct effect of teamwork on performance remains significant ($\beta = 0.561$; $t = 5.789$; $p < 0.001$), the mediation is partial. Teamwork therefore improves performance both directly and through the motivational condition it creates. This result is consistent with Pangadiyono (2018) and Rahmad and Suratman (2025). From the perspective of SET, supportive teamwork can create a reciprocal environment in which employees feel safe, supported, and fairly treated, encouraging greater effort and performance.

Conclusions And Recommendations

Based on the trimmed hypothesis model, internal communication and teamwork significantly influence work motivation, while work motivation significantly improves employee performance. Internal communication does not have a significant direct effect on performance and its path is removed from the final model. In contrast, teamwork has a strong positive direct effect on performance. Mediation testing shows that work motivation fully mediates the

relationship between internal communication and performance and partially mediates the relationship between teamwork and performance. Overall, the findings indicate that communication contributes to performance through the motivational mechanism, while teamwork contributes through both direct coordination and indirect motivational mechanisms.

For BPSDM PMDDT management, internal communication should be developed from predominantly administrative communication toward more empathetic, two-way communication that includes feedback, mentoring, coaching, and space for employees to communicate work difficulties. This recommendation is particularly important because the direct communication-to-performance path was not significant. Teamwork should be maintained and strengthened through regular team-building activities, clearer work procedures, shared targets, and mechanisms that recognize employee contributions. Motivation should be strengthened through recognition, participation in relevant target-setting, opportunities for discussion, and a work environment that provides psychological safety and support.

The study is limited to civil servants within one public-sector institution and uses cross-sectional questionnaire data. Future research may broaden the setting to other government units, include both PNS and PPPK employees, and add variables such as training, employee capability, technology support, or policy support to provide a broader explanation of performance.

References

- Afandi. (2018). *Manajemen Sumber Daya Manusia; Teori, Konsep dan Indikator*. Edisi 1. Pekanbaru: Zanafala.
- Agusri, W., Agussalim, & Yanti, N. (2024). Pengaruh Komunikasi Internal Terhadap Kinerja Pegawai Melalui Motivasi Kerja di PT. Daya Guna Sejati. *Jurnal Riset dan Sains Ekonomi*, 1(2), 88-102.
- Amalia, R. (2017). *Penempatan dan Pengembangan Pegawai*. Penulisan Buku Litelatur IPDN.
- Andjarwati, T. (2015). Motivasi dari Sudut Pandang Teori Hirarki Kebutuhan Maslow, Teori Dua Faktor Herzberg, Teori X Y Mc Gregor, dan Teori Motivasi Prestasi Mc Clelland. *JMM17 Jurnal Ilmu Ekonomi & Manajemen*, 1, 45-54.
- Andriansyah, I., & Permatasari, R. J. (2025). Pengaruh Komunikasi Internal Dan Motivasi Kerja Terhadap Kinerja Karyawan pada PT. Nikos Distribution Indonesia, Cabang Bogor. *Jurnal Intelek Insan Cendikia*, 2(8).
- Badan Pengembangan Sumber Daya Manusia dan Pemberdayaan Masyarakat Desa dan Daerah Tertinggal. (2025). *Laporan Tahunan*. Jakarta: Kemendesa

PDT.

Badan Pengembangan Sumber Daya Manusia dan Pemberdayaan Masyarakat Desa, Daerah Tertinggal, dan Transmigrasi. (2021). *Laporan Kinerja*. Jakarta: Kementerian Desa PDTT.

Badan Pengembangan Sumber Daya Manusia dan Pemberdayaan Masyarakat Desa, Daerah Tertinggal, dan Transmigrasi. (2022). *Laporan Kinerja*. Jakarta: Kementerian Desa PDTT.

Badan Pengembangan Sumber Daya Manusia dan Pemberdayaan Masyarakat Desa, Daerah Tertinggal, dan Transmigrasi. (2023). *Laporan Kinerja*. Jakarta: Kemendesa PDTT.

Badan Pengembangan Sumber Daya Manusia dan Pemberdayaan Masyarakat Desa, Daerah Tertinggal, dan Transmigrasi. (2024). *Laporan Kinerja*. Jakarta: Kemendesa PDTT.

Burke, W. (2007). *Aesthetics and wisdom in the practice of organization development. Handbook of organizational and managerial wisdom*.

Darmawan, R., Sungkono, & Karnama, M. M. (2025). Pengaruh Komunikasi Internal dan Kerjasama Tim terhadap Kinerja Pegawai pada Dinas Komunikasi dan Informatika Kabupaten Karawang. *Jurnal Publikasi Sistem Informasi dan Manajemen Bisnis (JUPSIM)*, 4(2).

Darmayanti, E., Putra, R. B., & Pratiwi, N. (2025). Pengaruh Komunikasi Dan Kerjasama Tim Melalui Motivasi Kerja Terhadap Kinerja Pegawai Sebagai Variabel Intervening Pada Dinas Peternakan Dan Kesehatan Hewan Provinsi Sumatera Barat. *Journal of Media and Communication* | E-ISSN: 3063-9581, 1(3), 76-85.

Darwin, M., Mamondol, M. R., Sormin, S. A., Nurhayati, Y., Tambunan, H., Sylvia, D., . . . Gebang, A. A. (2020). *Metode Penelitian Pendekatan Kuantitatif*. Bandung: CV. Media Sains Indonesia .

Dewi, R. (2012). Pengaruh Komunikasi Internal, Kompensasi, Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Pada CV. Medinda Semarang. *Jurnal Ilmu Administrasi Bisnis*.

Dhone, M. Y., & Sarwoko, E. (2022). Internal Communication And Employee Performance: The Mediating Role Of Motivation. *Jurnal Ekonomi Modernisasi*, 18(2), 255-263.

Edrisy, I. F., Dinata, M. R., Putri, A., & Sulistiyawati. (2022). *Pengantar Sosiologi*. Bandar Lampung: Pusaka Media .

Effendy, O. U. (2009). *Ilmu Komunikasi Teori dan Praktek*. Bandung: PT Remaja Rosdakarya.

Fachrurazi, Rinaldi, K., Jenita, Purnomo, Y. J., Hartono, B., & Dwijayanti, A. (2021).

- Teori dan Konsep Manajemen Sumber Daya Manusia*. Batam: Percetakan Yayasan Cendikia Mulia Mandiri.
- Farida, U., & Hartono, S. (2015). *Manajemen Sumber Daya Manusia II*. Ponorogo: Unpo Press.
- Gunawan, H. (2019). *Komunikasi Efektif dalam Organisasi*. Bandung : Alfabeta.
- Gunistiyo, Noviany, D., & Prihadi, D. (2024). *Panduan SmartPLS yang Praktis untuk Peneliti (Dilengkapi dengan Studi Kasus)*. Tegal: Badan Penerbit Universitas Pancasakti Tegal.
- Hair, J., Hult, G. T., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Second Edition*. Los Angeles: Sage.
- Hasibuan, M. S. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Humaidi. (2024). *Motivasi Kerja dan Kepemimpinan Transformasional*. Banjarmasin: El-Publisher .
- Indiyanti, S. J., & Rudianto. (2025). Pengaruh Kerjasama, Tim Disiplin Kerja, dan Lingkungan Kerja, terhadap Kinerja Karyawan di PT. Grafika Prima Sejahtera. *Jurnal Ekonomi, Bisnis dan Sosial*, 3(1), 35-45.
- Jentot, T. (2019). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan LPK Pramidia Bandung. *Jurnal TEDC*, 13(3), 267-275.
- Kurniasih. (2021). Pengaruh Komunikasi Internal Dan Komunikasi Eksternal Terhadap Kinerja Pegawai. *Journal of Management Review*, 5(1), 633-638.
- Mangkunegara, A. A. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- McShane, S., & Glinow, M. A. (2012). *Organizational Behavior*. New York: McGraw-Hill/Irwin.
- Megawati, M. D., Hidayat, A., & Natasari, N. (2025). Pengaruh Kerjasama Tim dan Disiplin Kerja Terhadap Kinerja . *Journal of Innovative and Creativity*, 5 (2) 2025, 11367-11377 .
- Mighfar, S. (2015). Social Exchange Theory: Telaah Konsep George C. Homans Tentang Teori Pertukaran Sosial. *Jurnal Lisan Al-Hal*, 9, 261-286.
- Mulyeni, S. (2018). Pengaruh Komunikasi dan Motivasi Kerja Terhadap Kinerja Karyawan Di PT PLN (Persero) Unit Pelayanan dan Jaringan Padalarang Kabupaten Bandung Barat. *Jurnal Soshum Insentif*, 68-78.
- Munthe, K., & Tiorida, E. (2017). Pengaruh Komunikasi Internal Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(1), 86-97.
- Muttaqien, P. F. (2023). Kajian Literatur Sistematis Teori Pertukaran Sosial dalam Hubungan Dua Arah. *Communicative: Jurnal Komunikasi dan Penyiaran Islam* ,

4, 1-12.

- Nuridin, I. S. (2016). Pengaruh Komunikasi Internal Terhadap Motivasi Kerja Pegawai. *Jurnal Administrasi Pendidikan*. Vol.XXIII No.1 , 521.
- Oviantara, A. T. (2024). Peran Motivasi Kerja dalam Memediasi Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Pegawai Negeri Sipil (PNS). *ProBisnis: Jurnal Manajemen*, 15(4), 643-649.
- Oviantara, A. T., & Kasmawati, Y. (2024). Peran Motivasi Kerja dalam Memediasi Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Pegawai Negeri Sipil (PNS). *ProBisnis: Jurnal Manajemen*, 15(4), 643-649.
- Pangadiyono, P. (2018). Analisis Kerjasama Tim Dan Budaya Organisasi Terhadap Kinerja Unit Kegiatan Mahasiswa Universitas Gadjahmada Dengan Variabel Intervening Motivasi. *Upajiwa Dewantara: Jurnal Ekonomi, Bisnis dan Manajemen Daulat Rakyat*, 2(2), 140-161.
- Pragiwani, M., Lestari, E., & Alexandri, M. B. (2020). Pengaruh Motivasi, Kompetensi, Disiplin Dan Kompensasi Terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan PT. Tektonindo Henida Jaya Group). *Responsive: Jurnal Pemikiran Dan Penelitian Administrasi, Sosial, Humaniora Dan Kebijakan Publik*, 3(3), 117-129.
- Prawirosentono, D. (2017). *Kinerja dan Motivasi Karyawan, Membangun Organisasi Kompetitif Era Perdagangan Bebas Dunia*. Edisi ketiga, cetakan kedua. Yogyakarta: BPFE.
- Purwaningrum, H., Pradanawati, A., & Reni Shinta Dewi. (2012). Pengaruh Komunikasi Internal, Kompensasi, Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Pada CV. Medinda Semarang. *Jurnal Ilmu Administrasi Bisnis*.
- Putri, I. I., Reniati, & Wibawa, D. P. (2023). Improving Employee Performance Improving Employee Performance by Strengthening Teamwork, Motivation and Increasing Job Satisfaction in Business Engaged in Health Service Sector. *JURISMA: Jurnal Riset Bisnis & Manajemen*, 13(1), 25-38.
- Rahadi, D. R. (2023). *Pengantar Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Tasikmalaya: Penerbit Lentara Ilmu Madani.
- Rahmad, Y., & Suratman, M. (2025). Pengaruh Kerjasama Tim terhadap Kinerja Karyawan melalui Motivasi Kerja: Studi pada Karyawan Hotel Bintang Empat ke Bawah di Tangerang Selatan. *Jurnal Penelitian Pendidikan*, 25(2), 249-262.
- Rohyadi, D., Imron, A., & Maria, V. (2024). Pengaruh Kerjasama Tim Dan Komitmen Terhadap Kinerja Pegawai Dengan Motivasi Kerja. *Jurnal Visionida*, 10(2), 119-128.
- Saputri, R. (2024). Pengaruh Kerjasama Tim, Komunikasi, dan Disiplin Kerja

- terhadap Kinerja Karyawan. *Jurnal Kewirausahaan dan Inovasi, Volume 3 No 1* , 266-277.
- Sembiring, T. B., Irmawati, Sabir, M., & Tjahyadi, I. (2024). *Buku Ajar Metodologi Penelitian (Teori dan Praktik)*. Karawang: Saba Jaya Publisher.
- Seputra, Y. E. (2014). *Manajemen dan Perilaku Organisasi*. Yogyakarta: Graha Ilmu.
- Setiabudhi, H., Suwono, Setiawan, Y. A., & Karim, S. (2024). *Analisis Data Kuantitatif dengan SmartPLS 4*. Balikpapan: Borneo Novelty Publishing.
- Sihaloho, R. A., Cahaya, Y. F., & Pujiati, H. (2025). Pengaruh Kerjasama Tim, Stres Kerja, dan Motivasi Kerja terhadap Kinerja Pegawai PT. Lalang Buana Nusantara. *Kompleksitas Jurnal Manajemen, Organisasi dan Bisnis Vol. 14 Nomor 01 Juni 2025*, 192-203.
- Sisca, Chandra, E., Sinaga, O. S., Revida, E., Purba, S., Fuadi, . . . Silitonga, H. P. (2020). *Teori-Teori Manajemen Sumber Daya Manusia*. Medan: Yayasan Kita Menulis.
- Sisca, E. C. (2020). *Teori-Teori Manajemen Sumber Daya Manusia*. Medan: Yayasan Kita Menulis.
- Sofia. (2023). *Manajemeaan Sumber Daya Manusia Konsep Teori Aplikasi*. Malang: PT. Literasi Nusantara Abadi Group .
- Sudarmanto, E., Simarmata, N. I., Parinduri, L., Purba, S., Gandasari, D., Wula, P., . . . Chamida, D. (2021). *Komunikasi Pengembangan Sumber Daya Manusia*. Medan: Yayasan Kita Menulis.
- Sufyanto. (2024). Panorama History of Social Exchange Theory Sejarah Panoramateori Pertukaran Sosial. *Kanal: Jurnal Ilmu Komunikasi, 13*, 56-63.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Suharjo, Tabrani, Shabri, A., & Maspan. (2022). Teamwork Pelaksanaan Pendidikan Islam. *Sulawesi Tenggara Educational Journal, 2(3)*, 229-236.
- Suhartini, & Rifa'i, A. (2025). Pengaruh Karakteristik Individu, Komunikasi dan Kerjasama Tim Terhadap Kinerja Pegawai Kecamatan Cibeber Cilegon. *Sains Manajemen Unsera: Jurnal Manajemen Unsera* Volume.11 No.2.Tahun. 2025e-ISSN 2443-06425.
- Suhartini, A. R. (2025). Pengaruh Karakteristik Individu, Komunikasi dan Kerjasama Tim Terhadap Kinerja Pegawai Kecamatan Cibeber Cilegon. *Sains Manajemen Unsera: Jurnal Manajemen Unsera* Volume.11 No.2.Tahun. 2025e-ISSN 2443-06425.
- Sutrisno, E. (2009). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana .

- Tarjo. (2019). Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan (Studi pada RSUD H. Hanafie Muara Bungo). *Jurnal Aplikasi Manajemen dan Inovasi Bisnis Volume 2, Nomor 1, Agustus 2019*, 53-65.
- Taufik, R., Hanafi, A., Zunaidah, & Perizade, B. (2022). Pengaruh Komunikasi Dan Kerjasama Tim Terhadap Kinerja Pegawai Kecamatan Ilir Barat 1 Palembang. *Jurnal Riset Akuntansi dan Manajemen*, 11(2), 69.
- Ulum, K. B., & Iryanti, E. (2024). Pengaruh Kerja Sama Tim dan Motivasi Kerja terhadap Kinerja Karyawan pada PT. Asta Jawa Dwipa Surabaya. *Journal of Economic, Business and Accounting. Volume 7 Nomor 5*.
- Universita Trilogi. (2025). *Buku Pedoman Tugas Akhir Fakultas Ekonomi Bisnis Dan Humaniora (FEBH) Universitas Trilogi*. Jakarta.
- Wahyuni, Dian Tri. (2022). Motivasi Intrinsik terhadap Kinerja Pegawai pada Bagian Organisasi dan Kepegawaian Sekretariat Daerah Kabupaten Konawe. *Journal of Governmnet Science (GovSci)*, 64-73.
- Wiranata, I. D., Machmud, R., & Monoarfa, V. (2026). Pengaruh Budaya Organisasi dan Komunikasi Internal terhadap Kinerja Karyawan Kantor Telkom Akses Gorontalo. *JAMBURA: Jurnal Ilmiah Manajemen dan Bisnis*, 8(3), 174-184.
- Zulfikar, R., Sari, F. P., Fatmayati, A., Wandini, K., Haryati, T., Jumini, S., . . . Fadilah, H. (2024). *Metode Penelitian Kuantitatif (Teori, Metode dan Praktik)*. Bandung: Penerbit Widina Media Utama.