

Teamwork and Team Diversity on the Employee Productivity

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ABSTRACT

This study aims to analyses the influence of teamwork and team diversity partially and simultaneously on employee work productivity. This study uses a quantitative approach with data analysis using multiple linear regression. The population in this study were all employees of the Unida Business Unit. The sampling technique used was nonprobability sampling with a saturated sample technique. The results of the study indicate that teamwork partially has a significant effect on employee productivity while the team diversity variable partially does not affect employee work productivity. Simultaneously, the teamwork and team diversity variables have a significant effect on employee work productivity at Unida Business Unit.

Keyword:

Employee work productifity, teamwork, team diversity, quantitave approach

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kerjasama tim dan keberagaman tim secara parsial dan simultan terhadap produktivitas kerja pegawai. Penelitian ini menggunakan pendekatan kuantitatif dengan analisis data menggunakan regresi linier berganda. Populasi dalam penelitian ini adalah seluruh pegawai Unit Usaha Unida. Teknik pengambilan sampel yang digunakan adalah nonprobability sampling dengan teknik sampel jenuh. Hasil penelitian menunjukkan bahwa kerjasama tim secara parsial berpengaruh signifikan terhadap produktivitas pegawai sedangkan variabel keberagaman tim secara parsial tidak berpengaruh terhadap produktivitas kerja pegawai. Secara simultan variabel kerjasama tim dan keberagaman tim berpengaruh signifikan terhadap produktivitas kerja pegawai di Unit Usaha Unida.

Keywords:

Keberagaman tim, kerjasama tim, pendekatan kuantitatif, produktivitas kerja karyawan

INTRODUCTION

An organization certainly wants maximum and satisfying employee performance in order to achieve the goals, vision and mission of the organization. This requires high commitment, integrity and creativity from each individual in an organization. However, by only relying on individual efforts,

organizational goals will not be achieved optimally. Therefore, cooperation between employees in the organization is needed (Anggraeni & Saragih, 2019). Satisfactory results will be obtained with good human resource performance, but on the contrary if the performance of team members is bad then it will produce bad results too. This needs to be a special concern for every organization in order to achieve organizational goals effectively through good team performance.

Some experts state that the success of a team depends heavily on teamwork and not on individuals who have outstanding abilities in certain areas. There is a concept regarding the quality of effective teamwork; this was conveyed by Hoegl and Gemuenden who stated that effective teamwork is by emphasizing the quality of collaboration functions consisting of six aspects classified into two groups, namely the task aspect consisting of communication, coordination and balance towards member contributions, and the social interaction aspect which includes support, effort and team cohesiveness. (Rahma, 2019).

According to Etzioni, an organization is a social unit consisting of a group of people that is formed intentionally and planned. This shows that organizations do not occur by chance but are designed to achieve certain goals. These goals can vary from economic gain to social missions. Organizations today face challenges caused by globalization. These global influences include rapidly changing markets, technologies, and consumer needs. Organizations must adapt to these changes to remain relevant and competitive. Rapid change often creates pressure on organizations. This pressure can come from increased competition, continuous technological innovation, or changes in customer preferences. To meet these challenges, organizations often need to form new teams. These teams serve as the organization's shield or defense in the face of challenges and competition. The formation of these new teams can increase collaboration, innovation, and response to change (Gusrini *et al.*, 2015).

Forming a team and managing employees is not an easy matter for an organization or company if the characteristics of individuals and cultural perspectives are different from one another. Therefore, the role of a team leader with the knowledge, experience, and skills that meet the requirements is needed to bring and adapt to his employees so that they can carry out their duties optimally and produce optimal performance for the company or organization.

The Unida Business Unit is a business owned by Darussalam Gontor University as a manifestation of the principle of protective economics, which aims to protect internal financial circulation so that finances that always circulate within the campus environment can be used for the benefit of the campus itself (Achmadi, 2021). Unida Business Units provide various student needs such as college equipment, sports equipment, daily necessities, laundry, photocopying, bookstores, and so on. These various business units will involve human resources from different backgrounds, both in terms of educational experience, length of service and the culture adopted by each individual. This diversity is considered to be able to affect the productivity of Unida Business Unit employees. The development of business units makes work increasingly complex. Employees are required to

demonstrate good performance by always increasing work productivity. Collaboration of teamwork approaches and diversity as an effort to achieve goals.

The existing phenomenon attracts researchers to see whether teamwork and team diversity affect employee work productivity. The objectives of this study are:

- a. To determine the partial effect of teamwork on employee work productivity at Unida Business Unit.
- b. To determine the partial effect of team diversity on employee work productivity at Unida Business Unit.
- c. To determine the simultaneous effect of teamwork and team diversity on employee work productivity at Unida Business Unit.

The theory of social cohesion

The theory of social cohesion is the basis for this research. The existence of social cohesion creates motivation for members to play a role in their group actively. Social cohesion includes a sense of belonging, social trust, generalized reciprocity, cooperation and social harmony (Setiawan & Pratiwi, 2021). According to Green, social cohesion generally includes characteristics related to individual behaviour and social attitudes, which consist of established community characteristics that are known to be mandatory for a cohesive society. Community attitudes and behaviours usually include shared goals and values (Mekoa & Busari, 2018). Each individual will work and help each other in working especially in an organization with the same goal. Cultural diversity, experience, skills and knowledge will encourage each individual to continue working and contributing to the organization. Both of these things (team cooperation and diversity) are considered to have a relationship or influence on employee work productivity.

Teamwork

According to Poernomo, teamwork is a part that is one of the benchmarks for achieving the performance of an organization based on job descriptions or division of positions in coordinating areas between one another and having the same role in order to achieve organizational goals. Teamwork is an activity that is managed and carried out by a group of people who are members of one organization (Imron, 2019). Therefore, teamwork is closely related to the results achieved by employees. When employees do their tasks by working together with their co-workers, the tasks will be completed faster and easier to do, this will shorten the time and make their work results more effective and efficient. Working together can also make the relationship between employees closer, and this can create a sense of comfort in doing their work and will motivate employees to complete their work faster than the given target.

According to Hasibuan, a team is a unit consisting of two or more people who interact and coordinate dynamically, are interdependent, and have common values and orientations to achieve certain goals, targets, or missions (Sawarni, 2020). The work activities of the organization do not stand

alone but stand on the basis of unique and specific individual parts. Each individual has advantages and disadvantages, which can complement each other if they form a solid and effective team. Teamwork is a work process in a group with participatory leadership, shared responsibilities, goal alignment, intensive communication, focus on the future, focus on tasks, creative talent and quick response to achieve organizational goals (Sriyono, 2013). Another opinion states that teamwork is when people work together to solve problems and achieve goals in a group. Cooperation is a form of group activity consisting of more than one person who performs tasks with a number of rules and procedures (Siagian, 2016).

Organizations are basically used as places or containers where people gather, work together rationally and systematically, in a planned, organized, guided and controlled manner, in utilizing resources (money, materials, machines, methods, environment), facilities and infrastructure, data, and so on which are used efficiently and effectively to achieve organizational goals (Arie, 2018). According to Wright, an organization is an open form of coordinated activity of two or more people for a common goal. According to Kochterse, an organization is a structured relationship system that coordinates a group of people's efforts to achieve certain goals.

Based on the previous understanding, it can be concluded that an organization is an effort made by coordinating activities in the division of tasks; these tasks have common goals and can be accounted for. The understanding of the organization is close to Schein's opinion. An organization can be formed if an effort requires one person to complete an activity. Several indicators that can be used for teamwork variables, according to Buchhloz, are assignments, communication, common goals and abilities (Aziz *et al.*, 2019).

Team diversity

According to Jones & George, Diversity is the difference between people because of age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, education, experience, physical appearance, ability/disability, and other characteristics that are used to distinguish between one person and another. More briefly, diversity can be interpreted as human characteristics that make people different from each other (Setion, 2014). If not managed effectively, diversity among the workforce will cause misunderstandings that can have negative effects on productivity and teamwork. Diversity is a challenge for organizations, where organizations are required to be able to utilize it as added value for the organization or only see this diversity as a reflection of tolerance for differences.

Team members can differ based on their knowledge, skills and abilities, which are referred to as expertise diversity. The concept of team diversity is the difference in team members based on the knowledge and special expertise they have as a result of their work experience and education. Team diversity is maximized when members in the team come from different domains of expertise. An explanation of the diversity of expertise from team members is useful for team performance, namely

diverse and different knowledge, skills and abilities can improve the learning process. With this, the indicators for team diversity are knowledge, skills and abilities (Gusrini *et al.*, 2015).

Productivity

Productivity is generally defined as the comparison between the results that can be achieved with the total power or production factors used. Or the number of goods/services that can be produced by a person/group or person/employee in a certain period of time (Sedarmayanti, 2017). Meanwhile, according to Sutrisno, work productivity is the relationship between output in the form of products or services and input, which includes employees, resources, raw materials and money (Sutrisno, 2016). According to Kusnasi, the concept of work productivity can be seen from two dimensions, namely the individual dimension and the organizational dimension. The individual dimension sees productivity in relation to the characteristics of the individual's personality that appear in the form of mental attitudes and contain the meaning of the desire and efforts of individuals who always try to improve the quality of their lives. While the organizational dimension sees productivity in the framework of the technical relationship between input and output. Therefore, in this view, the increase in productivity is not only seen from the aspect of quantity, but can also be seen from the aspect of quality

There are five indicators to measure work productivity in an organization (Nurjaman, 2014):

- a. Quality of Work: Quality means producing quality in terms of what is produced. According to Sinamora in Nurjaman, the quality of work is a result related to the quality of a product or employee service, in this case it is an ability to complete work technically with a comparison of standards set by the company
- b. Quantity of Work: Target achievement is included in the quantity of work or work results that are in accordance with the organization's plan. The size of the quantity of work must be balanced with the quantity of employees so that this balance will create a productive workforce in order to increase work productivity in the organization. (Safitri, 2020).
- c. Punctuality, Punctuality concerns an employee must view time as a resource that must be used optimally in carrying out his duties.
- d. Work Spirit: Work spirit is a feeling of work related to the soul, joy, and enthusiasm in groups and activities.
- e. Work Discipline, relating to employees or members of the organization who arrive and leave the office on time, carry out tasks with enthusiasm and obey all regulations so as to produce satisfactory work both in quantity and quality. (Safitri, 2020).

RESEARCH METHOD

This type of research is quantitative research with data analysis techniques using statistics. Quantitative research emphasizes numerical data (numbers) that are processed statistically (Sugiyono, 2019). In this study, the author uses associative research or research based on relationships that aim to determine the relationship between two or more variables and this study has a causal relationship (cause

and effect). The independent variables are teamwork and team diversity. The dependent variable is work productivity. The indicators used to measure teamwork are assignments, communication, shared goals and abilities (Buchhloz, 2000). Van and Buderson's measurement was used to measure team diversity, and it consisted of 3 items: knowledge, skills, and abilities (Gusrini *et al.*, 2015). To measure work productivity using indicators of quality, quantity, punctuality, work discipline and work enthusiasm (Nurjaman, 2014). The population in this study were all employees of UNIDA Business Unit totaling 52 employees. The sampling technique used was the saturated sampling method, where samples were taken from all existing populations. The sample data of respondents in this study can be seen in the **Table 1**.

Table 1. Employees of Unida Unit Business

Unit Business	Number
Canteen	12
Student Coperation	8
Laundry	5
Food Court	7
Beverage	11
Bakery	9
TOTAL	52

Source: Authors' work (2024)

The data collection techniques used in this study are survey and documentation. The survey technique is carried out by distributing questionnaires that have been prepared by the researcher to be submitted to employees at the Unida Business Unit. The answers to the questionnaire items are arranged on a Likert scale interval of 1 to 5, strongly agree (5), agree (4), less agree (3), disagree (4) and strongly disagree (1). The documentation technique is carried out by collecting information related to the Unida Business Unit, teamwork, team diversity and work productivity and from various written sources including articles, journals, reports and so on. The data analysis technique used in this study is directed at answering problems and testing research hypotheses. After all data is collected, the data will be processed using the SPSS 25 program.

Validity test

The validity test used in this study is item validity, which aims to determine whether the research questionnaire items are valid or not (Yoni, 2019). Pengujian validitas menggunakan nilai *person correlation* oleh program *software* SPSS 25 can be seen in **Table 2**. The results of the validity test in **Table 2** show that all valid questions/statements have a Pearson correlation value r count greater than 0.279 r -table. Thus, all statement items in the questionnaire are suitable for use.

Reliability test

The next stage of testing is reliability testing; only valid statement items can enter the reliability testing stage. Reliability testing is carried out using the Cronbach Alpha technique. The criteria for the variables studied are reliable, when the Cronbach Alpha value is greater ($>$) 0.60 (Kurniawan, 2015).

Based on the results of the reliability test in **Table 3**, it is stated as reliable because each variable has a Cronbach Alpha coefficient greater than 0.6. This shows that the questionnaire can be relied on when used to re-measure the same object.

Table 2. Validity Test Result

Variable	Item	Person Correlation	Result ($r > 0.279$) = Valid
Teamwork (X1)	1	0.645	Valid
	2	0.317	Valid
	3	0.769	Valid
	4	0.679	Valid
	5	0.609	Valid
	6	0.369	Valid
Team diversity(X2)	1	0.502	Valid
	2	0.697	Valid
	3	0.585	Valid
	4	0.725	Valid
	5	0.647	Valid
	6	0.912	Valid
Productivity (Y)	1	0.621	Valid
	2	0.495	Valid
	3	0.862	Valid
	4	0.793	Valid
	5	0.849	Valid
	6	0.812	Valid

Source: Authors' work (2024)

Table 3. Reliability Test Results

No	Variabel	Cronbach Alpha	Keputusan
1	Teamwork (X1)	0.722	Reliable
2	Team diversity (X2)	0.762	Reliable
3	Productivity (Y)	0.787	Reliable

Source: Authors' work (2024)

Classical assumption test

This classical assumption test is used to determine whether the multiple linear model used in this study meets the requirements such as the normality Test, Multicollinearity Test, and Heteroscedasticity Test.

Normality test

The normality test aims to examine whether or not the dependent variable and the independent variable in a regression model have a normal distribution. A good regression model is a normal or near-normal data distribution. Normality detection is done by looking at the distribution of data (points) on the diagonal axis of the graph. The basis for decision making is:

- If the data is spread around the diagonal line and follows the direction of the diagonal line, the regression model meets the assumption of normality.
- If it is spread far from the diagonal, the regression model does not meet the assumption of normality.

With the help of the SPSS statistical program, the results of the Normality Test, data can be seen at the data distribution points produced in this study, so it can be concluded that the data in this study is normal data or meets the assumption of normality based on the basis of decision making mentioned above. The results of the normality test can be seen in **Figure 1**. The results of the P-Plot normality test show that the plot in the image follows the diagonal line. This illustrates that the study's test met the data normality test.

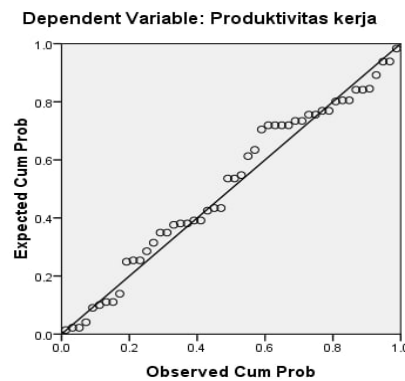


Figure 1. Normality P-Plot test Result
 Source: Authors' work (2024)

Multicolinearity test

This test is intended to determine whether the independent variables are not correlated with each other or there is no significant relationship between the variables. To detect multicollinearity, it can be seen from the magnitude of VIF (Variance Inflation Factor) less than 10 and Tolerance greater than 0.10 and the coefficient between independent variables below 0.5, it can be concluded that there is no multicollinearity. The results of the multicollinearity test using the variance Inflation Factor (VIF) are as in the **Table 4**. The table shows that the VIF value of the independent variables in the regression model used is less than 10, while the Tolerance value is greater than 0.10, so it can be concluded that these variables do not show symptoms of multicollinearity.

Tabel 4. Hasil Uji Multikolineritas

No	Variabel Independen	Collinearity Statistics	
		Tolerance	VIF
1	Teamwork	0.873	1.145
2	Team diversity	0.873	1.145

Source: Authors' work (2024)

Heteroscedasticity test

Heteroscedasticity in the research results processed using multiple linear regression statistical analysis tools occurs when there are symptoms of disturbance variance errors from each observation of all independent variable values. To see whether or not heteroscedasticity is present on the graph, looking at the distribution pattern of the points (data):

- a. If the points form a certain pattern that is regular, such as wavy, widening and then narrowing, there is a situation of heteroscedasticity.

- b. If there is no clear pattern in the distribution of points, either above or below zero, then there is no heteroscedasticity.

The results of the heteroscedasticity test in the regression model formed are presented in **Figure 2**.

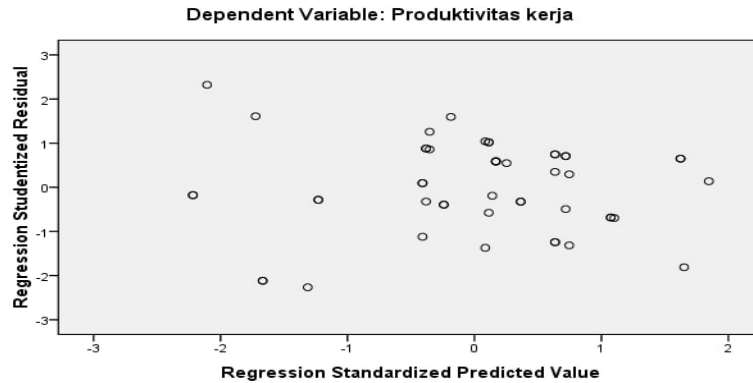


Figure 2. Regresi Standardized Prected Value
 Source: Authors' work (2024)

Based on **Figure 2**, it can be seen that the points are spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y-axis. This means that the regression equation meets the heteroscedasticity assumption.

Multiple linear regression test

Multiple linear regression is one of the parametric statistical tools that analyses and explains the relationship between two or more research factors with different names through observations on several observation results in various fields of activity. In relation to this study, the multiple linear regression parametric statistical analysis tool is used to determine the effect of independent variables (X1, and X2) on the dependent variable (Y).

Table 5. Linear Regression Data

Dependen Variabel Y = Produktivitas Kerja				
Variabel	Koefisien Regresi	Standar Error	t	Sig
Y= Produktifitas kerja	10.198	4.950	2.060	<0.045
X1 = <i>Teamwork</i>	0.641	0.188	3.414	0.001
X2 = <i>Team diversity</i>	0.036	0.129	0.282	0.780
R- = 0.461				
R-Square = 0.212				
Adjusted R-Square = 0.179				

Source: Authors' work (2024)

Based on the results of the multiple linear regression test in **Table 5**. It shows the following meanings:

- a. The constant value (a) is positive 10,198, indicating the magnitude of work productivity (Y) of UNIDA Business Unit employees if there are no teamwork variables (X1) and team diversity (X2) is positive 10,198 units.

- b. Teamwork (X1) with a regression coefficient value of 0.641 means that there is a positive influence between teamwork and work productivity of UNIDA Business Unit employees with the assumption that other variables remain constant.
- c. Team diversity (X2) with a regression coefficient value of 0.036 means that there is a positive influence between team diversity and employees work productivity of UNIDA Business Unit

Partial significance test (T statistic test).

A partial test or t-test is a test of each independent variable against the dependent variable. From the results of the regression test, the results of the partial test in this study for the teamwork variable as variable X1 have a t count of 3,414 with a T-table value of 1,675 and a significance value of 0.001 and an α level of 0.05. This shows that the t count value is greater than the T-table and the significance is less than 0.05 so that it can be concluded that the X1 variable or the existence of teamwork has an effect on the work productivity of employees of the Business Unit. The results of the X2 variable test show that team diversity has a T count of 0.282 with a T-table value of 1,675 and a significance value of 0.780. So, the t count value is smaller than the T-table, and the significance value is greater than 0.05. This shows that partially, the existence of team diversity does not affect employee work productivity.

Simultaneous significance test (F statistic test)

The F-test hypothesis testing is used to see whether the independent variables have a significant influence on the dependent variable as a whole. The results of the regression test show that the simultaneous test obtained from the data processing results shows a calculated F value of 6,328, and the significance probability value is 0.045. This shows that the significance value of the F test is smaller than the 5% value or the standard error value that has been generally determined, namely $0.001 < 0.05$. This means that teamwork and team diversity simultaneously have a significant effect on employee work productivity.

Coefficient of determination

The adjusted R-square value results from the regression are used to determine the amount of employee work productivity influenced by the independent variables. The influence of independent variables (X) together on the dependent variable (Y) can be seen in the coefficient of determination value. The higher R Square value indicates that the ability of the independent variable to explain the dependent variable is getting better. Based on the estimation results above, it can show an R Square of 0.212 or 21.2%, which means that the independent variables, namely teamwork and team diversity, have an influence on employee work productivity of 21.2%, while the remaining 78.8% is explained or influenced by other variables not included in this study.

RESULT AND DISCUSSION

Relationship between teamwork and employee work productivity

Based on the results obtained in the T-test, the significant value of the teamwork variable on the work productivity variable is 0.001. This proves that teamwork is able to influence work productivity because the significance value is below 0.05. Based on the calculated t value of the teamwork variable of 3.414 with a T-table value of 1.675, this shows that teamwork has a positive effect on work productivity. So, the higher the level of teamwork, the higher the work productivity of employees of the Business Unit. The hypothesis in this study is accepted, where the teamwork variable has a significant effect on employee productivity. The results of this study are in line with research conducted by Layla and Rohmat, which shows that the teamwork variable has a positive and significant effect on employee work productivity (Anggraeni & Saragih, 2019). A similar thing was also stated in research conducted by Setiyo and Rohwiyati, who found a relationship between teamwork and employee work productivity (Ningsih & Rohwiyati, 2021).

Relationship between team diversity and employee work productivity

Based on the results obtained in the T-test, the significant value of the team diversity variable on the work productivity variable is 0.780. This proves that team diversity does not affect work productivity because the significance value is above 0.05. Based on the calculated t value of the team diversity variable of 0.282 with a T-table value of 1.675, this shows that partially, the existence of team diversity does not affect work productivity. So, the high level of employee work productivity in the business unit is not influenced by the diversity of the team. The hypothesis in this study was rejected because it was found that team diversity had no effect on employee productivity. The results of this study are contrary to the theory, which states that teams with more diverse skills will be more productive because highly productive employees can substantially increase the productivity of employees who are least able to help, inform, or coordinate activities in an organization (Hamilton *et al.*, 2012).

Relationship between teamwork and team diversity and employee work productivity

The results of the third hypothesis in this study indicate that the teamwork variable (X1) and the team diversity variable (X2) have a simultaneous effect on the employee productivity variable (Y), because they have a t sig probability value of $0.045 < 0.05$ and an F count value of 6.328 greater than the F table value of 4.03. The hypothesis in this study is accepted, where the teamwork variable and the team diversity variable have a simultaneous effect on the employee productivity variable. The work experience variable and the team cooperation variable are one of the aspects that can be used as the main consideration in increasing employee productivity at the UNIDA Business Unit.

CONCLUSION AND RECOMENDATION

This study aims to analyze the role of teamwork and team diversity in their influence on employee work productivity. Teamwork and team diversity play very important roles in the organization. Based on the results of the analysis, this study identified that teamwork and team diversity simultaneously influence employee work productivity. While partially teamwork has a significant effect on work productivity and team diversity does not affect work productivity. Teamwork and team

diversity are not just tools to complete tasks but also the foundation for creating a productive and innovative work environment. By fostering cooperation and collaboration, organizations can improve performance, achieve goals, and face challenges better.

The results of this study are expected to contribute to business units in managing work productivity by considering aspects of teamwork and team diversity. By optimizing teamwork and utilizing diversity, organizations can increase productivity, innovation, and employee satisfaction, which in turn contributes to the growth and sustainability of the organization. The combination of these two elements creates a dynamic and competitive work environment, ready to face the challenges in the current era of globalization.

In this study, there are several limitations related to research variables, the number of samples used and the research model. Further studies can develop research in the same field by adding mediation or moderation variables to determine the direct and indirect effects between variables. The number of samples can be expanded again with a larger number by considering other research objects so as to produce new contributions to organizational development, especially in increasing work productivity.

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