

THE EFFECT OF WORKLOAD, WORK MOTIVATION, AND TEAMWORK ON EMPLOYEE PERFORMANCE

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Abstract

This study aims to analyze the influence of workload, work motivation, and teamwork on employee performance at Moen's Farm in Cidahu, Sukabumi Regency. This study uses a quantitative method with a survey approach by distributing questionnaires to the entire population of 110 employees, with a saturated sampling technique. Data analysis was carried out using multiple linear regression with the help of SPSS 27 software. The results of the study indicate that the three independent variables, namely workload, work motivation, and teamwork, simultaneously and partially have a significant effect on employee performance. The coefficient of determination of 60.5% indicates that the combination of the three variables is able to explain employee performance, while the rest is influenced by other factors not examined. Workload has a positive influence on performance, which means that the more balanced the workload, the better the performance. High work motivation also improves performance, as does effective teamwork. These findings are expected to provide input for Moen's Farm management in improving employee performance through workload management, providing appropriate motivation, and forming a solid work team.

Keywords: Workload, Work Motivation, Teamwork, Employee Performance.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja, motivasi kerja, dan kerjasama tim terhadap kinerja karyawan pada Moen's Farm di Cidahu, Kabupaten Sukabumi. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei melalui penyebaran kuesioner kepada seluruh populasi sebanyak 110 karyawan, dengan teknik pengambilan sampel jenuh. Analisis data dilakukan menggunakan regresi linier berganda dengan bantuan software SPSS 27. Hasil penelitian menunjukkan bahwa ketiga variabel independen yaitu beban kerja, motivasi kerja, dan kerjasama tim secara simultan maupun parsial berpengaruh signifikan terhadap kinerja karyawan. Koefisien determinasi sebesar 60,5% menunjukkan bahwa kombinasi ketiga variabel tersebut mampu menjelaskan kinerja karyawan, sementara sisanya dipengaruhi oleh faktor lain yang tidak diteliti. Beban kerja memiliki pengaruh positif terhadap kinerja, yang berarti semakin seimbang beban kerja maka semakin baik kinerja. Motivasi kerja yang tinggi turut meningkatkan kinerja, begitu juga dengan kerjasama tim yang efektif. Temuan ini diharapkan dapat menjadi masukan bagi manajemen Moen's Farm dalam meningkatkan kinerja karyawan melalui pengelolaan beban kerja, pemberian motivasi yang tepat, dan pembentukan tim kerja yang solid.

Kata kunci: Beban Kerja, Motivasi Kerja, Kerjasama Tim, Kinerja Karyawan



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INTRODUCTION

Human resources (HR) are one of the most important factors in a company's sustainability and success. According to Sinaga, employee performance is the work results achieved by an individual within their role over a specific period, as measured by organizational standards.¹ Employee performance assessment is very important to increase productivity and achieve company goals.²

However, performance optimization cannot be achieved without considering the workload borne by employees. An unbalanced workload has the potential to reduce productivity. Irvianti & Verina explain that workload is the amount of work that must be completed within a certain time period, based on the work volume and established time standards. Furthermore, internal factors such as motivation also influence the workload itself.³

Work motivation also plays a significant role in boosting employee performance. According to Saluy et al., work motivation is an internal drive that activates, empowers, and directs behavior in carrying out tasks.⁴ Individuals with high motivation tend to be more consistent and enthusiastic in completing their work.

Besides workload and motivation, social factors such as teamwork also influence performance achievement. Ibrahim et al., defines teamwork as a group work process that utilizes individual uniqueness and strengths to achieve common goals.⁵ Good collaboration supports efficiency, open communication, and effective task completion.

Moen's Farm, an edible mushroom company in Cidahu, Sukabumi, showed signs of declining productivity and increasing employee absenteeism from March to August 2024. According to internal data, production fluctuated significantly, even dropping by 22.8% in April. Concurrently, employee tardiness and absenteeism were on the rise.

¹ S. A. Sinaga, "Pengaruh Komitmen Organisasi, Lingkungan Kerja, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT Pos Indonesia (Persero) Pematang Siantar" (2024).

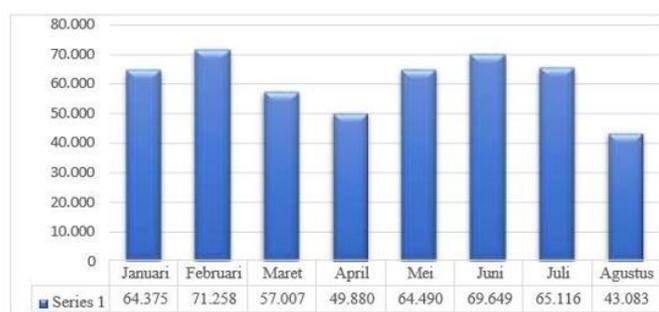
² P. Handayani et al., "Pengaruh Kecerdasan Intelektual Dan Keterampilan Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Bank BJB Kantor Cabang Cianjur)," *COSTING: Journal of Economic, Bussines and Accounting* 5, no. 2 (2022): 1187–94.

³ L. S. D. Irvianti and R. E. Verina, "Analisis Pengaruh Stres Kerja, Beban Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Pada PT XL Axiata Tbk Jakarta," *Binus Business Review* 6, no. 1 (2015): 117–26.

⁴ A. B. Saluy et al., "Pengaruh Pelatihan, Motivasi Kerja Dan Kompetensi Terhadap Kinerja Personel Di Makosek Hanudnas I," *Journal of Management and Business Review* 16, no. 1 (2019): 87–109.

⁵ F. E. Ibrahim et al., "Pengaruh Kerjasama Tim Terhadap Kinerja Karyawan Di PT Lion Superindo," *Jurnal Arastirma* 1, no. 2 (2021): 316–25.

Tabel 1.1 Data hasil produksi Moen's Farm
(Sumber: Moen's Farm)



Tabel 1.2 Data Keterlambatan Karyawan Moen's Farm

Periode Maret-Agustus 2024

Bulan	Jumlah Karyawan	Ketidak hadiran Karyawan			Jmlh H	Jmlh TH	Jmlh T
		Sakit	Izin	Alpa			
Maret	100	2	0	0	98	2	1
April	100	1	2	2	95	5	2
Mei	110	1	0	2	107	3	4
Juni	110	0	4	1	105	5	4
Juli	110	3	1	2	103	6	6
Agsts	110	4	2	2	101	8	6
Jmlh	110	10	9	10	81	29	23

Sumber: HRD Moen's Farm (Pertanian Jamur), Diolah Peneliti 2025

This phenomenon indicates possible problems related to workload, work motivation, and suboptimal teamwork. Therefore, this study was conducted to analyze the influence of workload, work motivation, and teamwork on employee performance at Moen's Farm. This research is expected to provide theoretical contributions to the development of human resource management concepts and provide practical considerations for companies in improving employee effectiveness.

LITERATURE REVIEW

Human resource management (HRM) is the primary theoretical foundation of this research. Human resource management is a field of management science that specifically studies how people interact and perform their duties in a company. Zafar states that human resources play a crucial role in organizational success.⁶ Sastra added that organizational success is highly dependent on employee performance.⁷ HR includes the process of managing individuals as a workforce to achieve organizational goals optimally.⁸

⁶ T. S. Zafar, "Analisis Pengaruh Lingkungan Kerja, Kepuasan Kerja, Dan Motivasi Terhadap Kompetensi Serta Implikasinya Pada Kinerja Pegawai Di Kementerian Agama Kabupaten Sukabumi" (Universitas Pasundan, 2018).

⁷ O. Sastra, "Pengembangan Sumber Daya Manusia (SDM) Di Era Digital," *Human Resource Management*, 2023, 1–13.

⁸ M. Sulaeman et al., *Manajemen Sumber Daya Manusia* (Diva Pustaka, 2024).

In previous research, research conducted by Putri et al., revealed that workload has a significant effect on employee performance.⁹ Meanwhile, according to Ahmad et al., workload has a positive and insignificant effect.¹⁰ However, Mahfudz in his research revealed that workload has a direct effect on employee performance.¹¹ In his research, Rozalia he said that work motivation has a positive effect on employee performance.¹² Widjaja & Ginanjar in their research stated that work motivation does not affect employee performance.¹³ However, in his research, Sadat et al., it was shown that work motivation has a significant influence on employee performance.¹⁴ And Solehah & Ratnasari in their research stated that work motivation has a direct influence on employee performance.¹⁵ According to Ibrahim et al., teamwork has a positive effect on employee performance,⁵ Meanwhile, in their research, Hatta & Musnadi said that teamwork has no effect on employee performance.¹⁶ However, in research, Hidayat et al., teamwork has an indirect effect on employee performance.¹⁷

Workload

According to Irvianti & Verina, is the amount of work that must be completed by an employee or team within a certain period of time, which is the result of calculations between the volume of work that must be completed and the time norms that have been set to complete the work with dimensions and indicators; external factors, tasks given, complexity of work, length of work time and rest. Internal factors; motivation, perception, desire and satisfaction.

⁹ M. A. Putri et al., "Pengaruh Kerjasama Tim Dan Beban Kerja Terhadap Kinerja Pegawai Pada Kantor Inspektorat Kabupaten Sukabumi," *Bandung Conference Series: Business and Management* 4, no. 1 (2024): 155–62.

¹⁰ Y. Ahmad et al., "Pengaruh Stres Kerja, Beban Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT FIF Group Manado," *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 7, no. 3 (2019).

¹¹ M. Mahfudz, "Pengaruh Kepuasan Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Dan Stres Kerja Sebagai Variabel Mediasi Pada Karyawan Divisi Sales Consumer PT Bank Negara Indonesia (Persero) Tbk," *Jurnal Eksekutif* 14, no. 1 (2017).

¹² N. A. Rozalia, "Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan PT Pattindo Malang)" (Brawijaya University, 2015).

¹³ Y. R. Widjaja and A. Ginanjar, "Pengaruh Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan," *Jurnal Sains Manajemen* 4, no. 1 (2022): 47–56.

¹⁴ P. A. Sadat et al., "Disiplin Kerja Dan Motivasi Terhadap Kinerja Karyawan," *Inovator* 9, no. 1 (2020): 23–29.

¹⁵ S. Solehah and S. L. Ratnasari, "Pengaruh Gaya Kepemimpinan, Beban Kerja, Job Insecurity Terhadap Turnover Intention Karyawan PT Federal Internasional Finance Cab Batam," *Jurnal Dimensi* 8, no. 2 (2019): 210–39.

¹⁶ M. Hatta and S. Musnadi, "Pengaruh Gaya Kepemimpinan, Kerjasama Tim Dan Kompensasi Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Karyawan PT PLN (Persero) Wilayah Aceh," *Jurnal Magister Manajemen* 1, no. 1 (2017): 70–80.

¹⁷ S. Hidayat et al., "Pengaruh Gaya Kepemimpinan, Kerjasama Tim Dan Kompensasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada PT Dunia Barusa Banda Aceh," *Jurnal Perspektif Ekonomi Darussalam (Darussalam Journal of Economic Perspectives)* 5, no. 1 (2019): 84–98.

Work motivation

According to Saluy et al., work motivation is the drive, effort and desire that exists within humans that activates, empowers and directs behavior in carrying out tasks in their work environment. The dimensions and indicators are Internal Factors, External Factors, Knowledge, Understanding.

Teamwork

Ibrahim et al., stated that teamwork is a process that involves a group of people with their own uniqueness and strengths, who come together and work together to achieve the same goal, by utilizing the diversity of their abilities, talents, experiences, and backgrounds with the dimensions and indicators being cooperation, trust and cohesiveness.

Employee performance

Employee performance is a measure used to evaluate the work results of an organization or individual in achieving predetermined goals, taking into account aspects such as productivity, quality, work time, and collaboration, as well as the ability to achieve desired results. Its dimensions and indicators are: work quality, work quantity, timeliness, effectiveness, and independence.

Previous Research

This researcher uses the variables of workload, work motivation, teamwork and employee performance, because many people still use these variables for research.

Previous research conducted by Putri et al. revealed that workload significantly impacts employee performance. Ahmad et al. found that workload had a positive but insignificant effect. However, Mahfudz found that workload directly impacts employee performance.

In their research, Rozalia stated that work motivation has a positive effect on employee performance. Widjaja & Ginanjar in their research stated that work motivation has no effect on employee performance. However, research Sadat et al., showed that work motivation significantly influences employee performance. And Ratna Sari et al., in their research stated that work motivation has a direct effect on employee performance.

According to Ibrahim et al., teamwork has a positive effect on employee performance. Meanwhile, research by Hatta & Musnadi states that teamwork has no effect on employee performance. However, research by Hidayat et al., indicates that teamwork has an indirect effect on employee performance.

The paradigm in this research is based on previous research, a literature review, and the previously described conceptual framework. This paradigm was developed to facilitate the research process. The paradigm in question is as follows:

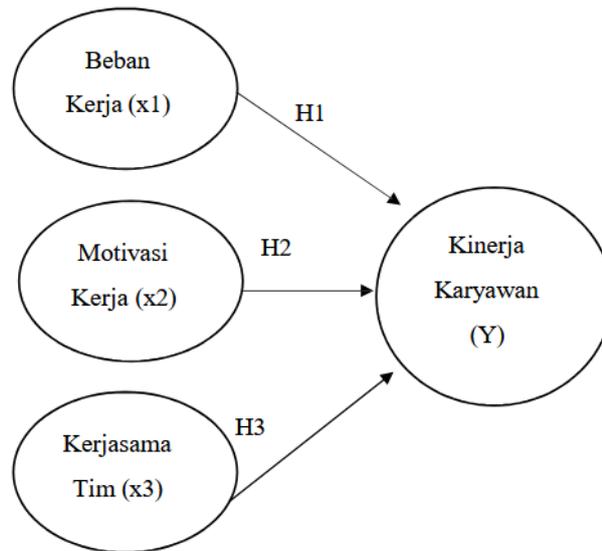


Figure 1. Research Paradigm

(Source: Processed by researchers, 2025)

RESEARCH METHODS

The quantitative approach is a method used when the data obtained is in the form of numbers or other types of data that can be converted into numbers, then processed using statistical methods. This study uses a quantitative approach with a causal associative method to determine the effect of workload, work motivation, and teamwork on employee performance. This approach was chosen because it allows researchers to objectively measure the relationship between variables through numerical data and statistical processing. The population in this study was all 110 employees of Moen's Farm Cidahu, Sukabumi Regency. Because the population size was not too large, a saturated sampling technique was used, namely all members of the population were sampled. This technique was chosen so that the research results are more representative of real conditions in the field. Primary data were collected through the distribution of closed-ended questionnaires based on a five-point Likert scale, designed to measure respondents' perceptions of the variables of workload, work motivation, teamwork, and employee performance. In addition, researchers also conducted direct observations and unstructured interviews to complement the quantitative data.

RESULTS AND DISCUSSION

Validity and Reliability Test

Based on Table 4.3, it can be seen that all question items for each variable have a calculated r value > 0.3 , so it can be concluded that all question items for the variables workload, work motivation, teamwork and employee performance are valid and can be analyzed further.

Table 2 Results of Validity Test of X1, X2, X3 and Y

Variables	Item No.	R Count	R Critical	Information
Workload (X1)	X1.1	0.528	0.3	Valid
	X1.2	0.493	0.3	Valid
	X1.3	0.562	0.3	Valid
	X1.4	0.543	0.3	Valid
	X1.5	0.609	0.3	Valid
	X1.6	0.535	0.3	Valid
	X1.7	0.596	0.3	Valid
	X1.8	0.496	0.3	Valid Valid
	X1.9	0.625	0.3	Valid
	X1.10	0.631	0.3	
Motivation Work (X2)	X2.1	0.493	0.3	Valid
	X2.2	0.651	0.3	Valid
	X2.3	0.666	0.3	Valid
	X2.4	0.728	0.3	Valid
	X2.5	0.690	0.3	Valid
	X2.6	0.790	0.3	Valid
	X2.7	0.706	0.3	Valid
	X2.8	0.637	0.3	Valid
Teamwork (X3)	X3.1	0.919	0.3	Valid
	X3.2	0.788	0.3	Valid
	X3.3	0.884	0.3	Valid
Performance Employee (Y)	Y.1 Y.2	0.759	0.3 0.3	Valid
	Y.3 Y.4	0.565	0.3	Valid
	Y.5	0.577	0.3	Valid
		0.785	0.3	Valid
		0.745		Valid

Source: Questionnaire Data Processing Results, 2025

Realism Test

This study has a Cronbach's Alpha value of > 0.6 . Thus, it can be concluded that the variables of workload, work motivation, teamwork, and employee performance have reliable and dependable question items.

Table 3 Results of Reliability Tests X1, X2, X3 and Y

Variables	Cronbach's Alpha	Standard Value	N of Item
Workload (X1)	0.760	>0.6	10
Work motivation (X2)	0.808	>0.6	8
Teamwork (X3)	0.819	>0.6	3
Employee Performance (Y)	0.713	>0.6	5

Source: Questionnaire Data Processing Results, 2025

Multiple Linear Regression Analysis

The general form of the regression equation is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$Y = 0.169 + 0.149X_1 + 0.218X_2 + 0.496X_3$ The multiple regression equation above means:

1. A constant value of 0.169 indicates that the employee performance variable is not affected by the workload, work motivation, and teamwork variables. This means that if these independent variables have no influence, the employee performance variable will not change, with a score of 0.169.
2. The regression coefficient value of the workload variable (X1) is 0.149, indicating that the workload variable has a positive influence on employee performance, meaning that every 1 unit increase in the workload variable will increase employee performance by 0.149 units.
3. The regression coefficient value of the work motivation variable (X2) is 0.218, indicating that the work motivation variable has a positive influence on employee performance, which means that every 1 unit increase in the work motivation variable will increase employee performance by 0.218 units.
4. The regression coefficient value of the Teamwork variable (X3) is 0.496, indicating that the Teamwork variable has a positive influence on employee performance, meaning that every 1 unit increase in the Teamwork variable will increase employee performance by 0.496 units.

Table 4 Results of Multiple Linear Regression Analysis

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.169	1,736		.097	.923
Workload	.149	.039	.236	3,769	.000
Work motivation	.218	.040	.415	5,460	.000
Teamwork	.496	.102	.366	4,866	.000

a. Dependent Variable: Employee Performance

Source: Questionnaire Data Processing Results, 2025

Partial Significance Test Results (t-Test)

Based on the results of the analysis, the following explanation can be obtained:

1. The workload variable has a calculated t value of 3.769 > t table (1.983) and the significance value obtained is 0.000 which is smaller than 0.05 (sig < 0.05), so it is concluded that workload has a significant effect on employee performance.
2. The work motivation variable has a calculated t value of 5.460 > t table (1.983) and the significance value obtained is 0.000 which is smaller than 0.05 (sig < 0.05), so it is concluded that work motivation has a significant effect on employee performance.
3. The Teamwork variable has a calculated t value of 4.866 > t table (1.983) and the significance value obtained is 0.000 which is smaller than 0.05 (sig < 0.05), so it is concluded that Teamwork has a significant effect on employee performance.

Table 5 Results of Partial Significance Test (t-Test)

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.169	1,736		.097	.923
Workload	.149	.039	.236	3,769	.000
Work motivation	.218	.040	.415	5,460	.000
Teamwork	.496	.102	.366	4,866	.000

a. Dependent Variable: Employee Performance

Source: Questionnaire Data Processing Results, 2025

Discussion

Based on the test results, a t-statistic value of 3.769 was obtained for the workload variable, with a p-value of 0.000. This value is greater than the t-table value of 1.983 and the p-value is less than 0.05, so it can be concluded that workload has a significant effect on employee performance at Moen's Farm. This finding is in line with the results of research by Putri et al. (2024) which states that a well-managed workload can encourage increased productivity. These results indicate that the better the workload management given to employees—both in terms of work volume, completion time, and task clarity—the more optimal the performance achieved. Excessive or disproportionate workloads can cause fatigue and reduce performance, but when workloads are managed efficiently, employees become more focused, motivated, and able to achieve work targets effectively.

Furthermore, for the work motivation variable, a t-statistic value of 5.460 and a p-value of 0.000 were obtained, which also indicated significant results. This proves that work motivation has a positive and significant influence on employee performance. These results support the findings of Rozalia (2015), who stated that motivation is a crucial factor in improving work quality. Strong motivation—both intrinsic, such as pride in one's work, and extrinsic, such as rewards and incentives—can encourage employees to work harder, be more creative, and be more responsible in their duties. In the context of Moen's Farm, work motivation can emerge through the provision of incentives, recognition for achievements, harmonious working relationships, and job satisfaction. Employees who feel appreciated and have their needs met will be more loyal and demonstrate consistent performance.

Meanwhile, for the teamwork variable, a t-statistic value of 4.866 and a p-value of 0.000 were obtained, indicating that teamwork also significantly impacts employee performance. This finding is consistent with the study by Ibrahim et al., which states that a solid team can improve work efficiency and quality. In practice, good teamwork encourages coordination, mutual trust, and effective communication among members, allowing work to be completed synergistically. These results indicate that work success depends not only on individuals but also on the team's ability to divide roles, resolve conflicts, and achieve common goals. A work environment that supports collaboration is a crucial factor in creating a productive work atmosphere.

Simultaneously, the F test results show that workload, work motivation, and teamwork together have a significant influence on employee performance, with a calculated F value of 54.037, greater than the F table of 2.690 and a p-value of 0.000. This indicates that the three independent variables make a real contribution to improving employee performance.

Thus, it can be concluded that employee success at Moen's Farm is not determined by a single factor, but rather by a combination of a balanced workload, high motivation, and strong

teamwork. These three complement each other and serve as the foundation for a productive and results-oriented work environment.

CONCLUSION

Based on the research results and data analysis in Chapter IV, the following conclusions can be drawn:

1. Workload has a positive and significant impact on employee performance. This means that a structured workload appropriate to an employee's capacity can drive improved performance. A moderate workload will prevent physical and mental fatigue, ensuring employees remain productive.
2. Work motivation has a significant impact on employee performance. Employees who receive recognition, feel satisfied with their work, and have clear goals are more motivated to perform optimally.
3. Teamwork has the most dominant influence on improving employee performance, with the highest regression coefficient among the three variables. Interaction and cohesion among team members are key factors in increasing work efficiency, especially in production-based companies like Moen's Farm.

SUGGESTION

Based on the research results and findings of indicators with the lowest values, the following suggestions can be given:

1. Increased Rest Time and Workload Arrangement

The indicator "employees receive sufficient rest time" (X1.4) requires more serious attention. Companies need to review their shift and work hour systems to avoid excessive workloads, in line with efforts to improve the quality of human resources, as described in Chapter I, as the company's primary asset.

2. Strengthening the Provision of Incentives and Appreciation

One of the lowest indicators of work motivation is a lack of recognition perceived by employees (X2.1). Therefore, a fair and transparent reward system is needed, such as performance bonuses, monthly appreciation, or other forms of non-financial incentives. This will build internal motivation that aligns with the motivation theory mentioned in Chapter I.

3. Increased Transparency and Trust within the Team

Regarding teamwork, indicator X3.2, related to transparency and openness, needs to be strengthened. The company can conduct effective communication training and establish

teamwork procedures that encourage the active involvement of all members in decision-making. This is crucial for creating a synergistic work environment, as required by Moen's Farm's interconnected production system.

4. Strategic Integration of Three Main Factors Companies should strategically integrate these three key factors (workload, work motivation, and teamwork) into their HR policies. Regular monitoring and evaluation are necessary to ensure implementation adapts to the dynamics of the field.

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