

(Artikel Penelitian/Ulasan)

The Effect of Recruitment and Teamwork on the Productivity of PT Kharisma Guna Makmur

Ririn Uke Saraswati ^{1,*}

¹ Sekolah Tinggi Ilmu Ekonomi Ekadharma Indonesia ; email : ririnukesaras@gmail.com

* **Korespondensi** : Ririn Uke Saraswati

Abstract: This study aims to analyze the influence of Recruitment and Teamwork on Employee Productivity at PT Kharisma Guna Makmur. The research method used is quantitative by distributing questionnaires to 80 respondents. The data were analyzed using multiple linear regression. The results show that both Recruitment and Teamwork have a positive and significant influence on Employee Productivity, both partially and simultaneously. The coefficient of determination (R^2) value of 0.875 indicates that 87.5% of the variation in productivity can be explained by the two variables. These findings highlight the importance of implementing effective recruitment and strengthening teamwork to optimally improve employee performance. **Keywords:** .

Keyword: Employee Productivity; Recruitment; Teamwork.

1. INTRODUCTION

Employee productivity is one of the important indicators in assessing the effectiveness of human resources work in an organization. Hasibuan defines productivity as “the ratio between the results achieved (output) and all resources used (input)”. [1]. Meanwhile, according to Sutrisno “Work productivity is the result of a person's work in a certain unit of time by considering quality, quantity, and efficiency.”[2]. In the manufacturing industry, productivity reflects not only the amount of goods produced, but also the quality, efficiency, and timeliness of work. Therefore, productivity is a barometer of the success of the company's managerial and operational processes [3]. An important factor in the success of an organization is the presence of employees who are capable and skilled and have high morale, so that satisfactory work results can be expected [4].

PT Kharisma Guna Makmur as a company that has been established since 2010 and specializes in Material Handling Engineering, has a strategic role in supporting various large industrial projects such as Steel Mill, Power Plant, and Port. Located at Jl Raya Kedung Waringin KM 28, Bekasi, West Java, the company now continues to innovate, including through expansion into the Fabrication and Building field, which includes the process of combining materials such as steel, pipes and plates into ready-to-use components for infrastructure and heavy equipment. In supporting economic and social development, employee productivity is a key factor in the success of the company's operations, as the timeliness and quality of results determine the smooth running of national projects. However, during 2024, based on internal company data, PT Kharisma Guna Makmur faced challenges

Diterima: tanggal
Direvisi: tanggal
Diterima: tanggal
Diterbitkan: tanggal
Versi sekarang: tanggal



Hak cipta: © 2025 oleh penulis.
Diserahkan untuk kemungkinan
publikasi akses terbuka
berdasarkan syarat dan ketentuan
lisensi Creative Commons
Attribution (CC BY SA) (
<https://creativecommons.org/licenses/by-sa/4.0/>)

in the form of fluctuations and decreases in productivity, which were reflected in the non-achievement of production targets in January to May 2024, as can be seen in table 1 below..

Table 1. Achievement of Production Targets January - May 2024

Month	Production Target	Achievements	% Pencapaian	Rata-rata/Hari
January	1.620	1.054	65,06%	34
February	1.125	811	72,09%	33
March	945	980	103,70%	36
April	630	583	92,54%	34
May	1.040	933	89,71%	38

Source: Internal Data, 2024

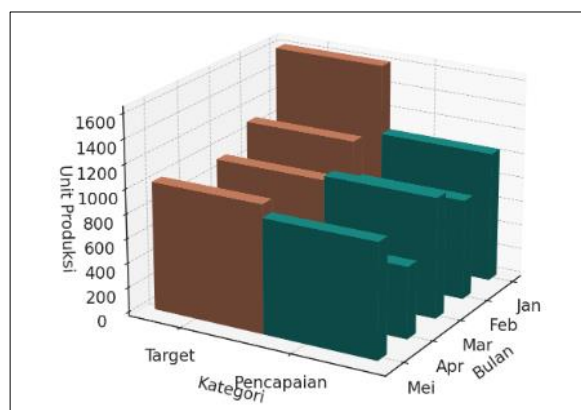


Figure 1. January-May 2024 Production Achievemen

Based on table 1 and figure 1, which illustrate the comparison between production targets and actual achievements from January to May 2024, it can be seen that employee productivity is still experiencing significant fluctuations and has not fully stabilized. In January and February, the production achievement was only 65.06% and 72.09% respectively, far below the set target. The highest achievement occurred in March with a value of 103.70%. However, the decline again occurred in April and May.

Unstable production output can have a serious impact on operational sustainability and company reputation. Fluctuating productivity causes uncertainty in the supply chain and disrupts efficient production capacity planning, which can lead to other problems [5]. Other studies confirm that a company's operational performance is strongly influenced by the stability of production output, and disruptions in the consistency of production achievements can lead to a decrease in competitiveness, especially in highly competitive manufacturing industries [6].

As a national manufacturing company, productivity stability at PT Karisma Guna Makmur is needed through strengthening human resource management, one of the steps to get quality human resources is in the recruitment aspect. Recruitment plays an important role in the success of the company's productivity because through this process, the company can obtain a workforce that is appropriate, qualified, and in accordance with the needs of the

organization, so that it is able to work efficiently and effectively. The right employee in the right position will increase operational efficiency, reduce turnover rates, and encourage innovation and adaptation to industry changes. Agustin et al's research conducted at PT Indonesia Epson Industry shows the results that partially recruitment has a significant positive effect in achieving company productivity [7].

In addition to individual quality obtained through recruitment, teamwork is the key to operational success in production-based organizations. In the manufacturing process, teamwork is needed because work is often integrated between divisions. According to Mondy & Martocchio, effective teamwork creates open communication, mutual support, and increased efficiency in completing tasks [8]. Desler dalam buku Human Resource Managemen menyatakan "Tim adalah sekelompok kecil orang dengan keahlian yang saling melengkapi yang bekerja sama untuk mencapai tujuan bersama yang spesifik di mana mereka saling bertanggung jawab." [9]

Empirical evidence is shown by Maharani et al, which states that teamwork significantly affects employee productivity at PT Pegadaian (Persero) Cianjur Regency Branch. In a cohesive team, errors in work decrease because members help each other get the job done [10]. The results of research from Anggraini & Saragih also show that teamwork has a positive and significant effect on work productivity and has an influence of 82.62% on work productivity at PT PLN (Persero) Central Java Transmission [11]. From this description, it can be concluded that recruitment and teamwork not only support the work process, but are also important tools in achieving optimal productivity.

Several previous studies have shown mixed results regarding the effect of recruitment and teamwork partially on employee productivity. Although many studies have found a significant positive relationship, there are also findings that state there is no significant effect of recruitment and teamwork on employee productivity. As research by Windha concluded that recruitment has no significant effect on productivity because the company's internal training system is more dominant in improving performance than the initial selection of employees at PT Astra International Tbk. [7]. Likewise, Rahmah et al found that teamwork has no effect on the work productivity of employees of PT Bosowa Propertindo Makassar and research conducted by Siregar at PT Telkom Akse Medan [12]. The difference in results shows that the effect of recruitment and teamwork on productivity is still an issue that deserves further research both partially and simultaneously, especially in the manufacturing industry such as PT Kharisma Guna Makmur, which has a complex and project-intensive work structure.

Based on the description above, this study aims to analyze the effect of recruitment and teamwork on employee productivity at PT Kharisma Guna Makmur. Given the results of previous studies that show different findings, as well as the lack of studies that test these two variables simultaneously in the manufacturing industry, this study is expected to make a

theoretical contribution in the development of human resource management science as well as practical benefits for companies in increasing productivity through the right recruitment system and effective teamwork.

2. LITERATURE REVIEW

Productivity

Work productivity is the ratio between the results of activities (output) and all sacrifices or costs to realize these results [1]. While Kasmir states “Productivity is the ability of a person, group, or organization to produce goods and services in a certain amount by utilizing available resources efficiently and effectively.”[13].

Sutrisno argues that productivity is generally defined as the relationship between output (goods or services) and input (labor, materials, money). Productivity is a measure of productive efficiency. A comparison of results and outputs [2]. Productivity indicators include: (a) Ability, (b) Increasing the results achieved, (c) Work Spirit (d) Self-Development (e) Quality (f) Efficiency.

Rekrutmen

According to Badriyah, recruitment is the first step in obtaining a number of qualified candidates for positions/jobs within the company. Recruitment has an important meaning both for the company and for job applicants. For companies, recruitment is a strategic step to obtain qualified human resources, in accordance with the needs of the position, and able to encourage productivity and long-term success of the organization. Meanwhile, for applicants, recruitment is an opportunity to choose a work environment that suits their skills, interests and personal values. In a two-way recruitment process, both parties assess each other's suitability. The company assesses the competence of the applicant, while the applicant assesses the reputation, work culture, and prospects for self-development within the company. Thus, recruitment is not only a selection process, but also a process of building a mutually beneficial fit and working relationship. [14].

Recruitment is an activity carried out by the company to attract a number of applicants to be interested and apply to the company in accordance with the desired qualifications. According to Desler, recruitment indicators include (a) Recruitment sources, both internal and external, (b) Media and methods used (c) Clarity of job vacancy information (d) Company attractiveness for applicants (e) Time and efficiency of the recruitment process (f) The number and quality of applicants obtained. [9].

Team Work

Mondy & Martocchio state that teamwork is collaboration between individuals to achieve a common goal, where each member has a complementary role and contribution.[8]

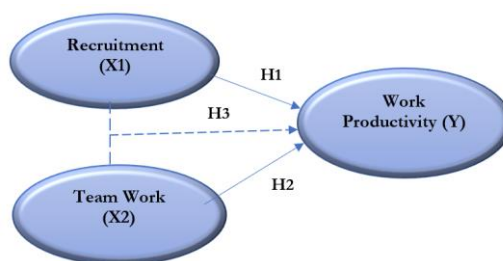
Teamwork in organizations is important because it can increase individual responsibility through involvement in decision-making, encourage innovative learning between members,

and generate better information and actions through a diversity of skills. In addition, teamwork enables continuous improvement as mistakes are more easily recognized and corrected together, and fosters risk-taking thanks to the collective strength and support of the group [15].

Teamwork is a collaborative process involving a group of individuals with complementary skills to achieve a common goal effectively and efficiently. According to Salas, Sims, and Burke effective teamwork is characterized by five main components known as The Big Five, namely (a) team leadership (b) joint performance monitoring (c) mutual aid behavior (d) adaptability, and (e) team orientation. These five elements are reinforced through coordination mechanisms such as shared mental models, closed two-way communication, and trust between team members. Thus, teamwork requires not only division of tasks, but also active involvement, mutual support, and strong adaptability and communication skills to achieve optimal team performance [16].

Research Framework

The framework in this study is:



Picture 2. Framework

Hypothesis

1) Hypothesis 1 (Effect of Recruitment on Productivity)

H0: There is no significant influence between Recruitment on Employee Productivity.

Ha: There is a significant influence between Recruitment on Employee Productivity.

2) Hipotesis 2 (Pengaruh Kerja Sama Tim terhadap Produktivitas)

H0: There is no significant influence between Teamwork on Employee Productivity.

Ha: There is a significant influence between Teamwork on Employee Productivity.

3) Hypothesis 3 (Effect of Recruitment and Teamwork together on Productivity)

H0: Recruitment and Teamwork simultaneously have no significant effect on Employee Productivity.

H0: Recruitment and Teamwork simultaneously have a significant effect on Employee Productivity.

3. METHODS

This research uses a quantitative approach with a causal associative research type. This approach aims to determine the effect between two independent variables, namely Recruitment (X1) and Teamwork (X2) on Employee Productivity (Y) partially or simultaneously. According to Sugiyono, quantitative research is a method used to research on certain populations or samples with data collection techniques using instruments, and analyzed statistically to test predetermined hypotheses.[17]

The population in this study were all employees of PT Karisma Guna Makmur, totaling 260 people. To determine the number of samples, the Slovin formula is used with an error tolerance of 10%, with the following formula [18] :

$$n = \frac{N}{1 + N \cdot e^2}$$

$$n = \frac{260}{1 + 260 \cdot (0,10)^2} = \frac{260}{1 + 260 \cdot 0,01} = \frac{260}{1 + 2,6} = \frac{260}{3,6} \approx 72$$

Based on Slovin's calculation with an error rate of 10%, the minimum sample size is 72 out of a total of 260 employees. However, researchers took 80 respondents to anticipate incomplete data and increase the reliability of the results. According to Sugiyono, the addition of samples is allowed as long as it remains representative [17] The sampling technique used is purposive sampling, which is a sampling technique based on certain criteria set by the researcher. The criteria for respondents in this study are: (a) Is a permanent employee of PT Kharisma Guna Makmur. Has (b) worked for at least 1 year in order to have relevant experience of the recruitment system and teamwork dynamics in the company.

Primary data is obtained through questionnaires while secondary data is obtained from internal company documents such as productivity reports, and supporting literature. The sampling technique used is simple random sampling, which is random sampling of the entire population, where each individual has the same opportunity to be selected as a respondent. Data analysis techniques in this study were assisted using SPSS version 26 software, which was used to test validity, reliability, classical assumptions, as well as multiple linear regression analysis and hypothesis testing (t test, F test, and coefficient of determination).

Table 2. Variable Definition

Variables	Theoretical Definition	Indicator
Recruitment (X1) (Desler, 2020)	The process of finding and attracting qualified candidates to fill positions in the organization is carried out through various sources and methods according to the needs of the company.	1. Labor requirement planning 2. Recruitment sources 3. Recruitment methods 4. Initial selection process

Teamwork (X2) Salas, Sims, & Burke (2005)	The process of interaction between team members involving leadership, communication, and mutual support to effectively achieve a common goal.	1. Team leadership 2. Shared performance monitoring 3. Backup behavior 4. Adaptability 5. Team orientation
Productivity (Y) (Sutrisno, 2019)	The ability of employees to produce output effectively and efficiently in accordance with the targets set by the company.	1. Quality of work 2. Quantity of work 3. Punctuality 4. Work attendance 5. Work efficiency

4. RESULTS AND DISCUSSION

RESULTS

Respondent Characteristics

Table 4. Respondent Description

Gender		
Male	80	100%
Female		0%
Length of Service		
1-2 Years	53	66,30%
2-5 Years	17	21,30%
6-10 Years	8	10%
>10 Years	2	2,50%
Usia		
Age 20-25	21	26,30%
Age 26-30	28	35%
Age >30	31	38,80%

Based on table 4 characteristics of respondents, it can be seen that all respondents are male (100%), with the majority aged over 30 years (38.80%) and a working period of 1-2 years (66.30%), indicating that respondents are dominated by male employees who are still relatively new but are in productive age.

Validity Test

Table 5. Validity and Reliability test results

Variable	R Value	R Table	Reliability	Decision
Recruitment (X1)	0,799	0,361	0,950	Valid & Reliabel
	0,908	0,361		Valid & Reliabel
	0,88	0,361		Valid & Reliabel
	0,804	0,361		Valid & Reliabel
	0,878	0,361		Valid & Reliabel

	0,875	0,361		Valid & Reliabel
	0,813	0,361		Valid & Reliabel
	0,701	0,361		Valid & Reliabel
	0,839	0,361		Valid & Reliabel
	0,783	0,361		Valid & Reliabel
	0,912	0,361		Valid & Reliabel
	0,76	0,361		Valid & Reliabel
	0,854	0,361		Valid & Reliabel
	0,729	0,361		Valid & Reliabel
	0,77	0,361		Valid & Reliabel
Teamwork (X2)	0,852	0,361	0,962	Valid & Reliabel
	0,796	0,361		Valid & Reliabel
	0,797	0,361		Valid & Reliabel
	0,752	0,361		Valid & Reliabel
	0,857	0,361		Valid & Reliabel
	0,805	0,361		Valid & Reliabel
	0,876	0,361		Valid & Reliabel
	0,907	0,361		Valid & Reliabel
	0,807	0,361		Valid & Reliabel
	0,863	0,361		Valid & Reliabel
	0,891	0,361		Valid & Reliabel
	0,891	0,361		Valid & Reliabel
	0,834	0,361		Valid & Reliabel
Produktivitas (Y)	0,921	0,361	0,981	Valid & Reliabel
	0,874	0,361		Valid & Reliabel
	0,829	0,361		Valid & Reliabel
	0,806	0,361		Valid & Reliabel
	0,931	0,361		Valid & Reliabel
	0,874	0,361		Valid & Reliabel
	0,967	0,361		Valid & Reliabel
	0,878	0,361		Valid & Reliabel
	0,868	0,361		Valid & Reliabel
	0,916	0,361		Valid & Reliabel
	0,9	0,361		Valid & Reliabel
	0,88	0,361		Valid & Reliabel
	0,947	0,361		Valid & Reliabel
	0,886	0,361		Valid & Reliabel
	0,88	0,361		Valid & Reliabel
	0,909	0,361		Valid & Reliabel

Based on table 4.2 of the validity and reliability test results, all statement items from both variables X1, X2 and Y the R-table value is greater than R-count (0.361). The Conbrach Alpha value is > 0.70. So it can be concluded that all statement items are valid and reliable.

Kolmogorov Smirnov Normality Test

Table 6. Kolmogorov Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		80
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	2,84109135
Most Extreme Differences	Absolute	0,218
	Positive	0,171
	Negative	-0,218
Test Statistic		0,218
Asymp. Sig. (2-tailed)		,250 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on table 6 of the normality test with Kolmogorov-Smirnov, the significance value is 0.250 (> 0.05), so it can be concluded that the residual data is normally distributed

Multiple Linear Regression

Table 7. Multiple Regression test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,562	2,803		1,556	0,761
	Rekrutmen	0,75	0,047	0,21	4,051	0
	Kerjasama Tim	0,832	0,055	0,789	15,25	0

a. Dependent Variable: Produktivitas Kerja

Based on table 7 multiple regression test results obtained equation $Y = 0,356 + 0,75 X1 + 0,832 X2 + e$, with the following interpretation::

- a) **0,356**: The constant value means that if Recruitment (X1) and Teamwork (X2) = 0, then Productivity (Y) is 0.356 units

- b) **0,75**: The coefficient of X1, means that every increase of 1 unit of Recruitment will increase Productivity by 0.75 units, if other variables remain constant
- c) **0,832**: X2 coefficient, meaning that every 1 unit increase in Teamwork will increase Productivity by 0.832 units, if other variables remain constant.

T-Test

Table 8. T-test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,562	2,803		1,556	0,761
	Rekrutmen	0,75	0,047	0,21	4,051	0
	Kerjasama Tim	0,832	0,055	0,789	15,250	0

a. Dependent Variable: Produktivitas Kerja

The interpretation of table 8 t test results is:

a) Hypothesis 1: Recruitment has a significant effect on Work Productivity.

The t test results show the t value of 4.051 > t table 1.292, with a significance value of 0.000 (<0.05), so H0 is rejected and Ha is accepted, which means **Hypothesis 1 is accepted**. That is, Recruitment has a significant effect on Work Productivity.

b) Hipotesis 2: Kerja Sama Tim berpengaruh signifikan terhadap Produktivitas Kerja.

The t test results show the t value of 15.250 > t table 1.292 with a sig value of 0.000 (<0.05), so H0 is rejected and Ha is accepted, which means **Hypothesis 2 is accepted**. That is, Teamwork has a significant effect on Work Productivity.

F-Test

Table 9. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4456,128	2	2228,064	269,042	,000 ^b

Residual	637,672	77	8,281
Total	5093,8	79	
a. Dependent Variable: Produktivitas Kerja			
b. Predictors: (Constant), Kerjasama Tim, Rekrutmen			

c) Hypothesis 3: Recruitment and Teamwork have a significant effect on Work Productivity

Based on table 9 of the F test results, it is known that the calculated F value is $269.042 > F \text{ count } (2.370)$ and the sig value is $0.00 < \text{sig } 0.05$, so H_0 is rejected and H_a is accepted, which means **Hypothesis 3 is accepted**. This means that simultaneously Recruitment and Teamwork have a significant effect on Work Productivity.

Determination Coefficient Test

Table 10. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,935 ^a	0,875	0,872	2,878
a. Predictors: (Constant), Kerjasama Tim, Rekrutmen				
b. Dependent Variable: Produktivitas Kerja				

The R Square value shown in table 10 of 0.875 indicates that 87.5% of the variation in Work Productivity can be explained by the Recruitment and Teamwork variables together, while the remaining 12.5% is explained by other factors outside the model. The Adjusted R Square value of 0.872 shows that the level of model adjustment remains high even though the number of predictors is limited.

DISCUSSION

The Effect of Recruitment on Work Productivity

The t test results show that the Recruitment variable has a t value of 4.051, > from the t table of 1.292, and a significance value of 0.000 (< 0.05). This shows that Recruitment has a positive and significant effect on Work Productivity. This means that the better the recruitment process carried out by the company, the higher the productivity produced by employees. Proper recruitment will ensure that the employees received are in accordance with the needs of the company, so that they can contribute optimally to the achievement of work targets. This finding is in line with Gary Dessler's theory which emphasizes that effective recruitment is a strategic step to get the right human resources to support organizational performance [9]. This research is also supported by a study conducted by Arviana at PT. SFH [19] and research conducted by Syafitri at Bank Syariah Mandiri Padang Branch. Both studies

state the results of recruitment partially have a significant positive effect on employee productivity.

The Effect of Teamwork on Work Productivity

The t test results of the Teamwork variable have a t value of 15.250, far exceeding the t table of 1.292, with a significance value of 0.000 (<0.05). This proves that Teamwork has a positive and significant effect on Work Productivity. The higher the level of collaboration and synergy between team members, the higher the productivity achieved. Collaboration allows for faster, more efficient work completion, and avoids conflicts that hinder performance.

These results are in accordance with Burke et al's theory which emphasizes that teamwork involving leadership, monitoring, and backup behavior will increase team effectiveness [16]. Teamwork significantly increases productivity because it strengthens communication and work coordination as research conducted by Padang & Sitorus [20]

The Effect of Recruitment and Teamwork on Work Productivity

The F test results show that F count of 269.042 (e.g. from SPSS) is greater than F table of 2.370, with a significance value of 0.000 (<0.05). This means that Recruitment and Teamwork simultaneously have a significant effect on Work Productivity. These two variables together are able to explain the variation in employee productivity significantly. This suggests that companies not only need to focus on recruiting the right employees, but should also build a strong culture of cooperation within the team..

Although there are many studies that discuss the effect of Recruitment and Teamwork partially on Work Productivity, studies that test both simultaneously are still limited or not much found in the available literature. Therefore, this study makes a scientific contribution by bringing together two important factors in human resource management, namely recruitment strategies and work team effectiveness in one model that can explain productivity improvement more comprehensively. Thus, this finding not only reinforces the theory of Gary Dessler's [9] dan Burke et al. [16] but also provides added value for further research and can be a reference for managerial practices in improving employee performance in an integrated manner.

6. CONCLUSION

- a) Recruitment (X1) has a positive and significant effect on Work Productivity (Y), with a t value of $4.051 > t \text{ table } 1.292$ and a significance of 0.000. This means that the better the recruitment process is carried out, the higher the employee productivity produced
- b) Teamwork (X2) also has a positive and significant effect on Work Productivity (Y), with a calculated t value of $15.250 > t \text{ table } 1.292$ and a significance of 0.000. This

shows that the higher the level of collaboration in the team, the higher the employee's work productivity.

- c) Simultaneously, Recruitment (X1) and Teamwork (X2) have a significant effect on Work Productivity (Y), as evidenced by the value of F count $269.042 > F$ table 2.370 and significance 0.000. Both variables together explain 87.5% of the variation in Work Productivity ($R^2 = 0.875$), while the remaining 12.5% is influenced by other factors outside the model.

The findings imply that companies should view recruitment and teamwork as two key strategies in human resource management. A quality recruitment process will produce a competent workforce, while effective teamwork will optimize the utilization of individual potential in a collective context. Therefore, success in these two aspects will have a direct impact on achieving the company's productivity and competitiveness targets.

Based on the research results, companies are advised to improve the effectiveness of the recruitment process by adjusting the qualifications of applicants to the needs of the work position, as well as strengthening the competency-based selection system. In addition, management needs to build a culture of solid teamwork through team training, open communication, and clear division of tasks to create a productive work environment. This step can be an important strategy in improving employee performance and achieving company targets in a sustainable manner.

Referensi

- [1] M. Hasibuan, *MANAJEMEN SUMBER DAYA MANUSIA EDISI REVISI*, Kedua pulu. Jakarta: PT Bumi Aksara, 2020.
- [2] E. Sutrisno, *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media, 2019.
- [3] Julyanthry *et al.*, *Manajemen Produksi & Operasi*. Medan: Yayasan Kita Menulis, 2020.
- [4] R. U. Saraswati and S. M. Zulkifli, "Pengaruh Disiplin Dan Motivasi Kerja Terhadap Kinerja Karyawan PT Trimitra Cikarang," *J. Minfo Polgan*, vol. 13, no. 1, pp. 929–940, 2024, doi: 10.33395/jmp.v13i1.13848.
- [5] F. P. Putri, "Peningkatan Efektivitas Dan Efisiensi Manajemen Rantai Pasok Agroindustri Buah: Tinjauan Literatur Dan Riset Selanjutnya," *J. Teknol. Ind. Pertan.*, vol. 30, no. 3, pp. 338–354, 2020, doi: 10.24961/j.tek.ind.pert.2020.30.3.338.
- [6] K. N. Muna and M. I. N. Ismaya, "Strategi Pengendalian Biaya Produksi Pada Operasional Manufaktur Yang Efektif," *Sanskara Manaj. Dan Bisnis*, vol. 1, no. 03, pp. 197–203, 2023, doi: 10.58812/smb.v1i03.182.
- [7] W. Agustin, Y. Arafat, and T. Darmawati, "Pengaruh Rekrutmen Dan Pelatihan Kerja Terhadap Produktivitas Kerja Karyawan PT. Astra International Tbk," *J. Manaj. dan Investasi*, vol. 4, no. 1, p. 93, 2022, doi: 10.31851/jmaninvestasi.v4i1.10281.
- [8] R. W. Mondy and J. J. Martocchio, *Human Resource Management*, 15th ed. Pearson, 2021.
- [9] G. Dessler, *MANAJEMEN SUMBER DAYA MANUSIA Human Resource Management*, Bahasa ind. Jakarta: Salemba Empat, 2020.
- [10] D. Maharani, R. Nurmala, and S. Saori, "Pengaruh Efikasi Diri Dan Kerjasama Tim Terhadap Produktivitas Kerja Karyawan," *Perform. J. Bisnis Akunt.*, vol. 14, no. 2, pp. 151–161, 2024, doi: 10.24929/feb.v14i2.3442.
- [11] L. Anggraeni and R. Saragih., "Pengaruh Kerjasama Tim Terhadap Produktivitas Kerja Karyawan Pt. Pln (Persero) Transmisi Jawa Bagian Tengah," *e-Proceeding Manag.*, vol. 6, no. 1, pp. 1163–1170, 2019.
- [12] M. N. S. Siregar, P. R. Andriyani, G. B. R. Wellan, S. Limbong, and M. A. Anggoro, "Pengaruh Rekrutmen, Pelatihan, dan Konseling terhadap Produktivitas Kerja Karyawan pada PT. Telkom Akses Medan," *J. Ilm. Univ. Batanghari Jambi*, vol. 20, no. 3,

p. 971, 2020, doi: 10.33087/jiubj.v20i3.1086.

- [13] Kasmir, *Manajemen Sumber Daya Manusia (Teori Dan Praktik)*, Cetakan Ke. Jakarta: PT Raja Grafindo Persada, 2019.
- [14] M. Badriyah, *Manajemen Sumber Daya Manusia*, Ketiga. Bandung: CV. Pustaka Setia, 2019.
- [15] B. Hidayat, "Membangun Kerjasama Tim (Kelompok)," *J. Stie Semarang*, vol. 4, no. 3, pp. 59–63, 2020.
- [16] E. Salas, D. E. Sims, and C. Shawn Burke, "Is there A 'big five' in teamwork?," *Small Gr. Res.*, vol. 36, no. 5, pp. 555–599, 2005, doi: 10.1177/1046496405277134.
- [17] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, Dan RND*. Bandung: Alfabeta, 2021.
- [18] W. Sujarweni, *Metodologi Penelitian*. Yogyakarta, 2020.
- [19] N. Arviana and R. W. Ruswidiono, "Pengaruh Rekrutmen, Seleksi, Dan Pelatihan Terhadap Produktivitas Kerja Karyawan Pt Shf," *E-Jurnal Manaj. Trisakti Sch. Manag.*, vol. 2, no. 3, pp. 61–70, 2022, doi: 10.34208/ejmtsm.v2i3.1587.
- [20] I. S. Padang and D. H. Sitorus, "Analisis Motivasi dan Kerjasama Tim terhadap Produktivitas PT Pradana Indah Sejahtera," *J-MAS (Jurnal Manaj. dan Sains)*, vol. 7, no. 2, p. 712, 2022, doi: 10.33087/jmas.v7i2.557.