



INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)

www.ijemp.com



COLLABORATION MOTIVATES INCREASED EMPLOYEE PERFORMANCE

Ansar^{1*}, Antong², Muammar³, Syafruddin⁴

¹ Postgraduate Student Master of Management, Muhammadiyah University of Palopo, Indonesia

Email: ansarrahmah@yahoo.co.id

² Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia

Email: antong.cib@gmail.com

³ Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia

Email: khadapifox85@gmail.com

⁴ Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia

Email: syafruddin@umpalopo.ac.id

* Corresponding Author

Article Info:

Article history:

Received date: 29.08.2024

Revised date: 12.09.2024

Accepted date: 15.10.2024

Published date: 28.11.2024

To cite this document:

Ansar, A., Antong, A., Muammar, M., & Syafruddin, S. (2024). Collaboration Motivates Increased Employee Performance. *International Journal of Entrepreneurship and Management Practices*, 7 (27), 386-401.

DOI: 10.35631/IJEMP.727030

This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)



Abstract:

The Regional Secretariat of East Luwu Regency, in improving employee performance in supporting services and dynamic changing conditions, requires improving employee performance. Teamwork and work motivation are important factors that influence employee performance. The Regional Secretariat of East Luwu Regency faces challenges in improving employee performance, where teamwork and work motivation are key elements that need to be considered. This research aims to analyse the effect of collaboration on employee performance through work motivation of East Luwu Regency Regional Secretariat Employees. This research uses a quantitative approach, with the population being 109 East Luwu Regency Regional Secretariat Employees, with a sampling technique using saturated sampling. Data was collected through questionnaires distributed to employees of the East Luwu Regency Regional Secretariat. The data analysis technique used was descriptive verification using the SmartPLS statistical tool. The research results show that collaboration has a positive and significant effect on employee performance and motivation. Motivation has a direct impact on employee performance and is also able to mediate the relationship between cooperation and performance significantly. Good collaboration increases employee motivation. This high motivation then encourages employees to work harder, be more creative, and be more committed to their work, which ultimately improves performance.

Keywords:

Teamwork, Motivation, Performance, East Luwu Regency Regional Secretariat

Introduction

A government agency is a group of individuals specifically selected to carry out government functions as a form of non-profit organisation. Every agency needs human resources who pay attention to the ultimate goal of all development efforts so that they can employ high-performing human resources so that they can work productively and with quality. Performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organisation. Employee performance is work achievement, namely the comparison between work results that can be seen in real terms and the work standards that the organisation has set. (Tam et al., 2020).

Increasing organisational performance will greatly depend on efforts to improve individual performance. Efforts to enhance personal performance in organisations are also carried out in various ways, for example, through providing effective training, creating a conducive environment and teamwork, implementing effective education and training, and increasing the organisational commitment of employees themselves through employee engagement. (Ngwenya & Pelser, 2020)

Collaboration is an important element in an effective work environment. In the context of government organisations, such as the Regional Secretariat of East Luwu Regency, collaboration not only supports the achievement of organisational goals but also improves overall employee performance. Good collaboration between employees can create positive synergy, where each individual feels motivated to make their best contribution to the organisation. (Mendonça et al., 2021). Employee work motivation also plays a crucial role in determining individual performance. Motivated employees tend to have higher commitment, greater work enthusiasm, and the ability to complete tasks more effectively and efficiently. Work motivation can come from various factors, including a supportive work environment, recognition for work results, and opportunities for self-development (Lopes, 2023).

The Regional Secretariat of East Luwu Regency is an institution formed based on regional regulations that assist the government (Regent) in carrying out its duties and authority. It cannot be separated from the demand to become an organisation with high-performing employees. Therefore, organisations must be able to manage various series of activities directed at organisational goals. The role of the Regional Secretariat is very important in organising and driving the working mechanisms of the Government system, which in itself does not escape the demands of increasing efficiency in managing existing resources.

The Regional Secretariat has the task of assisting the Regent in formulating policies and administrative coordination regarding the implementation of the tasks of Regional apparatus and administrative services. The duties and functions of the Regional Secretariat of East Luwu Regency include the formulation of regional policies; coordinating the implementation of Regional Apparatus tasks; monitoring and evaluating the implementation of Regional policies; administrative services and development of State Civil Apparatus in Regional agencies; and implementation of other official functions assigned by the Regent in accordance with his duties and functions.

Even though the task is very strategic, as stated above, not all employees are able to optimise their performance in relation to the tasks given; there are changes in work that require speed and skill in completing, initiation to make quick decisions so that everything goes as expected, and so on.

Various problems faced by employees through initial observations and surveys at the East Luwu Regency Regional Secretariat by taking information about how well they perform in the tasks they are responsible for. The results obtained showed that several employees said that the performance or work performance of the majority of employees within the Regional Secretariat of East Luwu Regency was not optimal; there was a lack of cooperation between employees, which caused a decrease in productivity and work efficiency. Lack of coordination and synergy within a team can hinder the achievement of overall organisational goals. Apart from that, low work motivation often becomes an obstacle to achieving the expected performance. Unmotivated employees tend to be less enthusiastic, less disciplined, and have a low commitment to their work.

Previous research has shown that work motivation has a significant influence on employee performance. For example, research by (Aqsa, 2020) Revealed that work motivation has a positive effect on employee performance. However, research on the impact of collaboration on employee performance through motivation is still limited. Many researchers examine the effects of cooperation on employee performance but do not include motivation variables as mediators.

This research aims to examine the effect of collaboration on employee performance by looking at the role of motivation as a mediating variable. By understanding the relationship between these three variables, it is hoped that effective strategies can be found to improve employee performance at the East Luwu Regency Regional Secretariat. A quantitative approach was used in this research to measure and analyse data obtained through surveys of employees. It is hoped that the results of this research can make a significant contribution to human resource management and organisational development in the government sector.

Literature Review

Cooperation

Phina et al., (2018) Stated that cooperation is the most important thing in efforts to improve the quality of performance and avoid miscommunication that can occur between employees and leaders. Apart from that, collaboration needs to be trained with aspects tailored to the company. A team is a group of people who, based on their abilities, work together and complement each other to achieve the same goal.

Collaboration produces coordination, so a team must make a good and effective contribution to the organisation or company. One of the ideas put forward. Mendonça et al., (2021) Collaboration is carried out by several employees who have the same goals and strategies for achieving company targets. Through collaboration, employees in the company are able to share a lot of knowledge and experience. From the various opinions above, it can be concluded that cooperation is a group of people with different abilities, talents, experiences and backgrounds who come together to achieve one goal in one or more activities.

The formation of a collaboration is based on several factors that play an important role in it. According to Aziz & Abadiyah, (2022) Several factors underlie the formation of collaboration in an organisation, namely as follows: A sense of responsibility from two or more people, contributing to each other in carrying out tasks, team members being able to get to know or trust each other, and building cohesiveness within an agency. Teamwork is a process and strategy that is built to realise the vision and mission of a company so that in teamwork, several

indicators can be used. According to Mulyati & Herawati, (2022) Determining the teamwork indicators that will be used in this research consist of six indicators, namely responsibility, shared goals, intensive communication, focus on the future, focus on the task, and fast response.

Employee Motivation

Werang et al., (2019) Stated that motivation is an active driving force which occurs at a certain time, especially when the need to achieve a need is felt or is urgent. Meanwhile, according to Erica et al. (2020), motivation is an impulse within an individual based on which he tries and behaves in a certain way to fulfil his needs and desires.

According to Nurhuda et al., (2020) Employee motivation is the amount of effort a person gives to carry out their work duties, and if they are not motivated, it isn't easy to expect high work productivity. Employee motivation is the willingness to expend a high level of effort for organisational goals, which is conditioned by the ability of the effort to meet individual needs. Farhah et al., (2020) States that employee motivation is a change in energy within a person, which is characterised by the emergence of feelings and reactions to achieve goals. From the definitions above, it can be concluded that employee motivation is a drive from within that gives rise to feelings or reactions to do a job to achieve goals.

Maslow stated that humans have various needs and tries to encourage them to move to fulfil these needs. Maslow grouped five hierarchies of needs in humans, namely: Physiological Needs, namely basic needs to support human life, such as food, clothing and shelter; Safety Needs, namely the need to be free from physical danger, such as the fear of losing something one loves, such as a job or material possessions, Social Needs Of Affiliation, namely human needs related to socialisation or association with others and their environment, Esteem Needs, namely humans actually need recognition from other people about themselves who feel they want to be appreciated, Self Actualization Needs are human needs who try to realise their dreams. (Sunarya, 2022).

This research will use motivation indicators according to (Zou et al., 2024) Consisting of: The dimensions of Internal and External Motivation have indicators including responsibility in carrying out tasks, having clear and challenging goals, feedback on the results of their work, having a feeling of joy at work, always trying to fulfil their needs and work life, happy to receive praise for what they do, work in the hope of getting incentives.

Employee Performance

Loyarte-López et al (2020) Defines performance improvement as an effort to increase productivity and work efficiency through various approaches such as training, skill development, and increasing employee motivation. It also emphasises the importance of constructive feedback and recognition of achievements to encourage better performance. Zhang et al., (2021) Defines performance improvement as a systematic process that aims to improve work results through identifying and solving performance problems, as well as developing required skills and competencies

Performance improvement is an effort made by individuals and organisations to increase productivity, efficiency and effectiveness in achieving predetermined goals. (Omar et al., 2023). It includes a variety of activities and strategies designed to optimise the use of resources, improve work processes, increase employee capabilities and motivation, and create a supportive work environment. The main goal of performance improvement is to achieve better

results, both in the short and long term, as well as to ensure the sustainability and growth of the organisation. (Zacher et al., 2019).

Chen & Doherty (2023) States that performance improvement is an activity carried out to ensure that employees can achieve the desired level of performance. This includes various activities such as training, career development, performance measurement, and providing incentives. Subrahmanyam & Henari (2023) Defines performance improvement as an effort to improve work results through employee motivation, training and development. This research also highlights the importance of a supportive work environment and positive organisational culture as determining factors in improving performance.

The conclusion from the experts' explanations above is that performance improvement is a holistic approach that covers all aspects of human resource management, including recruitment, training, performance appraisal, and rewards. Performance improvement also emphasises that performance improvement must be based on a deep understanding of the organisation's needs and goals as well as individual potential and aspirations.

To measure the level of measurement in this research, the indicators proposed by Karaca-Atik et al (2023) Which put forward performance improvement indicators, namely: Productivity- This indicator includes the number of units produced, services provided, or tasks completed in a certain period; Quality of work - This indicator provides error rates, customer satisfaction, and compliance with quality procedures and standards; Efficiency - This indicator includes task completion time, material use and production costs; Competency - This indicator provides skill level, speed of learning, and ability to adapt to change; Job satisfaction - This indicator includes the level of satisfaction with salary, working conditions, relationships with coworkers, and career development opportunities.

Hypothesis Development

Teamwork or teamwork is an important factor that influences employee performance in an organisation. Research conducted by Aziz & Abadiyah, (2022) Shows that organisational culture and teamwork variables have a fairly strong relationship with employee performance. Other research reveals that high teamwork and orientation towards good work results have a positive effect on employee performance. This research also confirms that teamwork has a significant positive impact on employee performance, indicating that implementing good teamwork can improve overall performance. (Turah Raharjo, 2020). The first hypothesis of this research can be formulated as follows:

H1: It is suspected that collaboration has a positive and significant effect on employee performance

Research shows that effective collaboration in teams can increase employee motivation. This is because employees feel more involved, appreciated and supported by their colleagues, which in turn increases their morale and motivation. (Mulyati & Herawati, 2022). Good teamwork also contributes to increased job satisfaction, which is an important factor in motivating employees. When employees feel satisfied with their work environment, they tend to be more motivated to provide their best performance. (Echeverria & Galaz, 2019). The second hypothesis of this research can be formulated as follows:

H2: It is suspected that collaboration has a positive and significant effect on employee motivation

Research on the relationship between work motivation and performance shows that motivation has a significant influence on performance. (Viseu et al., 2016). The relationship between motivation and performance is often complex and influenced by a variety of factors, including the environment, leader support, and development opportunities. Research evidence regarding the influence of work motivation on performance has been examined by Hyseni Duraku & Hoxha, (2021) Found that motivation has a significant effect on performance. The third hypothesis of this research can be formulated as follows:

H3: It is suspected that employee motivation has a positive and significant impact on employee performance

Research finds that a combination of teamwork and high motivation can produce better performance. When employees work well together and have high motivation, their work results tend to be more optimal and efficient (Tan & Rajah, 2019). Work motivation often functions as a mediator between teamwork and employee performance. (2020) revealed that workload and teamwork influence employee performance, with work motivation as a mediating variable. High motivation can strengthen the positive influence of teamwork on performance. The fourth hypothesis of this research can be formulated as follows:

H4: It is suspected that collaboration has a positive and significant effect on employee performance through employee motivation

Conceptual Framework

Explanation of theoretical studies and relationships between variables in this research, the research framework can be depicted in Figure 1 below:

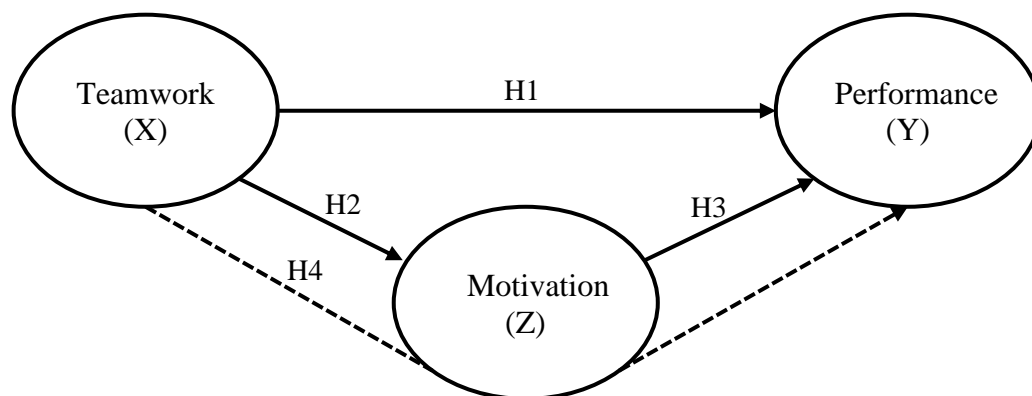


Figure 1: Conceptual Framework

Methodology

This research uses a quantitative approach, a method of testing certain theories by examining the relationships between variables. This variable is measured using research instruments so that data consisting of numbers can be analysed based on statistical procedures.

The population studied in this research were all employees at the East Luwu Regency Regional Secretariat, totalling 109 employees as the unit of analysis, and the observation unit in this research were employees at the East Luwu Regency Regional Secretariat. It is hoped that this population determination will be able to represent a larger population so that the results of this research can be generalised well. The sampling technique used was saturated sampling, where

the entire population was sampled so that the number of samples in this study was determined to be 109 samples.

The data used are primary data and secondary data. Primary data was collected through observations, interviews and distributing questionnaires to respondents. Meanwhile, secondary data was collected through literature study and documentation related to the research conducted.

Several data processing techniques were carried out, including the Validity Test and Reliability Test, which were carried out to test whether the question items were valid or not, so a validity test was carried out on the sample of respondents. Meanwhile, the reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated. Descriptive analysis is an analysis that shows the development and growth of a situation and only provides an overview of a particular problem by describing the characteristics of the research object. Correlation analysis is a study discussing the degree of closeness of the relationship between variables, which is expressed by the correlation coefficient value. The relationship between these variables can be positive and negative. Data analysis in this research uses the help of the SmartPLS statistical program.

Data Analysis

Loading Factor

This test was carried out to measure the level of suitability of each indicator to describe the variables used in the instrument by looking at the data resulting from the loading factor analysis. The value of 0.7 is the expected value, which is often used as a minimum limit of ≥ 0.6 . In contrast, the loading factor value < 0.6 must be removed from the model because it has a low level of validity or is considered unable to explain the construct of the variable. The following is the loading tabulation. Factor:

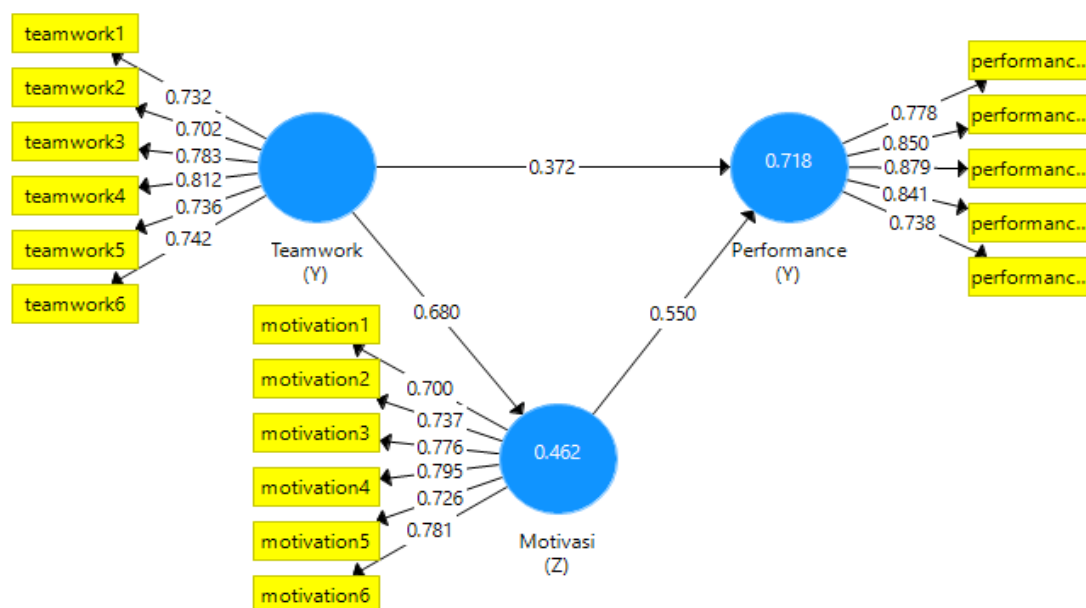


Figure 1. Loading Factor

After calculating the loading factors, it can be seen that the values for all indicators are as expected > 0.7 , so it can be said that all indicators are able to describe the variables and meet the requirements for further analysis.

Table 1. Loading Factor

Variable	Indicator	Outer Loading	Explanation
Teamwork	teamwork1	0.732	Valid
	teamwork2	0.702	Valid
	teamwork3	0.783	Valid
	teamwork4	0.812	Valid
	teamwork5	0.736	Valid
	teamwork6	0.742	Valid
Motivation	motivation1	0.700	Valid
	motivation2	0.737	Valid
	motivation3	0.776	Valid
	motivation4	0.795	Valid
	motivation5	0.726	Valid
	motivation6	0.781	Valid
Performance	performance1	0.778	Valid
	performance2	0.850	Valid
	performance3	0.879	Valid
	performance4	0.841	Valid
	performance5	0.738	Valid

Source: Data processed 2024

Convergent Validity

A variable can be said to be valid if it is able to explain the type of indicator with an Average Variance Extracted (AVE) value of 0.5 or more. Based on the analysis results shown in Table 2 below, it can be seen that the AVE values for all constructs are > 0.5 , so they are declared to meet the requirements for further analysis.

Table 2. Convergent Validity

Variable	Average Variance Extracted (AVE)	Explanation
Motivation_(Z)	0.567	Valid
Performance_(Y)	0.671	Valid
Teamwork_(Y)	0.565	Valid

Source: Data processed 2024

Model Reliability

This stage aims to measure the consistency of each indicator in explaining the variable construct. To find out how consistent each indicator is in explaining the variable construct, you can see the analysis results in the composite reliability or Cronbach's alpha column, which is set at a value of ≥ 0.7 . Based on the analysis results displayed in Table 3 below, it can be seen that Croanbach's alpha and composite reliability values are ≥ 0.7 , so all variables are suitable for use in further analysis.

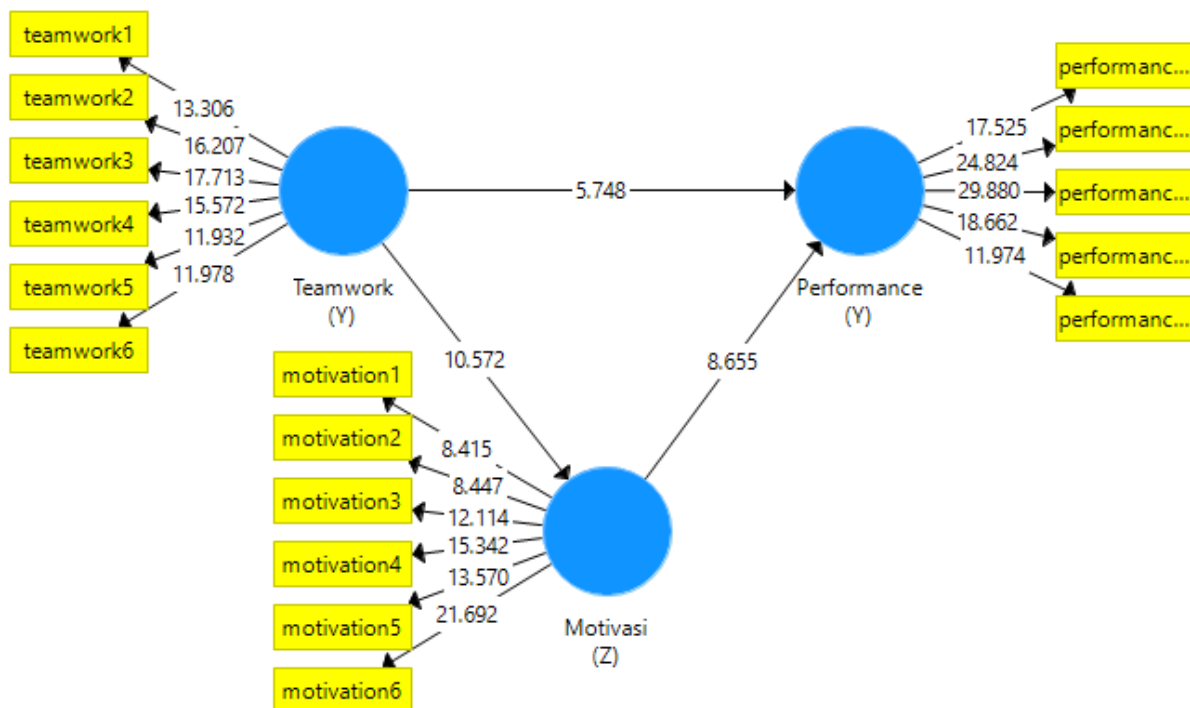
Table 3. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Explanation
Motivation_(Z)	0.848	0.887	Reliable
Performance_(Y)	0.876	0.910	Reliable
Teamwork_(Y)	0.846	0.886	Reliable

Source: Data processed 2024

Bootstrapping

After testing the PLS Algorithm until it meets all the specified requirements, Bootstrapping testing is then carried out to determine the path coefficients (Path Coefficients) or the significance of the independent variable (X) on the dependent variable (Y) in order to test the research hypothesis. The following is an image of the path coefficient test obtained from the results of bootstrapping analysis using SmartPLS 3:

**Figure 2. Direct Effect**

An independent variable can be said to have a significant effect on the dependent variable if the statistical significance value of $T > t$ table (in this study, t table = 1.659) and P value < 0.05 , the influence value is shown in Table 4 below:

Table 4. Direct Effect (T-Test)

Variable		T Stat	P Value	Explanation
Motivation_(Z)	->	8,655	0,000	Positively Significant
Performance_(Y)				
Teamwork_(Y)	->	10,572	0,000	Positively Significant
Motivation_(Z)				
Teamwork_(Y)	->	5,748	0,000	Positively Significant
Performance_(Y)				

Source: Data processed 2024

Table 5. Indirect Effect

Variable		T Stat	T Table	Explanation
Teamwork_(Y)	->	6,131	0,000	Positively Significant
Motivation_(Z)	->			
Performance_(Y)				

Source: Data processed 2024

Results and Discussion

The Effect of Collaboration on Employee Performance

First hypothesis: The results of the T statistical analysis show that the calculated t value = 5.748 > t table = 1.659 with a P value of 0.000 or smaller than the cut-off value of 0.05. This means that the collaboration variable has a positive and significant influence on employee performance. So, the first hypothesis is declared accepted.

Collaboration is one of the key factors in improving organisational performance. The results of this research show that good cooperation between team members can increase productivity and work effectiveness. This research also proves that effective collaboration improves communication and coordination between employees. Open communication means information can be spread quickly and accurately so employees can work more efficiently and avoid mistakes. In addition, good collaboration creates a supportive work environment where employees feel valued and motivated. Employees who feel supported by their co-workers increase their job satisfaction, which in turn improves individual performance.

Through collaboration, employees can share knowledge and skills. This not only enhances individual abilities but also enriches the team as a whole. Collaboration allows teams to gather multiple perspectives in problem-solving. Various views within the team so that they can find more innovative and effective solutions. This is important in facing complex and dynamic challenges in the workplace. When employees work together, they are more likely to develop new ideas that can improve work processes and produce better products or services.

The results of this research are still in line with several previous studies which found that collaboration has a positive and significant influence on employee performance. Factors such as effective communication, high motivation, skill development, better problem-solving, and increased creativity contribute to this positive relationship.(Mendonca et al., 2020; Phulpoto, 2023; Phuong & Huy, 2022). Organisations need to encourage and facilitate good cooperation among employees to achieve optimal performance. These studies show the importance of building a collaborative work culture to improve employee performance. Investing in activities that strengthen collaboration among employees is an effective strategy for achieving organisational success.

The Effect of Collaboration on Employee Motivation

Second hypothesis: The results of the T statistical analysis show that the calculated t value = 10.572 > t table = 1.659 with a P value of 0.000 or smaller than the cut-off value of 0.05. This means that the collaboration variable has a positive and significant influence on employee motivation, so the second hypothesis is declared accepted.

These results are in line with intrinsic motivation theory, which states that basic human needs for autonomy, competence, and social relationships are very important for motivation. Good

collaboration in the workplace fulfils this need for social connection, which in turn increases employees' intrinsic motivation.(Fishbach & Woolley, 2022). The positive and significant influence of this research also shows that effective collaboration creates a sense of togetherness and social support among employees. Employees who feel supported by their co-workers increase their understanding of security and comfort, which contributes positively to their motivation to work better.

Employees who work together well can increase employee job satisfaction so that employees feel that they are part of an effective and harmonious team, and they tend to feel more satisfied with their work. High job satisfaction is an important factor in increasing work motivation. Collaboration opens up opportunities for employees to learn from their colleagues. This joint learning process can improve employees' skills and knowledge, which in turn increases their motivation to continue to develop and contribute more. Collaboration can also enable better division of tasks and more efficient use of resources.

Employee cooperation plays an important role in building a supportive and motivating work environment. Various previous studies have shown that effective collaboration among team members not only improves performance but also provides a significant boost to employee motivation.(Simbolon & Nurhayati, 2023; Yoshida et al., 2022). Factors such as increased sense of community, appreciation, job satisfaction, opportunities for learning, increased creativity, and work efficiency contribute to this positive relationship. Good collaboration between employees can create a work environment that supports and motivates employees to work optimally.

The Effect of Motivation on Employee Performance

Third hypothesis: The results of the T statistical analysis show that the calculated t value = $8.655 > t_{table} = 1.659$ with a P value of 0.000 or smaller than the cut-off value of 0.05. This means that the motivation variable has a positive and significant influence on employee performance, so the third hypothesis is declared accepted. Work motivation is an important factor that can significantly influence employee performance. In the context of East Luwu Regional Secretariat employees, high motivation can increase work effectiveness and efficiency, as well as contribute to achieving organisational goals.

High motivation is often related to high job satisfaction. Employees who are satisfied with their work tend to be more productive and committed to their tasks. This job satisfaction can improve the quality of employee performance and contribution to the organisation. Motivation is often fueled by rewards and recognition of employee efforts and achievements. Employees who feel appreciated and recognised tend to be more motivated to work harder and show better performance.

High motivation from employees also encourages employees to continue to develop their skills and competencies. With better skills, employees can complete tasks more efficiently and effectively, ultimately improving their performance. Increasing employee motivation is also able to commit by understanding the importance of their role in achieving these goals and trying to make their best contribution. High motivation can reduce absenteeism and employee turnover rates. Motivated employees tend to be more engaged in their work and less likely to take time off or look for another job. In this way, continuity and consistency of performance can be maintained.

These results are still in line with previous research, which also found that motivation has a positive and significant influence on employee performance.(Chintalapti, 2021; Liga febrina et al., 2021; Miao et al., 2019). Factors such as increased job satisfaction, rewards and recognition, skill development, commitment to organisational goals, reduced absenteeism and turnover rates, and increased creativity and innovation contribute to the positive relationship.

The Effect of Collaboration on Performance Through Employee Motivation

Fourth hypothesis: The results of the T statistical analysis show that the calculated t value = $6.131 > t_{table} = 1.659$ with a P value of 0.000 or smaller than the cut-off value of 0.05. This means that the collaboration variable has a positive and significant influence on performance through employee motivation, so the fourth hypothesis is declared accepted. The results of this research show that motivation is able to mediate between employee cooperation and performance at the East Luwu Regional Secretariat. Understanding how cooperation influences employee motivation and performance is very important to increase organisational effectiveness.

Motivation acts as an important mediator in the relationship between cooperation and employee performance. Good collaboration creates a supportive work environment, which increases employee motivation. High motivation, in turn, encourages employees to work harder, more efficiently, and more innovatively, which improves their performance. Effective collaboration increases the sense of community and social support among employees. This sense of community creates a more enjoyable and supportive work environment where employees feel safe and valued. Social support from coworkers can reduce stress and increase job satisfaction, which contributes to higher motivation. This strong motivation then encourages employees to work harder and more efficiently.

High motivation is often associated with increased work quality. Motivated employees are more likely to work conscientiously and ensure that their work meets high standards. This good work quality is an important factor in improving organisational performance. Motivated employees tend to be more engaged in their work and less likely to take time off or look for another job. In this way, continuity and consistency of performance can be maintained. Motivated employees are also more likely to take initiative and think innovatively. They dare to try new ways to complete tasks and find creative solutions to the problems they face. These innovations and initiatives can increase work efficiency and effectiveness, which has a positive impact on performance.

The results of this research are still in line with several previous studies, which also found that collaboration has a positive and significant influence on employee performance by increasing motivation.(Haekel et al., 2024; Jufrizen, 2021; Febrina et al., 2021; Mulyadi, 2021). Factors such as an increased sense of community, appreciation and recognition, job satisfaction, opportunities for learning, effective problem-solving, and increased creativity contribute to such positive relationships.

Implications

This research has several significant implications for organisations, managers and policymakers at the East Luwu Regency Regional Secretariat. The main impact of this research is that organisations need to develop and implement programs that encourage collaboration among employees. This can be done through teamwork training, team-building activities, and collaborative projects that enable employees to work together effectively. By increasing

collaboration, organisations can create a more harmonious and productive work environment. Creating a work environment that is supportive and conducive to collaboration can increase employee motivation. This includes providing a comfortable workspace, facilitating effective communication, and ensuring that employees feel valued and supported in their work.

Training programs that focus on developing interpersonal and teamwork skills are essential. By providing appropriate training, employees will be better prepared to work in teams and more motivated to contribute optimally. Management policies that support cooperation and motivation need to be implemented. This includes work flexibility policies, opportunities for participation in decision-making, and the provision of necessary resources to help the team's work. Management needs to ensure that this policy is implemented consistently and fairly.

Conclusion

This research aims to understand how employee collaboration influences their performance with motivation as a mediating variable at the East Luwu Regency Regional Secretariat. Based on data analysis and a review of theory and previous research, several conclusions can be put forward: Effective collaboration between employees has been proven to have a direct positive influence on their performance and motivation. A collaborative and harmonious work environment allows employees to work more efficiently and productively. Good collaboration also increases employee motivation through several mechanisms, such as improving job satisfaction, rewards and recognition, skills development, as well as a sense of togetherness and social support. Motivation has a direct effect on employee performance and is also able to mediate the relationship between cooperation and performance significantly. Good collaboration increases employee motivation. This high motivation then encourages employees to work harder, be more creative, and be more committed to their work, which ultimately improves performance.

Acknowledgement

The Author would like to express gratitude, especially to colleagues at the Regional Secretariat of East Luwu Regency, and colleagues at the University of Muhammadiyah Palopo, as well as Global Academic Excellence (GAE), who granted the Publication Grant Scheme for this project. Thank you to all parties who have helped throughout the process of compiling this article from start to finish

Reference

- Aqsa, Muhammad, S. (2020). The Effect of HR Development on Job Satisfaction, Work Motivation and Employee Performance at Dinas Dukcapil Office of Palopo City. <https://doi.org/10.4108/eai.5-8-2020.2301164>
- Aziz, A., & Abadiyah, R. (2022). The Effect of Trust and Teamwork on Employee Performance Through Organizational Commitment as an Intervening Variable in Companies. *Indonesian Journal of Law and Economics Review*. <https://doi.org/10.21070/ijler.v18i0.878>
- Chen, C. P., & Doherty, H. (2023). Enhancing the career development of rural youth. *International Journal for Educational and Vocational Guidance*, 23(1). <https://doi.org/10.1007/s10775-021-09507-x>
- Chintalapti, N.R. (2021). Impact of employee motivation on work performance. *ANUSANDHAN – NDIM's Journal of Business and Management Research*, 3(2). <https://doi.org/10.56411/anusandhan.2021.v3i2.24-33>

- Echeverría, SLV, & Galaz, MMF (2019). Organisational culture and labour satisfaction as predictors of job performance in librarians. *Investigacion Bibliotecologica*, 33(79). <https://doi.org/10.22201/iibi.24488321xe.2019.79.57913>
- Erica, D., Suryani, I., Hoiriah, & Vidada, IA (2020). The Influence of Motivation on Employee Performance at PT Aneka Gas Industri Tbk. *Ecodemica Journal*, 4(1), 52–58.
- Farhah, A., Ahiri, J., & Ilham, M. (2020). The Influence of Work Motivation and Work Discipline on Employee Performance. *Online Journal of the Economic Education Study Program*, 5(1). <https://doi.org/10.36709/jopspe.v5i1.13326>
- Fishbach, A., & Woolley, K. (2022). The Structure of Intrinsic Motivation. In *Annual Review of Organizational Psychology and Organizational Behavior* (Vol. 9). <https://doi.org/10.1146/annurev-orgpsych-012420-091122>
- Haekel Awwali, M., Sentosa, E., & Sarpan, S. (2024). The Influence of Work Motivation and Job Satisfaction on Employee Performance with Work Discipline as an Intervening Variable at PT Putra Rasya Mandiri. *IKRAITH-ECONOMICS*, 7(2). <https://doi.org/10.37817/ikraith-economica.v7i2.3345>
- Hyseni Duraku, Z., & Hoxha, L. (2021). Impact of Transformational and Transactional Attributes of School Principal Leadership on Teachers' Motivation for Work. *Frontiers in Education*, 6. <https://doi.org/10.3389/feduc.2021.659919>
- Jufrizen, J. (2021). The Influence of Work Facilities and Work Discipline on Employee Performance Through Work Motivation. *Management Science*, 7(1). <https://doi.org/10.30656/sm.v7i1.2277>
- Karaca-Atik, A., Meeuwisse, M., Gorgievski, M., & Smeets, G. (2023). Uncovering important 21st-century skills for the sustainable career development of social sciences graduates: A systematic review. In *Educational Research Review* (Vol. 39). <https://doi.org/10.1016/j.edurev.2023.100528>
- Liga Febrina, Agusra, D., Lussianda, EO, & Susanti, AR (2021). The Effect of Compensation and Motivation on Employee Performance. *Husnayain Business Review*, 1(1). <https://doi.org/10.54099/hbr.v1i1.13>
- Lopes, S. (2023). The Influence of Transformational Leadership Style, Work Motivation, and Work Discipline on Employee Performance. *Journal of Digitainability, Realism & Mastery (DREAM)*, 2(12). <https://doi.org/10.56982/dream.v2i12.186>
- Loyarte-López, E., García-Olaizola, I., Posada, J., Azúa, I., & Flórez, J. (2020). Sustainable career development for R&D professionals: Applying a career development system in Basque country. *International Journal of Innovation Studies*, 4(2). <https://doi.org/10.1016/j.ijis.2020.03.002>
- Mendonca, P., Riana, IG, & Conceição Soares, A. da. (2020). The Role of Employee Engagement Mediates the Relationship of the Work Environment, Teamwork on Employee Performance. *ABM: International Journal of Administration, Business and Management*, 2(2). <https://doi.org/10.31967/abm.v2i2.395>
- Mendonça, P., Soares, ADC, Riana, G., & Da Costa, CA de J. (2021). The Influence of Employee Involvement, Work Environment, and Teamwork on Employee Performance (Case Study: Ministry of Agriculture and Fisheries, Dili Timor-Leste). *Timor Leste Journal of Business and Management*. <https://doi.org/10.51703/bm.v3i1.32>
- Miao, Q., Eva, N., Newman, A., & Schwarz, G. (2019). Public service motivation and performance: The role of organisational identification. *Public Money and Management*, 39(2). <https://doi.org/10.1080/09540962.2018.1556004>
- Mulyadi, A., & Pancasasti, R. (2021). Efforts to Improve Employee Performance Through Motivation. *Technomedia Journal*, 7(1). <https://doi.org/10.33050/tmj.v7i1.1754>

- Mulyati, T., & Herawati, NR (2022). Analysing the Effect of Leadership, Teamwork and Employee Involvement on Employee Performance: Study at PT Attaraya Jaya Perkasa Madiun. Proceedings of the 2nd International Conference on Education and Technology (ICETECH 2021). <https://doi.org/10.2991/assehr.k.220103.052>
- Ngwenya, B., & Pelser, T. (2020). Impact of psychological capital on employee engagement, job satisfaction and employee performance in the manufacturing sector in Zimbabwe. *SA Journal of Industrial Psychology*, 46. <https://doi.org/10.4102/sajip.v46i0.1781>
- Nurhuda, A., Sardjono, S., & Purnamasari, W. (2020). The Influence of Transformational Leadership Style, Work Discipline, Work Environment on Employee Motivation and Performance at Anwar Medika Hospital Jl. Raya Bypass Krian Km. 33 Balongbendo – Sidoarjo. *IQTISHADEquity MANAGEMENT Journal*, 1(1). <https://doi.org/10.51804/iej.v1i1.355>
- Omar, MK, Muhamad, WMW, Ismail, N., Zakaria, A., & Kadir, KM (2023). Employability Skills and Career Development Self-Efficacy as Indicators for Workforce Success. *Journal of Technical Education and Training*, 15(3 Special Issue). <https://doi.org/10.30880/jtet.2023.15.03.011>
- Phina, ON, Arinze, AS, Chidi, OF, & Chukwuma, ED (2018). The Effect of Teamwork on Employee Performance: A Study of Medium Scale Industries in Anambra State. *International Journal of Contemporary Applied Research*.
- Phulpoto, N.H. (2023). Teamwork and its impact on employee performance mediated by job satisfaction. *Journal on Innovation and Sustainability RISUS*, 14(3). <https://doi.org/10.23925/2179-3565.2023v14i3p21-31>
- Phuong, V. H., & Huy, H. T. (2022). Effects Of Teamwork On Employee Performance: A Case Study Of The Hotel Sector In Can Tho City, Vietnam. *Geojournal of Tourism and Geosites*, 41(2). <https://doi.org/10.30892/gtg.41218-852>
- Simbolon, N., & Nurhayati, M. (2023). The influence of Organizational Culture and Teamwork on Employee Engagement: Role of Achievement Motivation as a Mediation. *International Journal of Management and Business Applied*, 2(2). <https://doi.org/10.54099/ijmba.v2i2.646>
- Subrahmanyam, S., & Henari, A. B. (2023). Analysing the Impact on Performance of Employees through Motivation and Career Development. *Res Militaris*, 13(1).
- Sunarya, FR (2022). The Urgency of Abraham Maslow's Hierarchy of Needs Theory in an Organization. *SALAM: Syar-I Social and Cultural Journal*, 9(2). <https://doi.org/10.15408/sjsbs.v9i3.25916>
- Tam, C., Loureiro, A., & Oliveira, T. (2020). The individual performance outcomes behind e-commerce: Integrating information systems success and overall trust. *Internet Research*, 30(2). <https://doi.org/10.1108/INTR-06-2018-0262>
- Tan, S.K., & Rajah, S. (2019). Evoking Work Motivation in Industry 4.0. *SAGE Open*, 9(4). <https://doi.org/10.1177/2158244019885132>
- TurahRaharjo, SM (2020). The Effect of Work Discipline, Work Motivation, and Teamwork on Employee Performance in Bappeda Pematang Regency. *International Journal of Economics and Management Studies*. <https://doi.org/10.14445/23939125/ijems-v7i8p106>
- Vincent, Yemisi, Y., & B. Basahuwa, C. (2020). The Role Of Motivation In Librarians' Job Performance In Public University Libraries. *Journal of Management Information Systems & E-Commerce*, 7(1). <https://doi.org/10.15640/Jmise.V7n1a1>
- Viseu, J., de Jesus, S.N., Rus, C., & Canavarro, J.M. (2016). Teacher motivation, work satisfaction, and positive psychological capital: A literature review. *Electronic Journal*

- of Research in Educational Psychology, 14(2)(39).
<https://doi.org/10.25115/EJREP.39.15102>
- Werang, BR, Irianto, O., & Asmaningrum, HP (2019). The Influence of Motivation and Work Spirit on the Performance of Elementary School Teachers in Mindiptana District, Papua. *Musamus Journal of Primary Education*.
<https://doi.org/10.35724/musjpe.v1i2.1467>
- Yoshida, T., Yoshizawa, H., Asano, R., & Tamai, R. (2022). The effects of teachers' perceptions of community-based teamwork on intrinsic motivation and classroom adjustment. *Shinrigaku Kenkyu*, 93(4). <https://doi.org/10.4992/jjpsy.93.20058>
- Zacher, H., Rudolph, C. W., Todorovic, T., & Ammann, D. (2019). Academic career development: A review and research agenda. In *Journal of Vocational Behavior* (Vol. 110). <https://doi.org/10.1016/j.jvb.2018.08.006>
- Zhang, M., Wang, F., Weng, H., Zhu, T., & Liu, H. (2021). Transformational Leadership and Perceived Overqualification: A Career Development Perspective. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.597821>
- Zou, H., Yao, J., Zhang, Y., & Huang, X. (2024). The influence of teachers' intrinsic motivation on students' intrinsic motivation: The mediating role of teachers' motivating style and teacher-student relationships. *Psychology in the Schools*, 61(1).
<https://doi.org/10.1002/pits.23050>