

The Influence of Motivation and Herd Mentality on Employee Performance at PT. Safa Mitra Mandiri

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Article Info

Article history:

Received: 30 January 2026

Publish 3 February 2026

Keywords:

Work Motivation;

Herd Mentality;

Performance.

Abstract

The world is developing rapidly, including changes that bring both positive and negative impacts to Indonesia. Individual performance within an organization is a crucial element that determines the overall success and achievement of organizational goals. In the context of human resource management, performance is not solely influenced by technical competence and ability, but also by various psychological and social factors that affect individual behavior in the workplace, including Herd Mentality and work motivation. This study aims to determine the extent of the influence of motivation and Herd Mentality on employee performance at PT Safa Mitra Mandiri. This research employs a descriptive quantitative method, utilizing questionnaires to process data through validity and reliability tests. The sampling technique used is non-probability sampling (saturated sampling). The sample consists of 50 employees of PT Safa Mitra Mandiri. The study is intended to provide an overview of how motivation and Herd Mentality influence employee productivity at the company. Quantitative data analysis was conducted using SPSS version 21 to examine the specific population or sample. The results indicate that work motivation has a significant effect on employee performance at PT Safa Mitra Mandiri. Specifically, work motivation has a positive and significant impact on employee performance, with $t\text{-count} = 4.436 > t\text{-table} = 4.346$ ($\text{Sig} = 0.000 < 0.05$). This demonstrates that motivation can significantly improve performance and the achievement of company targets. Based on the data analysis, the Herd Mentality variable also significantly affects employee performance at PT Safa Mitra Mandiri. Herd Mentality is an influential factor, and employee performance at the company is categorized as good, meaning Herd Mentality has a positive and significant effect on employee performance with $\beta = 0.423$ and $\text{Sig} = 0.021 < 0.05$. Based on the statistical tests performed, there is a positive and significant influence of both Work Motivation and Herd Mentality on employee performance.

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1. INTRODUCTION

In this era of globalization, global developments are occurring rapidly, including changes that bring both positive and negative impacts to Indonesia (Norkhalisah, 2024). Individual performance within an organization is a crucial element that determines the overall success and achievement of organizational goals. In the context of human resource management, performance is not solely influenced by technical competence and ability, but also by various psychological and social factors that affect individual behavior in the workplace. Two factors that are increasingly relevant to study in the current era are Herd

Mentality and work motivation (Nizar, 2025). Work motivation is a key factor that determines the quality, productivity, and effectiveness of an employee's performance within an organization.

Work motivation serves as a driving force that makes employees willing to exert effort, energy, and commitment to achieve organizational goals (Ibnu Haris, 2025). Low work motivation is often a cause of declining productivity, increased absenteeism, decreased job satisfaction, and high employee turnover. This indicates that motivation impacts not only individual performance but also the performance of the organization as a whole (Abdul Basyid, 2024). Work motivation is influenced by various factors, such as rewards and recognition, career development opportunities, organizational climate, leadership, compensation, and interpersonal relationships (Maratus Solikah, 2025).

In addition to work motivation, Herd Mentality plays a vital role in shaping employee performance. Herd Mentality refers to the tendency of individuals to follow group behavior patterns in a work environment where teamwork and coordination are essential. While it can have both positive and negative impacts, a negative Herd Mentality can damage individual and overall company performance. At PT Safa Mitra Mandiri, a lack of work motivation and negative Herd Mentality among employees has been detected.

Based on the description above, research on the influence of work motivation and Herd Mentality is critical for an organization. Therefore, the author intends to examine the extent to which work motivation and Herd Mentality affect employee productivity at PT Safa Mitra Mandiri. Below are several phenomena occurring at PT Safa Mitra Mandiri from 2023 to 2025: Low Work Motivation: Caused by inadequate benefits, leading to decreased productivity. The work environment is less supportive due to management conflicts and negative employee relations, resulting in high turnover and declining loyalty. Furthermore, low compensation has led to an increase in absenteeism.

Herd Mentality Issues: A "following the majority" trend caused by a lack of independence, which stifles creativity. Unproductive work patterns arise from a false sense of security within the group, leading to passive performance. Excessive conformity due to social pressure further results in low productivity.

Work Performance Issues: Low supervision and discipline reduce employee output, which in turn lowers motivation. The physical work environment characterized by poor lighting, inadequate ventilation, and high temperatures makes employees feel uncomfortable. Additionally, unclear job descriptions cause confusion and unfairness in evaluations, resulting in suboptimal outcomes.

Based on these phenomena, the lack of motivation and excessive negative Herd Mentality have decreased employee performance at PT Safa Mitra Mandiri. If employees and management possessed strong work motivation, a healthy Herd Mentality, and a solid work ethic, it would yield highly positive results for both the employees and the company. Conversely, the lack of motivation significantly hinders performance improvement, and an uncontrolled Herd Mentality leads to unstable and passive work behavior.

Given the importance of work motivation and Herd Mentality in efforts to increase productivity at PT Safa Mitra Mandiri, the author is encouraged to conduct research titled: "THE INFLUENCE OF MOTIVATION AND HERD MENTALITY ON EMPLOYEE PERFORMANCE AT PT SAFA MITRA MANDIRI."

Novelty of Research

(Mutdi Ismuni, 2025), in a study titled "The Influence of Herd Mentality and Job Training on Employee Performance at PT Internasional Leather Works," states that Herd

Mentality has a moderate positive and significant effect. Similarly, the job training variable shows a very strong positive and significant impact. When analyzed simultaneously, Herd Mentality and job training exhibit a very strong positive and significant influence on employee performance.(Rustomo, 2025), in the research titled "Analysis of Herd Mentality and Job Satisfaction on Employee Performance at the FDC Dental Clinic, Bekasi Branch," explains that classical assumption tests indicate the data for each variable is normal and free from heteroscedasticity and multicollinearity. The analysis of the problem formulation shows that the Herd Mentality variable has a strong positive and significant effect, as does the job satisfaction variable. When analyzed simultaneously, Herd Mentality and job satisfaction have a strong positive and significant influence on employee performance at the FDC Dental Clinic, Bekasi Branch.

(Widya Lelisa Army, 2025), in the study titled "The Influence of Herd Mentality and Work Motivation on Employee Performance at PT Pindo Deli Pulp & Paper Mills," explains that Herd Mentality significantly influences employee performance with a probability value of 0.008 (less than 0.05). Furthermore, work motivation also has a significant effect on employee performance with a probability value of 0.03 (less than 0.05). Simultaneous testing shows that all independent variables in the model have a concurrent and significant effect on employee performance ($0.00 < 0.05$), with an effective contribution of 67%. The remaining 33% is explained by variables outside this research model. These findings confirm that collective behavior, such as Herd Mentality, and intrinsic factors, such as work motivation, play a vital role in increasing individual productivity. An analysis of the three journals above shows that psychological factors, such as Herd Mentality and job satisfaction, consistently exert a strong positive and significant influence on employee performance, which ultimately enhances individual productivity across various work contexts. The primary differences lie in the supporting variables:

Rustomo (2025) emphasizes Herd Mentality alongside job satisfaction in the private healthcare sector (strong simultaneous contribution). Tri Waluyo (2025) combines it with job training in the government sector ($R = 0.876$, with training dominating at 75.8%). Dina (2025) focuses on the environment and workload in the manufacturing sector ($R^2 = 36.2\%$, with job satisfaction being the strongest factor).

2. LITERATURE REVIEW

Efforts to improve employee performance can be implemented through well-planned training programs and effective work motivation systems. Training serves to enhance the knowledge, skills, and work attitudes of employees, enabling them to adapt to job demands. Work motivation encourages individuals to act consistently in achieving organizational goals. These two aspects are interrelated because training without motivation will not be optimal; likewise, motivation without adequate training will not yield maximum performance (Cika, 2025). Human Resource Management (HRM) is an approach or formal system design within an organization to ensure the strategic and efficient use of human talent to achieve organizational strategies or goals (Nuhzatul, 2025).

3. METHOD

The research design used in this study is the quantitative analysis method, utilizing SPSS 21 for data processing. Sampling techniques are generally conducted randomly, data collection uses research instruments, and data analysis is quantitative/statistical in nature with the aim of testing established hypotheses (Sugiyono, 2021). Based on this

theory, this study employs descriptive quantitative research. The population consists of 50 individuals, and the sample was analyzed using a non-probability sampling (saturated sampling) technique.

This research involves three variables: Variable X1 (Work Motivation), Variable X2 (Herd Mentality), and Variable Y (Employee Performance). The data analysis technique used is quantitative analysis. The questionnaires used must undergo validity and reliability tests beforehand; in quantitative research that utilizes questionnaires for data collection, conducting validity tests is an absolute necessity.

Validity and reliability according to Andini (2025), validity refers to a measure that indicates the degree of validity or soundness of an instrument. To determine the extent of an instrument's validity, the correlation value of each item is calculated using the Pearson Product-Moment formula. This calculation is performed using Microsoft Excel. To determine whether an item is valid, the r-count is compared with the r-table of Pearson Product-Moment at a significance level of 5% ($\alpha = 0.05$).

Reliability, according to Fitri Rahmadani (2023), refers to a tool that provides consistent (steady) results. The level of reliability is empirically indicated by a reliability coefficient. A higher correlation coefficient between two parallel measurement tools indicates better consistency. (Klaudius, 2025) states that if scores are used to measure the significance of two groups, a reliability coefficient of 0.65 is sufficient for decision-making. However, if scores are used to compare individual performances, the reliability coefficient should be at least 0.85. Prerequisite Analysis Tests According to Yeni Marsih (2025) prerequisite tests must be conducted when a researcher uses parametric analysis. One must test the underlying assumptions, such as homogeneity for comparative tests, as well as normality and linearity for correlation and regression tests.

Normality Test: The distribution of data determines the type of statistics to be used in further analysis. This study uses the Lilliefors test for normality. The Lilliefors test is typically used for discrete data that is distributed and not presented in intervals. Homogeneity Test: According to Hafizh (2023), this is an assumption test aimed at proving that the analyzed data comes from a population with similar variance.

This serves as a prerequisite before applying analysis techniques to ensure whether the variance of the dependent variable (Y) across each score of the independent variable (X) is homogeneous. In this study, the homogeneity test is conducted using the Fisher Test (F-test) (Yeni Marsih, 2025). Hypothesis Testing After the prerequisite tests (normality and homogeneity) are completed, the research proceeds to hypothesis testing. This test is used to determine if there is an influence of Motivation and Herd Mentality on Employee Performance at PT Safa Mitra Mandiri. The steps for hypothesis testing include the Product-Moment Correlation Test, Significance Test of Simple Linear Regression, and Multiple Linear Regression Linearity Test.

4. RESULT AND DISCUSSION

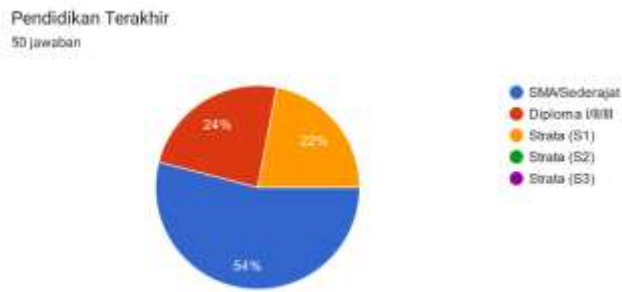


Picture 3.1 Research result based on respondent gender

Table 3.1 Research result based on respondent gender

| Gender | : | Number of Respondents | Persentase |
|--------|---|-----------------------|------------|
| Male | : | 35 Respondents | 70% |
| Female | : | 15 Respondents | 30% |
| Total | : | 50 Respondents | 100% |

Based on the table and graph above, it is explained that the majority of respondents by gender are male, accounting for 70% or 35 respondents, while females account for 30% or 15 respondents.



Picture 3.2 Results of respondents data on length of service

Based on the respondent data for the latest education level provided above, collected through questionnaires from 50 respondents, the results indicate that the majority have a High School/Equivalent level of education at 54%, followed by Diploma (D1/D2/D3) at 24%, and Undergraduate Degree (S1) at 22%.

Table 3.2 Descriptive statistical result of work motivation (X1)

| Statistics | | |
|----------------|---------|-----------------|
| N | Valid | 50 |
| | Missing | 0 |
| Mean | | 34.36 |
| Median | | 35.00 |
| Mode | | 38 ^a |
| Std. Deviation | | 7.314 |
| Variance | | 53.500 |
| Range | | 27 |
| Minimum | | 21 |
| Maximum | | 48 |
| Sum | | 1718 |

a. Multiple modes exist. The smallest value is shown

Based on the descriptive statistical analysis results for the Work Motivation variable (X1), it can be described that the minimum value is 21, while the maximum value is 75, with an average (mean) value of 34.36 and a standard deviation of 7.314.

Table 3.3 Descriptive statistical result of *Herd Mentality* (X2)

Statistics

| | | |
|----------------|---------|-----------------|
| N | Valid | 50 |
| | Missing | 0 |
| Mean | | 35.57 |
| Median | | 35.00 |
| Mode | | 32 ^a |
| Std. Deviation | | 6.500 |
| Variance | | 42.251 |
| Range | | 25 |
| Minimum | | 26 |
| Maximum | | 48 |
| Sum | | 1769 |

a. Multiple modes exist. The smallest value is shown

Based on the descriptive statistical analysis results for Herd Mentality with a sample size of 50 respondents, the Herd Mentality variable shows a minimum value of 26 and a maximum value of 48. The average (mean) score is 35.57, which indicates that, in general, the perceived Herd Mentality is positive (showing an upward trend). The standard deviation for Herd Mentality is 6.500 (below the mean), meaning that the Herd Mentality variable has a low level of data variation.

Table 3.4 Descriptive statistical result of employee performan (Y)

Statistics

| | | |
|----------------|---------|-----------------|
| N | Valid | 50 |
| | Missing | 0 |
| Mean | | 38.92 |
| Median | | 39.00 |
| Mode | | 40 ^a |
| Std. Deviation | | 3.545 |
| Variance | | 53.565 |
| Range | | 24 |
| Minimum | | 23 |
| Maximum | | 48 |
| Sum | | 1946 |

a. Multiple modes exist. The smallest value is shown

Based on the descriptive data analysis results, Employee Performance has a minimum value of 23 and a maximum of 48. This indicates that, in general, Employee Performance is perceived positively. The standard deviation value for employee performance is 3.545, which means that Employee Performance has a moderate level of data variation.

Table 3.5 Result of the validity test data of work motivation variables (X1)

| Items | Validity test - Variabel X | | |
|-------|----------------------------|---------|--------|
| | r count | r tabel | Result |
| 1 | 0,391 | 0,273 | Valid |
| 2 | 0,295 | 0,273 | Valid |
| 3 | 0,292 | 0,273 | Valid |
| 4 | 0,583 | 0,273 | Valid |
| 5 | 0,384 | 0,273 | Valid |
| 6 | 0,555 | 0,273 | Valid |

| | | | |
|----|-------|-------|-------|
| 7 | 0,578 | 0,273 | Valid |
| 8 | 0,469 | 0,273 | Valid |
| 9 | 0,568 | 0,273 | Valid |
| 10 | 0,623 | 0,273 | Valid |

Table 3.6 Result of the validity test data of *Herd Mentality* variables (X2)

| Items | Validity test - Variabel X | | |
|-------|----------------------------|---------|-------|
| | r hitung | r table | Hasil |
| 1 | 0,378 | 0,273 | Valid |
| 2 | 0,703 | 0,273 | Valid |
| 3 | 0,591 | 0,273 | Valid |
| 4 | 0,547 | 0,273 | Valid |
| 5 | 0,560 | 0,273 | Valid |
| 6 | 0,414 | 0,273 | Valid |
| 7 | 0,397 | 0,273 | Valid |
| 8 | 0,606 | 0,273 | Valid |
| 9 | 0,425 | 0,273 | Valid |
| 10 | 0,378 | 0,273 | Valid |

Table 3.6 Result of the validity test data of employee performance variables (Y)

| Items | Validity Test - Variabel Y | | |
|-------|----------------------------|---------|-------|
| | r hitung | r tabel | Hasil |
| 1 | 0,417 | 0,273 | Valid |
| 2 | 0,551 | 0,273 | Valid |
| 3 | 0,496 | 0,273 | Valid |
| 4 | 0,492 | 0,273 | Valid |
| 5 | 0,386 | 0,273 | Valid |
| 6 | 0,330 | 0,273 | Valid |
| 7 | 0,539 | 0,273 | Valid |
| 8 | 0,402 | 0,273 | Valid |
| 9 | 0,511 | 0,273 | Valid |
| 10 | 0,516 | 0,273 | Valid |

3.2 Reliability Test

The following are the criteria for decision-making in the reliability test

1. If Cronbach's alpha (α) > 0.60, the questionnaire is declared reliable, and the statements in this study are considered acceptable.
2. If Cronbach's alpha (α) < 0.60, the questionnaire is declared unreliable, and the statements in this study are considered unacceptable.

Table 3.7 Result of data processing for reliability testing of work motivation variables (X1)

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .632 | 10 |

Table 3.8 Result of data processing for reliability testing of work *Herd Mentality* variables (X2)

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .603 | 10 |

Table 3.9 Result of data processing on reliability test of employee performance variables (Y)

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .651 | 10 |

3.3 Normality Test

One of the normality testing methods used by the author in this study is the Kolmogorov-Smirnov technique.

1. If the significance value (Sig.) > 0.05, the data is normally distributed.
2. If the significance value (Sig.) < 0.05, the data is not normally distributed."

Table 3.10 Normality test result Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 50 |
| Normal Parameters ^{a,b} | Mean | 0E-7 |
| | Std. Deviation | 3.54097286 |
| Most Extreme Differences | Absolute | .110 |
| | Positive | .110 |
| | Negative | -.091 |
| Kolmogorov-Smirnov Z | | .777 |
| Asymp. Sig. (2-tailed) | | .583 |

a. Test distribution is Normal.

b. Calculated from data.

Based on the data processing results shown in the table above, the data is normally distributed and is suitable for further statistical testing.

3.4 Multiple Correlation Test Between Work Motivation (X1) Work Environment (X2) And Employee Performance (Y)

The relationship between Work Motivation and Herd Mentality toward Employee Performance is explained by testing the research hypotheses, which are statistically stated as follows:

1. $H_0 : p = 0$, meaning there is no relationship between Work Motivation and Herd Mentality with Employee Performance.

2. $H_a : p > 0$, meaning there is a relationship between Work Motivation and Herd Mentality with Employee Performance.

Table 3.11 Result of data processing of multiple correlation test between work motivation (X1) work environment (X2) and employee performance (Y)

| Correlations | | MOTIVASI KERJA | HERD MENTALITY | KINERJA KARYAWAN |
|------------------|---------------------|-------------------|-------------------|---------------------|
| MOTIVASI KERJA | Pearson Correlation | 1 | .543** | .581** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 50 | 50 | 50 |
| HERD MENTALITY | Pearson Correlation | .543** | 1 | .353** |
| | Sig. (2-tailed) | .000 | | .005 |
| | N | 50 | 50 | 50 |
| KINERJA KARYAWAN | Pearson Correlation | .581** | .353** | 1 |
| | Sig. (2-tailed) | .005 | .005 | |
| | N | 50 | 50 | 50 |

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the calculation results shown in the

table above, the correlation coefficient obtained indicates that the correlation coefficient is significant.

3.5 Partial Test

The t-test is used to determine the extent of the influence of each independent variable individually. The regression analysis employs a one-tailed test using a constant $\alpha = 5\%$ as the error rate with a 95% confidence level. In this context, H_0 indicates that there is no positive and significant influence, whereas H_a indicates a positive and significant influence:

3.6 Test Work Motivation (X1)

The t-test is a statistical method used to test the difference in means between two sample groups drawn randomly from a normal population with homogeneous variance. This test determines whether the difference is statistically significant by comparing the t-calculated value with the t-table or by ensuring the significance value is less than 0.05. There are variations such as the one-sample t-test (vs. a constant value), independent t-test (between two different groups), and paired t-test (for repeated measurements). The t-test is utilized to determine the influence of independent variables on the dependent variable. This influence can be observed through regression results with a significance level of 0.05 ($\alpha = 5\%$). If the significance level is less than 0.05 ($\alpha = 5\%$), it can be concluded that the independent variable has a significant effect on the dependent variable.

Table 3.12 Test result by T-test dataicant

| Model | | Unstandardized Coefficients ^a | | Standardized Coefficients | T | Sig. |
|-------|-----------------|--|-------|---------------------------|-------|------|
| 1 | (Constant) | 19.445 | 3.918 | | 5.078 | .016 |
| | work motivation | .543 | .109 | .531 | 4.436 | .000 |

a. Dependent Variable: KINERJA KARYAWAN

After obtaining a t-calculated value of 4.436, the calculation was conducted with a significance level (α) of 0.05 and degrees of freedom (df) of 50, resulting in a t-table value of 4.346. This theory is derived from the Student's t-

distribution, which is used to test hypotheses regarding population means when the variance is unknown (Yelna, 2025).

3.7 Results Of The Coefficient Of Determination Test (X1) And (Y)

Table 3.13 Results Of The Coefficient Of Determination Test (XI) dan (Y)

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .478 ^a | .458 | .446 | 2.863 |

a. Predictors: (Constant), X

Based on the obtained calculation results, the correlation coefficient is significant.

3.8 Results Of The Coefficient Of Determination Test (X2) And (Y)

Table 3.14 Of The Coefficient Of Determination Tes (X2) dan (Y)

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .710 ^a | .574 | .586 | 2.686 |

a. Predictors: (Constant), X

Based on the calculations, the Herd Mentality variable contributes an influence on Employee Performance.

4. CONCLUSION

Based on the research conducted, Motivation and Herd Mentality significantly influence employee performance at PT. Safa Mitra Mandiri. Motivation is considered crucial as it serves as a driving force to maximize work efforts, thereby ensuring that performance improvements are achieved.

5. ACKNOWLEDGMENTS

Gratitude is extended to the Management Study Program at Universitas Pertiwi for the support provided to this research, as well as to all other parties involved in the process.

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