



The Influence of Work Discipline and Teamwork on Employee Job Satisfaction

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ABSTRACT

The objectives to be achieved in this study are to Test and explain the simultaneous influence of Work Discipline and Teamwork on the Job Satisfaction of Employees of Basarnas Kendari. Examine and explain the effect of work discipline on the performance of employees of Basarnas Kendari. Testing and explaining the impact of teamwork on the job satisfaction of Basarnas Kendari employees. The population in the study are all Agency Sar National Kendari, which overall is an employee of domestic civil (PNS), which amounted to as many as 114 Employees. Measurement of data in this study using a Likert scale. The data analysis technique used in this study was descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 software. Based on the data analysis, the results showed that Work Discipline and Teamwork Significantly affect the Job Satisfaction of Employees Basarnas Kendari. Work Discipline has a positive and significant effect on Employee Job Satisfaction. Teamwork has a positive impact on employee job satisfaction.

Keywords: *Work Discipline, Teamwork, Job Satisfaction*

I. INTRODUCTION

The era of globalization is an era without boundaries marked by the increasingly free human resources which enter other countries by offering their knowledge and expertise. Therefore, managers and organizational leaders must place scoop as a driving force so that employees or employees become resources that can compete in the world of business and organizations. Human resources are an essential component in a company to achieve its goals. Human resources in an organization are the people who carry out various tasks within the organization. For this reason, companies need good human resource management to achieve maximum performance so that the goals expected by the company can be achieved. Human resource management can be interpreted as the utilization of human resources within the organization, which is carried out through human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, and industrial relations.

Information technology is essential in education and any organization, especially for developing a quality system, one of which is knowledge management, which enables higher quality and guaranteed knowledge processing and supports the organization as a whole. Increased work discipline is part of the progress of the organization to create quality employees. It is also a person's awareness and willingness to comply with all applicable social rules and norms and will support the achievement of organizational goals. The more aspects of work that are by the wishes and value systems adopted by the individual, the higher the satisfaction obtained. Moreover, vice versa, the more aspects of his work that are by his wishes. Employee job satisfaction in a company is strongly influenced by several things related to the company environment, one of which is work discipline.

Discipline is a mental attitude reflected in the behavior of individuals, groups, or communities in obedience to provisions of ethical norms and rules that apply. According to Hasibuan (2013), an employee is said to have high work discipline if he meets the criteria based on an attitude that refers to the employee's mentality and behavior that comes from his awareness or willingness to carry out organizational tasks and regulations. Furthermore, employee performance will achieve better results. Maximum if it is supported by the knowledge possessed.

Another factor that can affect employee job satisfaction is teamwork. Teamwork is one of the actions that encourage employees to work effectively. The existence of teamwork can help employees be more creative because of collaboration employees exchange ideas with each other and convey their arguments about existing workers. Teamwork

is a well-coordinated form of joint or group work with leaders where the team consists of people with different skills or expertise (Panggiki et al., 2017).

These duties and responsibilities must be borne by everyone based on their expertise in their respective fields. Organizations need integrated human resources. The human resources component certainly has diverse expertise. For that, we need teamwork (teamwork) and work discipline that plays a role in running the wheels of the organization. Teamwork can also be called teamwork. Teamwork will carry out all management activities so that teamwork becomes a factor that affects job satisfaction.

Findings that prove teamwork or *Team Work* have a positive and significant effect on job satisfaction, according to Mirjam Körner, Markus A. Wirtz, Jürgen Bengel, and Anja S. Göritz (2015) that teamwork has a positive impact on job satisfaction. Likewise, what was stated by Jalal Hanaysha and Putri Rosita Tahir (2016) noted that collaboration has a positive effect on job satisfaction.

The initial observations show that the phenomenon at the Basarnas Kendari office is that several employees still need more discipline in carrying out their assigned duties and responsibilities. In this case, work time discipline, where some employees still need to be on time to complete the tasks assigned to them. This is because they always need to work on doing the jobs that have been set in the performance targets outlined in the performance plans in the employee performance targets. The impact of this lack of discipline resulted in the realization of performance that should have been implemented on time. According to several employees of the Kendari Basarnas Office, several employees still need to be optimally carrying out teamwork-related tasks. Some employees still need to be more active in implementing collaboration so that the team's work will be completed optimally.

II. LITERATURE REVIEW

2.1 Work Discipline

2.1.1 Definition of Work Discipline

Robbins (1984:17) defines discipline as an attitude, behavior, and act by the company rules, written or not. Discipline is also the awareness and willingness of a person to obey all laws and social norms in force. Employee discipline can be seen from the responsibility, attitude, behavior, and action of an employee in compliance with all forms of regulation as long as they work at the agency. Good leadership will lead to employee motivation, so with high motivation, the employees will have high discipline, which ultimately affects the performance of employees.

2.2 Teamwork

2.2.1 Definition of Teamwork

According to Arifin (2011), Teamwork is the process of working in a group with an attitude of responsibility, intensive communication, task focus, and responsiveness to achieve organizational goals. Meanwhile, Lussier and Achua (2010) define a work team as a unit consisting of two or more people with mutual skills. They are entirely committed to common goals and shared expectations, for which they are responsible.

2.2.2 Teamwork Indicators

According to Shane & Von Glinow (2012), indicators of effective teamwork are the five C:

- a. Cooperating. Influential team members are willing and able to work together rather than alone.
- b. coordinating. Influential team members actively manage teamwork so that the team acts efficiently and harmoniously.
- c. Communicating. Influential team members convey information freely (rather than hoard it), efficiently (using the best channels and language), and respectfully (minimizing negative emotions).
- d. Comforting Effective team members help colleagues maintain a healthy and positive psychological state.
- e. Conflict resolution. Conflict is unavoidable in social settings, so influential team members have the ability and motivation to resolve dysfunctional disagreements between team members.

2.3 Job Satisfaction

2.3.1 Definition of Job Satisfaction

According to Martoyo (2007: 115), job satisfaction is basically an employee's emotional state where there is or does not occur a meeting point between the value of employee remuneration from the company/organization with the reward value that wins desired by the employee concerned. According to Rivai (2014) Job satisfaction is an emotional attitude that pleases and loves his job. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside, and in and out of work combinations. (Hasibuan, 2007: 202).

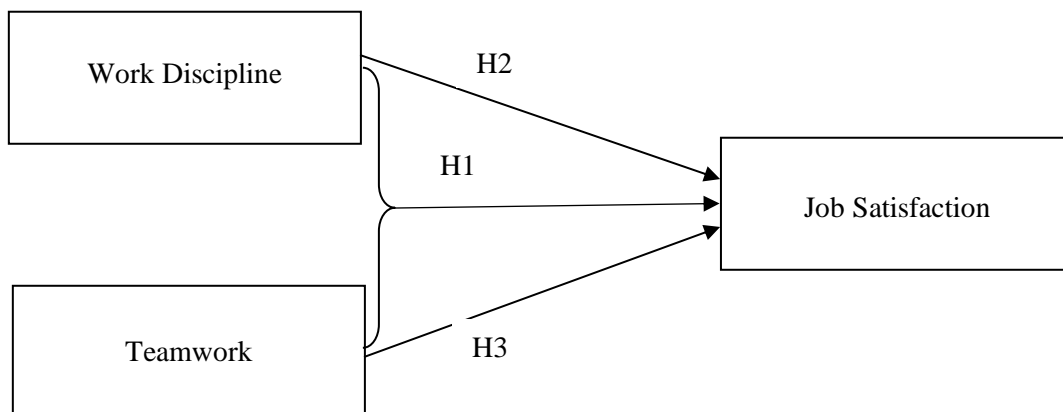
2.3.2 Job Satisfaction Indicator

According to Luthans (2011: 141), job satisfaction has six indicators that can influence, namely:

1. The work itself
2. Salary.
3. Promotion.
4. Supervision of superiors
5. Working Group
6. Working Conditions

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Figure 3. 1. Conceptual Research Framework



3.2. Research Hypothesis

Based on the conceptual framework in the picture above, the hypothesis proposed in this study is as follows:

H₁. Work discipline and teamwork simultaneously have a positive and significant effect on Job satisfaction

H₂. Work discipline has a positive and significant impact on employee job satisfaction

H₃. Teamwork has a positive and significant impact on employee job satisfaction

IV. RESEARCH METHODS

The population in this study were all employees of the Kendari Basarnas Office, all of whom were 114 employees. In this study, researchers want to examine all the elements in the research area. As Arikunto emphasized, the population is the entire research subject, so the study or research to be carried out is called a population study or census study, Arikunto (2006: 130). Respondents in this study took the entire population, namely as many as 114 employees who were research respondents. The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 *software*.

In this study, hypothesis testing from multivariate regression analysis (Hair *et al.*, 2010, p. 79) was carried out using 3 test tools: coefficient of determination, F test, and t-test. More details are described below:

The coefficient of determination (R^2) is used to measure how far the ability of the model to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small matter of R^2 means the independent variables' ability to explain the dependent variable's limited variation. A deal close to one mean variable independent (free) provides almost all the information needed to predict variation dependent variable (bound).

The F test aims to show whether all the independent variables are entered into the model simultaneously or jointly owned to influence the dependent variable (Ghozali, 2006). This research was conducted by looking at the criteria if the significant value of $F \leq \alpha = 0.05$ or 5% means that it has a considerable effect and vice versa. This study shows whether the independent variables that consist of the variables of work discipline and teamwork simultaneously affect employee job satisfaction.

The t statistical test is used to find out how far each variable *is*, Work Discipline and Teamwork, in explaining job satisfaction variables. In this case, do each work discipline and teamwork variables affect the job satisfaction variable. This research was conducted by looking at the criteria if a significant value $t \leq \alpha = 0.05$ or 5% means a considerable effect and vice versa.

V. RESEARCH RESULTS AND DISCUSSION

5.1 Multivariate Regression Test Results

In the previous discussion, it was stated that in order to be able to answer the problems and hypotheses put forward in this study, namely the effect of work discipline and teamwork on the job satisfaction of Basarnas Kendari employees, both simultaneously and partially, it was carried out by multivariate regression analysis.

The summary of the results of the author's multivariate regression analysis is presented in the following table:

Table 5.13. Summary of Multivariate Regression Analysis Results

Influence Between Variables	Standardized Coefficient (Beta)	t-Count	Sig. t	Note:
Employee Job Satisfaction	0.361	3.580	.000	Be accepted
Teamwork- Employee Job Satisfaction	0.542	4.532	.000	Be accepted
R = 0.831	F- Value = 45.726			
R ² = 0.640	Sig. F = 0.000			
SEE = 2.62570	N = 114			

Source: Results of Primary Data Processing, 2020 2

5.2 Correlation Coefficient Test (R) and Determination Coefficient (R²)

Value = 0.831 shows the correlation of the independent variable relationship to work discipline and teamwork employee job satisfaction at the Kendari Basarnas Office. The value of R is close to 1.00, which means that the relationship between the independent and dependent variables is getting stronger.

Furthermore, multivariate regression should use the adjusted or written R- *Square R - Square* because it is changed to the number of *independent variables t* used. Based on the test results of the coefficient of determination, it is known that the value of the coefficient of determination in R -Square is 0.640, which means the ability of the explanatory variable (work discipline, teamwork) to explain the response variable (employee job satisfaction) is 64.0 %. In comparison, the rest is equal to 36.0 % influenced by other variables outside the regression model. From the value of the coefficient of determination (R²), this research model has good accuracy or accuracy of the model.

5.3. Research Hypothesis Testing

Testing the hypothesis and path coefficients of partial and simultaneous influence between work discipline and teamwork variables on employee job satisfaction. For more details, the description of testing the research hypothesis is as follows:

5.3.1. Simultaneous Testing (Test F)

The test results obtained that there is a simultaneous positive influence between work discipline and teamwork on employee job satisfaction. Can be described as follows:

H1. Work discipline and teamwork are simultaneously influential and significant to Employee Job Satisfaction

Based on the results of the F-test in table 5.12, it can be seen that the significance value is 0.000. So, the variables of work discipline and teamwork significantly affect employee job satisfaction because the matter is <0.05 . then based on testing the F value, an F - the value of 45 was obtained. 726. From these results, work discipline and teamwork significantly positively affect employee job satisfaction.

5.5.2. Partial Test (t-test)

Partially (t-test) in this study aims to test the effect of work discipline and teamwork on employee job satisfaction at the Basarnas Kendari office as follows:

H2. Work Discipline Has a Significant Influence on Employee Job Satisfaction

The results of testing the effect of work discipline on employee job satisfaction can be proven by the *estimated* path coefficient value of 0.361 with a positive direction. The path coefficient is marked positive, meaning that the influence between work discipline and employee job satisfaction is unidirectional. Then it can also be proven by the critical point value (t-count) of 3,580 and a significance value (sig.) of $0.000 < \alpha = 0.05$.

The test results prove that work discipline significantly positively affects employee job satisfaction at the Basarnas Kendari office. This means that the higher the work discipline, the higher the job satisfaction of employees. Thus, the second hypothesis put forward in this study can be accepted or supported by facts.

H3. Teamwork has a significant effect on employee job satisfaction.

The results of testing the effect of teamwork on employee job satisfaction can be proven by the *estimated* path coefficient value of 0.542 in a positive direction. The path coefficient is positive, which means that the influence between Teamwork and Employee Job Satisfaction is unidirectional. Then it can also be proven by the critical point value (t-count) of 4.532 and significant value (sig.) of $0.005 < \alpha = 0.05$. The test results prove that teamwork positively affects employee job satisfaction. This means that the higher the level of cooperation, the more it affects the increase in employee job satisfaction. Thus, the third hypothesis proposed can be accepted or supported by empirical facts.

5.4. Discussion of Research Results

The results of data analysis in this study are a reference for conducting a discussion of the results of this research by combining theory, results of previous research, and empirical facts that occur in the object being studied in order to verify the results of this study to strengthen or reject the theory and results of previous research. Analysis of the effect of work discipline and teamwork on employee job satisfaction. An attempt to photograph facts or conditions whether or not good or low levels of work discipline and teamwork, both simultaneously and partially.

The discussion of this study includes descriptive variables, measurement of the coefficients, and results of hypothesis testing. Discussion of measurement and explanatory variables through the average value of each variable measurement indicator. In addition, the debate regarding the relationship between the value of the coefficient and

significance. Therefore, the debate about the influence between variables based on the objectives and problems of this study can be described as follows:

5.4.1 The Effect of Work Discipline and Teamwork on Employee Job Satisfaction

Based on the results of multivariate regression analysis, the results of simultaneous testing show that work discipline and teamwork positively affect employee job satisfaction. This means that an increase in work discipline and collaboration simultaneously significantly impacts employee job satisfaction.

Achievement Job satisfaction of Basarnas Kendari employees is good. This fact is observed from the average value of respondents' perceptions which shows that the employee job satisfaction indicator consisting of salary and working conditions is the main factor or priority in its implementation because it has a higher average value compared to the indicators of the job itself, promotion, supervision, working group. This means that Basarnas Kendari employees are satisfied with the salary they earn and their working conditions, where the environmental conditions or conditions in which they work can support the implementation of the duties of each employee.

Respondent's statements, if examined based on promotion indicators, show that most respondents strongly agree that promotion is an opportunity to advance in an organization. However, it has a different effect on job satisfaction. This is because promotions take several other forms and have rewards, such as promotions based on seniority or performance and promotions for pay raises. Furthermore, the average value of the supervision indicator is categorized as good. This shows that most employees stated the ability of supervisors or supervisors at the Basarnas Kendari office to provide technical assistance and behavioral support to employees.

This study's results align with research conducted by Novita T *et al.* (2018), which states that work discipline and teamwork have a significant effect on job satisfaction.

5.4.2 The Effect of Work Discipline on Job Satisfaction

The results showed that work discipline had a positive and significant effect on the job satisfaction of Basarnas Kendari employees. This means that the higher the level of employee work discipline, the more employee job satisfaction increases. Changes in improving employee work discipline with indicators of time discipline, regulatory discipline, and responsibility discipline significantly contribute to increasing employee job satisfaction as reflected in salary, promotion, supervision, work attitudes, and working conditions. Thus the findings of this study indicate that high work discipline has an actual or significant contribution to increasing the job satisfaction of Basarnas Kendari employees.

Work discipline is a mental attitude reflected in the actions of individual, group, or community behavior in the form of compliance, provisions of ethical norms, and rules that apply. According to Hasibuan (2013), an employee is said to have high work discipline if he meets the criteria based on an attitude that refers to the employee's mentality and behavior that comes from his awareness or willingness to carry out organizational tasks and regulations. Furthermore, employee performance will achieve better results. Maximum if it is supported by the knowledge possessed. Every employee is expected to be able to continue to explore their understanding and not just depend on or be fixated on the existing system. So, every employee has a role in increasing knowledge.

This study's results align with research conducted by Efi J. *et al.* (2020) state that works discipline has a positive and significant effect on job satisfaction.

5.4.2. The Effect of Teamwork on Job Satisfaction

The results of the data analysis show that teamwork has a positive and significant effect on employee job satisfaction. These results indicate that the better the cooperation of the employees, the more accurate or robust they will be able to increase the job satisfaction of Basarnas Kendari employees. Empirical facts support the test results according to the responses of most respondents who perceive that the implementation of teamwork is exemplary so that it impacts employee job satisfaction. This result was also reinforced by the percentage of respondents who answered that the majority said teamwork had been carried out very well.

Teamwork is one of the actions that encourage employees to work effectively. The existence of teamwork can help employees be more creative because of collaboration employees exchange ideas with each other and convey their arguments about existing workers. Teamwork is a well-coordinated form of joint or group work with leaders where the team consists of people with different skills or expertise (Panggiki *et al.*, 2017).

These duties and responsibilities must be borne by everyone based on their expertise in their respective fields. Organizations need integrated human resources. The human resources component certainly has diverse expertise. For that, we need teamwork (teamwork) and work discipline that plays a role in running the wheels of the organization. Teamwork can also be called teamwork. Teamwork will carry out all management activities so that teamwork becomes a factor that affects job satisfaction.

The findings prove teamwork has a positive and significant effect on job satisfaction according to Jalal H and Princess R. T (2016), states that teamwork has a positive impact on job satisfaction and Mirjam Körner *et al.* (2015) stated that teamwork has a positive impact on job satisfaction.

5.5. Research Limitations

Some of the research limitations that can be taken into consideration by the next researcher are: This research data use employee perceptions through self-assessment or *self-appraisal*. In addition, due to the busyness of employees at the Kendari Basarnas Office and time constraints, researchers needed help digging up more in-depth information for

this research study. The results of this study cannot be generalized to other cases or agencies because this research is limited to only one government agency, in this case, the Kendari Basarnas Office, as the research object, so the generalization of the research results still needs to be improved. Further research should use a different research object by analyzing other variables that can affect employee job satisfaction.

VI. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

Based on the data analysis, discussion, and research findings, several conclusions can be put forward in this study. Namely, work discipline and teamwork positively affect employee job satisfaction. This means that there is an increase in work discipline, and collaboration positively contributes to increasing employee job satisfaction. Work discipline has a significant positive effect on employee job satisfaction. This means that the increased employee work discipline described positively contributes to increasing employee job satisfaction. Teamwork has a positive effect on employee job satisfaction. It means increased Employee teamwork has a significant contribution to employee job satisfaction.

6.2 Suggestion

Based on the findings and conclusions of this study, suggestions can be put forward that become recommendations: Policy making Basarnas office leaders need to pay attention to increasing work discipline in this case related to regulatory discipline indicators having a low average value compared to other work discipline measurement indicators. Therefore, the leadership of the Kendari Basarnas Office needs to improve the discipline of its employees, especially in the field of the applicable rules. Concerning teamwork, the lowest indicator is communication, which is the lowest indicator. Therefore, to build partnerships, it is essential to establish good communication between leaders and employees and between employees in the work team. Regarding employee job satisfaction, leaders need to pay attention to employee promotions because they have the lowest average indicator value, so leaders need to pay attention. For future researchers, it is suggested to develop more complex research to answer the question of increasing employee job satisfaction by analyzing the influence of variables that impact employee job satisfaction.

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