

Improving Employee Performance by Strengthening Teamwork, Motivation and Increasing Job Satisfaction in Business Engaged in Health Service Sector

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ABSTRACT

The purpose of this study was to analyze and determine the effect of teamwork, motivation and job satisfaction on employee performance. This research is a type of descriptive and quantitative research with a total sample of 37 respondents. The sampling technique in this study used the census or saturation method. The analytical method used is multiple linear regression analysis. The results of this study indicate that teamwork, motivation and job satisfaction partially have a positive and significant effect on employee performance. Simultaneous test results show that teamwork, motivation and job satisfaction have a positive and significant effect on employee performance. The implication will be optimal if the work team is solid, motivation is high and job satisfaction increases.

Keywords : **Cooperation; Motivation; Job satisfaction; Employee Performance; Health Service Sector**

ABSTRACT

Tujuan dari penelitian ini adalah untuk menganalisis dan mengetahui pengaruh kerjasama tim, motivasi dan kepuasan kerja terhadap kinerja pegawai. Penelitian ini merupakan jenis penelitian deskriptif dan kuantitatif dengan jumlah sampel sebanyak 37 responden. Teknik pengambilan sampel dalam penelitian ini menggunakan metode sensus atau saturasi. Metode analisis yang digunakan adalah analisis regresi linier berganda. Hasil penelitian ini menunjukkan bahwa kerjasama tim, motivasi dan kepuasan kerja secara parsial berpengaruh positif dan signifikan terhadap kinerja pegawai. Hasil pengujian secara simultan menunjukkan bahwa kerjasama tim, motivasi dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Implikasinya akan optimal jika tim kerja solid, motivasi tinggi dan kepuasan kerja meningkat.

Kata Kunci : **Kerja Sama; Motivasi; Kepuasan Kerja; Kinerja Pegawai; Sektor Jasa Kesehatan**

INTRODUCTION

Superior and quality Human Resources can be obtained through planned and directed human resource development efforts. Good quality human resources in an organization can be an influential factor in developing the activities of a business (Reniati, *et al.* 2022). Every organization must strive to develop human resources so that the abilities and attitudes of its human resources increase according to job requirements and the needs of the organization or agency (Sayuti, 2018). Referring to the opinion above, the role of human resources in the running of an organization is very important so it needs to be managed properly because the success of an organization in improving its performance is very dependent on the quality of its human resources (Prastya, 2020).

The existence of Perlang Village Community Health Center, Lubuk Besar District, is located at Jl. Merbah Kayu Ara, Perlang, Lubuk Besar District, Central Bangka Regency. It has been stipulated in Kepmenkes No. 128 of 2004 concerning the basic policy of the Puskesmas, the Puskesmas is defined as the technical implementation unit (UPT) of the Regency/City Health Service which is responsible for organizing health development in a sub-district/city area. According to Table 1.

Table 1. Summary of Performance Assessment Recapitulation for the 2020-2021 Period

No	Performance Assessment Factors	Average Value _		Decrease (%)	Increase (%)
		2020	2021		
1	Health services	64,93	68,59	-	3.07
2	Management	9.79	9,21	0.58	-
3	Service quality	9,5	8	1.5	-

Source: Primary data processed by researchers, 2022

Table 1. clearly shows that there has been a decrease in employee performance. This can be seen in the average performance appraisal results for each employee performance indicator in 2021 which generally experienced a decline when compared to the performance appraisal results in 2020. The biggest decline in the assessment factor lies in the assessment factor of service quality work. The importance of employee performance at the Perlang Village Health Center which is related to service quality is very important because each employee is expected to have high work standards so that employee performance becomes optimal. High employee performance is expected by the Perlang Village Health Center. A decrease in the results of evaluating employee performance indicators can be an indication of symptoms indicating a decrease in employee performance. This is also related to the ability of employees in carrying out their work when employees can plan and carry out the tasks or activities to be achieved, these activities can be realized.

One effort to pay attention to employee performance is to see the extent to which teamwork is carried out (Kusuma, 2018). Teamwork within the company will be formed when all individuals work together by doing and understanding the tasks that have been given (Widyaswari and Ruhana, 2016). Based on the results of interviews conducted by researchers with Perlang Village Health Center employees there is a teamwork problem because there are some employees who still don't care about co-workers and are less compact between fields.

Besides that, motivation is something that affects employee performance. Sedarmayanti (2018), argues that motivation is a force that encourages a person to take

action or not which essentially exists internally and externally, positive or negative. To direct it is very dependent on the toughness of the leadership. Based on the results of interviews conducted by researchers It can be seen that during working hours, some employees delay work and don't even finish work on time.

In addition to teamwork and motivation factors, job satisfaction also affects employee performance. Furthermore, Sunyoto (2019), states that job satisfaction is an individual trait of a person so he has a different level of satisfaction according to the system of values that apply to him. Economic development aims to improve people's welfare (Reniaty, R., *et al.* 2020). Based on the results of interviews conducted by researchers some of the employees seem not to carry out their job responsibilities seriously, besides that some employees do not come up with new ideas in completing their tasks, and if there are errors in work the employees lack the initiative to fix them.

This study is expected to provide information and input that can be utilized by the Perlang Village Health Center. It is hoped that this research can become a source of knowledge, information and reference regarding the influence of teamwork, motivation and job satisfaction on employee performance. The aims of this research are as follows: First, To find out the description of teamwork, motivation and job satisfaction on employee performance at Puskesmas Perlang Village. Second, To determine the effect of teamwork on employee performance at Puskesmas Perlang Village. Third, To determine the effect of motivation on employee performance at Puskesmas Perlang Village. Fourth, To determine the effect of job satisfaction on employee performance at Puskesmas Perlang Village. Fifth, To determine the effect of teamwork, motivation and job satisfaction on employee performance at Puskesmas Perlang Village. Researchers conducted a research approach using descriptive analysis and quantitative methods. Quantitative analysis is based on the analysis of variables that can be described quantitatively (measurable) with definite formulas or analytical tools.

Team Work

According to Pandelaki (2018), teamwork is evidenced by the existence of several individuals working together who have the same vision and mission to achieve the goals the company wants to achieve. The dimensions of teamwork according to Sri Bachelor (2014) are cooperation, trust and cohesiveness.

Motivation

Motivation comes from the Latin word "*movere*" which means to push or move, which is aimed at HR (Sunyoto, 2013). Sedarmayanti (2018) defines motivation as a force that encourages a person to take action or not, which in essence exists internally and externally, positive or negative. To direct it is very dependent on the toughness of the leadership. The dimensions of motivation according to David McClelland (in Ridho, 2020) are the need for achievement, the need for power and the need for affiliation.

Job Satisfaction

Job satisfaction is an emotional attitude that feels pleasant and loves his work, which then this attitude will be reflected in work morale, discipline and work performance (Hasibuan, 2018). Indicators of job satisfaction according to Robbins and Jugle (in Puspitawati, 2013) namely salary/wages, promotions, the job itself, co-workers and supervision.

Performance

Performance is the actions and results achieved by workers, whereas performance is an outcome of work because it provides a strong relationship with the strategic goals of the organization (Verianto, Juniarti *et al.*, 2021). The dimensions of performance according to Edison (2017) are targets, quality, time and adherence to principles.

Hypothesis

H₁: Teamwork affects employee performance at Puskesmas Perlang Village, H₂: Motivation influences employee performance at Puskesmas Perlang Village, H₃: Job satisfaction influence on employee performance at Puskesmas Perlang Village, H₄: Teamwork, motivation and job satisfaction simultaneously have a positive and significant effect on employee performance at Puskesmas Perlang Village.

RESEARCH METHODS

Researchers conducted a research approach using descriptive analysis and quantitative methods. Quantitative analysis is based on the analysis of variables that can be described quantitatively (measurable) with definite formulas or analytical tools. The quantitative method is the technique used in presenting research results in the form of numbers and the analysis uses statistics (Sugiyono, 2016). Descriptive research and a quantitative approach, namely explaining and describing variables with data in the form of numbers, then explaining the relationship between variables through hypothesis testing.

This study uses a quantitative analysis approach. This research was conducted at the Perlang Village Health Center. Research implementation began in January 2022 until it was completed. The population in this study were all employees of the Perlang Village Health Center, totalling 37 people. Sampling in this study used a saturated sampling technique in which the entire population was used as the sample. The data analysis method used in this study is multiple linear regression analysis using the Statistical Package for Social Science (SPSS) version 25.

The questionnaire used is to use descriptive analysis test, validity and reliability test to test the results of the data with the classic assumption test which consists of the normality test, heteroscedasticity test, multicollinearity test and finally testing the hypothesis with the t-test and f-test, as well as analysis of the coefficient of determination (R²) and multiple regression analysis to test the independent variables together with the dependent variable. The following is the formulation of multiple regression analysis:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \quad (1)$$

Y = Job Readiness

α = Constant

β = Regression Coefficient

X₁ = Competency

X₂ = World of Work Information

X₃ = Motivation to Enter the World of Work

e = Prediction Error

RESEARCH RESULTS AND DISCUSSION

Validity test

Validity test results with a significance value of 5% and r table of 0.3 246. The results of the validity test can be shown in Table 2.

Table 2. Validity Test Results

Variable	Items	r count	r table	Information
Team Collaboration (X ₁)	X1.1	0.684 ₋	0.3246	Valid
	X1.2	0.779 ₋	0.3246	Valid
	X1.3	0.765 ₋	0.3246	Valid
	X1.4	0.717 ₋	0.3246	Valid
	X1.5	0.774 ₋	0.3246	Valid
	X1.6	0.633 ₋	0.3246	Valid
Motivation (X ₂)	X2.1	0.763 ₋	0.3246	Valid
	X2.2	0.781 ₋	0.3246	Valid
	X2.3	.859 ₋	0.3246	Valid
	X2.4	0.843 ₋	0.3246	Valid
	X2.5	0.747 ₋	0.3246	Valid
	X2.6	0.629 ₋	0.3246	Valid
Job Satisfaction (X ₃)	X3.1	0.761 ₋	0.3246	Valid
	X3.2	0.851 ₋	0.3246	Valid
	X3.3	0.540 ₋	0.3246	Valid
	X3.4	0.724 ₋	0.3246	Valid
	X3.5	0.414 ₋	0.3246	Valid
	X3.6	0.597 ₋	0.3246	Valid
Employee Performance (Y)	X3.7	0.461 ₋	0.3246	Valid
	X3.8	.825 ₋	0.3246	Valid
	X3.9	0.567 ₋	0.3246	Valid
	X3.10	0.416 ₋	0.3246	Valid
	X3.11	0.562 ₋	0.3246	Valid
	X3.12	0.347 ₋	0.3246	Valid
Employee Performance (Y)	Y.1	0.728 ₋	0.3246	Valid
	Y.2	0.728 ₋	0.3246	Valid
	Y.3	0.841 ₋	0.3246	Valid
	Y.4	0.732 ₋	0.3246	Valid
	Y.5	0.364 ₋	0.3246	Valid
	Y.6	0.734 ₋	0.3246	Valid
	Y.7	0.393 ₋	0.3246	Valid
	Y.8	.380 ₋	0.3246	Valid
	Y.9	0.765 ₋	0.3246	Valid
	Y.10	0.379 ₋	0.3246	Valid

Source: Primary data processed by researchers, 2022

Table 2. shows that testing the validity of the research instrument with each statement obtaining a value of r count > r table, so that all research questionnaire items are declared valid. The reliability Test is shown in Table 3.

Table 3. Reliability Test Results

Variable	Standard Cronbach Alpha (a)	Cronbach Alpha (a)	Information
Team Collaboration	0.70	0.820 ₋	Reliable
Motivation	0.70	0.863 ₋	Reliable
Job Satisfaction	0.70	.836 ₋	Reliable
Employee Performance	0.70	0.814 ₋	Reliable

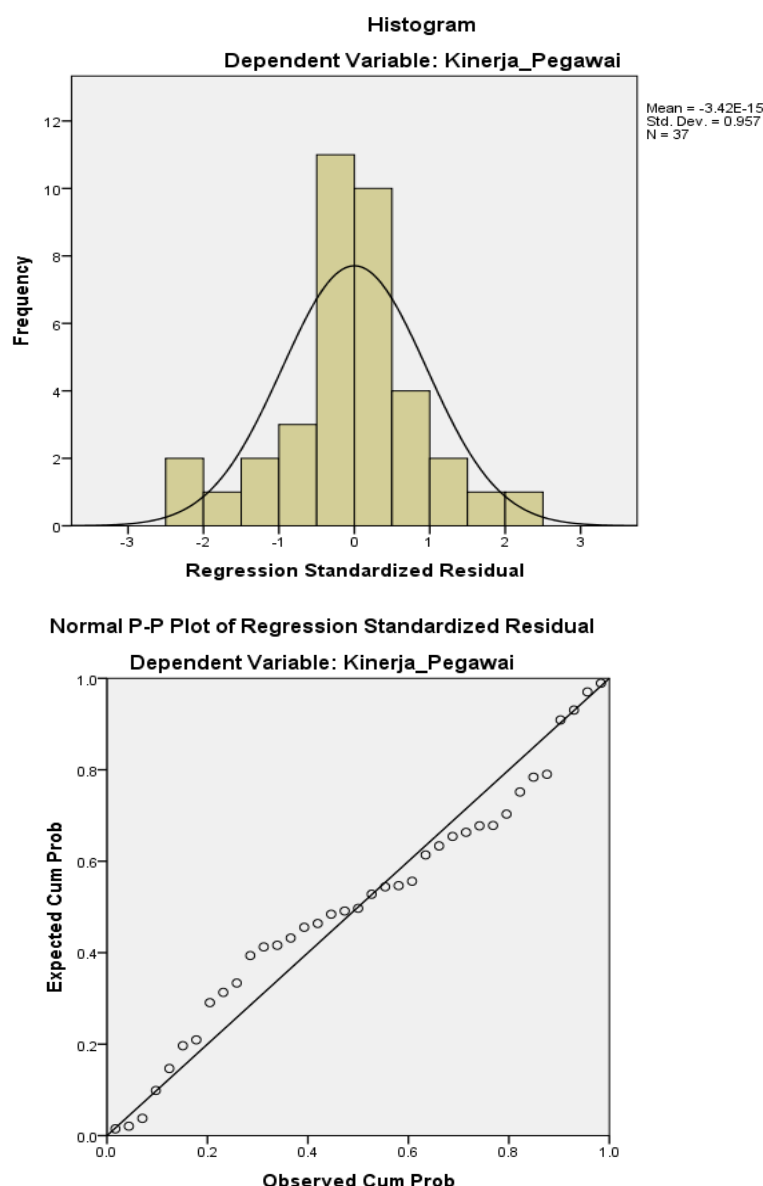
Source: Primary data processed by researchers, 2022

Table 3 shows the results of the reliability test with the results of all variables having a Cronbach Alpha value (α) > 0.7 0 so that each variable from the questionnaire is declared reliable.

Classic assumption test
Normality test

Detecting residuals that are normally distributed or not is through graphic analysis. The results of the normality test for graphic analysis are shown in Figure 1.

Figure 1. Normality Test Results



Source: SPSS data processed by researchers, 2022

Based on the picture above, the results of the normality test show that the histogram graph is not skewed to the right or to the left, which indicates that the data is normally distributed. Normal PP graphics The plot of regression standardized residuals shows the

points spread around the direction of the diagonal line, the spread also follows the diagonal line so that the data is declared normally distributed.

Multicollinearity Test According to Table 4.

Table 4. Multicollinearity Test Results

Information	Collinearity Statistics	
	tolerance	VIF
To Teamwork	0.614	1,628
Motivation	0.265	3,772
Job Satisfaction	.240	4,172

Source: Primary data processed by researchers, 2022

Multicollinearity occurs when the *tolerance value* is < 0.10 and the VIF value is > 10 . Table 4. shows the results of the multicollinearity test with the acquisition of a *tolerance value* for each variable > 0.10 and the VIF value of the three variables < 10 so that it can be stated that there is no multicollinearity between the independent variables in the regression.

Heteroscedasticity Test According to Table 5.

Table 5. Heteroscedasticity Test Results

Model	Sig
(Constant)	0.215
To Teamwork	0.527
Motivation	0.148
Job Satisfaction	0.317

Source: Primary data processed by researchers, 2022

Table 5 shows the results of the heteroscedasticity test with a significant value for each variable above 0.05, so it can be stated that there is no heteroscedasticity in this regression model.

Multiple Linear Regression Analysis According to Table 6.

Table 6. Results of Multiple Regression Analysis

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta
1 (Constant)	6,948	2,894	
To Teamwork	0.233	0.111	0.179
Motivation	0.345	0.155	0.289
Job Satisfaction	0.427	0.108	0.540

Source: Primary data processed by researchers, 2022

Table 6. shows the results of multiple regression analysis with the acquisition of the regression equation as follows:

$$Y = 6.948 + 0.233 X_1 + 0.345 X_2 + 0.427 X_3 + e \quad (2)$$

The regression equation can be explained as follows: First, constant 6.948 means that

if the variables of teamwork, motivation and job satisfaction are not worth or equal to 0, then the value of employee performance will be worth 6.948. So it can be stated that employee performance will be worth 6.948 if there is no teamwork, motivation and job satisfaction. Second, the teamwork Regression Coefficient Value (b_1) = 0.233 teamwork variable has an effect on employee performance of 0.233 or has a positive effect on employee performance. If the teamwork variable increases, employee performance will increase. Conversely, if the teamwork variable decreases, employee performance will decrease.

Third, motivation Regression Coefficient Value (b_2) = 0,345 motivational variable affects employee performance by 0.345 or has a positive effect on employee performance. If the motivational variable increases, the employee's performance will increase. Conversely, if the motivation variable decreases, the employee's performance will decrease. Fourth, the regression Coefficient Value of Job Satisfaction (b_3) = 0.427 It means the variable of job satisfaction effect on employee performance of 0.427 or a positive effect on employee performance. If the variable of job satisfaction increases, the employee's performance will increase. Conversely, if the variable of job satisfaction decreases, the employee's performance will decrease.

Partial Test (t-test) According to Table 7.

Table 7. Results of Partial Test Analysis (t-test)

Model	t count	t table	Sig
To Teamwork	2.10 3	2.03 4	0.04 3
Motivation	2, 2 32	2.03 4	0.03 2
Job Satisfaction	3, 962	2.03 4	0.0 00

Source: Primary data processed by researchers, 2022

The results of each variable can be seen which affects the performance of employees are as follows: First, H_1 : Test the Teamwork Hypothesis on Employee Performance The calculation results show that the t_{count} for X_1 is 2.103 greater than the t_{table} 2.034 with a significance of 0.043 which is smaller than the significance level of 0.05, so that it is stated that H_1 is accepted. This shows that teamwork partially has a positive and significant effect on employee performance at the Perlang Village Health Center. Second, H_2 : Test the Motivation Hypothesis on Employee Performance, the calculation results show that the t_{count} for X_2 is 2.232 greater than the t_{table} 2.034 with a significance of 0.032 which is smaller than the significance level of 0.05, so it is stated that H_2 is accepted. This shows that motivation partially has a positive and significant effect on employee performance at the Perlang Village Health Center. Third, H_3 : Job Satisfaction Hypothesis Test on Employee Performance the calculation results show that the t_{count} for X_3 is 3.962 greater than t_{table} 2.034 with a significance of 0.000 which is smaller than the significance level of 0.05, so it is stated that H_3 is accepted. This shows that job satisfaction partially has a positive and significant effect on employee performance at the Perlang Village Health Center.

The simultaneous Test (Test f) is Shown In Table 8.

Table 8. Results of Simultaneous Test Analysis (Test F)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	514,196	3	171,399	63,829	0.000b
Residual	88,614	33	2.685		
Total	602,811	36			

Source: Primary data processed by researchers, 2022

Table 8. it is known that the results of the calculation of the respondent's f test show that the f count is 63.829. This shows that the f count is greater than the f_{table} , namely 2.89 and the significance value is 0.000 which is smaller than the 0.05 significance level. So that it can be stated that H_0 is rejected and H_4 is accepted, this shows that the variables teamwork, motivation, and job satisfaction simultaneously have a positive and significant effect on employee performance at the Perlang Village Health Center.

Analysis of the Coefficient of Determination (R^2) is Shown in Table 9.

Table 9. Analysis Results of the Coefficient of Determination (R^2)

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.924	0.853	.840	1,63868

Source: Primary data processed by researchers, 2022

Table 9. shows the Adjusted R Square figure of 0.840 or 84.0%, it can be stated that 84% of employee performance variables can be explained by teamwork, motivation and job satisfaction variables, and the remaining 16% are explained by variables other than this research.

Overview of Teamwork, Motivation, Job Satisfaction and Employee Performance

Based on the respondents' responses, it can be said that all research variables, namely teamwork, motivation and job satisfaction and employee performance, are in the very high category. This can be seen through the statements submitted by the respondents obtained an average score of 4.19 for the teamwork variable (X_1), 4.25 for the motivation variable (X_2), 4.32 for the job satisfaction variable (X_3) and 4.38 for the employee performance variable (Y).

Influence Teamwork on Employee Performance

Based on the results of research that has been done by researchers, it can be said that teamwork variables partially have a positive and significant effect on the performance of Perlang Village Health Center employees. This is following quantitative calculations in which the teamwork variable (X_1) obtained a t_{count} of 2.103 which is greater than the t_{table} of 2.034 with a significance level of 0.043 which is smaller than the significance level of 0.05. The results of the regression analysis obtained the value of the regression coefficient for the teamwork of 0.233. It can be said that if commitment increases by 1 it will affect employee performance by 0.233. The results of this study support the research of Rahmat Hidayat (2021), Effendi Sinuhaji (2020) and Assyfa Rizka Awalia, Dilla Fania and Diah Utami Setyaningrum (2020) which also show that teamwork has a positive and significant

influence on employee performance.

The Effect of Motivation on Employee Performance

Based on the results of research that has been done by researchers, it can be said that the motivational variable partially has a positive and significant effect on the performance of Perlang Village Health Center employees. This is following quantitative calculations where the motivation variable produces a t_{count} of 2.232 which is greater than the t_{table} of 2.034 with a significance value of 0.032 which is less than 0.05. The results of the regression analysis obtained a motivational regression coefficient of 0.345. It can be said that if motivation increases by one, it will affect employee performance by 0.345. The regression value indicates a positive influence between employee motivation and performance. The results of this study support Sayuti's research (2018) which shows motivation has a positive and significant influence on employee performance.

Effect of Job Satisfaction on Employee Performance

Based on the results of research that has been done by researchers, it can be said that the variable job satisfaction partially has a positive and significant effect on the performance of Perlang Village Health Center employees. This is following quantitative calculations where the variable of job satisfaction produces a t_{count} of 3.962 which is greater than the t_{table} of 2.034 with a significance value of 0.000 which is less than 0.05. The results of multiple regression analysis obtained a regression coefficient of job satisfaction of 0.427. It can be said that if job satisfaction increases by one, it will affect employee performance by 0.427. The results of this study support Rosmaini and Hasrudy Tanjung's research (2019) and Dita Chintia Pristiyanti's research (2016) which found that job satisfaction has a positive and significant effect on employee performance.

The Effect of Teamwork, Motivation and Job Satisfaction on Employee Performance

Teamwork, motivation and job satisfaction have a positive and significant effect on employee performance. This is based on the results of the calculation of the respondent's f test which shows that the f_{count} is 63.829. This shows that f_{count} is greater than f_{table} which is 2.89 and the significance value is 0.000 which is smaller than the significance level of 0.05. This can be stated that teamwork, motivation and job satisfaction can improve the performance of Perlang Village Health Center employees. Furthermore, it can be stated that H_0 is rejected and H_4 is accepted. The results of this study support the research conducted by Sayuti (2018) which results that leadership and motivation have a positive and significant influence on employee performance. As well as supporting the research of Rosmaini and Hasrudy Tanjung (2019) which results that motivation and job satisfaction have a positive and significant effect on performance.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that teamwork, motivation, job satisfaction and employee performance at the Perlang Village Health Center are in the very high category. Teamwork influence on the performance of Perlang Village Health Center employees. Motivation affects the performance of Perlang Village Health Center employees. Job satisfaction influence on the performance of Perlang Village Health Center employees. Teamwork, motivation and job satisfaction simultaneously affect the performance of Perlang Village Health Center employees.

RECOMMENDATION

Based on the conclusions above, the authors provide advice to the leadership of the Perlang Village Health Center to increase the sense of concern for colleagues and help each other in completing work. The leaders of the Puskesmas also need to improve their ability to work to complete the work promptly. It is hoped that the leadership can improve the payroll system that is fair and in line with employee expectations.

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