

**THE INFLUENCE OF TEAMWORK, WORK MOTIVATION AND  
JOB SATISFACTION ON EMPLOYEE PERFORMANCE  
(Study at J&T Sibuhuan-Sosa Office)**

**Syarwansyah Ananda<sup>1\*</sup>, Faisal Eriza<sup>2</sup>**

<sup>1,2</sup>Universitas Sumatera Utara

E-mail: <sup>1)</sup> [syarwansyah2408@gmail.com](mailto:syarwansyah2408@gmail.com), <sup>2)</sup> [faisaleriza@yahoo.com](mailto:faisaleriza@yahoo.com).

***Abstract***

*The success of a company hinges on the performance of its employees, making it crucial for organizations to enhance the quality of their workforce. This improvement relies on several factors, including teamwork, work motivation, and job satisfaction. These elements serve as catalysts, inspiring employees to achieve peak performance levels within the company. This study investigates the influence of teamwork, work motivation, and job satisfaction on employee performance at the J&T Sibuhuan-Sosa office. Employing an associative research approach with a quantitative method, data was collected from 30 respondents, representing all employees at the Sibuhuan-Sosa J&T office. The findings reveal that both teamwork and work motivation significantly and positively impact the performance of J&T Sibuhuan-Sosa employees. However, job satisfaction does not demonstrate a significant effect on the employees' performance. Nevertheless, when considered together, teamwork, work motivation, and job satisfaction do exert a significant influence on the performance of employees at J&T Sibuhuan-Sosa office.*

***Keywords:** Employee Performance, Teamwork, Motivation, Satisfaction*

## **1. INTRODUCTION**

In the era of globalization, businesses face intense competition, and human resources play a pivotal role in a company's success. While capital, infrastructure, and technology are essential, human resources, particularly the workforce, are crucial for business advancement. Employee performance, defined as the quality and quantity of work accomplished by employees in line with their responsibilities, is a key factor contributing to a company's growth (Mangkunegara & Agustine, 2016).

Teamwork is another critical factor influencing employee performance. Effective teamwork fosters collaboration and communication among team members, enabling them to assist each other in problem-solving and task completion (Kusuma & Sutanto, 2018). Previous research by Nainggolan et al. (2020) has demonstrated the positive and significant impact of teamwork on employee performance at the Cipta Karya Water Resources and Spatial Planning Office of North Sumatra Province. Similarly, Ibrahim et al. (2021) found that teamwork positively influences employee performance at PT Lion Superindo.

J&T Express, a relatively new expedition service provider in Indonesia, has rapidly gained popularity among consumers due to its efficient and widespread delivery services. The company's infrastructure ensures fast and secure delivery, minimizing errors. J&T Express has received accolades, including the Top Brand Award for Expedition Services,

surpassing well-established courier companies like JNE and TIKI, as well as the state-owned Pos Indonesia.

Despite J&T Express's success, the J&T Sibuhuan-Sosa office faced challenges related to package delivery. Some customers reported dissatisfaction with lost or undelivered packages, and there were issues with timely delivery. These obstacles contributed to an increase in package returns during certain months, leading to a decline in employee performance. This study aims to investigate the impact of teamwork, work motivation, and job satisfaction on employee performance at the J&T Sibuhuan-Sosa office in light of these challenges. By understanding these factors, it is possible to enhance employee performance and address the issues related to package delivery more effectively.

## **2. LITERATURE REVIEW**

### **2.1. Teamwork**

According to (Thomas & Johnson, 2014) teamwork is a grouping that occurs among living things that we know, teamwork is a team or group process where members support and rely on each other to achieve a consensus result. Furthermore, according (Robbins & Judge, 2009) a team is a group whose individual efforts result in higher performance than the sum of individual inputs. Next, according to (Arifin & Amirullah, 2017) teamwork is an activity carried out by a group of workers who function as a unit, usually almost without supervision, to carry out tasks, functions and activities related to work.

### **2.2. Work Motivation**

According to (Mahmudah, 2019) motivation is the most important aspect in every effort in groups of people who cooperate in achieving a certain goal. According to (Marhumi & Nugroho, 2018) motivation is a stimulus that exists within a person that aims to activate, empower and direct his behavior to carry out tasks and obligations in accordance with his job.

One of the theories of work motivation is need theory. Every human being has a need whose emergence is highly dependent on individual interests. (Handoko, 2016) created the "need hierarchy theory" to answer about the level of human needs. Human have five hierarchy of needs (5 levels or hierarchy of needs), which are:

- a. Physiological of needs (physiological needs), such as clothing, food and shelter.
- b. Safety needs, not only in the physical sense, but also mental, psychological and intellectual.
- c. Social needs, such as the need to feel accepted by others, respected and so on.
- d. Esteem needs (prestige needs), which are generally reflected in various status symbols.
- e. Need for self-actualization, in the sense that there is an opportunity for a person to develop the potential contained in him so that it turns into a real ability.

### **2.3. Job Satisfaction**

Job satisfaction is a positive feeling about one's job that is the result of an evaluation of its characteristics. Organizations whose employees get satisfaction at work tend to be more effective than organizations whose employees lack job satisfaction (Robbins & Judge, 2009). The definition of satisfaction is the emotional attitude of someone who likes

and loves their job. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline increase. Job satisfaction is enjoyed both in work, outside work and a combination of both (Hasibuan, 2012). Then according to (Wijono, 2010) job satisfaction is an important aspect of work, because job dissatisfaction in employees causes various problems for the employee and the organization where he works.

#### **2.4. Employee Performance**

Employee performance is the result of work that can be achieved by employees both individually and in groups in a company in accordance with their respective responsibilities. Employee performance is based on in accordance with the norms or ethics that apply in the company (Busro, 2018). Performance comes from the notion of performance. There are also those who give the definition of performance as work results or work performance. However, performance actually has a broader meaning, not just the results of work, but including how the work process takes place. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given (Mangkunegara & Agustine, 2016).

According to (Veithzal Rivai Zainal, 2011) performance is an attitude or real action given by employees as a form of work progress in accordance with their role in the company. Employee performance plays a very important role in achieving company goals. The development of employee performance can be seen through the results of performance appraisals. If the performance appraisal is good, the employee and the company will be counted with the certainty that individual and team efforts contribute to the company. In addition, performance appraisal is also interpreted as a good mechanism for controlling the company.

### **3. RESEARCH METHOD**

The researchers employed a quantitative approach to gather and analyze data for this study. Quantitative analysis involves measuring, testing, and presenting data in the form of equations, tables, and other numerical representations (Sugiyono, 2018). The nature of this research is associative, aiming to establish relationships or effects between two or more variables. The study was conducted at the J&T Sibuhuan and Sosa Offices situated in Padang Lawas Regency during the period of August to September 2022.

The population for this research comprised all employees working at the J&T Sibuhuan and Sosa branch offices, totaling 30 individuals. To gather data, the researchers utilized the saturated sampling technique, which involves including all members of the population in the study.

For data analysis, the researchers employed the quantitative method, specifically utilizing the multiple linear regression analysis with the assistance of the SPSS 22 analysis tool. The data used in this study was obtained from various sources, including the Indonesian Central Bureau of Statistics and other relevant reports related to the research topic. The equation used in this study is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Notes:

Y = Employee Performance  
 $\alpha$  = Constant

- $\beta_1$  = Coefficient X1
- $\beta_2$  = X2 Coefficient
- $\beta_3$  = Coefficient X3
- X1 = Teamwork
- X2 = Work Motivation
- X3 = Job Satisfaction
- e = error

#### 4. RESULT AND DISCUSSION

The presence of J&T Express in the logistics (freight forwarding) market in Indonesia since August 2015 has intensified the competition. This Indonesian company also comes with a competitive advantage. J&T Express began operations in September 2015. Until now, it has 1,025 branches in Indonesia, ten thousand sprinters (couriers), and 1,000 units of cars throughout Indonesia. J&T Sibuhuan-Sosa is a branch office engaged in the expedition of goods delivery services located in Padang Lawas Regency on Jl. KH. Dewantara, Padang Luar, Kec. Barumon and Ujung Batu, Kec. Sosa.

##### 4.1. Results

###### 1) Validity Test

**Table 1. Result of Validity Test**

Variable	Indicators	r.statistic	r.table	Desc.	Variable	Indicators	r.statistic	r.table	Desc.		
Teamwork (X1)	X1.1	0,696	0,349 4	Valid	Job Satisfaction (X3)	X3.1	0,662	0,349 4	Valid		
	X1.2	0,608				X3.2	0,734				
	X1.3	0,652				X3.3	0,855				
	X1.4	0,652				X3.4	0,749				
	X1.5	0,524				X3.5	0,551				
	X1.6	0,503				X3.6	0,429				
Work Motivation (X2)	X2.1	0,676	0,349 4	Valid		X3.7	0,479			0,349 4	Valid
	X2.2	0,681				X3.8	0,596				
	X2.3	0,627				X3.9	0,658				
	X2.4	0,612				X3.10	0,414				
	X2.5	0,753			Employee Performance (Y)	Y1.1	0,493	0,349 4	Valid		
	X2.6	0,79				Y1.2	0,434				
	X2.7	0,388				Y1.3	0,416				
	X2.8	0,359				Y1.4	0,658				
	X2.9	0,519				Y1.5	0,689				
	X2.10	0,62				Y1.6	0,407				
	X2.11	0,499				Y1.7	0,368				
	X2.12	0,654				Y1.8	0,422				
	X2.13	0,39				Y1.9	0,386				
	X2.14	0,505				Y1.10	0,426				

Based on the results of Table 1, it shows that all statements in the teamwork variable research have a rstatistic value greater than the rtable (0.3494). Then it can be concluded that all statements in the study are said to be valid. All statements in the work motivation variable research have a rstatistic value greater than the rtable (0.3494). Then it can be concluded that all statements in the study are said to be valid. All statements in job satisfaction variable research have a rstatistic value greater than the rtable (0.3494). Then it can be concluded that all statements in the study are said to be valid. All statements in

employee performance variable research have a rstatistic value greater than the rtable (0.3494). Then it can be concluded that all statements in the study are said to be valid.

2) Reliability Test

**Table 2. Result of Reliability Test**

Research Variable	Cronbach's Alpha	Description
Teamwork (X2)	.654	Reliable
Work Motivation (X1)	.835	Reliable
Job Satisfaction (X3)	.812	Reliable
Employee Performance (Y)	.604	Reliabel

Source: Primary Data Processing Results (2022)

Based on Table 2, the results of the reliability test of the teamwork, work motivation, job satisfaction and employee performance variables have a Cronbach Alpha value greater than 0.6 so it can be concluded that the statements in all variables are reliable.

3) Multiple Linear Regression

**Table 3. Multiple Linear Regression Test Results**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	10.268	5.645		1.819	.080
	Teamwork	.407	.190	.302	2.143	.042
	Work Motivation	.320	.079	.624	4.076	.000
	Job Satisfaction	-.049	.103	-.073	-.475	.639

a. Dependent Variable: Employee Performance

Source: SPSS output, data processed

Based on the results of Table 3, the following equation results are obtained:

$$Y = 10,268 + 0,407X1 + 0,032X2 - 0,049X3$$

The results of the above equation can be explained as follows:

- The constant value of 10.268 indicates that if the variable teamwork (X1), work motivation (X2) and job satisfaction (X3) is 0 then the performance of J & T Sibuhuan-Sosa employees is 10.268.
- The regression coefficient of the teamwork variable (X1) of 0.407 shows that teamwork (X1) has a positive effect on the performance of J & T Sibuhuan-Sosa employees. The coefficient value indicates that for every unit addition to the teamwork variable, the performance of J & T Sibuhuan-Sosa employees will increase by 0.407 units.
- The regression coefficient of the work motivation variable (X2) of 0.032 shows that work motivation has a positive effect on the performance of J & T Sibuhuan-Sosa

employees. This value indicates that one unit increase in work motivation will increase the performance of J & T Sibuhuan-Sosa employees by 0.032 units.

- d. The regression coefficient of the job satisfaction variable (X3) of -0.049 indicates that job satisfaction has a negative effect on the performance of J & T Sibuhuan-Sosa employees. The coefficient value shows that when job satisfaction increases by one unit, it will reduce the performance of J & T Sibuhuan-Sosa employees by 0.049 units.

Based on the results of the regression analysis above, it shows that the teamwork variable (X1) and work motivation (X2) are factors that affect the performance of J&T Sibuhuan-Sosa employees. While the variable job satisfaction (X3) is a variable that has no effect on performance.

#### 4) Hypothesis Test

The t value of the teamwork variable, work motivation has a significant value  $<0.05$ , so the teamwork variable and work motivation partially have an influence on employee performance. While job satisfaction has a significance probability value of 0.639. The significance probability value is greater than alpha 0.05 ( $0.639 > 0.05$ ). Therefore, the first hypothesis is rejected. Then, it can be concluded that job satisfaction has no significant effect on employee performance.

The probability value of the significance of the f test  $<0.005$ . It is concluded that teamwork, work motivation and job satisfaction affect employee performance simultaneously or together.

The R value of 0.731 indicates that the relationship between teamwork (X1), work motivation (X2) and job satisfaction (X3) on employee performance (Y) is 73.1 percent. Then it can be interpreted that the relationship between variables is relatively close. The R-Square value is 0.534, which means that the employee performance variable can be explained by the teamwork, work motivation and job satisfaction variables by 53.4 percent, while the remaining 46.6 percent is explained by other variables not included in the model.

## 4.2. Discussion

### 4.2.1. The Effect of Teamwork on Employee Performance J&T Sibuhuan-Sosa

The statistical tests revealed that teamwork has a coefficient value of 0.407 with a significant probability value of  $0.042 < 0.05$ , indicating that teamwork has a positive and significant impact on the performance of J&T Sibuhuan-Sosa employees. This finding supports the hypothesis, and it aligns with previous research by Nana et al. (2020), which also found that teamwork positively influences employee performance. The distribution of respondents' answers on the teamwork variable showed that cooperation was the most dominant indicator, indicating a strong sense of collaboration among employees at J&T Sibuhuan-Sosa. All three indicators of teamwork, namely cooperation, trust, and cohesiveness, received agreement from all respondents, highlighting the company's excellent teamwork.

### 4.2.2. The Effect of Work Motivation on Employee Performance J&T Sibuhuan-Sosa

Work motivation demonstrated a coefficient value of 0.320 with a significant probability value of  $0.000 < 0.05$ , indicating that individual work motivation has a

positive and significant effect on the performance of J&T Sibuhuan-Sosa employees. The study found that when employees are motivated, they tend to put in substantial effort to achieve the company's production goals. Recognition of work achievements emerged as a significant factor in motivating employees to improve their performance. These results are consistent with Liang Gie's theory (in Vieno, 2019), which emphasizes the importance of motivation as a driving force for employees to excel at their work. In contrast, employees who lack motivation are likely to exert minimum effort in their job responsibilities.

#### **4.2.3. The Effect of Job Satisfaction on Employee Performance J&T Sibuhuan-Sosa**

Contrary to the hypothesis, the research results showed that job satisfaction had a coefficient value of -0.049, and the probability value of  $0.639 > 0.05$ , indicating that job satisfaction does not significantly affect the performance of J&T Sibuhuan-Sosa employees individually. The study revealed that job satisfaction among employees at J&T Sibuhuan-Sosa was lacking, mainly due to monotonous working conditions with repetitive routines, leading to boredom and dissatisfaction among employees. The phenomenon of high turnover rates further contributed to the instability in the company. Although previous research by Cut and Edy (2019) also found a non-significant effect of job satisfaction on employee performance at PT Djarum Kudus, it is essential to note that other factors, such as the quality and motivation of work, might have a more significant influence on employee performance at J&T Sibuhuan-Sosa.

## **5. CONCLUSION**

After conducting data analysis and processing for this study, it can be concluded that teamwork and work motivation have a positive and significant impact on the performance of J&T Sibuhuan-Sosa employees. The hypothesis positing this relationship is supported by the findings, indicating that stronger cohesion and motivation among employees lead to improved performance. However, the study revealed that job satisfaction, as measured by the indicators used in this research, does not have a significant effect on the performance of J&T Sibuhuan-Sosa employees. It is likely that the selected indicators were not fully able to explain the relationship between job satisfaction and employee performance, which aligns with previous research cited in this thesis.

Furthermore, when considering all three factors together, i.e., teamwork, work motivation, and job satisfaction, they collectively exert a significant influence on the performance of J&T Sibuhuan-Sosa employees. This implies that a holistic approach, taking into account all these aspects, is vital for enhancing employee performance in the organization.

## **REFERENCES**

- Arifin, R., & Amirullah, K. (2017). *Budaya dan perilaku organisasi*. Malang: Empat Dua.
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Prenada Media.
- Handoko, T. H. (2016). *Manajemen personalia dan sumberdaya manusia*. Bpfe.
- Hasibuan, M. S. (2012). *Manajemen Sdm. Edisi Revisi, Cetakan Ke Tigabelas*. Jakarta: Bumi Aksara.
- Ibrahim, F. E., Djuhartono, T., & Sodik, N. (2021). Pengaruh kerjasama tim terhadap

- kinerja karyawan di PT LION Superindo. *Jurnal Arastirma*, 1(2), 316–325.
- Kusuma, L. P., & Sutanto, J. E. (2018). Peranan kerjasama tim dan semangat kerja terhadap kinerja karyawan Zolid Agung Perkasa. *Jurnal Performa: Jurnal Manajemen Dan Start-up Bisnis*, 3(4), 417–424.
- Mahmudah, E. W. (2019). Manajemen Sumber Daya Manusia. *Surabaya: UBHARA Manajemen Press Dan Universitas Bhayangkara Surabaya*.
- Mangkunegara, A. P., & Agustine, R. (2016). Effect of training, motivation and work environment on physicians' performance. *Academic Journal of Interdisciplinary Studies*, 5(1), 173.
- Marhumi, S., & Nugroho, H. S. (2018). Pengaruh Insentif dan Motivasi Terhadap Kinerja Karyawan pada PT Media Fajar Koran. *Jurnal Economix*, 6(2), 183–194.
- Nainggolan, N. T., Lie, D., & Nainggolan, L. E. (2020). Pengaruh kerjasama tim terhadap kepuasan kerja yang berdampak pada kinerja Pegawai UPT SDA Bah Bolon Dinas Sumber Daya Air Cipta Karya dan Tata Ruang Provinsi Sumatera Utara. *Al Tijarah*, 6(3), 181–192.
- Robbins, S. P., & Judge, T. A. (2009). *Organizational Behavior 13th Edition Prentice Hall Publishers*.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (p. 336).
- Thomas, L., & Johnson, E. B. (2014). Contextual teaching learning. *Jakarta: Kaifa*.
- Veithzal Rivai Zainal, E. J. S. (2011). *Manajemen Sumber Daya Manusia Untuk Perusahaan*.
- Wijono, S. (2010). *Psikologi industri & organisasi*. Kencana.

### Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).