

Employee Job Satisfaction Mediates the Effect of Teamwork and Work Discipline on Employee Performance

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Abstract— Human Resources (HR) have an important influence on the success of an organization. To find out the results of employee performance, it is carried out by assessing employee performance using indicators in the form of quantity and quality of employees in carrying out tasks according to their responsibilities. Teamwork and employee discipline can affect the outcome of employee performance. In addition, employee job satisfaction is also expected to play an important role in strengthening the relationship between teamwork and employee discipline in improving employee performance. This research is associative descriptive, so it is only limited to revealing facts that explain causality between variables with proving hypotheses and processing data is quantitative. The sample of this study was taken from the entire existing population of 107 respondents. Data was obtained through questionnaires. The analysis technique used to test the hypothesis uses the Structural Equation Model (SEM) model through the Partial Least Square (PLS) approach. In this study, seven hypotheses were tested and the researcher found that teamwork does not have a significant effect on employee performance, but with high job satisfaction can increase teamwork so that it can improve employee performance. This shows that although teamwork directly does not always have a significant effect on employee performance, the existence of job satisfaction as a mediating variable can strengthen the relationship. In other words, while good teamwork doesn't directly affect employee performance, increased job satisfaction as a result of solid teamwork can improve employee performance. Employees who feel satisfied with the working relationships within their teams tend to be more motivated to contribute better, increase productivity, and provide quality service.

Keywords— human resources, employee performance, teamwork, work discipline, job satisfaction

1. Introduction

Management is the most important part of an organization, including the scope of the health center as a First Level Health Facility. No organization can achieve organizational goals without good management (Asriati, Nani, & Salim, 2023). According Sulaeman (2010) If the health center can implement good management, it can create optimal health center performance so that the vision and goals of the health center that have been set can be achieved effectively, increase the efficiency and productivity of the performance of health center employees, create smoothness in the sustainability of health center programs and activities, improve the quality and satisfaction of health services for customers and the community, and lastly can create job satisfaction for employees, Leaders and *Stakeholders* of the Puskesmas.

According Safitri dkk (2021) Human resources are an important asset of an organization for the running of an organization in achieving its goals, therefore all operational activities of the company certainly depend on employee performance. Human Resource Management (HRDM) as one of the divisions in the company carries out an important role and responsibility in carrying out the vision and mission functions through the work of employees.

According Winoto Tj (2021) One of the important roles of Human Resource Management is to place employees according to their knowledge, skills, and abilities.

Table 1 Average Performance Assessment Results of Ketapang II Health Center Employees

Year	Average	Value	Category
2022	80	80-90	Good
2023	82	80-90	Good

Source: Ketapang II Health Center (2023)

Based on the table above, it is known that employee performance appraisals are expressed in the good category. Performance assessment is objective based on the principle of *performance-based evaluation*, where employee performance measurement is carried out based on verified data or indicators.

In employee performance assessments, the average number shows that the dominant assessment of employees is between 80-90 for 2022 and 2023. This shows that the average number of employees is able to show good performance in carrying out work. Based on the results of the researcher's interview with the Personnel Management of the Ketapang II Health Center, the performance assessment data numbers affect the allowances that will be obtained by employees and the employee promotion process, and if the results of the employee's work tasks have not been maximized, then they are still given the opportunity to make improvements, therefore the average average employee performance score is good. Therefore, in order to see a broader picture of employee performance, the researcher took several patient complaints as an overview of the quality of employee performance in performing services at the Ketapang II Health Center with the following results.

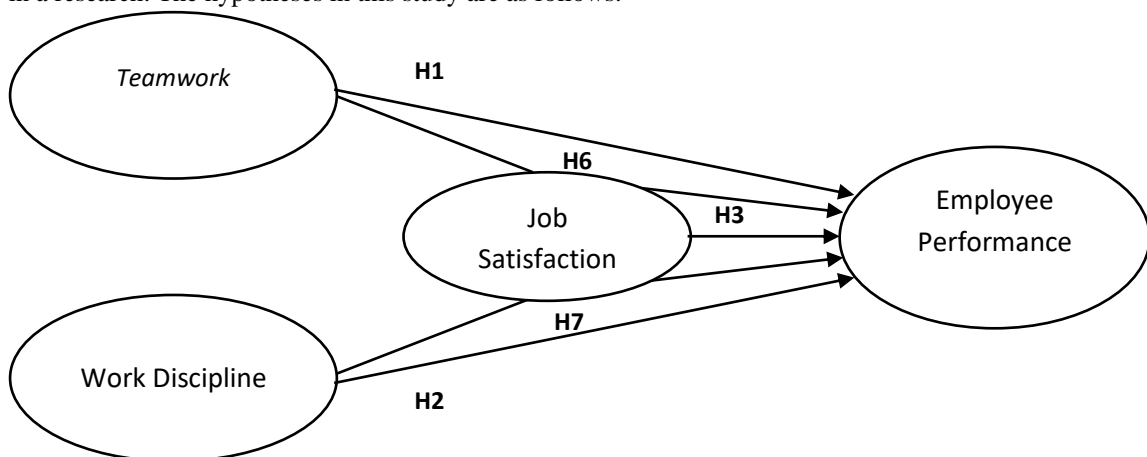
Table 1. 2 Data on Complaints for Ketapang II Health Center Services

Month	Year		Problems complained about
	2022	2023	
January	2 complaints	2 complaints	Long patient waiting time due to frequent delays by the administration Explanations of nurses and doctors that are not accepted by patients. There are employees who are less friendly to patients. Unresponsive employees
February	2 complaints	3 complaints	
March	1 complaint	2 complaints	
April	3 complaints	1 complaint	
May	3 complaints	2 complaints	
June	2 complaints	1 complaint	
July	1 complaint	1 complaint	
August	2 complaints	1 complaint	
September	2 complaints	2 complaints	
October	2 complaints	2 complaints	
November	2 complaints	1 complaint	
December	2 complaints	1 complaint	

Source: Ketapang II Health Center (2023)

Based on complaint data at the Ketapang II Health Center, complaints were still found regarding the services of employees who provided services to visiting patients. Despite having a good average performance assessment, complaints were still found that showed that there was still a need for improvement in terms of the quality of employee performance in the field of services at the Ketapang II Health Center.

The hypothesis according to (Sugiono, 2013) is a temporary answer to the formulation of a problem in a research. The hypotheses in this study are as follows.



H1: *Team Work* has a positive effect on employee performance at the Ketapang II Health Center

- H2: Work Discipline Has a Positive Effect on Employee Performance at the Ketapang II Health Center
- H3: Job Satisfaction Has a Positive Effect on Employee Performance at Ketapang II Health Center
- H4: *Team Work* has a positive effect on job satisfaction at Ketapang II Health Center
- H5: Work discipline has a positive effect on job satisfaction at Ketapang II Health Center
- H6: *Team Work* has a positive effect on employee performance with work satisfaction variables as mediation at the Ketapang II Health Center.
- H7: Work Discipline has a Positive Effect on Employee Performance with Job Satisfaction Variables as Mediation at the Ketapang II Health Center

2. Method

The research conducted in writing this thesis is descriptive associative with a quantitative approach. Descriptive research is only limited to trying to reveal a problem and circumstances as it is, so that it is only limited to the disclosure of facts, from the descriptive research and it is possible to know a thing or events that are the big problem at the research location. The quantitative approach is one of the research approaches that is able to quantify data so that it can be generalized. Meanwhile, the type of associative research is a type of research that explains the causal relationship between independent (exogenous) variables and dependent variables (endogenous) with hypothesis proofing. So that it can provide solutions that are expected to solve these problems and the data processing is quantitative. The data used is *in numeric* form (number system) using a questionnaire. This study was conducted to analyze the influence of *teamwork* and work discipline on the bound variable, namely Job Satisfaction moderated by Performance processed with the help of the SEM-PLS program. With *the research object of team work* (X1), work discipline (X2) while the bound variable is performance is notated as (Y), then for the moderation variable is job satisfaction is notated as (Z).

3. Result and Discussion

3.1. The Effect of Teamwork on the Performance of Ketapang II Health Center Employees

Table 3 Teamwork T-Tests on Employee Performance

Variable Leave	T Statistics	P Values	Conclusion
X1 -> Y	0.377	0.706	Insignificant

Source: Data processing results using SmartPLS, 2025

Based on the table above, the *path coefficients* for the first hypothesis is 0.377 (positive), the positive value shows that teamwork has a positive value on employee performance of 0.377. The P Value is $0.0706 > 0.05$ which means that teamwork has no effect on employee performance or in other words, this result rejects the first hypothesis, namely that teamwork has a positive and significant effect on employee performance. The first hypothesis suggests that although teamwork appears to contribute to improved performance, the contribution is not strong enough to be considered statistically significant. This result can be caused by other factors that are more dominant in influencing employee performance, or perhaps because *teamwork* has not been optimally implemented in the organization.

3.2 The Effect of Work Discipline on the Performance of Ketapang II Health Center Employees

Table 4 Work Discipline T Test on Employee Performance

Variable Leave	T Statistics	P Values	Conclusion
X2 -> Y	2.455	0.014	Signifikan

Source: Data processing results using SmartPLS, 2025

Based on the table above, the result of *the path coefficients* for the second hypothesis is 2,455 (positive), the positive value shows that work discipline has a positive value on employee performance of 2,455. The P Value is $0.014 < 0.05$ which means that work discipline has an effect on employee performance or in other words, this result supports the second hypothesis, namely that work discipline has a positive and significant effect on employee performance. The second hypothesis suggests that work discipline plays an important role in improving employee performance. Work discipline reflects the employee's consistency and adherence to organizational rules and procedures, which contributes directly to the achievement of organizational goals. This shows that the higher the level of work discipline of employees, the higher their performance.

3.3. The Effect of Job Satisfaction on the Performance of Ketapang II Health Center Employees

Table 5 Job Satisfaction Test on Employee Performance

Variable	T	P Values	Conclusion
M -> Y	9.177	0.000	Signifikan

Source: Data processing results using SmartPls, 2025

Based on the table above, the *path coefficients* for the third hypothesis is 9,177 (positive), the positive value shows that job satisfaction has a positive value in employee performance of 9,177. The P Value of $0.000 < 0.05$ means that job satisfaction has an effect on employee performance or in other words, this result supports the third hypothesis, namely that job satisfaction has a positive and significant effect on employee performance. The third hypothesis shows that job satisfaction and job satisfaction play an important role in improving employee performance. Job satisfaction reflects the extent to which employees' needs, expectations, and desires are met in the work environment. When employees feel satisfied, they tend to be more motivated, productive, and committed to their work, which directly improves employee performance.

3.4 The Effect of Teamwork on Job Satisfaction at Ketapang II Health Center

Table 6 Teamwork T Test on Job Satisfaction

Variable	T	P Values	Conclusion
X1 -> M	4.858	0.000	Signifikan

Source: Data processing results using SmartPls, 2025

Based on the table above, the *path coefficients* for the fourth hypothesis is 4,858 (positive), the positive value shows that teamwork has a positive value on job satisfaction of 4,858. The P Value is $0.000 < 0.05$ which means that teamwork has an effect on job satisfaction or in other words, this result supports the fourth hypothesis, namely that teamwork has a positive and significant effect on job satisfaction. The fourth hypothesis shows that teamwork plays an important role in increasing job satisfaction. Teamwork reflects the ability of team members to collaborate effectively, support each other, and achieve common goals. When teamwork is implemented well, employees feel more valued, comfortable in the work environment, and motivated to make greater contributions, which ultimately increases job satisfaction levels.

3.5 The Effect of Work Discipline on Job Satisfaction at Ketapang Health Center II

Table 7 Work Discipline T Test on Job Satisfaction

Variable	T	P Values	Conclusion
X2 -> M	2.139	0.033	Signifikan

Source: Data processing results using SmartPls, 2025

Based on the table above, the result of *the path coefficients* for the fifth hypothesis is 2,139 (positive), the positive value shows that work discipline has a positive value on job satisfaction of 2,139. The P Value is $0.033 < 0.05$ which means that discipline has an effect on job satisfaction or in other words, this result supports the fifth hypothesis, namely that work discipline has a positive and

significant effect on job satisfaction. The fifth hypothesis suggests that work discipline plays an important role in improving employee job satisfaction. Work discipline reflects the employee's compliance and consistency in carrying out their duties and complying with the rules and procedures set by the organization.

3.6 The Effect of Teamwork on Employee Performance with Job Satisfaction as a Mediation Variable of the Ketapang II Health Center

Table 8 Teamwork T Test on Employee Performance with Job Satisfaction

Variable Leave	T Statistics	P Values	Conclusion
X1 - Y - M	4.355	0.000	Signifikan

Source: Data processing results using SmartPLS, 2025

Based on the table above, the result of *the path coefficients* for the sixth hypothesis is 4,355 (positive), the positive value shows that teamwork has a positive value on employee performance with job satisfaction as a moderation variable of 4,355. The P Value is $0.000 < 0.05$ which means that teamwork has a positive value on employee performance with work satisfaction as a moderation variable or in other words, this result supports the sixth hypothesis, namely teamwork has a positive value on employee performance with work satisfaction as a moderation variable. The sixth hypothesis suggests that job satisfaction strengthens the relationship between teamwork and employee performance. Job satisfaction as a moderation variable acts as a factor that reinforces the positive impact of teamwork on performance. When employees feel satisfied with their work environment, collaboration in teams becomes more effective, communication is smoother, and a sense of responsibility for shared tasks increases

3.7 The Effect of Work Discipline on Employee Performance Job Satisfaction as a Mediation Variable of the Ketapang II Health Center

Table 9 Work Discipline T Test on Employee Performance Job Satisfaction

Variable Leave	T Statistics	P Values	Conclusion
X2 - Y - M	2.031	0.043	Signifikan

Source: Data processing results using SmartPLS, 2025

Based on the table above, the result of *the path coefficients* for the seventh hypothesis is 2,031 (positive), the positive value shows that work discipline has a positive value on employee performance with job satisfaction as a moderation variable of 2,031. The P Value is $0.043 < 0.05$ which means that work discipline has a positive value on employee performance with job satisfaction as a moderation variable or in other words, this result supports the seventh hypothesis, namely that work discipline has a positive value on employee performance with job satisfaction as a moderation variable. The seventh hypothesis suggests that job satisfaction strengthens the relationship between work discipline and employee performance. Job satisfaction as a moderation variable strengthens the influence of work discipline on performance by creating a more supportive and motivating environment for employees. Disciplined employees, when satisfied with their work, tend to have higher levels of commitment and a better focus on completing tasks.

4 Conclusion

Based on the results of the study, it is stated that all variables have a significant positive relationship with each other. Except for the teamwork variable, the results did not have a significant influence on employee performance. This may be because other factors such as job satisfaction, discipline, or workload are more dominant in influencing performance. However, the results of follow-up research show that teamwork has a positive effect on employee performance with job satisfaction as a mediator. Although teamwork does not always have a direct effect on performance, high job satisfaction will improve employee performance. Employees who are satisfied with their work will improve teamwork and employee discipline

so that employees can be more motivated and productive in providing quality services so that the vision and goals of the health center can be achieved.

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