

## **The Effect of Teamwork, Communication, and Work Discipline on Job Satisfaction at PT. Indonesia Synthetic Textile Mills**

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### **ABSTRACT**

This study was conducted to find out and analyze the Influence of Teamwork, Communication, and Work Discipline on Employee Job Satisfaction at PT ISTEM. In conducting this study, the author used the saturated sampling method. There were 52 respondents who filled out the questionnaire (*g-form*) and were supported by SPSS version 25. From the results of the research that has been carried out, it is shown that the value of the Adjusted R Square is 0.710 or 71.0%, while for the rest, which is 29%, is explained by variables or other factors that are not explained in this regression analysis. Based on the t-test, it was shown that the variable X1 (Teamwork) had a value of  $1.750 > 1.67655$  with a significant value of  $0.086 > 0.05$ , meaning that  $H_0$  was rejected  $H_a$  was accepted, the variable X2 (Communication) was  $1.855 > 1.67655$  with a significant value of  $0.070 > 0.05$ , meaning that  $H_0$  was rejected and  $H_a$  was accepted, the variable X3 (Work Discipline) was  $2.987 > 1.67655$  with a significant value of  $0.004 < 0.05$ , meaning that  $H_0$  is rejected and  $H_a$  is accepted. Based on the F test of  $42.697 > 2.57$  with a significant level of  $0.000 < 0.05$ , it can be concluded that what means that  $H_0$  is rejected and  $H_a$  is accepted means that there is a simultaneous influence of independent variables on dependent variables.

Keywords: Communication, Job Satisfaction, Teamwork, Work Discipline

## INTRODUCTION

Human Resources is one of the most important factors in running an organization or company. According to {Andy and Sutrisna, 2018} The most important organizational asset that a company must have and is highly cared about by management is the human asset of the organization. In order for a management activity to run smoothly, the Company must be able to have employees who have sufficient knowledge, ethics, work discipline, and skills as well as business to be able to manage the company as much as possible, so as to improve the quality of employee performance and motivation so as to affect employee job satisfaction.

In addition, there is also an important factor in a company to be able to achieve. The goal and target is human resources. [Selti Sella dan Hendra Riofita, 2024] Competent human resources are needed by companies, as well as competitive, and qualified, especially in the current era of globalization, every company must be able and ready to be able to adapt to the development of an increasingly advanced era and be able to innovate in order to compete with companies from abroad, and be able to face challenges in the future. However, there are still many companies that do not realize the importance of human resources in achieving company goals. They still view HR as a cost that must be minimized, not as an investment that can increase the company's value. This can cause the company to lose the opportunity to improve performance and achieve the goals that have been set. it is important for companies to understand that HR is the most valuable asset for the company. They must prioritize human resource development, by providing training, career development, and rewards for good performance. This can help companies in improving productivity, efficiency, and quality of products or services produced, as well as improving the company's ability to innovate and adapt to new technologies. The importance of strategic HR management cannot be overlooked, as qualified and actively engaged employees will be a valuable asset in facing challenges and seizing opportunities in a dynamic market. Therefore, companies that want to survive and thrive in this era of uncertainty must prioritize effective HR management as an integral part of their business strategy. Companies need to regularly evaluate and adjust their HR management strategies to stay relevant to changes in the business environment. This includes analysis of market trends, employee needs, and technological developments.

The human resources in question are employees who are always active and dominant in all activities in the Company, [A. Octaviani and R. Pujiyanto, 2024] Because employees are responsible for planning, implementation, and determining in realizing the company's vision and mission.

According to [B. Firjatullah and M. A. Ahmadi, 2025] A company must be able to manage as many human resources as possible to be able to achieve its main goal, which is to be able to create effective and efficient human resources, because the potential of human resources is an important aspect that can affect the operational aspect in achieving the company's goals.

The business world is currently developing so fast that companies are expected to make the most of their human resources. Companies must pay attention to all factors in human resources, especially considering that the current era of free trade has occurred, where the competition climate will be very different. One of the important factors in improving employee performance is employee job satisfaction, according to {Ezekiel Satya Kencana, Fidellis Wato Tholok, 2022} Job satisfaction refers to the work performance of employees assessed based on standards or criteria that have been determined by the organization. Management to achieve

high job satisfaction is the most important thing to grow the overall performance of the organization. [E. T. Prasetyo and P. Marlina, 2019] What are the rights and obligations of employees are fulfilled and also various other factors, such as teamwork within the company, communication between superiors, colleagues, and subordinates is well established and work discipline while in the company.

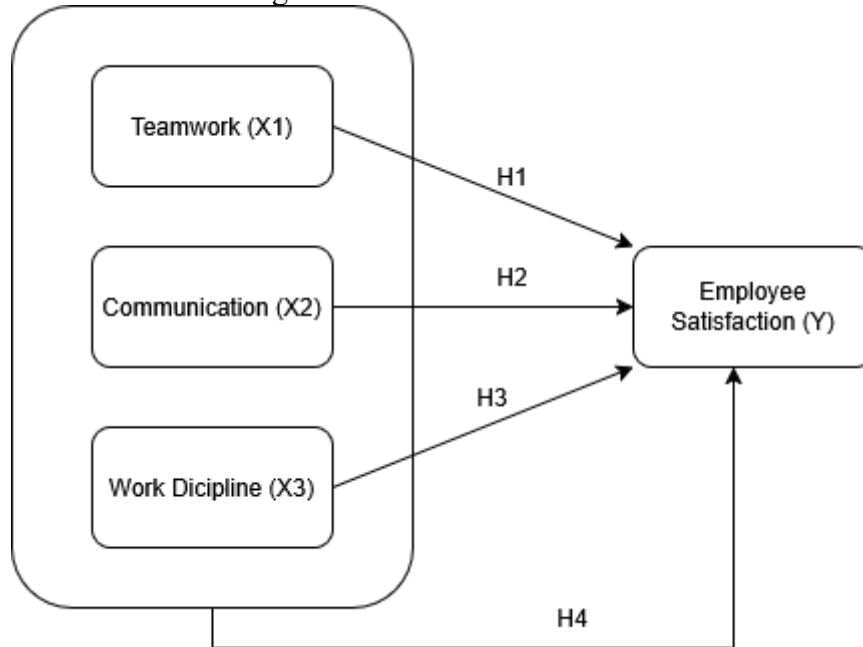
One of the key factors that affect employee job satisfaction is teamwork. According to [Susanti, Widyani, Utami dalam (Farhan Elang Ibrahim et al., (2021)] Teamwork is a system of blending the work of a group that is supported by a variety of skills with clarity of purpose, and is also supported by leadership and communication to produce higher performance than individual performance. In many companies, most tasks are done in teams. Effective teamwork can improve operational efficiency, help resolve issues faster, and create a positive work environment. However, [N. Kumala *et al.*, 2025] Poor teamwork can lead to conflict, misunderstandings, and decreased performance. Many employees feel that teamwork in their company is still ineffective, affecting their performance and job satisfaction. It is therefore important for companies to be able to encourage a good culture of teamwork among employees. In addition, there is also another factor that is no less important, namely communication to create job satisfaction. According to [Stefhani Novianty Wijaya, Sutrisna, 2022] Communication is a form of message exchange between employees and superiors and employees with each other in an organization or company. If there is a lack of effective communication between superiors and subordinates, as well as between colleagues. [Wijaya Stefhani Novianty, 2024] Poor communication can lead to misunderstandings, conflicts, and decreased performance. Many employees feel that communication in their company is still lacking in transparency and openness, which affects their work ethic. [Rahmat Hidayat, 2021] Effective communication between superiors and subordinates, as well as between fellow colleagues, is indispensable to ensure that the workflow runs smoothly and that each employee can understand his or her role and responsibilities. Openness in communication allows employees to convey ideas, solve problems, and strengthen relationships between employees. Because communication is basically needed in daily activities during activities and at work, so that with good communication, it can spur employees to be able to improve their performance and work spirit.

Another factor that plays a role in increasing employee job satisfaction is work discipline. According to [Marcelrino, Fidellis Wato Tholok, 2022] Work discipline is a person's willingness to carry out work in order to be subject to the provisions, regulations, and norms that apply in an organization. [R. Estiana, N. G. Karomah, and Y. A. Saimima, 2023] Work discipline reflects the extent to which employees can comply with existing regulations, procedures, and responsibilities set in the company. Employees who are disciplined in their work usually tend to work more organized, on time, and productive, so they can make a positive contribution to the company's performance. On the other hand, a lack of work discipline can lead to delays in completing existing tasks, a decrease in the quality of work results, and creating an uncondusive work atmosphere. This can potentially lower the job satisfaction of other employees who feel disturbed and burdened by colleagues who are not disciplined in their work. Therefore, it is important for companies to be able to have an effective strategy to improve employee work discipline. Strategies include developing clear policies and procedures, increasing supervision of employees, and providing clear sanctions that can make employees

afraid to violate these regulations. Therefore, companies also need to increase employee motivation by giving rewards and recognition for their hard work so that they feel appreciated and make employees work disciplined.

### Research Framework

Figure 1. Research Framework



### Hypothesis

H1 : It is suspected that there is a partial influence between teamwork on job satisfaction.

H2: It is suspected that there is a partial influence between communication on job satisfaction.

H3 : It is suspected that there is a partial influence between work discipline on job satisfaction.

H4: It is suspected that there is a simultaneous influence of teamwork, communication, and work discipline on job satisfaction.

### RESEARCH METHODS

Describe your research method or approach.

#### Study Type

The type of research used in this study is to use, quantitative study methods [Sugiyono, 2020] with a descriptive approach, the data and information obtained are then analyzed and concluded through theories relevant to this research study.

#### Object Studies

PT. Indonesia Toray Synthetics Mills (PT. ISTEM). This company is fully owned by 100% of its shares owned by Toray Industries Inc. Baray is produced in cloth to be made into clothing, such as: uniforms, suits, folk costumes, shirts and others.

#### Sample and Population Study

The number of respondents who were the subjects of this study were permanent office employees who worked at PT. ISTEM, with a total of 52 people. The author determined the number of samples in making the study, namely 52 respondents because it used a [Sugiyono, 2019] saturated sampling technique where all members of a population are used as samples. Saturated sampling is often used when the population is relatively small, less than 30 people,

or when research aims to make generalizations with minimal error. Another term for saturated sampling is census, where all members of the population are sampled. which means that the entire population was used as a research sample.

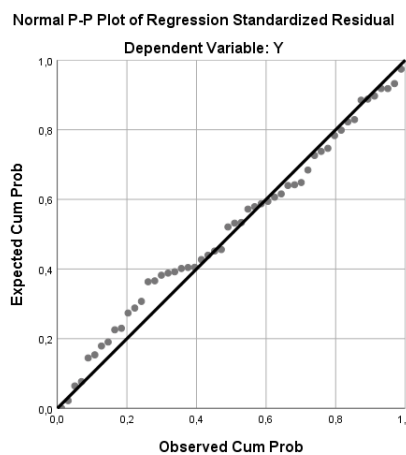
**Data Collection**

The data collection used in this research study is [Undari Sulung and Mohamad Muspawi, 2024] primary data is the main source of information collected directly by researchers in the research process. This data is obtained from the original source, namely respondents or informants related to the research variable. Primary data can be in the form of observations, interviews, or data collection through questionnaires. Primary data is obtained directly from the first source, both individuals and groups. Researchers used a variety of methods to collect primary data, such as interviews, observations, and surveys. Namely numbers obtained directly without intermediaries, namely respondents of PT. ISTEM through a questionnaire study that has been disseminated by the author directly to employees of PT. ISTEM. By providing statements that need to be answered by respondents on the topics of teamwork, communication, work discipline and employee job satisfaction through a google form that is distributed to employees of PT. ISTEM.

**RESULTS**

**Normality Test**

Figure 2. Normality Test



Source : SPSS Version 25 processed results

Based on the above figure, it can be concluded that the residual normality test of the regression model has been fulfilled because Most of the data points, which present the Observed Cumulative Residual Probability (*Observed Prob*), are scattered very close together and follow an elongated straight diagonal line pattern, where the diagonal line represents the expected normal distribution.

Table 2. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		52
Normal Parameters <sup>a,b</sup>	Red	.0000000
	Std. Deviation	2,56181302
Most Extreme Differences	Absolute	,102
	Positive	,080

	Negative		-,102
Test Statistic			,102
Asymp. Sig. (2-tailed)			,200 <sup>c,d</sup>
Monte Carlo Sig. (2-tailed)	Sig.		,620 <sup>th</sup>
	99% Confidence Interval	Lower Bound	,607
		Upper Bound	,632
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Based on 10000 sampled tables with starting seed 2000000.			

Source : SPSS Version 25 processed results

Based on the results of the One-Sample K-S normality test, it is known that a significant value of  $0.200 > 0.05$  can be drawn, namely that the residual value in the distribution table is normal.

**Multicollinearity Test**

Table 3. Multicollinearity Test

Models		Coefficient						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2,004	3,839		-,522	,604		
	X1	,287	,164	,240	1,750	,086	,302	3,311
	X2	,273	,147	,254	1,854	,070	,304	3,292
	X3	,490	,164	,422	2,987	,004	,285	3,508

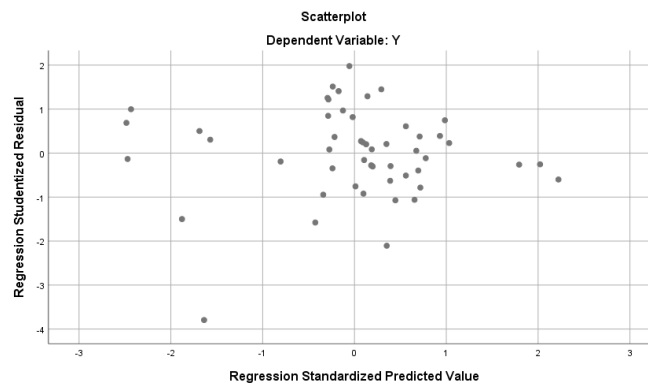
a. Dependent Variable: Y

Source : SPSS Version 25 processed results

From the table above, it can be seen that the result of the Tolerance value is  $> 0.10$ , which is  $0.302 > 0.10$  for the Teamwork variable,  $0.304$  for the Communication variable, and  $0.285$  for the Work Discipline variable. For the VIF value  $< 10$ , for the Teamwork variable (X1) it is  $3.311 < 10$ , for the Communication variable (X2) it is  $3.292 < 10$ , for the Work Discipline variable is  $3.508 < 10$ . This means that there is no multicollinearity between independent and dependent variables.

**Heteroscedasticity Test**

Figure 3. Heteroscedasticity Test



Source : SPSS Version 25 processed results

Based on the above graph, it shows that the data points, which are standard residues randomly scattered above and below 0 on the vertical axis, prove that the heteroskedasticity test in the regression model has been met. Thus, it can be concluded that there is no heteroskedasticity in the variables of Teamwork (X1), Communication (X2), and Work Discipline (X3).

**Determinant Coefficient Test (R<sup>2</sup>)**

Table 4. Determinant Coefficient Test (R<sup>2</sup>)

Model Summary <sup>b</sup>				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853a	.727	.710	2,71491
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source : SPSS Version 25 processed results

Based on the table above, it can be seen that the *Adjusted R Square* value is 0.710 or 71.0%, which means the influence of teamwork, communication, and work discipline on employee job satisfaction is 71.0%. As for the rest, 29.0% is explained by variables or other factors that are not explained in this regression analysis.

**T-test**

Table 5. T-test

Coefficient						
Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,004	3,839		522	,604
	X1	,287	,164	,240	1,750	,086
	X2	,273	,147	,254	1,854	,070
	X3	,490	,164	,422	2,987	,004
a. Dependent Variable: Y						

Source : SPSS Version 25 processed results

- a. The effect of teamwork on employee job satisfaction.  
The effect of teamwork on employee job satisfaction, where the value of  $t_{Count}$  worth 1,750 >  $t_{Table}$  1.67655 and sig 0.086 > 0.05. So it can be concluded that  $H_0$  was rejected and  $H_a$  was accepted, so it means that teamwork has a positive and significant influence on employee job satisfaction.
- b. The effect of communication on employee job satisfaction.  
The effect of communication on employee job satisfaction, where the value of  $t_{Count}$  worth 1,854 >  $t_{Table}$  1.67655 and sig 0.070 > 0.05. Therefore, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, so that communication has a positive and significant influence on employee job satisfaction.
- c. The effect of work discipline on employee job satisfaction.  
The effect of work discipline on employee job satisfaction, where the value of  $t_{Count}$  worth 2,987 >  $t_{Table}$  1.67655 and sig 0.004 < 0.05. Therefore, it can be concluded that  $H_0$  was rejected and  $H_a$  was accepted, so it means that work discipline has a positive and significant influence on employee job satisfaction.

**F-Test.**

Table 6. F-Test

NEW ERA						
Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	944,127	4	314,709	42,697	,000b

	Residual	353,796	48	7,371		
	Total	1297,923	51			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X2, X1						

Source : SPSS Version 25 processed results

Based on the table above, it can be seen that the F value<sub>is</sub> calculated as 42.697 with a significant level of  $0.000 < 0.05$ . Therefore, it can be concluded that the value of  $F_{is}$  calculated as  $42.697 > F_{table} 2.57$  with a significant level of  $0.000 < 0.05$ . From the results of the F test (simultaneous), it can be concluded that all independent variables consisting of Teamwork (X1), Communication (X2), and Work Discipline (X3) have a simultaneous (simultaneous) influence on Employee Job Satisfaction (Y).

### Discussion

- Based on the results of the hypothesis test that has been carried out, it can be concluded that teamwork has an influence on employee job satisfaction, based on the results of the calculation from a significant level of  $0.086 > 0.05$  and the t-value calculated  $1.750 > t_{table} 1.67655$  which means that teamwork has a positive effect on employee job satisfaction at PT ISTEM.
- Based on the results of the hypothesis test that has been carried out, it can be concluded that teamwork has an influence on employee job satisfaction, based on the results of the calculation from a significant level of  $0.070 > 0.05$  and a t-value calculated  $1.854 > t_{table} 1.67655$  which means that teamwork has a positive effect on employee job satisfaction at PT ISTEM.
- Based on the results of the hypothesis test that has been carried out, it can be concluded that teamwork has an influence on employee job satisfaction, based on the results of the calculation from a significant level of  $0.004 < 0.05$  and the t-value of  $2.987 > t_{table} 1.67591$  which means that teamwork has a positive effect on employee job satisfaction at PT ISTEM.
- The result obtained from the *Adjusted R Square* value is 0.710 or 71.0%, which means the influence of teamwork, communication, and work discipline on employee job satisfaction is 71.0%. As for the rest, 29.0% is explained by variables or other factors that are not explained in this regression analysis.
- The result obtained from the F value<sub>was</sub> calculated as 42.697 with a significant level of  $0.000 < 0.05$ . Therefore, it can be concluded that the value of  $F_{is}$  calculated as  $42.697 > F_{table} 2.57$  with a significant level of  $0.000 < 0.05$ . From the results of the F test (simultaneous), it can be concluded that all independent variables consisting of Teamwork (X1), Communication (X2), and Work Discipline (X3) have a simultaneous (simultaneous) influence on Employee Job Satisfaction (Y).

### CONCLUSION

- The effect of teamwork on employee job satisfaction, where the calculated t value is  $1.750 > t_{table} 1.67591$  and sig  $0.086 > 0.05$ . Therefore, it can be concluded that  $H_0$  was accepted and  $H_a$  was rejected, so that it means that teamwork has a positive and significant influence on employee job satisfaction.
- The effect of communication on employee job satisfaction, where the calculated t value is  $1.854 > t_{table} 1.67591$  and sig  $0.070 > 0.05$ . Therefore, it can be concluded that  $H_0$  is accepted and  $H_a$  is rejected, so that it means that communication has an unpositive and irrelevant influence on employee job satisfaction.

- c. The effect of work discipline on employee job satisfaction, where the  $t$ -value<sub>was</sub> calculated as 2.987 >  $t_{table}$  1.67591 and sig 0.004 < 0.05. Therefore, it can be concluded that  $H_0$  was rejected and  $H_a$  was accepted, so it means that work discipline has a positive and significant influence on employee job satisfaction.
- d. It is known that the  $F$  value<sub>is</sub> calculated as 42.697 with a significant level of 0.000 < 0.05. So it can be concluded that the value of  $F_{is}$  calculated as 42.697 >  $F_{table}$  2.80 with a significant level of 0.000 < 0.05. From the results of the  $F$  test (simultaneous), it can be concluded that all independent variables consisting of Teamwork (X1), Communication (X2), and Work Discipline (X3) have a simultaneous (simultaneous) influence on Employee Job Satisfaction (Y).

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