

## Research Article

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# The Effect of Communication and Teamwork on Employee Performance with Employee Satisfaction as an Intervening Variable at at BPJS Pematang Siantar Branch Office and Padang Sidimpunan Branch Office

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**Abstract:** Basically, human resources remain a valuable resource and an obstacle that must be overcome by the business world in the era of globalization. Human dignity is a factor that contributes to the successful and effective operation of an organization. The phenomenon that occurs at BPJS Employment at the Pematang Siantar and Padang Sidimpunan Branch Offices is a lack of communication between employees so that misunderstandings often occur in work, this occurs because of poor teamwork between employees so that employee job satisfaction is not good, many employees do not feel satisfied with their work if the work has to be done with people they don't like so that the employee's performance decreases and the work done takes a long time. The results of this research are as follows: Job Satisfaction has a positive and insignificant effect on Employee Performance with an original sample value of 0.066 and a p value of  $0.273 > 0.05$ . Teamwork has a positive and significant effect on Job Satisfaction with an original sample value of 0.589 and a p value of  $0.000 < 0.05$ . Teamwork has a positive and significant effect on employee performance with an original sample value of 0.432 and a p value of  $0.001 < 0.05$ . Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.225 and a p value of  $0.027 < 0.05$ . Communication has a positive and significant effect on employee performance with an original sample value of 0.408 and a p value of  $0.000 < 0.05$ . Teamwork has a positive and insignificant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.039 and a p value of 0.287. Communication has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.015 and a p value of 0.292.

**Keywords:** Communication, Teamwork, Job Satisfaction, Employee Performance.

## Introduction

Basically, human resources remain a valuable resource and an obstacle that must be overcome by the business world in the era of globalization. Human dignity is a factor that contributes to the successful and effective operation of an organization. Even though it is surrounded by facilities and infrastructure and a highly intelligent society, human resources will not be managed effectively without the support of loyal and competent people. Communication between humans is an activity that allows humans to relate to each other in everyday life, whether at home, at work, in public spaces, between other communities, or wherever they are. Through communication, we can strengthen our relationships, foster understanding among family members, ease workplace tensions, and encourage teamwork. However, through communication, we can also highlight and eliminate adversity, honor commitments, admit mistakes, and strengthen bonds with others.

One of the main factors that contributes to increasing work productivity is teamwork. Teamwork is the ability of individuals to work together towards a common goal and achieve it together. As a result, goals achieved through team work will be achieved more quickly than if achieved individually. To achieve the desired goals, collaboration (work teams) requires a common vision and mission due to a lack of mutual understanding between colleagues. The work team consists of several employees who are managed by a

team leader, directing team members to show optimal productivity by providing direction, encouragement, inspiration and motivation with the aim of ensuring that the assigned work can be carried out properly. This shows the importance of teamwork in business. Colleagues who work together can get to know each other and build mutual trust. This allows them to collaborate to support each other and foster harmonious communication.

The field of human resource management as a whole, includes human nature topics such as job satisfaction among employees. Employee job satisfaction is seen as an important aspect because it can influence the overall functioning of the organization. Employee job satisfaction is a good indicator of how happy they are carrying out their job responsibilities. A positive attitude towards different work environments is also an indicator of job satisfaction. In terms of organizations, employee job satisfaction needs to receive attention and carry out their obligations, especially those related to organizational leadership. For workers, job satisfaction is a personal component and one way to increase productivity at work. Thus, in the context of human resource management, the characteristics of job satisfaction offer benefits that are beneficial to the business world or organization, workers, and even society.

Performance is a measure of employee performance in carrying out tasks that have been targeted for completion. To get a good job from a worker, infrastructure and facilities must be provided by the organization so that they can carry out their duties. Examining the results of performance evaluations is one approach to observing how a company develops. The skills and capacity of employees in carrying out a job or task that is assessed objectively using certain benchmarks and carried out periodically is a method that forms the basis for performance evaluation. Evaluation findings show that employee performance is a reflection of company performance.

The phenomenon that occurs at BPJS Employment at the Pematang Siantar and Padang Sidempuan Branch Offices is a lack of communication between employees so that misunderstandings often occur in work, this occurs due to poor teamwork between employees so that employee job satisfaction is not good, many employees do not feel satisfied with their work if the work has to be done with people they don't like so that the employee's performance decreases and the work done takes a long time.

## Literature Review

### Communication

According to Mangkunegara (2017) Communication is the transfer of information and understanding from one person to another. Mulyana (2015) "Communication is the process of sharing meaning through verbal and non-verbal behavior carried out by two or more people."

### Communication Indicators

According to Mangkunegara (2017) communication is the process of transferring information, ideas, understanding from one person to another so that they can interpret it according to the intended purpose. So the communication indicators are as follows.

1. Ease of obtaining information Good performance can make it easier to obtain information, have ideas, notions or understanding from someone.
2. Communication identity The number of good conversations that occur, the smooth communication process of an organization.
3. Effectiveness of communication Communication that is direct, face to face to facilitate what the communicator conveys.

4. Level of message understanding: Being able to understand what is conveyed by a communicator, good communication can make it easier and easier to understand the message to be conveyed.
5. Attitude changes Changes in attitude are carried out in accordance with what is communicated.

### **Teamwork**

According to Panggiki. (2017) teamwork is a team of people with different skills and who are organized to collaborate with management. According to Jackson et al, (2017) Teamwork encourages productivity, employee involvement, mutual trust, broader employee learning, and greater use of diverse knowledge.

### **Teamwork Indicators**

According to Panggiki. (2017) in general, the indicators of team collaboration are as follows:

1. Cooperation.  
Collaboration carried out by a team is more effective than working individually.
2. Trust (trust).  
Trust is the belief that someone really means what they say and do.
3. Compactness.  
Cohesion is working with each other in an orderly and neat manner, united in facing a job that is usually postponed due to interdependence.
4. Assignment of Assignments.  
Assignment of tasks is to provide confidence that team members are able to carry out their tasks well.

### **Employee Job Satisfaction**

According to Wulantika, (2017) Job satisfaction generally concerns a person's attitude regarding their work. Because it concerns attitudes, the definition of job satisfaction includes various things such as a person's conditions and behavioral tendencies. According to Robbins (2015), defining job satisfaction is: Job satisfaction is a person's general attitude towards their work, the difference between the amount of income an employee receives and the amount they receive, namely what they should receive.

### **Employee Satisfaction Indicators**

According to Robbins (2015) indicators of Employee Job Satisfaction are as follows:

1. Supportive Working Conditions.  
Employees care about a good environment for personal comfort and to make it easier to do good work. Studies prove that employees prefer surroundings that are safe, not dangerous and not troublesome. In addition, most employees prefer to work close to home, in clean and relatively modern facilities, and with adequate tools.
2. Appropriate salary or wages  
Employees want wage systems and promotion policies that they perceive as fair with expectations. When wages are seen as fair based on job demands, individual skill levels, and community wage standards, satisfaction is likely to result.
3. Supportive coworkers

For most employees, work also fills the need for social interaction. Therefore, it is not surprising that having friendly and supportive coworkers leads to increased job satisfaction. Superior behavior is also a major determinant of satisfaction.

### **Employee performance**

According to Fahmi (2017) performance is the operational effectiveness of an organization, the organization and its employees based on previously established standards and criteria, because organizations are basically run by humans, then performance is actually human behavior in playing the roles they carry out in an organization to meet predetermined standards of behavior to produce desired actions and results. Edison (2016), Performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time.

### **Employee Performance Indicators**

According to Fahmi (2017) indicators that can measure performance are:

1. Quantity Measured from employee perceptions of the number of activities assigned and the results.
2. Quality can be measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities. The results of the work carried out are close to perfect or meet the objectives expected from the work.
3. Utilization of working time is measured from employee perceptions of an activity that is completed from the start of the time until it becomes output. Can complete at the specified time and maximize the time available for other activities.
4. Cooperation The ability to handle relationships with other people.

## **Method**

### **Types of research**

The type of research used by researchers is associative and quantitative research. According to Sujarweni (2018) Quantitative research is a type of research that produces discoveries that can be achieved using statistical procedures or other methods of quantification (measurement). According to Sujarweni (2015) research can be classified into various points of view.

### **Research Population**

The population of this study was 76 employees consisting of 38 employees from BPJS Employment Pematang Siantar and 38 employees from BPJS Employment Padang Sidempuan. Population according to Sujarweni (2015) is the total number consisting of objects or subjects that have certain characteristics and qualities determined by researchers to be studied and then conclusions drawn.

### **Research Sample**

The sample from this research is the entire population that is used as a sample, namely 76 employees using a saturated sampling technique. The saturated sampling technique is sampling which makes the entire population into the sample. According to Sujarweni (2015), a sample is part of a number of characteristics possessed by the population used for research. Samples are also taken from populations that are truly representative and valid, that is, they can measure something that should be measured. According to

Sugiyono (2015) saturated sampling is a sampling technique when all members of the population are used as samples.

### Research place and research time

This research was conducted at the BPJS Employment branch, Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Padang Sidimpuan Branch Office: Jl. Raja Inal Siregar No.20b, Batunadua Jae, Kec. Padangsidimpuan Batunadua, Padang Sidimpuan City, North Sumatra 22733. The research period was carried out for 3 months from April to June 2024.

### Data collection

Data collection was carried out by distributing questionnaires and distributing them to respondents to fill in as research requirements. This research source uses primary data sources. A questionnaire is a data collection technique that is carried out by giving a set of written questions to respondents to answer (Sujarweni, 2015). Primary data is data obtained from respondents through questionnaires, focus groups and panels, or also data from researchers' interviews with sources (Sujarweni, 2015).

**Table 1. Questionnaire Scores and Codes**

Answer	Code	Score
Strongly agree	ST	5
Agree	S	4
Neutral	N	3
Don't agree	T.S	2
Strongly Disagree	STS	1

### Data Analysis Methods and Hypothesis Testing

The data in this study was collected using the SmartPLS program; the results are presented reflectively. The reflective model is a model that shows the relationship between latent variables and their indicators (Ghozali and Latan, 2020). This research data collection technique uses a questionnaire to provide good written responses to a large number of respondents, which are then reviewed. According to Ghozali and Latan (2020), PLS-SEM analysis often consists of two sub-models: an external model, also known as a measurement model, and an interior model, also known as a structural model. The measurement model explains how manifest variables or variables that can be observed can later display variables to be manipulated. On the other hand, structural models present estimated values of latent variables or constructed variables.

### Testing Research Instruments

#### Measurement Model (Outer Model)

According to Gozalali and Latan (2020), the external model, also called the measurement model, describes the relationship between each indicator block and the latent variable in question. The outer model is used to assess construct validity and instrument reliability. This is useful for understanding the ability of research instruments in determining what should be used as a reference when evaluating a concept or the consistency of respondents in answering questions in a questionnaire or research instrument. According to

Ghozali and Latan (2020), the three models used in research are composite reliability (Cronbach's alpha), discriminant validity, and convergent validity.

#### 1. Convergent Validity

This validity is related to the idea that deviations from a particular construct must have small deviations. The reflexive validity of convergent indicators using the SmartPLS 3.0 program can be seen in the loading factor value for each indicator constructed.

#### 2. Discriminant Validity

This validity is related to the principle that measures of different constructs should not be highly correlated. Discriminant validity occurs if two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that are not correlated.

#### 3. Composite Reliability

Apart from testing validity, the measurement model also tests the reliability of a construct to prove the accuracy, consistency and correctness of the instrument in measuring the construct. To measure the reliability of a construct can be done in two ways, namely by Cronbach's Alpha and Composite Reliability. However, using Cronbach's Alpha will give a lower value so it is more advisable to use Composite Reliability in testing the reliability of a construct.

### Structural Model (Inner Model)

According to Ghozali and Latan (2020), the inner model or structural model describes the relationship or strength of estimates between latent variables or constructs that are built based on the substance of the theory. The inner model is a structural model to predict causal relationships between latent variables.

### Hypothesis testing

After the model as a whole and partially has been tested, the next stage is hypothesis testing. According to Ghozali and Latan (2020), hypothesis testing is carried out by looking at the T-statistic value compared to the T-table value = 1.96 at a significance level of  $p$  value = 0.05. If the T-statistic value > T-table, it can be concluded that the exogenous variable has a significant influence on the endogenous variable.

### Path Analysis

According to Ghozali and Latan (2020), if a model is formed using mediating variables, then a multiple regression model cannot solve this problem. The appropriate analysis technique is path analysis. Path analysis allows researchers to test direct relationships between variables as well as indirect relationships between variables in the model.

## Results and Discussion

### Contents of Results and Discussion

#### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

### 1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Indicators that have an individual correlation value greater than 0.7 are considered valid but are at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

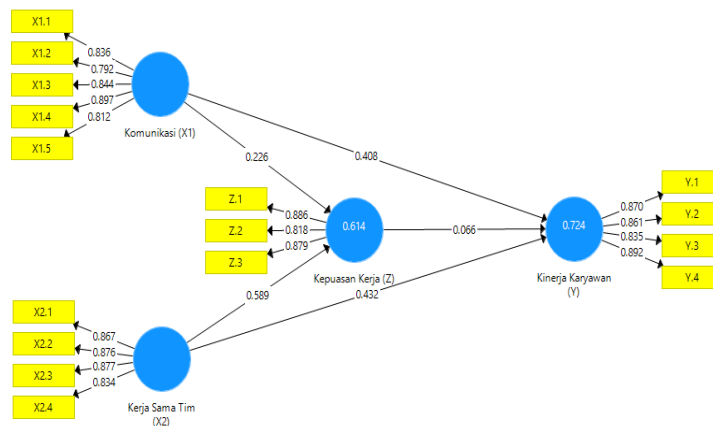


Figure 1. Outer Model  
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings

Table 2. Outer Loadings

	Job Satisfaction (Z)	Teamwork (X2)	Employee Performance (Y)	Communication (X1)
X1.1				<b>0.836</b>
X1.2				<b>0.792</b>
X1.3				<b>0.844</b>
X1.4				<b>0.897</b>
X1.5				<b>0.812</b>
X2.1		<b>0.867</b>		
X2.2		<b>0.876</b>		
X2.3		<b>0.877</b>		
X2.4		<b>0.834</b>		
Y.1			<b>0.870</b>	
Y.2			<b>0.861</b>	
Y.3			<b>0.835</b>	
Y.4			<b>0.892</b>	
Z.1	<b>0.886</b>			
Z.2	<b>0.818</b>			
Z.3	<b>0.879</b>			

Source: Smart PLS 3.3.3

Based on table 2 above, there are outer loading values for each variable and indicator, there is a value greater than 0.7, meaning that in this research, the loading factor for each indicator has valid results so that the next stage of research can be carried out. In this research there is an equation and the equation consists of two substructures:

For substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.226 X1 + 0.589 X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.408X1 + 0.432 X2 + 0.066 Z + e2$$

### Discriminate Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator is highly correlated with the construct. The table shows the cross loading results from discriminant validity testing as follows:

**Table 3. Discriminant Validity**

	Job Satisfaction (Z)	Teamwork (X2)	Employee Performance (Y)	Communication (X1)
X1.1	0.598	0.635	0.679	0.836
X1.2	0.511	0.608	0.587	0.792
X1.3	0.650	0.623	0.713	0.844
X1.4	0.616	0.762	0.734	0.897
X1.5	0.551	0.757	0.634	0.812
X2.1	0.642	0.867	0.725	0.753
X2.2	0.617	0.876	0.664	0.670
X2.3	0.684	0.877	0.733	0.768
X2.4	0.717	0.834	0.681	0.598
Y.1	0.550	0.704	0.870	0.666
Y.2	0.609	0.784	0.861	0.790
Y.3	0.719	0.666	0.835	0.670
Y.4	0.482	0.637	0.892	0.632
Z.1	0.886	0.739	0.565	0.613
Z.2	0.818	0.538	0.466	0.541
Z.3	0.879	0.695	0.711	0.650

Source: Smart PLS 3.3.3

Based on table 3 above, it can be seen that the cross loading for each indicator and variable is greater than the other variables and indicators, the cross loading of the Job Satisfaction variable is greater than the cross loading of other variables. The cross loading of the Teamwork variable is greater than the cross loading of other variables. The cross loading of the Employee Performance variable is greater than the cross



loading of other variables. For the cross loading of the Communication variable, it is greater than the cross loading of other variables, meaning that all indicator constructs and variables are considered valid in terms of Discriminant Validity.

### Composite reliability

The next test determines the reliability value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

**Table 4. Construct Reliability and Validity**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Job Satisfaction (Z)</b>	<b>0.828</b>	<b>0.896</b>	<b>0.742</b>
<b>Teamwork (X2)</b>	<b>0.886</b>	<b>0.921</b>	<b>0.746</b>
<b>Employee Performance (Y)</b>	<b>0.888</b>	<b>0.922</b>	<b>0.748</b>
<b>Communication (X1)</b>	<b>0.893</b>	<b>0.921</b>	<b>0.701</b>

Source: Smart PLS 3.3.3

It can be seen in table 4 above that the Cronbach's alpha calculation is considered reliable because the construct value is greater than 0.7 for each variable. In the composite reliability calculation, there is a construct value greater than 0.6. This is also considered reliable, meaning that all variable constructs are considered reliable. composite reliability column. Another method to test discriminant validity is to look at the AVE value and the square root of AVE, provided that each construct has a correlation greater than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this research, all values are considered reliable because they are all greater than the predetermined value.

### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

#### Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
<b>Job Satisfaction (Z)</b>	0.614	0.603
<b>Employee Performance (Y)</b>	0.724	0.712

Source: Smart PLS 3.3.3

Based on table 5 above, there is an R square value for the Job Satisfaction variable of 0.614, the percentage achieved is 61.4%, meaning that the influence of the Communication and Teamwork variables on Job Satisfaction is 61.4% and the rest is in other variables. For the R square value of the Employee Performance variable, there is a value of 0.742 and the percentage achieved is 72.4%, meaning that the influence of Communication, Teamwork and Job Satisfaction is 72.4%, the remainder is in other variables.

### Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is  $> 1.96$  and P-Values  $< 0.05$ . The following are the results of Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Job Satisfaction (Z) -&gt; Employee Performance (Y)</b>	0.066	0.603	<b>0.273</b>	<b>Rejected</b>
<b>Teamwork (X2) -&gt; Job Satisfaction (Z)</b>	0.589	5,056	<b>0,000</b>	<b>Accepted</b>
<b>Teamwork (X2) -&gt; Employee Performance (Y)</b>	0.432	3,246	<b>0.001</b>	<b>Accepted</b>
<b>Communication (X1) -&gt; Job Satisfaction (Z)</b>	0.226	1,930	<b>0.027</b>	<b>Accepted</b>
<b>Communication (X1) -&gt; Employee Performance (Y)</b>	0.408	3,347	<b>0,000</b>	<b>Accepted</b>

Based on table 6 of the direct influence above, the results will be explained as follows:

1. Job satisfaction has a positive and insignificant effect on employee performance with an original sample value of 0.066 and a p value of  $0.273 > 0.05$ . This means that if there is an increase in job satisfaction then it is not certain that employee performance will increase and if job satisfaction decreases it does not necessarily mean that performance will decrease. There are many other factors that can improve employee performance, such as work that is in accordance with great abilities, even if the salary is not suitable, the employee does not necessarily feel that satisfied.
2. Teamwork has a positive and significant effect on Job Satisfaction with an original sample value of 0.589 and a p value of  $0.000 < 0.05$ . This means that if there is an increase in teamwork, job satisfaction will increase, whereas if teamwork decreases, job satisfaction will also decrease.

3. Teamwork has a positive and significant effect on employee performance with an original sample value of 0.432 and a p value of  $0.001 < 0.05$ . This means that if teamwork increases, employee performance will also increase and if teamwork decreases, employee performance will also decrease.
4. Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.225 and a p value of  $0.027 < 0.05$ . This means that if communication improves well then job satisfaction will increase and if communication decreases then job satisfaction will also decrease.
5. Communication has a positive and significant effect on employee performance with an original sample value of 0.408 and a p value of  $0.000 < 0.05$ . This means that if communication improves well, employee performance will also increase. Conversely, if communication decreases, employee performance will also decrease significantly.

**Table 7. Path Coefficients (Indirect Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Teamwork (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.039	0.563	<b>0.287</b>	<b>Rejected</b>
Communication (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.015	0.547	<b>0.292</b>	<b>Rejected</b>

The table above shows that indirectly job satisfaction is not able to influence the dependent and independent variables and this means that job satisfaction is not an intervening variable in this research. The explanation is as follows:

1. Teamwork has a positive and insignificant indirect effect on employee performance through job satisfaction with an original sample value of 0.039 and a p value of 0.287. This means that job satisfaction is not an intervening variable because it is unable to influence teamwork on employee performance indirectly.
2. Communication has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.015 and a p value of 0.292. This means that job satisfaction is not an intervening variable because it is unable to influence communication on employee performance indirectly, positively and significantly

## Closing

### Conclusion

The conclusions of this research are as follows:

1. Job satisfaction has a positive and insignificant effect on employee performance with an original sample value of 0.066 and a p value of  $0.273 > 0.05$ .
2. Teamwork has a positive and significant effect on Job Satisfaction with an original sample value of 0.589 and a p value of  $0.000 < 0.05$ .
3. Teamwork has a positive and significant effect on employee performance with an original sample value of 0.432 and a p value of  $0.001 < 0.05$ .

4. Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.225 and a p value of  $0.027 < 0.05$ .
5. Communication has a positive and significant effect on employee performance with an original sample value of 0.408 and a p value of  $0.000 < 0.05$ .
6. Teamwork has a positive but not significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.039 and a p value of 0.287.
7. Communication has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.015 and a p value of 0.292.

### Suggestion

The suggestions for this research are as follows:

1. Organizations must carry out teamwork well with the aim of getting good work results and performance.
2. Organizations must create good and positive communication to be able to communicate well and turn that communication into good performance.
3. Organizations must know whether employees are satisfied with the results obtained and satisfied with working in the organization.
4. Organizations must always improve employee performance in any way for the betterment of the organization.
5. For organizations, it is hoped that it can be used as input for the progress of the organization.
6. For new researchers, it is used as a reference for new research with a new title.

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