

Article

# The Effect of Teamwork and Team Communication on Employee Performance Through Job Satisfaction at PT Winakara Bali

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**Abstract:** Effective teamwork and communication are essential for improving employee performance, yet their indirect effects through job satisfaction remain unclear. This study investigates the influence of teamwork and team communication on employee performance through job satisfaction at PT Winakara Bali. Using an explanatory research design, data were collected from 50 field employees through non-probability sampling. The analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM). Results indicate that teamwork and team communication positively impact both job satisfaction and employee performance directly. However, their indirect effects through job satisfaction were not significant. These findings highlight the direct importance of fostering teamwork and communication to enhance organizational performance.

**Keywords:** Teamwork, Team Communication, Performance, Job Satisfaction

## 1. Introduction

Human resources (HR) are a very important factor in an organization or company, because with human resources, other resources will work, so there is a need for human resource management. Increasingly fierce competition in the era of globalization requires human resources to work effectively and efficiently. Various leadership decisions in managing HR affect many things, including HR behavior, performance, and the level of satisfaction felt by each individual while working which then affects the level of efficiency and effectiveness of the organization or company. According to Ichsan et al [1] HR management in Indonesia focuses on managerial aspects and increasing the significance associated with managing each individual in an organization or company.

Speaking of the company context, the success of a company can be seen from the performance of its human resources. The better the performance of the employees, the better the company's potential to grow. According to Silaen et al [2] Performance appraisal is a company's effort to evaluate and communicate about the work that has been done by the employee concerned, by comparing the results that have been obtained based on the tasks assigned. Employee performance is the achievement of employees in a company for the work that has been completed as a form of responsibility carried out in accordance with the position in the company [3].

Poor employee performance will have an impact on the development of the company. Some cases of companies going bankrupt due to HR include the Nyonya Meneer company, which is a leading herbal medicine company, and the Kodak company which is engaged in the photography industry and at that time was phenomenal. Both companies

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experienced bankruptcy due to a lack of innovation from human resources so that they were unable to face increasingly fierce competition, as well as internal conflicts, so that both experienced bankruptcy.

This case shows that HR plays an important role in a company. Employee performance is not only limited to individual factors, but the formation of a team or division within a company also holds an important influence on optimal performance results. A team is a group of individuals grouped based on common interests to achieve certain goals [3]. Teams are formed to make it easier for employees to carry out their tasks more effectively and efficiently, but often the teams that are formed are not compact enough so that friction occurs which causes various problems or obstacles when working in the field, so that these things affect the final results of employee performance and even the team.

The urgency of the team on performance needs special attention, to achieve company goals optimally. The first is related to teamwork that is built in each division or commonly called Teamwork. Adil and Hamid [4] suggest that Teamwork is an opportunity given to employees to share their best ideas and efforts, in order to make a positive contribution to the team, which of course will also have a good impact on the company. Tannady et al [5] conducted research showing that teamwork has a significant effect on employee performance, so that the higher the level of cooperation that is built, the higher the performance produced by employees. The results of this study are in line with research from [3] and [6]. A team is a unity that depends on each individual's experience, attitude, and emotions, then communication plays a role in explaining that togetherness [7].

A good team will provide good results too, so that things that need to be considered in addition to their cooperation are how communication is established during work or commonly called Team Communication. Team communication is communication carried out by various parties concerned, both between individuals in the team, as well as between the team and the leadership, and can be done verbally and nonverbally. If communication is well established, then cooperation also has the potential to build well, and will affect employee performance. Based on research conducted by Hasibuan et al. [7] shows that communication has a significant effect on employee performance, so that the better the communication, the better the performance produced by the employees. This research is in line with research from Tannady et al [5], in addition to cooperation and communication, other factors that affect employee performance, namely employee satisfaction doing work.

Employee satisfaction can arise due to many factors, including job content, salary earned, coworkers, especially in one team, working conditions, and opportunities to develop [7]. Job satisfaction or what is commonly called Job Satisfaction has an influence on the level of employee productivity. Based on research conducted by Octavia et al [3] Job Satisfaction affects employee performance precisely at PT Jasa Raharja East Java Branch. This shows that the higher the employee's job satisfaction, the higher the performance produced by the employee. Some studies even mention that employee job satisfaction can also mediate teamwork and team communication on employee performance so as to cause indirect influence, namely research from Hasibuan et al., [7] states that communication has a significant effect on employee performance through job satisfaction. Employees also need to be evaluated regularly to improve performance that is deemed less effective in achieving company goals. One of the companies that routinely conducts evaluations is PT Winakara Bali.

PT Winakara Bali is a company engaged in the field of contracting, precisely located on Jl. Sekar Tunjung XVI No.216, Kesiman Kertalangu, Kec. Denpasar Tim., Denpasar City, Bali. The company has been established since 2021 and currently has 50 employees. Head of Field Building Mr. Achmat Jaenuri explained that employees are evaluated every 15

days regarding the tidiness of workmanship, customer complaints, to the level of effectiveness and productivity of employee work. Based on the results of interviews with the Head of Field Buildings, the obstacles that often occur are miscommunication and lack of cooperation between individuals in completing projects. The incompatibility that occurs actually hinders project work, thus affecting the quality of project results and time efficiency.

Other factors that can also affect starting from coworkers, leaders, to the salary earned whether it is appropriate or not, so that it also affects work productivity. These problems sometimes lead to complaints from customers because the results are not in accordance with the request, both quality, quantity, and timeliness. Here are the results of the evaluation of field employees:

Table 1. PT Winakara Bali Field Employee Evaluation Results 2023

No.	Assessment Indicator	Outcome (%)	Target Outcome
1	Timeliness of project completion	90%	100%
2	Responsibility for the assigned project	60%	100%
3	Quantity of work in a given period of time	90%	100%
4	Quality of work completed	70%	100%
5	Employee attendance rate	90%	100%
6	Character of each employee in interaction (ethics, integrity, moral values)	75%	100%
7	Inisiatif dalam melakukan tindakan proaktif dalam bekerja	60%	100%
8	Initiative in taking proactive actions at work	60%	100%
9	Teamwork ability	70%	100%
10	Ability to establish good communication	65%	100%

Source: Head of Field Building PT Winakara Bali, 2023

Based on Table 1. it can be seen the evaluation results of PT Winakara Bali during 2023, which includes 2 completed projects, 4 ongoing, and 1 still to be done. Based on the evaluation results, it can be seen that most of the achievements are still below 80%. The highest point is 90% in the indicator of timeliness and quantity of work results, but the time and quantity here are not balanced with good quality, as evidenced by the achievement in the indicator of the quality of work results, which only reaches 70%. Based on information from the Head of Field Building Mr. Achmat Jaenuri, some customers sometimes complain about the neatness and detail of the building design they request, because it is considered unsatisfactory, although many customers are also satisfied, but this still needs special attention to increase the percentage of quality of the work of field staff so that customers do not feel disappointed.

In addition, in the indicators of teamwork and communication, each received a score of 70% and 65%, respectively, this shows that the level of cooperation and communication established in the company still needs to be improved, because indeed based on information from Mr. Achmat Jaenuri during the project there is still frequent miscommunication. This percentage is also supported by indicators of responsibility, initiative, and leadership of each individual, each of which is only in the 60% position. These three indicators also show how cooperation exists between individuals in the project team. Mr. Achmat Jaenuri explained that field staff still have to be constantly bullied and reminded of the deadlines that have been set in completing the project in

question. There is no more awareness and desire to complete the project quickly, precisely and neatly.

The company has even conducted an evaluation regarding the level of employee satisfaction in working at PT Winakara Bali. The results show that 85% of employees are satisfied with the salary they get, but 60% of employees are less satisfied with their coworkers. The thing that causes most employees to be less satisfied is the friction between individuals because there are individuals who are lazy, some are stubborn, some are arbitrary, and various bad characters that cause a sense of discomfort with each other, of course this is also a contributing factor to the lack of cooperation and communication within the team, especially the field team, which has an impact on employee performance.

## 2. Materials and Methods

### Research design

This research is explanatory research, which is research that aims to show the position of all variables studied and the influence between one variable and another [8]. This research is used to test and prove the effect of independent variables, namely Teamwork and Team Communication on the dependent variable, namely Employee Performance through the intervening variable, namely Job Satisfaction.

### Population, Sample, Sampling

The population in this study is the field section employees of PT Winakara Bali. This study uses a population, namely all employees of the field section of PT Winakara Bali, which is 50 people. The sampling method in this study uses non probability sampling, with sampling techniques that are considered to represent the entire population.

### Data Types and Sources

The type of data in this study is quantitative data because the data from this study are in the form of numbers or qualitative data that are quantified from the answers given by respondents through questionnaires. The data will later be quantified using a Likert scale, so that it can be processed using statistical calculations.

According to Sugiyono [8] data collection can be done through two main sources, namely primary data sources and secondary data sources. In this study, the data source is Primary data, direct information based on respondents' responses during interviews, filling out questionnaires, and observation results at PT Winakara Bali as well as the Head of Field Building. Secondary data, as a backup of the main material and collected through books/e-books, articles, company websites, and literature reviews.

### Data Analysis Method

Based on the theoretical framework, the data analysis technique used in this study is path analysis using the SEM (Structural Equation Modeling) model with the Warp PLS 8.0 program. This research uses a processing method with the Structural Equation Modeling (SEM) equation which is an advanced form of Path Analysis. This research uses a quantitative analysis approach with the Partial Least Square (PLS) method which is a very powerful analysis method because it is not based on many assumptions. Hair et al. [9] The SEM analysis model with Warp PLS can identify and estimate the relationship between latent variables to determine whether the relationship is linear or non-linear. In Imam Ghozali [10] the advantages of using Partial Least Square (PLS), namely as variance-based SEM or PLS, provide the ability to perform 4 path analysis with latent variables. SEM is a combination of separate statistical methods, namely factor analysis and simultaneous equation modeling.

### 3. Results

#### Overview of Research Objects



Figure 1. PT Winakara Bali logo

PT Winakara Bali is a company engaged in the field of contractors. PT Winakara Bali is located at Jl. Sekar Tunjung XVI No.216, Kesiman Kertalangu, East Denpasar District, Denpasar City, Bali. The company has been established since 2021 and currently has 50 employees. PT Winakara Bali provides services engaged in the property sector, which include architecture, interior design, along with general contractors. The architecture offered includes planning, designing, and building properties and other physical structures. The interior design offered includes conceptual and stylistic development, site inspection, space planning, construction management, and design execution. The General Contractor at PT Winakara Bali carries out renovation work in accordance with requests from clients. PT Winakara Bali also assists clients in meeting the needs of small things such as plumbing, small jobs, and other basic tasks that are needed.

The implementation of the tasks carried out by PT Winakara Bali employees is supervised by the Head of Field Building Mr. Achmat Jaenuri. Employees are evaluated every 15 days regarding the tidiness of workmanship, customer complaints, to the level of effectiveness and productivity of employee work. Employees are also evaluated every time they finish working on a project. The evaluation is carried out to assess whether or not the performance of the employees in completing a project, so that the company can make decisions regarding things that need to be eliminated, improved, or maintained.

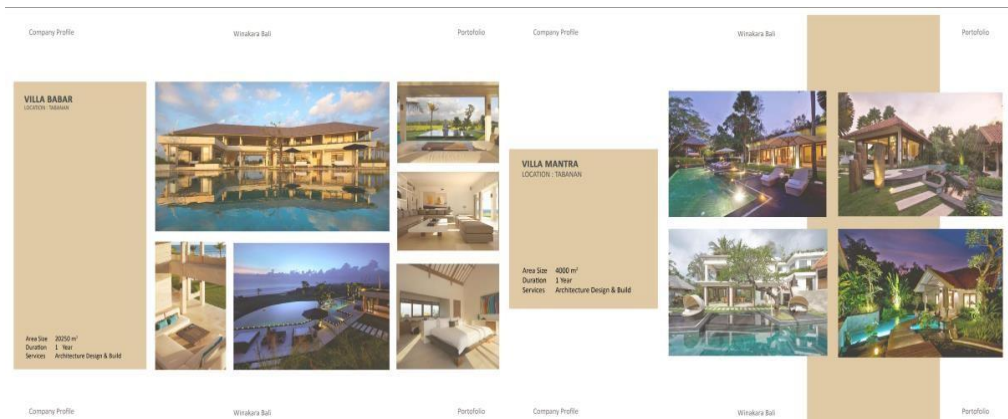


Figure 2. Project Portfolio of PT Winakara Bali

#### Data Analysis Results

##### A. Outer Model Test

The Outer Model test is used to evaluate the relationship between constructs and their indicators, divided into two, the first is convergent validity which can be evaluated based on three stages including validity indicators, construct reliability, and average VIF (AAVIF) values, then the second is discriminant validity which can be seen through the cross-loading value.

##### 1. Validity Test

The validity test criteria can be assessed based on the correlation between the component/indicator value and the construct value. Data is said to be valid if it is  $> 0.70$ , while in the early stages of research, a loading value of  $0.50 - 0.60$  can be considered sufficient (Ghozali, 2011). The results of WarpPLS 8.0 are as follows.

Table 2. Combined Loadings and Cross-Loadings

	X1	X2	Z	Y	Type (a)	SE	P value
X1.1	<b>0.749</b>	0.132	-0.061	-0.209	Reflect	0.106	<0.001
X1.2	<b>0.618</b>	-0.544	0.102	0.531	Reflect	0.112	<0.001
X1.3	<b>0.647</b>	-0.128	0.357	-0.074	Reflect	0.11	<0.001
X1.4	<b>0.675</b>	0.475	-0.368	-0.184	Reflect	0.109	<0.001
X2.1	0.069	<b>0.604</b>	-0.101	0.062	Reflect	0.112	<0.001
X2.2	-0.318	<b>0.774</b>	0.361	0.044	Reflect	0.105	<0.001
X2.3	-0.214	<b>0.779</b>	0.061	-0.085	Reflect	0.105	<0.001
X2.4	0.492	<b>0.753</b>	-0.353	-0.007	Reflect	0.106	<0.001
Z1.1	0.523	-0.507	<b>0.608</b>	0.064	Reflect	0.112	<0.001
Z1.2	-0.08	-0.504	<b>0.602</b>	0.268	Reflect	0.112	<0.001
Z1.3	-0.192	0.532	<b>0.546</b>	-0.053	Reflect	0.115	<0.001
Z1.4	-0.055	0.173	<b>0.538</b>	0.237	Reflect	0.115	<0.001
Z1.5	-0.051	0.321	<b>0.587</b>	-0.105	Reflect	0.113	<0.001
Z1.6	-0.437	0.346	<b>0.644</b>	-0.135	Reflect	0.11	<0.001
Z1.7	0.266	-0.277	<b>0.657</b>	-0.229	Reflect	0.11	<0.001
Y1.1	-0.126	0.103	-0.035	<b>0.679</b>	Reflect	0.109	<0.001
Y1.2	0.173	-0.046	-0.006	<b>0.684</b>	Reflect	0.109	<0.001
Y1.3	0.09	-0.314	0.039	<b>0.785</b>	Reflect	0.105	<0.001
Y1.4	-0.077	0.488	0.06	<b>0.517</b>	Reflect	0.116	<0.001
Y1.5	-0.086	-0.06	-0.046	<b>0.743</b>	Reflect	0.106	<0.001

Source: Primary data processed (2024)

Based on the results of the WarpPLS 8.0 calculation in Table 2, it is known that the value of the cross-loadings factor has reached  $\geq 0.50$  and the significance level (p value) for each relationship is  $< 0.001$ . This indicates that the factors identified in this analysis substantially influence the variables related to the relationship.

Table 3. Comparison of Root of AVE with Correlation between Variables

	X1	X2	Z	Y
X1	<b>0.674</b>	0.606	0.661	0.595
X2	0.606	<b>0.731</b>	0.679	0.639
Z	0.661	0.679	<b>0.699</b>	0.596
Y	0.595	0.639	0.596	<b>0.688</b>

Source: Primary data processed (2024)

Based on Table 3, the root AVE value of the same variable is higher than the root AVE value of different variables. This shows that the discriminant validity test criteria have been met.

## 2. Reliability Test

The reliability test is carried out to ensure that the research instrument used is able to present concept measurements consistently without any bias. The results of the reliability data processing are as follows:

Table 4. Reliability Test

<i>Composite reliability coefficients</i>			
X1	X2	Z	Y
0.768	0.820	0.796	0.815
<i>Cronbach's alpha coefficients</i>			
X1	X2	Z	Y
0.703	0.706	0.700	0.716

Source: Primary data processed (2024)

## B. Inner Model Evaluation

### 3. Hypothesis Test

#### a) Calculation of Direct Effect Path Coefficient

The path coefficient calculation describes each path using path analysis. Path coefficient values in the following table:

Table 5. Path Coefficient Value of Direct Effect

<i>Path coefficients</i>				
	X1	X2	Z	Y
Z	0.397	0.465		
Y	0.258	0.342	0.262	
<i>P values</i>				
	X1	X2	Z	Y
Z	< 0.001	< 0.001		
Y	0.025	0.004	0.023	

Source: Primary data processed (2024)

Based on Table 5, the following results can be seen.

- 1) The effect of the Teamwork variable (X1) on the Job Satisfaction variable (Z) obtained a path coefficient value of 0.397 with a p-value <0.001, so that the p-value is lower than the significance level  $\alpha$  (0.001 <0.05), meaning that there is a significant influence between Teamwork (X1) on Job Satisfaction (Z).
- 2) The effect of the Team Communication (X2) variable on the Job Satisfaction (Z) variable obtained a path coefficient value of 0.465 with a p-value <0.001, so that the p-value is lower than the significance level  $\alpha$  (0.001 <0.05), meaning that there is a significant influence between Team Communication (X2) on Job Satisfaction (Z).
- 3) The effect of the Teamwork (X1) variable on the Employee Performance (Y) variable obtained a path coefficient value of 0.258 with a p-value of 0.025, so that the p-value is lower than the significance level  $\alpha$  (0.025 <0.05), meaning that there is a significant influence between Teamwork (X1) on Employee Performance (Y).
- 4) The effect of the Team Communication (X2) variable on the Employee Performance (Y) variable obtained a path coefficient value of 0.342 with a p-value of 0.004, so that the p-value is lower than the significance level  $\alpha$  (0.004 <0.05), meaning that there is a significant influence between Team Communication (X2) on Employee Performance (Y).
- 5) The effect of the Job Satisfaction (Z) variable on the Employee Performance (Y) variable obtained a path coefficient value of 0.262 with a p-value of 0.023, so that the p-value is lower than the significance level  $\alpha$  (0.023 <0.05), meaning that there is a significant influence between Job Satisfaction (Z) on Employee Performance (Y).

## b) Calculation of Indirect Effect Path Coefficient

Table 6. Indirect Effect Path Coefficient

<b>*Indirect and total effects*</b>				
<b>Indirect effects for paths with 2 segments</b>				
	X1	X2	Z	Y
Y	0.104	0.122		
<b>P values of indirect effects for paths with 2 segments</b>				
	X1	X2	Z	Y
Y	0.142	0.104		

Source: Primary data processed (2024)

Based on Table 6, the results of the indirect effect are:

- 1) The indirect effect of Teamwork (X1) on Employee Performance (Y) obtained a path coefficient value of 0.104 and a p-value of 0.142, so that the p-value is higher than the significance level  $\alpha$  ( $0.142 > 0.05$ ). The results obtained indicate an insignificant positive effect of the Teamwork variable (X1) on Employee Performance (Y) through a path involving the Job Satisfaction variable (Z).
- 2) The indirect effect of Team Communication (X2) on Employee Performance (Y) obtained a path coefficient value of 0.122 and a p-value of 0.104, so that the p-value is higher than the significance level  $\alpha$  ( $0.104 > 0.05$ ). The results obtained indicate an insignificant positive effect of the Team Communication (X2) variable on Employee Performance (Y) through a path involving the Job Satisfaction (Z) variable.

## d) Calculation of Total Effect Path Coefficient

The calculation of the total effect path coefficient is the sum of the direct and indirect effect values.

The total effect path coefficient is presented in Table 7 below.

Table 7. Total Effects

<b>Total effects</b>				
	X1	X2	Z	Y
Z	0.397	0.465		
Y	0.362	0.464	0.262	
<b>P values for total effects</b>				
	X1	X2	Z	Y
Z	< 0.001	< 0.001		
Y	0.002	< 0.001	0.023	

Source: Primary data processed (2024)

Based on the total effects in Table 7, it can be seen the total effect on each variable on other variables in this study, presented as follows.

- 1) The total effect of Teamwork (X1) on the Job Satisfaction (Z) variable is 0.397 with a significance level (p-value)  $< 0.001$ , which indicates that Teamwork (X1) has a significant effect on Job Satisfaction (Z).
- 2) The total effect of Team Communication (X2) on the Job Satisfaction (Z) variable is 0.465 with a significance level (p-value)  $< 0.001$ , which indicates that Team Communication (X2) has a significant effect on Job Satisfaction (Z).



- 3) The total effect of Teamwork (X1) on the Employee Performance (Y) variable is 0.362 with a significance level (p-value) of  $0.002 < 0.05$ , which indicates that Teamwork (X1) has a significant effect on Employee Performance (Y).
- 4) The total effect of Team Communication (X2) on the Employee Performance (Y) variable is 0.464 with a significance level (p-value)  $< 0.001$ , which indicates that Team Communication (X2) has a significant effect on Employee Performance (Y).
- 5) The total effect of Job Satisfaction (Z) on the Employee Performance (Y) variable is 0.262 with a significance level (p-value) of  $0.023 < 0.05$ , which indicates that Job Satisfaction (Z) has a significant effect on Employee Performance (Y).

e) Analysis Result

Hypothesis testing in this study is based on the results of the SEM PLS model analysis which includes all supporting variables for hypothesis testing.

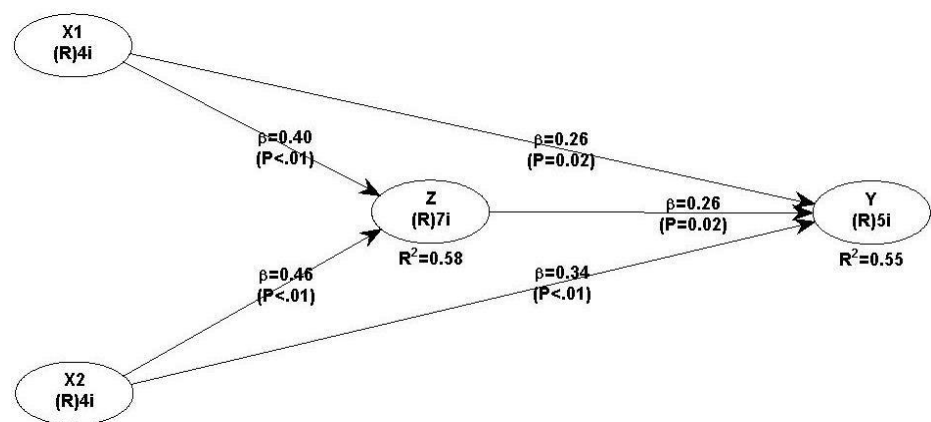


Figure 3. Analysis Result

Based on the figure 3 model above, it can be seen how much influence each variable has on other variables in this study. The explanation of the model above is as follows.

- 1) The effect of Teamwork (X1) on the Employee Performance (Y) variable obtained a value ( $\beta = 0.26$ ) and (P-Value) of 0.02, which means that there is a significant influence of the Teamwork (X1) variable on the Employee Performance (Y) variable by 26%.
- 2) The effect of Team Communication (X2) on the Employee Performance (Y) variable obtained a value ( $\beta = 0.34$ ) and (P-Value) of  $< 0.01$ , which means that there is a significant influence of the Team Communication (X2) variable on the Employee Performance (Y) variable by 34%.
- 3) The effect of Job Satisfaction (Z) on the Employee Performance (Y) variable obtained a value ( $\beta = 0.26$ ) and (P-Value) of 0.02, which means that there is a significant influence of the Job Satisfaction (Z) variable on the Employee Performance (Y) variable by 26%.

Based on the model, the effect of the independent variable (X) on the mediating variable (Z) is known as follows:

- 1) The effect of Teamwork (X1) on the Job Satisfaction variable (Z) obtained a value ( $\beta = 0.40$ ) and (P-Value) of  $< 0.01$ , which means that there is a significant influence of the Teamwork variable (X1) on the Job Satisfaction variable (Z) by 40%.
- 2) The effect of Team Communication (X2) on the Job Satisfaction (Z) variable obtained a value ( $\beta = 0.46$ ) and (P-Value) of  $< 0.01$ , which means that there is a

significant influence of the Team Communication (X2) variable on the Job Satisfaction (Z) variable by 46%.

#### 4. Structural Model Testing

Structural model testing is carried out to assess whether the model built is appropriate. A good research model is able to describe the suitability of the relationship between these research variables.

Table 8. Research Model Test

Description	Value	Ideal
<i>Average path coefficient (APC)</i>	P = 0.002	$\leq 0.05$
<i>Average R-squared (ARS)</i>	P < 0.001	$\leq 0.05$
<i>Average adjusted R-squared (AARS)</i>	P < 0.001	$\leq 0.05$
<i>Average block VIF (AVIF)</i>	1.706	$\leq 3.3$
<i>Average full collinearity VIF (AFVIF)</i>	2.159	$\leq 3.3$
<i>Tenenhaus GoF (GoF)</i>	0.508	Large
<i>Simpson's paradox ratio (SPR)</i>	1.000	1
<i>R-squared contribution ratio (RSCR)</i>	1.000	1
<i>Statistical suppression ratio (SSR)</i>	1.000	$\geq 0.7$
<i>Nonlinear bivariate causality direction ratio (NLBCDR)</i>	1.000	$\geq 0.7$

Source: Primary data processed (2024)

Based on Table 8, the results of testing the research model with several assessment parameters are known in order to evaluate the research model used whether it is in accordance with the ideal set.

- 1) Average path coefficient (APC): The p-value obtained is 0.002, which is smaller than the ideal limit ( $\leq 0.05$ ), which means that this research model has a significant and consistent path coefficient on each variable tested.
- 2) Average R-squared (ARS): The p-value obtained is < 0.001, which is smaller than the ideal limit ( $\leq 0.05$ ), which means that this research model can explain a large enough variation in the data being studied.
- 3) Average adjusted R-squared (AARS): The p-value obtained is < 0.001, which is smaller than the ideal limit ( $\leq 0.05$ ), which means that this research model has a good level of fit in describing the data.
- 4) Average block VIF (AVIF): The AVIF value obtained is 1.706, which is below the ideal limit ( $\leq 3.3$ ), which means that the relationship between variables is not too high, and is in accordance with the expected ideal level.
- 5) Average full collinearity VIF (AFVIF): The AFVIF value obtained is 2.159, which is below the ideal limit ( $\leq 3.3$ ), which indicates that there is no significant full collinearity between the variables tested.
- 6) Tenenhaus GoF (GoF): The GoF value is 0.508 and is considered large, which means that this research model has a good level of fit in describing the data.
- 7) Simpson's paradox ratio (SPR): The SPR value is 1.000, so it conforms to the ideal condition (1), meaning that there is no significant Simpson's paradox effect in this model.
- 8) R-squared contribution ratio (RSCR): The RSCR value is 1.000, so with ideal conditions (1), it means that the R-squared contribution to this model is as expected.
- 9) Statistical suppression ratio (SSR): The SSR value is 1.000 or meets the ideal cutoff ( $\geq 0.7$ ) which means that there is no statistically significant suppression effect in this model.
- 10) Nonlinear bivariate causality direction ratio (NLBCDR): The NLBCDR value is 1.000 so that with the ideal provisions ( $\geq 0.7$ ), it means that the direction of this bivariate causality is as expected.

11) The results of the model test in this study prove that the model used is in accordance with the criteria for statistical analysis, and the results are considered capable of supporting the findings of the re- search conducted.

#### 5. Coefficient of Determination

The results of testing the structural model (inner model) can be seen in the R-square (R<sup>2</sup>) on each en- dogenous construct, path coefficient value, t value and p value of each path relationship between constructs. The path coefficient value and t value for each path are presented in the hypothesis testing results. According to Jogiyanto & Abdillah [11] the R<sup>2</sup> value is used to measure the level of variation in changes in the inde- pendent variable on the dependent variable.

Table 9. Adjusted R-squared coefficients

<b>Adjusted R-squared coefficients</b>			
X1	X2	Z	Y
		0.566	0.522

Source: Primary data processed (2024)

Table 9 shows that Teamwork and Team Communication can explain the Job Satisfaction variable by 56.6% or categorized as a good correlation, and the remaining 43.4% is explained by other variables be- sides those studied in this study. Teamwork and Team Communication are also able to explain the Employee Performance variable at PT Winakara Bali, which is 52.2% or categorized as a good correlation, and the re- maining 47.8% is explained by other variables outside this study.

## 4. Discussion

Table 10. Summary of Hypothesis Test

No.	Hipotesis	Path Coef- ficient	P value	Conclusion
1.	H <sub>1</sub> The Effect of Teamwork on Job Satisfaction	0.397	< 0.001	Accepted
2.	H <sub>2</sub> The Effect of Team Communication on Job Satisfaction	0.465	< 0.001	Accepted
3.	H <sub>3</sub> The Effect of Teamwork on Employee Performance	0.258	0.025	Accepted
4.	H <sub>4</sub> The Effect of Team Communication on Employee Performance	0.342	0.004	Accepted
5.	H <sub>5</sub> The Effect of Job Satisfaction on Employee Performance	0.262	0.023	Accepted
6	H <sub>6</sub> The Effect of Teamwork on Employee Performance through Job Satisfaction	0.104	0.142	Rejected
7	H <sub>7</sub> The Effect of Team Communication on Employee Performance through Job Satisfaction	0.122	0.104	Rejected

Source: Primary data processed (2024)

### 1. The Effect of Teamwork on Job Satisfaction

Based on the results of the Teamwork (X1) hypothesis test on Job Satisfaction (Z), the direct effect path coefficient value is 0.397 with a p-value <0.001, so it can be stated that Teamwork (X1) has a positive and significant effect on employee Job Satisfaction (Z) at PT Winakara Bali, which means that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. The worse the teamwork, the worse the level of employee satisfaction at work. The re- sults of this study are in line with research conducted by Octavia and Budiono [3], Hidayat et al [12], Arifin [13], and Nainggolan et al. [14], which also states that Teamwork has a significant effect on Job Satisfaction.

## 2. The Effect of Team Communication on Job Satisfaction

Based on the results of the Team Communication (X2) hypothesis test on Job Satisfaction (Z), the direct effect path coefficient value is 0.465 with a p-value  $<0.001$ , so it can be stated that Team Communication (X2) has a positive and significant effect on employee Job Satisfaction (Z) at PT Winakara Bali, which means that H0 is rejected and H2 is accepted. The results of the study are in line with research conducted by Hasibuan et al, [7], Hermawan & Suwandana [15]. Lontoh et al [16] who also stated that Team Communication has a significant effect on Job Satisfaction.

## 3. The Effect of Teamwork on Employee Performance

Based on the results of the Teamwork (X1) hypothesis test on Employee Performance (Y), the direct effect path coefficient value is 0.258 with a p-value of 0.025, so it can be stated that Teamwork (X1) has a positive and significant effect on Employee Performance (Y) at PT Winakara Bali, which means that H0 is rejected and H3 is accepted. The results of this study are in line with research conducted by Ibrahim et al. [6], Nainggolan et al, [14]. Setiani et al. [17] Wijaya et al. [18] which also states that Teamwork has a significant effect on Employee Performance.

## 4. The Effect of Team Communication on Employee Performance

Based on the results of the Team Communication (X2) hypothesis test on Employee Performance (Y), the direct effect path coefficient value is 0.342 with a p-value of 0.004, so it can be stated that Team Communication (X2) has a positive and significant effect on Employee Performance (Y) of employees at PT Winakara Bali, which means that H0 is rejected and H4 is accepted. The results of this study are in line with research conducted by Hasibuan et al. [6], Lontoh et al, [16]. Farica et al [19] Nugrahaningsih [20] that Team Communication has a significant effect on Employee Performance.

## 5. The Effect of Job Satisfaction on Employee Performance

Based on the results of the Job Satisfaction (Z) hypothesis test on Employee Performance (Y), the direct effect path coefficient value is 0.262 with a p-value of 0.023, so it can be stated that Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y) at PT Winakara Bali, which means that H0 is rejected and H5 is accepted. The results of this study are in line with research conducted by Octavia & Budiono [3], Turnip et al [21], Azhari et al., [22], and Ningsih [23] who also stated that Job Satisfaction has a significant effect on Employee Performance.

## 6. The Effect of Teamwork on Employee Performance through Job Satisfaction

Based on the results of the Teamwork (X1) hypothesis test on Employee Performance (Y) through Job Satisfaction (Z), the indirect effect path coefficient value is 0.104 and the p-value is 0.142, so it can be stated that Teamwork (X1) has a positive but insignificant effect on Employee Performance (Y) through Job Satisfaction (Z) of PT Winakara Bali employees, which means that H0 is accepted and H6 is rejected. The results of this study are in line with research conducted by Octavia & Budiono [3] which also states that Teamwork has no significant effect on Employee Performance through Job Satisfaction.

## 7. The Effect of Team Communication on Employee Performance through Job Satisfaction

Based on the results of the Team Communication (X2) hypothesis test on Employee Performance (Y) through Job Satisfaction (Z), the indirect effect path coefficient value is 0.122 and the p-value is 0.104, so it can be stated that Team Communication (X2) has a positive but insignificant effect on Employee Performance (Y) through Job Satisfaction (Z) employees at PT Winakara Bali, which means that H0 is accepted and H7 is rejected, it can be concluded that high and low satisfaction has not been able to mediate team communication on employee performance. The results of this study are in line with

research conducted by Sartono et al [24] which also states that Team Communication has no significant effect on Employee Performance through Job Satisfaction.

## 5. Conclusion

Based on the results of the research that has been conducted, the following conclusions are obtained: Based on the results of the research, the following conclusions were found: 1) Teamwork has a significant positive effect on Job Satisfaction at PT Winakara Bali; 2) Team Communication has a significant positive effect on Job Satisfaction at PT Winakara Bali; 3) Teamwork has a significant positive effect on Employee Performance at PT Winakara Bali; 4) Team Communication has a significant positive effect on Employee Performance at PT Winakara Bali; 5) Job Satisfaction has a significant positive effect on Employee Performance at PT Winakara Bali; 6) Teamwork has no significant effect on Employee Performance through Job Satisfaction at PT Winakara Bali; 7) Team Communication has no significant effect on Employee Performance through Job Satisfaction at PT Winakara Bali.

Based on the results of the research and discussion that has been done previously, several suggestions can be drawn that can be constructive, namely as follows.

- 1 For the Company, the results of this study are expected to provide information to the parties or ranks concerned at PT Winakara Bali regarding Teamwork, Team Communication, Job Satisfaction, and Employee Performance. The authorities can pay attention to the cooperation and communication built in the project team, to ensure that employees can establish good relationships, compact, and understand each other, so that the information conveyed in the team can be received properly. Good performance stems from a comfortable working environment and atmosphere, as well as supportive coworkers.
- 2 For Further Research, this research is expected to be a reference for further research. Future research is expected to expand the range of respondents by conducting research on companies with a larger number of employees to be more accurate in showing the actual situation, and can use other indicators if you want to test the same variables as this study using different analytical tools. Future research is also to test other variables that are more current and varied such as Work-Life Balance Implementation and Talent Management Strategies, with the dependent variable Employee Retention.

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