



## The Effect of Teamwork and Workload on Performance with Job Satisfaction as a Mediating Variable in Employees PT. PLN (Persero) UPK Lombok

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### **Abstract**

This study aims to examine the effect of teamwork and workload on employee performance with job satisfaction as a mediating variable at PT PLN (Persero). The population used in this study were all employees who worked at PT PLN (Persero) UPK Lombok as many as 103 employees. The research data were obtained through questionnaire instrument with a Likert scale, then processed and analyzed with path analysis. Next, the Partial Least Square-Structural Equation Model (PLS-SEM) with smart PLS 3.0 software was used to analyze the research data. The research findings show that teamwork positively and significantly influences both employee performance and job satisfaction. Conversely, workload shows a negative and insignificant effect on employee performance, suggesting that it does not directly impact performance. Although workload has a positive and insignificant effect on job satisfaction, job satisfaction itself positively and significantly affects employee performance. Interestingly, job satisfaction does not act as a mediator between teamwork or workload and employee performance, implying that these factors independently influence employee performance.

**Keywords:** *Teamwork; Workload; Employee Performance; Job Satisfaction*

### **Introduction**

Human resources (HR) have been commonly recognized as a key strategic issue (Machado & Davim, 2018) and a source of competitive advantage for all organizations (Machado & Davim, 2018); (Marchington, 2021). Human resources are resources that have reason, feeling, desire, ability, skill, knowledge, power drive. Human resources are one of the most valuable assets owned by a company (Budi & Miska, 2021). Through effective and efficient utilization of human resources, organizations will achieve success because maintaining good employees is important for organizations in this era of globalization (Prayoga & Astuti, 2021). In order for management activities in an organization to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases (Darmawan & Sukaja, 2017).

Performance is assessed by comparing real work results to predefined standards (Dessler, 1992). According to Robbins and Judge (2017), performance is the result of people meeting specified job criteria. This might include performing duties on schedule, producing high-quality work, and adhering to business laws. According to the above statement, each employee's job shows their performance. Robbins (2016) defines performance indicators as instruments used to assess the level of employee performance achievement. To gauge an employee's success, consider the following factors: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; and (5) Independence. The effectiveness and success of an organization are directly impacted by employee performance outcomes. Various studies show that an important way to improve employee performance is to focus on encouraging employee engagement. The work achievement expected by the company is high, but it may not be achievable, it can even go up and down (Mughal, 2020).

Employee performance can be influenced by several factors. According to Robbins (2009), a person's performance is strongly influenced by factors of ability, motivation, and opportunity. In addition, according to Gibson et al (2010), states that the factors that affect performance are individual variables, psychological variables, and organizational variables, including: Individual variables, such as abilities, physical and mental skills, and background. Psychological variables, such as perception, attitude, personality, learning and motivation. Organizational variables such as resources, leadership, rewards, structure, job design. Almost the same as Luthans (2006) which reveals that the factors that affect performance are motivation, job satisfaction, competence, organizational support, organizational culture, and working conditions.

The construct of teamwork quality represents a comprehensive framework for achieving such goals assessing the extent to which team members collaborate with each other. In its organizational context, teamwork involves many employees who not only work together but also they are on the verge of potential disputes with other team members (Adil & Hamid, 2020). Therefore, teamwork is considered a complex phenomenon and Hoegl and Parboteeah (2007) have conceptualized that teamwork is a high-level construct. According to research conducted by Imron and Suhardi (2019), teamwork affects employee performance. In addition, Gallie et al. (2009), emphasized that teamwork enriches productivity through increasing the scope of knowledge, skills and the ability of employees to share with other employees.

Workload is all the activities that must be done by employees. Workloads that always pay attention to other external factors such as work conditions and targets make the burden tend to burden employees and affect the quality of employee performance. High workload will reduce the quality of employee performance (Alfian & Rahman, 2023). Workload alludes to all work that includes the time spent by employees when carrying out their duties, responsibilities, and professional interests at work, either directly or indirectly (Setiawan, 2016). The relationship between workload and employee performance, if high workload causes performance to decrease, or the workload received by an employee will affect the performance of the employee and vice versa (Paramitadewi, 2017).

Teamwork is also very influential on employee performance. According to Dwiarko & Pratiwi (2014), that teamwork consists of two words team and work, so teamwork is a group of intelligent people consisting of 2 to 20 people and fulfills the conditions for the fulfillment of understanding so that synergy is formed between the various activities carried out by its members. Cooperation is a synergy of strength from several people in achieving one desired goal. Cooperation will unite the power of ideas that will lead to success (Bachtiar, 2012). Supported by the results of previous research conducted by Handayani & Astuti (2023), the results of linear regression analysis show that teamwork has a positive and significant effect on job satisfaction.

Workload is a series of orders or obligations given to employees within a predetermined period of time so that it can be completed using the skills and potential of employees. Employees with excessive

workload can cause decreased productivity so that satisfaction at work will be low. Therefore, with a low workload employees can complete the work optimally and job satisfaction will continue to increase Yaningsih & Triwahyuni, (2022). According to Soleman (2011), workload is the amount of work that must be done by a position in an organization or company with the volume of work and time limit set by the company. Employees who are given a heavy workload and the employee feels unable to complete the work assigned to him will have a level of job dissatisfaction, because the workload given is not in accordance with the rewards that employees get in the company (Fitriani & Ysiana, 2020).

Job satisfaction is a general attitude toward one's employment, which illustrates the gap between the amount of praise people receive and what they perceive they should receive. Robbins (2003). Employees who are emotionally fulfilled are more likely to be satisfied with their jobs, and vice versa; if they are not, they are dissatisfied. Employee performance is a result or degree of achievement that employees must accomplish in accordance with standards established by firm management. According to Prihastuty and Yustini's (2024) findings, work satisfaction factors have a considerable impact on employee performance.

Hidayat et al. (2019) suggests that if you want to improve employee performance, it is necessary to increase employee satisfaction which can be done by conducting competent teamwork. In addition, efforts to increase employee satisfaction and employee performance need to be considered, namely employee work results which are measured based on targets and real work results in accordance with company policies. Job satisfaction, on the other hand, is a person's general attitude towards their job, which reflects the difference between the rewards received by employees and the rewards they believe they should receive. When employees feel emotionally satisfied with their jobs, this indicates that job satisfaction has been achieved. Conversely, if there is no satisfaction, it indicates dissatisfaction.

Workload is all activities that must be done by employees and always considers external factors such as work conditions and targets. High workload tends to burden employees and negatively impact the quality of their performance (Alfian & Rahman, 2023). The concept of workload includes the time spent by employees in carrying out their duties, responsibilities, and professional aspects at work, both direct and indirect (Setiawan, 2016). The relationship between workload and employee performance is interrelated, where high workload can result in decreased performance, and vice versa (Paramitadewi, 2017).

## **Methodology**

This type of research is causal associative, which is research that examines the relationship of one or two other variables (Sugiyono, 2014). The method used in drawing this sample is saturated sampling or census. The definition of saturated sampling or census is the technique of determining the population used in this study, namely the entire population. The population used in this study were all employees who worked at PT PLN (Persero) UPK Lombok as many as 103 employees. Next, the Partial Least Square-Structural Equation Model (PLS-SEM) with smart PLS 3.0 software was used to analyze the research data. In research, the outer model measurement is used with the loading factor value of each indicator. Reflective measures are said to be high and highly recommended if they correlate more than 0.7 with the construct to be measured, however, an outer loading factor value of  $> 0.50$  is considered sufficient (Solimun, 2010). The inner model is a structural model that predicts causal links between latent variables (variables that cannot be assessed directly). Bootstrapping (a non-parametric approach for assessing the statistical significance of SEM-PLS variations that give path coefficients, Cronbach's alpha, HTMT, and R2 values) yielded t-statistic test parameters that predicted the presence of a causal association. In PLS, the inner model (structural model) is evaluated using R2 for the dependent variable, the path coefficient value (the path that reflects the strength of the association between variables), and the significance test between variables.

## Results and Discussion

The outer loading value is a statistic that represents the degree of connection between each measurement item (indicator) and the related variable. According to Chin (1998), a loading factor value more than 0.7 is regarded best, suggesting that the indicator is valid; nevertheless, values larger than 0.5 are acceptable. Figure 1 shows the outside loading value from the simulation model:

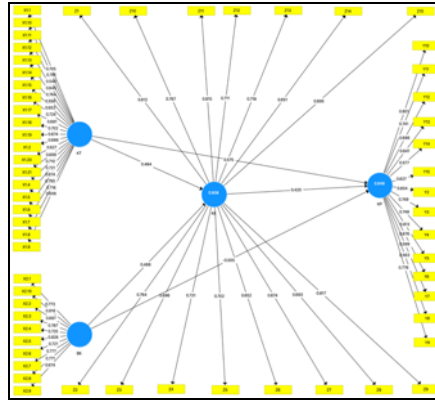


Figure 1. Path Coefficient

According to Chin (1998), a loading factor value of more than 0.7 is considered optimal, implying that the indicator is legitimate; nevertheless, values greater than 0.5 are acceptable. Table 4.10 demonstrates that all indicators in the model are considered genuine since the loading factor value of each indicator shown in the original sample (O) column is more than 0.5.

Composite Reliability (CR) is used to verify and measure the effectiveness of variable indicators. Composite reliability is required because Cronbach alpha tends to underestimate construct validity when compared to composite reliability; in other words, composite reliability is superior to Cronbach alpha for assessing internal consistency. The composite reliability score is greater than 0.7, the same as the Cronbach alpha value, indicating that the variable is acceptable. Average Variance Extracted (AVE) describes the amount of manifest variance or variety that latent constructs might have.

Table 2. Composite Reliability dan Average Varian Extracted

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Teamwork	0,940	0,946	0,570
Workload	0,917	0,931	0,574
Employee Performance	0,914	0,926	0,577
Job Satisfaction	0,931	0,940	0,512

Table 2 demonstrates that each study variable's Composite Reliability (CR) value is more than 0.7, with the employee performance variable having the lowest value, 0.914, which is still greater than 0.7. As a result, each variable in the model satisfied the predicted dependability criteria. Table 4.10 demonstrates that the Average Variance Extracted (AVE) value for each variable is larger than 0.5. Thus, it may be stated that the convergent validity measure in the simulation model can be met, or the latent variable can explain on average more than half (50%) of the variation in its indicators.

The discriminant validity test shows how much the variables or constructs being developed

differ from other variables/constructs that have been statistically evaluated. This test may be performed by examining the Fornell Larcker Criterion value in Table 3 below:

Table 3. Fornell Larcker Criterion

	Teamwork	Workload	Employee Performance	Job Satisfaction
Teamwork	<b>0,805</b>			
Workload	0,094	<b>0,891</b>		
Employee Performance	0,446	0,210	<b>0,804</b>	
Job Satisfaction	0,104	0,179	0,294	<b>0,866</b>

Table 3 displays the AVE root value of each variable on the diagonal axis, indicating that all variables have an AVE root bigger than their correlation with other factors. Thus, the criteria for assessing the discriminant validity of the study variables are fulfilled.

Bootstrapping (percentile approach) is used to evaluate structural models and test hypotheses. The statistical test applied in this technique The two-way test (two-tailed test) yielded a t-value of 1.96 (significant threshold = 5%). The t-test accepts a hypothesis when the t-statistical value is more than the t-table or the significance value is less than 0.05. claimed the hypothesis was accepted. Table 4 shows the results of structural model testing:

Table 4. Rotated Component Matrix

Relations Between Variables	Coefficient	T-Statistic	P Values	Significant	
H1: Teamwork > Employee Performance	0,575	4,297	0,000	Significant (+)	Supported
H2: Workload > Employee Performance	-0,005	0,026	0,980	Not Significant (-)	Unsupported
H3: Teamwork > Job Satisfaction	0,484	2,617	0,009	Significant (+)	Supported
H4: Workload > Job Satisfaction	0,488	2,599	0,010	Significant (+)	Unsupported
H5: Job Satisfaction > Employee Performance	0,420	2,367	0,018	Significant (+)	Supported
H6: Teamwork > Job Satisfaction > Employee Performance	0,203	1,639	0,080	Not Significant (+)	Unsupported
H7: Workload > Job Satisfaction > Employee Performance	0,205	1,752	0,102	Not Significant (+)	Unsupported

### The Influence of Teamwork on Employee Performance

The results showed that teamwork has a positive and significant effect on employee performance with a coefficient value of 0.4575 and the p-value which is 0.000 < 0.05, which is below the threshold for significance. So that the first hypothesis (H<sub>1</sub>) is supported. This means that the higher the teamwork built by an employee, the better employee performance. The results of the study which show that teamwork has a positive and significant effect on employee performance at PT PLN UPK Lombok is a finding that illustrates the importance of collective work dynamics in the organization. The implications of this finding reflect that teamwork is not only an important factor for individual success, but also has a direct impact on

the overall performance of the company (Abdillah & Sari, 2023). In PT PLN UPK Lombok, teamwork can play a crucial role in achieving company goals, which involve increased productivity, operational efficiency, and better service to customers. Teamwork helps overcome potential internal competition that can hinder the company's progress (Luruk et al., 2024).

### **The Influence of Workload on Employee Performance**

The results showed that workload had a negative and insignificant effect on employee performance with a coefficient value of  $-0.005$  and the p-value is larger than the significant value ( $0.980 > 0.05$ ) so that the second hypothesis ( $H_2$ ) was unsupported. This means that workload has no effect on employee performance, where high workload or low workload employee performance remains high. Although it is commonly believed that high workload can have a negative impact on individual performance, the findings of this study indicate that this does not apply significantly in the context of PT PLN UPK Lombok. There are several factors that can explain this result. There are other factors that are more dominant in influencing employee performance in the company, such as the level of motivation, support provided by coworkers and superiors, and overall work environment condition.

### **The Influence of Teamwork on Job Satisfaction**

The results showed that teamwork has a positive and significant effect on job satisfaction with a coefficient value of  $0.484$  and a P value of  $0.009 < 0.05$  so that the third hypothesis ( $H_3$ ) is supported. This means that the higher the teamwork built will increase the perceived satisfaction. Teamwork creates an inclusive and collaborative work environment where each team member feels heard, valued, and supported by his or her colleagues. This can reduce the level of conflict and increase mutual trust among fellow employees, which in turn can increase overall job satisfaction (Aisyi et al., 2023). In addition, through teamwork, employees have the opportunity to learn and grow together. In a supportive environment, they can help and support each other in completing tasks, which can increase motivation and a sense of belonging to their work (Handayani & Astuti, 2023).

### **The Influence of Workload on Job Satisfaction**

The results showed that workload has a positive and significant effect on job satisfaction with a coefficient value of  $0.488$  and a P value of  $0.010 < 0.05$  so the fourth hypothesis ( $H_4$ ) is unsupported. This means that the higher workload will motivate employees to be more enthusiastic about completing their work to improve their performance. This happens because, high workloads can be interpreted as challenges that motivate and inspire employees to achieve better performance. Employees who feel able to cope with heavy workloads may feel more satisfied with their jobs as they see themselves as important and effective contributors to the organization. In addition, high workloads may also be associated with greater responsibility and opportunities to demonstrate abilities and skills, which in turn increases the sense of achievement and recognition.

### **The Influence of Job Satisfaction on Employee Performance**

The results showed that job satisfaction has a positive and significant effect on employee performance with a coefficient value of  $0.420$  and a P value of  $0.018 < 0.05$  so that the fifth hypothesis ( $H_5$ ) is supported. This means that the higher the level of satisfaction an employee feels, the better his performance will be. Job satisfaction within the organization is the main foundation that affects employee motivation, commitment and productivity. PT PLN UPK Lombok, a high level of job satisfaction indicates that employees are satisfied with the work environment, company policies, career development opportunities, and work-life balance. This is then reflected in improved employee performance. Satisfied employees tend to be more passionate, dedicated, and innovative in carrying out their duties, which in turn results in a significant increase in performance for the company (Mutropin et al., 2023). Therefore, the management of PT PLN UPK Lombok can take steps to continuously improve the level of employee job

satisfaction to ensure that the company's performance remains optimal and sustainable. In line with previous research conducted by Nurmayanti & Pratiwi (2023), Job satisfaction has a positive and significant effect on employee performance. Ishak et al. (2024) also found that employee performance is strongly influenced by job happiness.

### **The Mediating Role of Job Satisfaction on the Effect of Teamwork on Employee Performance**

The results showed that job satisfaction was unable to mediate the effect of teamwork on employee performance with a coefficient value of 0.203 and the p-value is more than the significant value ( $0.080 > 0.05$ ). So that the sixth hypothesis (H6) is unsupported. This means that the effect of teamwork on employee performance is not through job satisfaction. This shows that the positive effect of teamwork on employee performance is not through increased job satisfaction. Several factors at PT PLN Persero UPK Lombok explain this phenomenon. Other factors have a more significant impact on employee performance than job satisfaction. Teamwork, although important, is only one of the various factors that influence performance, such as intrinsic motivation, individual competence, and work environment support (Adiarthawan, 2024).

### **The Mediating Role of Job Satisfaction on the Effect of Workload on Employee Performance**

The results showed that job satisfaction was unable to mediate the effect of workload on employee performance with a coefficient value of 0.205 and a P Value of  $0.102 > 0.05$ . So that the seventh hypothesis (H7) is unsupported. This means that the effect of workload on employee performance is not through job satisfaction. Job satisfaction is not always influenced by the level of workload received by employees. There are situations where employees feel satisfied with high workloads if they feel that the work they do is in accordance with their abilities and competencies (Azhar et al. 2023). At PT PLN (Persero) UPK Lombok, employees see a high workload as a sign that they are given responsibilities that match their position and abilities, which in turn can increase their sense of achievement and job satisfaction. Furthermore, we need to understand that job satisfaction is only one of many factors that affect employee performance. Although job satisfaction can contribute to employee performance, other factors have a greater influence in improving employee productivity and work results at PT PLN (Persero) UPK Lombok.

## **Conclusion**

Based on the research results and discussion described above, the following conclusions can be drawn from this research:

1. Teamwork has a positive and significant effect on employee performance. This means that the higher the teamwork built by an employee will improve his performance.
2. Workload has a negative and insignificant effect on employee performance. This means that workload has no effect on employee performance.
3. Teamwork has a positive and significant effect on job satisfaction. This means that the higher the higher the teamwork built will increase the satisfaction felt.
4. Workload has a positive and significant effect on job satisfaction. This means that the higher workload will actually motivate employees to be more enthusiastic about completing their work so as to improve their performance.
5. Job satisfaction has a positive and significant effect on employee performance. This means that the higher the level of satisfaction an employee feels, the better his performance will be.

6. Job satisfaction is not able to mediate the effect of teamwork on employee performance. This means that the effect of teamwork on employee performance is not through job satisfaction.
7. Job satisfaction is not able to mediate the effect of workload on employee performance. This means that the effect of workload on employee performance is not through job satisfaction

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