

THE EFFECT OF TEAMWORK, JOB SATISFACTION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PANDRAH BIREUEN COMMUNITY HEALTH CENTER

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Abstract

This study aims to examine the extent of the direct influence of Teamwork, Job Satisfaction, and Work Discipline on Employee Performance at the Pandrah Bireuen Community Health Center. The purpose of this study was to determine the level of employee performance in the Pandrah Bireuen Community Health Center. The data used in this study are primary data obtained by distributing questionnaires to 115 employees. The data analysis technique used is multiple linear regression analysis consisting of data instrument testing, classical assumption testing, and hypothesis testing using SPSS software. The results of the study indicate that partially teamwork has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center, then Job Satisfaction has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center and Work Discipline has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center. These findings provide useful implications for the government in establishing strategies related to human resources to improve employee performance.

Keywords: *Teamwork, Job Satisfaction, Work Discipline and Employee Performance*

INTRODUCTION

Human resources (HR) are the most important asset for a company and can also contribute to achieving company goals. The success of a company's goals lies in how a company succeeds in the performance of its employees in achieving its efforts, because the success or failure of a company in achieving its goals depends heavily on the ability of HR, namely the ability of human resources or employees in carrying out the tasks given because employees play an active role in all organizational activities and are the determinants of decision making, implementation and planning in achieving organizational goals. (Marhalinda & Supiandini, 2022) In achieving company goals, the human factor as a workforce needs to be considered, because no matter how good and sophisticated the equipment and machines owned by a company are, without competent human workers (employees) as the driving force in a company, it will not be able to produce products that meet the company's expectations. Therefore, the human resource factor is an important aspect that needs to be considered by the company. (Audiana et al., 2024).

Amidst the increasingly strong currents of globalization, Human Resources (HR) management has become a primary focus for every organization, including government agencies. This is because superior HR will significantly impact work productivity and service quality, especially public services. To achieve quality HR, improvements are needed through education and training, both in technical skills (*hard skills*) and non-technical skills (soft skills), such as communication, teamwork, and adaptability to change. Highly competent employees are expected to make maximum contributions to the institutions where they work. Therefore, attention to developing the skills, needs, and well-being of employees is crucial to optimally support the achievement of organizational goals. One government agency that deserves attention is the community health center, the community health center is a first-level health service unit that has a crucial role in improving the health of the community. As the front guard, employee performance is the main focus in community health center management. Employee performance is influenced by various factors, both internal and external. Internal factors that often become a concern are teamwork, job satisfaction,

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and work discipline. Effective teamwork can increase work efficiency and effectiveness, high job satisfaction can motivate employees to provide optimal service, and good work discipline can create a conducive work environment. Given the importance of human resources within an organization or company, they must be managed effectively. A company must address the needs, desires, satisfaction, and expectations of employees regarding their work. Increasingly competitive business environments also require companies to improve employee performance. This is essential for companies to remain competitive, as the world is facing challenges related to performance and human resources. The Pandrah Community Health Center (UPTD) is a sub-district health center that currently provides optimal outpatient services, prioritizing promotive and preventive services without neglecting curative and rehabilitative services. Development of UPTD. The health program organized by the Community Health Center is a basic program (Public Health Essential) that must be implemented by the government to provide guaranteed health services for the community, including developing special programs for the poor.

The Pandrah Community Health Center aims to bring health services closer to people who live far from the reach of health services. The Community Health Center was built in order to provide basic, comprehensive and integrated health services and as the spearhead of health services at the village/sub-district level. Pandrah Community Health Center organizes mandatory health efforts and development health efforts in line with the Decree of the Minister of Health of the Republic of Indonesia Number 128/Menkes/SK/II/2004 concerning Basic Policies of Community Health Centers. The health facilities in Pandrah District include a main community health center (Puskesmas Induk), a sub-community health center (Puskesmas Pembantu), and a village health post (Polindes). The main community health center is located in Meunasah Reudeup village, which is also the district capital. There is one community health center (Pustu) and 15 village health posts (Polindes) spread throughout the village.

Community health centers (Puskesmas) are the health care facilities closest to the community, providing primary care for individuals and communities before moving on to higher-level health services, such as referral hospitals. Puskesmas also prioritize promotive and preventive efforts to achieve the highest possible level of public health within their respective areas, in each community's location or village/sub-district. (Ramadhan & Halim, 2023) Performance is the work results of a person who carries out their main duties, obligations, and functions as an employee, with work results in quality and quantity in accordance with the responsibilities assigned to them. Performance itself is influenced by several factors in order to achieve the goals and objectives of a company or organization within a certain period. Yolinda & Marlius, (2023) In general, employees who have good performance quality are also supported by the training they have received to be able to carry out their tasks creatively and innovatively.

Teamwork is one factor that can influence employee performance in a company. According to Machsunah et al., (2023) Teamwork is a group of people working together to achieve a desired goal. Teamwork makes the task easier than doing it alone. Aktareja, (2024) Working as a team will make it easier for employee members if many problems arise, the team will work effectively to solve existing problems. (Fairuz et al., (2023) Effective and coordinated cooperation can achieve better performance and work achievements and cooperation is considered the best organizational solution, because organizational research will not be carried out properly if it is not aligned. A strong team is able to provide efficient performance so that employees can achieve predetermined organizational goals. The phenomenon of teamwork at the Pandrah Community Health Center is still characterized by a lack of good cooperation and unfair assignments. This unfairness usually arises when the workload is not distributed evenly, with some team members feeling they are given heavier tasks, while others receive lighter or even unequal tasks commensurate with their responsibilities. It is also possible that some team members may be more focused on personal achievement than team goals, thus neglecting teamwork. Inappropriate communication styles between team members can also lead to misunderstandings or a lack of coordination in completing shared tasks.

Besides teamwork, another factor that can influence employee performance in a company is job satisfaction. Nursiti; Sofyandi, (2021) Job satisfaction factors can influence employee performance, where employees who are satisfied with what they get from the company will continue to strive to improve their performance, while employees who have low job satisfaction tend to feel that the work they do is boring so that the work results they provide are not appropriate. Job satisfaction itself is the result of perceptions regarding the good or bad of an employee's work, based on the desired value. The more aligned an employee's desires are with reality, the more satisfied they will be, resulting in a positive impact on their work. Job satisfaction is the emotional state of the employee, whether or not there is a meeting point between employee and organizational rewards and the level of rewards desired by the employee. Job satisfaction itself is largely determined by the extent to which employees within a company instill organizational commitment to sustainable work. (Rosna et al., 2023). From the several definitions of the findings above, it can be concluded that job satisfaction is a person's feeling or attitude towards the work they do or a person's perspective, whether positive or negative, about their work. Conversely, job dissatisfaction can reduce

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motivation, increase absenteeism and protect work quality. Many factors need to be considered in analyzing a person's job satisfaction, if in their work a person has autonomy or acts, there is variation, then it contributes to the success of the organization and employees receive feedback on the results of the work they do, the person concerned will also feel satisfied. The phenomenon of job satisfaction at the Pandrah Community Health Center is related to the problem of minimal job satisfaction. Employees at the Pandrah Community Health Center often feel that the wages they receive are not commensurate with the workload and responsibilities they undertake. The lack of supporting facilities such as inadequate medical equipment, inadequate infrastructure, and high workloads can reduce employee morale. This can lead to dissatisfaction that impacts work morale. To address this problem, efforts are needed from the Pandrah Community Health Center management to improve employee job satisfaction. Steps that can be taken include evaluating the reward and compensation system, improving work facilities, providing relevant training, and creating a more supportive work environment.

Another factor that can also influence employee performance in a company or organization is work discipline. According to Isvandiari & Al Idris, (2018) Discipline can be defined as a person's awareness or willingness to comply with all applicable regulations within an organization or company, as well as existing social norms. Thus, work discipline refers to attitudes, behaviors, and actions that comply with regulations, both written and unwritten, with the consequence of sanctions for violations. Work discipline is also still lacking attention because it is often found that the lack of employee discipline is still unknown for what the cause is, and quite a lot of employees come in not on time with the division of shifts that are found. But leaders only give reprimands. so that employees do not repeat this (Nuriyah et al., 2022). The phenomenon of work discipline on employee performance at the Pandrah Community Health Center in this study is related to the problem of employee discipline which is still lacking, namely the presence of health center employees when coming to work is often found not in accordance with the established working hours. This is caused by the ineffectiveness of the existing absence enforcement at the Pandrah Community Health Center. Nurses also prioritize serving patients from their families compared to patients who have been queuing and waiting for a long time. This has caused several patients to complain about the services provided. Therefore, the organization needs employees who are able to work better to help advance the organization, so as not to cause a decline in employee performance in the health center.

LITERATURE REVIEW

The Influence of Teamwork on Employee Performance

Teamwork is a group of people working together to achieve a desired goal. Teamwork makes the task easier than doing it alone. (Machsunah et al., 2023). Teamwork has a significant positive effect, which indicates that the better the implementation of teamwork carried out by the company, the higher the employee performance will be. Teamwork brings positive synergy through coordinated cooperation, which shows that the performance achieved by individuals in a company, work Teamwork is a decision for every company. This is in line with research by Farhan et al. (2021), which found that teamwork has a positive and significant effect on employee performance. Research by Putri (2024) found that teamwork has a positive effect on employee performance. However, research by Ipan (2020) showed that teamwork has a positive but insignificant effect on employee performance. Research by Audiana et al. (2024) found that teamwork has a negative and insignificant effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction is a person's feeling or attitude towards the work he does or a person's perspective, whether positive or negative about his work. Many factors need to be considered in analyzing a person's job satisfaction. If in his work a person has autonomy or acts, there is variation, then it contributes to the success of the organization and employees get feedback on the results of the work they do, those concerned will feel satisfied with their work. Based on research by Elizabeth et al. (2023), job satisfaction has a positive effect on employee performance. Research by Kiki et al. (2023) also stated that job satisfaction has a positive and significant effect on employee performance. This is also in line with research by Ros et al. (2023) which found that job satisfaction has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

Work discipline refers to ways to improve performance in the workplace. When there is work discipline, each employee becomes more aware of or complies with rules or orders and takes the initiative in carrying out their duties required by the company without needing repeated reminders. A high level of work discipline allows employees to complete tasks on time according to established work standards. Several studies support this finding, such as Laela et al. (20223), who found that work discipline has a positive and significant impact on employee

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performance. Research by Ipan (2020) found that work discipline has a positive and significant impact on employee performance. Research by Yurismal et al. (2024) also found that work discipline has a positive and significant impact on employee performance.

Conceptual Framework

Machsunah et al., (2023) Teamwork in an organization or company requires two or more people to work together to create value with the understanding that this value can be achieved more efficiently if both parties work together rather than working individually. Teamwork is a work effort that occurs in a group consisting of different individuals with different abilities in achieving a common goal in order to achieve optimal results. Teamwork plays a crucial role in employee performance. Teamwork here prioritizes better and more efficient collaboration among all employees, rather than relying on a single individual for the job. If teamwork is not implemented effectively within a company, work results will be inefficient and not meet expectations. Rosna et al., (2023) Job satisfaction itself is the result of an employee's perception of the goodness or badness of their work, based on their perceived value. The more aligned an employee's expectations are with reality, the more satisfied they will be, which will have a positive impact on their work. Feel et al., (2018) Discipline is an effort to train employee personality to always show good performance, better attitude, behavior, and lifestyle patterns and discipline is not formed in a long time one of the processes to form this personality is done through the training process. The more disciplined employees are, the higher the employee performance and company performance. Work discipline in employees is very necessary, because what is the goal of the organization will be difficult to achieve if there is no work discipline. Based on the explanation above, the research describes the framework of thought in a diagram as follows:

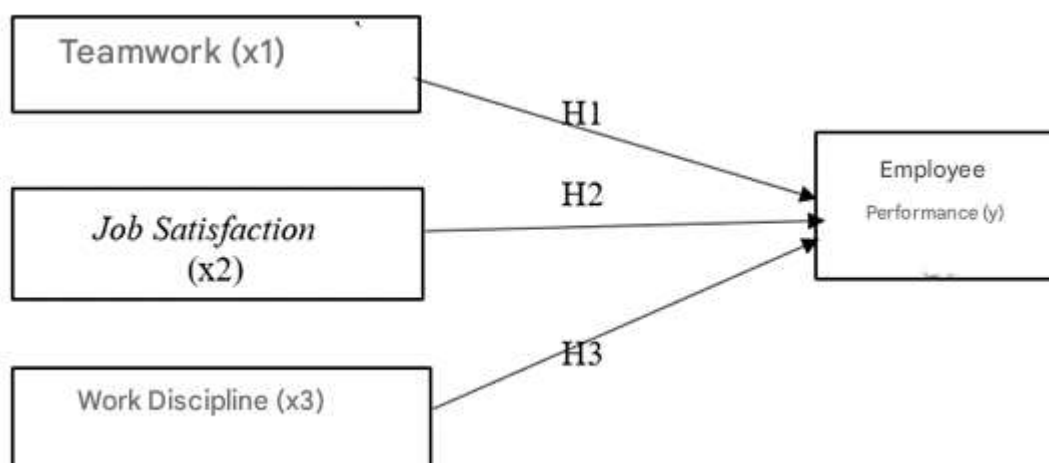


Figure 1 Conceptual Framework

This framework describes how three independent variable factors, namely teamwork, job satisfaction and work discipline, influence the dependent variable, namely employee performance.

Hypothesis

Based on the problem formulation, research objectives, and conceptual framework above, the hypothesis in this research is as follows:

H1: Teamwork has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center.

H2: Job satisfaction has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center.

H3: Work Discipline has a positive and significant effect on Employee Performance at the Pandrah Bireuen Community Health Center.

METHOD

The research object in this study is employees, namely employees at the Pandrah Bireuen Community Health Center. This study examines employee performance at the Pandrah Bireuen Community Health Center by analyzing the influence of three factors: teamwork, job satisfaction, and work discipline. The location of this research will be

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carried out at the Pandrah Community Health Center, which is located in mns. Reudep, Pandrah District, Bireuen Regency, Aceh, Indonesia.

Population and Sample

Population

Population according to Sugiyono (2017:215) is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. Population is not only humans but also objects and other natural objects, population is not just the number of objects or objects being studied, but includes all the characteristics or properties possessed by the object. The population in this study was all employees at the Pandrah Bireuen Community Health Center.

Sample

A sample is a subset of a population used for research. According to Suguyono (2017: 215), a sample is a subset of the population's population size and characteristics. The number of units in a sample is indicated by a notation. In this study, the sample size was 115 employees, selected using a saturated sampling technique to ensure that the data obtained represented the population in a valid and reliable manner.

Measurement of variables/instruments

This study uses quantitative data obtained through distributing questionnaires to employees to analyze how the factors "teamwork", "job satisfaction", and "work discipline" affect employee performance.

In the analysis process, researchers collect data to process the data generated by the questionnaire.

Research Instrument Measurement

Instrument testing is an effort by researchers to test the validity (accuracy/validity) and reliability (consistency/reliability) of the instruments used. Priadana & Sunarsi, (2021) Validity and reliability testing are important concepts in assessing the quality of research instruments. Before using a research instrument, ensure it passes validity and reliability testing (Darwin et al., 2021).

RESULTS AND DISCUSSION

Validity Test

Table 1
Validity Test Results

Item	rhitung	Sig. Value	rtable	Information
X1.1	0.830	0,000	0.183	Valid
X1.2	0.852	0,000	0.183	Valid
X1.3	0.799	0,000	0.183	Valid
X1.4	0.771	0,000	0.183	Valid
X1.5	0.838	0,000	0.183	Valid
X2.1	0.791	0,000	0.183	Valid
X2.2	0.859	0,008	0.183	Valid
X2.3	0.854	0,000	0.183	Valid
X2.4	0.868	0,000	0.183	Valid
X2.5	0.794	0,000	0.183	Valid
X3.1	0.839	0,000	0.183	Valid
X3.2	0.894	0,000	0.183	Valid
X3.3	0.866	0,000	0.183	Valid
X3.4	0.857	0,000	0.183	Valid
X3.5	0.864	0,000	0.183	Valid
Y1	0.660	0,000	0.183	Valid
Y2	0.714	0,000	0.183	Valid
Y3	0.666	0,000	0.183	Valid
Y4	0.706	0,000	0.183	Valid
Y5	0.686	0,000	0.183	Valid

Source: Processed data (2025)

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Reliability Test

Table 2
Reliability Test Results

No.	Variables	Cronbach's Alpha	Information
1	Teamwork	0.876	Reliabel
2	Job Satisfaction	0.890	Reliabel
3	Work Discipline	0.914	Reliabel
4	Employee Performance	0.730	Reliabel

Normality Test

The normality test for the data using the normality probability plot test shows that the points in the graph are spread around the diagonal line and follow the diagonal line. Therefore, the data can be concluded that the data is distributed normally.

Multicollinearity Test

Based on the results of the multicollinearity test, it can be seen that all independent variables used in this study obtained VIF values less than 10 and obtained tolerance values greater than 0.10. Therefore, it can be concluded that the data in this study did not experience multicollinearity problems.

Heteroscedasticity Test

Based on the heteroscedasticity test using scatterplot graphs, the points in the graph are spread out and do not form a clear model. Therefore, it can be concluded that the heteroscedasticity test does not occur in the research.

Multiple Linear Regression Analysis

Table 3
Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1(Constant)	6,982	0.964	
Teamwork (X1)	0.153	0.053	0.205
Job Satisfaction(X2)	0.257	0.054	0.359
Work Discipline (X3)	0.262	0.050	0.388

Source: data processed by SPSS (2025)

Based on table 4.14, the multiple linear regression equation above is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 6.982 + 0.153X_1 + 0.257X_2 + 0.262X_3 + e$$

Keterangan:

- Y : Employee Performance
- X1 :Teamwork
- X2 :Job Satisfaction
- X3 :Work Discipline
- e :Error Term

Based on the results of the multiple linear regression equation above, it can be concluded that:

1. The constant value obtained is 6.982, which means that teamwork, job satisfaction, and work discipline in turn affect the performance of employees at the Pandrah Bireuen Community Health Center.
2. The coefficient value obtained by the teamwork variable is 0.153, which means that teamwork increases and the performance of employees at the Pandrah Bireuen Community Health Center improves.

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3. The coefficient value obtained by the variable job satisfaction is 0.257, which means that job satisfaction increases and the performance of employees at the Pandrah Bireuen Health Center increases.
4. The coefficient value obtained by the variable work discipline is 0.262, which means that work discipline increases and the performance of employees at the Pandrah Bireuen Health Center increases.

Coefficient of Determination

Based on the results of the coefficient of determination test, the coefficient of determination (adjusted r-square) obtained was 0.669. This indicates that the performance of the employees of the Pandrah Bireuen Health Center is influenced by teamwork, job satisfaction, and work discipline by 66.9%. While the remaining 33.1% of the performance of the employees of the Pandrah Bireuen Health Center is influenced by other variables that were not examined in this study. Therefore, it can be concluded that the performance of the employees of the Pandrah Bireuen Health Center has a strong correlation with the variables of teamwork, job satisfaction, and work discipline.

Suitability Test (F Test)

Based on the results of the simultaneous test, it can be seen that the probability value of the significance value is 0.000 or less than 0.05 ($0.000 < 0.05$) and obtains an F count value of 77.754 or greater than 2.686 ($77.754 > 2.686$). So it can be concluded that variables X1, X2, and X3 have an effect on the variable.

Partial Regression Test (t-Test)

Table 3
Partial Test Results (Testt)

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
1 (Constant)	6,982	0.964		7,242	0,000
Teamwork	0.153	0.053	0.205	2,885	0.005
Job Satisfaction	0.257	0.054	0.359	4,773	0,000
Work Discipline	0.262	0.050	0.388	5,253	0,000

1. The Teamwork variable (X1) obtained a significant value of 0.005 or less than 0.05 ($0.005 < 0.05$) and obtained a Tcount value of 2.885 or greater than the Ttable value of 1.982 ($2.885 > 1.982$) and obtained 0.153. So it can be concluded that the Teamwork variable (X1) has a positive and significant effect on employee performance. Therefore, the hypothesis stating that Teamwork (X1) has a positive and significant effect on Employee Performance at the Pandrah Bireuen Community Health Center is accepted (H1 is accepted).
2. The job satisfaction variable (X2) obtained a significant value of 0.000 or less than 0.05 ($0.000 < 0.05$) and obtained a Tcount value of 4.773 or greater than the Ttable value of 1.982 ($4.773 > 1.982$) and obtained 0.257. So it can be concluded that the Job Satisfaction variable (X2) has a positive and significant effect on employee performance. Therefore, the hypothesis that states Job Satisfaction (X2) has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center is accepted (H2 is accepted).
3. The Work Discipline variable (X3) obtained a significant value of 0.000 or less than 0.05 ($0.000 < 0.05$) and obtained a Tcount value of 5.253 or greater than the Ttable value of 1.982 ($5.253 > 1.982$) and obtained 0.262. So it can be concluded that the Work Discipline variable (X3) has a positive and significant effect on employee performance. Therefore, the hypothesis stating that Work Discipline (X3) has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center is accepted (H3 is accepted).

The Influence of Teamwork on Employee Performance

Based on the partial test results, it is known that the Teamwork Variable obtained a significant value of 0.005 or less than 0.05 ($0.005 < 0.05$) and obtained a T-value of 2.885 or greater than the T-table value of 1.982 ($2.885 > 1.982$) and obtained a coefficient value of 0.153. This indicates that teamwork has a positive and significant effect on employee performance. Meanwhile, in terms of indicators, teamwork is measured through the dimensions of cooperation, trust, and cohesiveness. In this case, the most prominent indicators from respondents' responses are trust and cohesiveness, where employees stated that they feel mutual support in completing work. However, the task division indicator is still a weakness that needs to be improved, because some employees feel that tasks are not divided fairly. This finding is in line with Suharto's research (2020) which states that good teamwork must be

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supported by a clear division of labor and effective communication. Furthermore, Wibowo & Putri (2021) also stated that coordination and trust within a team are key to successful group work in public service organizations. Therefore, the hypothesis stating that teamwork has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center (H1) is accepted.

The Influence of Job Satisfaction on Employee Performance

Based on the partial test results, it is known that the job satisfaction variable (X2) obtained a significant value of 0.000 or less than 0.05 ($0.000 < 0.05$) and obtained a Tcount value of 4.773 or greater than the Ttable value of 1.982 ($4.773 > 1.982$) and obtained a coefficient value of 0.257. This shows that job satisfaction has a positive and significant effect on employee performance. Meanwhile, the job satisfaction variable in this study is formed by five indicators, namely satisfaction with salary, relationships with superiors and coworkers, work environment, and organizational policies. The results of respondents' responses show that relationships with coworkers and the work environment are the main driving factors in job satisfaction. However, satisfaction with salary is still an important note because the value tends to be low. This shows that although employees feel comfortable in the social work environment, the compensation received is not in accordance with the workload. This is reinforced by Lestari's research (2020) which states that job satisfaction is largely determined by the fairness of compensation and rewards, especially in public sector organizations such as community health centers. This is also supported by research by Robbins & Judge (2019), who also added that job satisfaction is an important predictor of long-term employee loyalty and performance. Therefore, the hypothesis stating that job satisfaction has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center (H2) is accepted.

The Influence of Work Discipline on Employee Performance

Based on the partial test results, it is known that the Work Discipline Variable (X3) obtained a significant value of 0.000 or less than 0.05 ($0.000 < 0.05$) and obtained a Tcount value of 5.253 or greater than the Ttable value of 1.982 ($5.253 > 1.982$) and obtained a coefficient value of 0.262. This shows that work discipline has a positive and significant effect on employee performance. Meanwhile, the work discipline variable in this study consists of indicators of on-time attendance, compliance with rules, completion of tasks, efficient use of time, and responsibility. From the results of the questionnaire, it was found that employees tend to comply with the rules and are able to complete tasks efficiently. However, the indicator of on-time attendance is still quite a crucial issue, because cases of lateness to work and indiscipline in work shifts were found. This is in line with Prasetyo's research (2021) which states that time discipline is the main foundation for effective performance, especially in the health sector which requires physical presence on time. And another study by Mangkunegara (2017), work discipline reflects employee commitment and loyalty to organizational rules, so it needs to be enforced with a firm and consistent sanction policy. Therefore, the hypothesis stating that work discipline has a positive and significant effect on employee performance at the Pandrah Bireuen Community Health Center (H3) is accepted).

Conclusion

Based on the results of research conducted on the influence of teamwork, job satisfaction, and work discipline on employee performance at the Pandrah Bireuen Community Health Center, the conclusions of this study are as follows:

1. Teamwork has a positive and significant impact on employee performance at the Pandrah Bireuen Community Health Center. This indicates that the higher the quality of cooperation between employees, the better the performance demonstrated. Teamwork in question includes trust, cohesiveness, mutual assistance, and fair and equitable division of tasks among members. A solid team can increase work efficiency, reduce individual burdens, and complete work effectively and on time.
2. Job satisfaction has a positive and significant impact on employee performance at the Pandrah Bireuen Community Health Center. This indicates that employees who are satisfied with their jobs tend to be more motivated to complete tasks and achieve targets at the Pandrah Bireuen Community Health Center.
3. Work discipline has a positive and significant impact on employee performance at the Pandrah Bireuen Community Health Center. This indicates that a high level of discipline creates responsibility, order, and compliance in carrying out tasks, which impacts on improving employee performance at the Pandrah Bireuen Community Health Center.

Suggestion

Based on the results and conclusions above, the suggestions that can be given by the author in this study are as follows:

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1. Management needs to further encourage a culture of collaboration among employees. This can be done by conducting teamwork training, clarifying the roles and responsibilities of each team member, and creating a work environment that encourages open and collaborative communication among employees.
2. The Community Health Center is expected to pay attention to factors that can increase job satisfaction, such as the Community Health Center needs to compile and socialize clear career levels, as well as objective criteria for job promotions so that employees know the direction of their development, and also provide awards for employee achievements that show good and consistent performance must be given more opportunities to be prioritized in job promotions or training.
3. To improve discipline, the Health Center leadership should strengthen the applicable rules and sanctions, carry out stricter supervision of employee attendance and punctuality, and provide exemplary examples in terms of discipline.

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