

## Analysis of Teamwork, Organizational Culture, and Work Environment on Employee Job Satisfaction at PT Perkebunan Nusantara IV Regional I Medan

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### ABSTRACT

This study aims to find the influence of teamwork, organizational culture And work environment on employee job satisfaction PT Nusantara IV Plantation Region I Medan . The number of samples in this study was 65 respondents in the Human Resources and Management Systems section . This study used quantitative data processed with SPSS 25.0 with a multiple linear regression model. The results of the study showed that teamwork , organizational culture And work environment partially and simultaneously has a positive and significant effect on employee job satisfaction at PT Perkebunan Nusantara IV Regional I Medan . The results of the t-test show that teamwork has a regression value of 0.308, a calculated t value of 2.612 and a significance of 0.000. Organizational Culture has a regression value of 0.252, a calculated t value of 2.274 and a significance of 0.000. Work Environment has a regression value of 0.418 and a calculated t value of 3.461 . The results of the determination coefficient test of 89.4 % job satisfaction can be explained and obtained from the variables of teamwork, organizational culture And work environment while the remaining 10.6% is influenced by other factors.

### Keywords :

Teamwork, Organizational Culture, Work Environment, Job Satisfaction

### 1. Introduction

Effective HR management focuses not only on recruiting and developing talented individuals, but also on creating a conducive work environment, where employees can grow, collaborate, and feel satisfied in carrying out their duties. (Setiawan et al., 2023) In this context, three crucial factors that are interrelated and have an influence on employee job satisfaction are teamwork, organizational culture, and work environment (Akilah, 2017)

Teamwork , as one of the fundamental pillars in the dynamics of modern organizations, plays an integral role in shaping the work experience of employees. The synergy created through effective collaboration among team members not only increases efficiency and productivity but also provides a sense of belonging and togetherness that can contribute substantially to job satisfaction. However,

building and maintaining harmonious teamwork is not an easy task, considering that each individual has a diverse background, abilities, and personality. (Siagian & Ningrum, 2023) .

Furthermore, organizational culture, which reflects the values, beliefs, and norms adopted by a company, has a profound impact on employee behavior and attitudes. A positive and inclusive culture can create an environment where employees feel valued, motivated, and encouraged to give their best contribution (Silaswara et al., 2021) . Conversely, a culture that is not aligned with employee aspirations and values can lead to dissatisfaction and lower work morale. Therefore, aligning organizational culture with employee needs and expectations is both a challenge and an opportunity for HR management in an effort to increase job satisfaction (Priyono, 2010) .

In addition, the work environment, both in physical and psychosocial aspects, has a direct influence on employee comfort, productivity, and ultimately, job satisfaction. An ergonomic, safe, and supportive work environment not only minimizes stress and fatigue, but also stimulates creativity and innovation (Rizky et al., nd) . On the other hand, an inadequate work environment can be a source of dissatisfaction and reduce employee performance. In an era where flexibility and work-life balance are increasingly valued, creating a work environment that is adaptive and responsive to employee needs is becoming increasingly crucial (Setia, 2018) .

Job satisfaction is an important part of an agency, because employees who are satisfied with their work will show a positive attitude towards their work and can work better for their own interests as employees and for the interests of the company in general. Job satisfaction is considered important because what is felt by individuals, whether satisfied or dissatisfied with their work will still have an impact not only on the individual themselves, but also on coworkers, groups, work teams, superiors and organizations (Sutrisno, 2021) . One of the factors that can influence job satisfaction is teamwork . Teamwork in an organization is essential to achieve company goals. In addition, teamwork can also create emotional bonds and cohesiveness between coworkers which affects employee loyalty. According to (Sutrisno, 2021) one of the factors that influences job satisfaction is organizational culture, a philosophy based on a view of life as values that become traits, habits, and driving forces, embedded in the life of a group of people or organizations that are reflected in attitudes into behavior, beliefs, ideals, opinions and actions that are manifested as work or work.

PT Perkebunan Nusantara IV Regional I Medan, as one of the state-owned companies engaged in agribusiness, has challenges in maintaining and improving employee job satisfaction. A conducive work environment, strong organizational culture, and effective teamwork are some aspects that play a significant role in creating job satisfaction. However, in practice, this company may face various obstacles that can reduce employee job satisfaction, such as lack of coordination between teams, an organizational culture that does not support innovation, or a less conducive work environment. (Baribin & Cici Bela Saputri, 2020) .

PT Perkebunan Nusantara IV Regional I Medan has made efforts to create a strong organizational culture, improve teamwork , and improve work environment conditions, there are still several obstacles that may hinder the increase in employee job satisfaction. For example, if the existing organizational culture is less adaptive to change or does not encourage innovation, this can make employees feel alienated or less motivated. In addition, if teamwork is not running optimally,

conflict and dissatisfaction can arise, which will ultimately impact productivity. The work environment also plays an important role in determining the level of employee job satisfaction. A good work environment includes physical conditions, such as cleanliness, safety, and comfort of the workplace, as well as non-physical aspects, such as relationships between employees, support from superiors, and opportunities for development.

PT Perkebunan Nusantara IV Regional I Medan which operates in the plantation sector, the physical working environment can be a challenge, especially for employees who work in the field. An unsafe or uncomfortable working environment can be a source of stress for employees and have a negative impact on their job satisfaction. Conversely, a healthy and supportive working environment will improve employee welfare and ultimately increase job satisfaction.

## **2. Methods**

### **A. Research Approach**

Approach study Which used in study This is study quantitative. According to (Sugiyono, 2020) method study quantitative can be interpreted as a research method based on data collection data using research instruments, data analysis is quantitative/statistical with objective to test hypothesis Which has been set.

### **B. Population And Sample**

According to (Sugiyono, 2018) population can be interpreted as a generalization area consisting of objects and subjects with certain qualities and characteristics determined by researchers to be studied and then used as a basis for drawing conclusions. In this study, the population includes all employees of PT Perkebunan Nusantara IV Regional I Medan, totaling 65 respondents.

Meanwhile, according to (Sugiyono, 2018), the sample is part of the number and characteristics possessed by the population. The sample is part of the population. The determination of the sample uses a saturated sample because the number of the population is less than 100. Based on this understanding, the sample in this study was all employees in the Human Resources and Management Systems section as many as 65 people.

### **C. Technique Collection Data**

#### **Interview**

Interviews are a data collection technique that involves asking questions. directly with respondents or the company with the aim of to obtain data or information Which relate with problem Which investigated on location study.

#### **Observation**

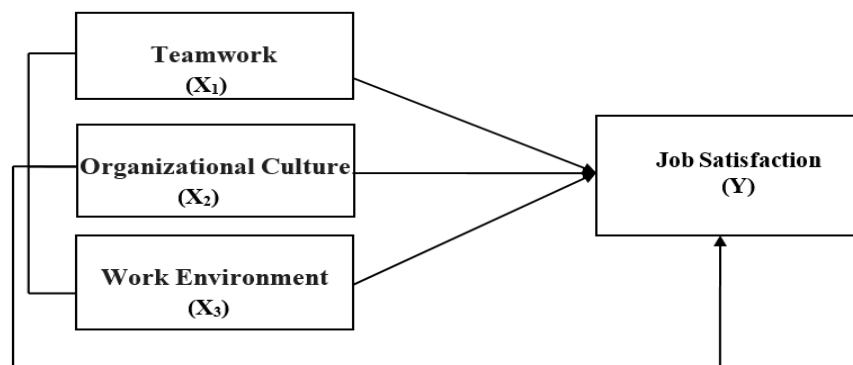
Technique collection data with observation used when study relating to human behavior, work processes, natural phenomena and when Respondent Which observed not too big (Sugiyono, 2020) .

#### **Questionnaire**

A questionnaire is a method of data collection that involves a series of questions or statements presented to survey participants. In this survey, various questions related to the subject to be explored are based on the Likert scale model. This scale is generally used to measure respondents' feelings and views on a particular object.

#### D. Data Analysis Methods

The data analysis method applied in this study is descriptive analysis with a quantitative approach. Data from research variables are processed using the Statistical Product and Service Solution Software program. (Statista, 2022) . The analysis conducted includes descriptive statistical analysis, multiple linear regression, classical assumption tests, and hypothesis tests.



**Picture 2.1. Framework Conceptual Study**

*Source: Processed By Writer (2024)*

Based on study previously And theory Which There is, a number of hypothesis are as follows :

- H1: Teamwork partially influential positive And significant to Job Satisfaction of Employees of PT Perkebunan Nusantara IV Regional I Medan.
- H2: Organizational culture partially influential positive And significant to Job Satisfaction of Employees of PT Perkebunan Nusantara IV Regional I Medan.
- H3: Work environment partially influential positive And significant to Job Satisfaction of Employees of PT Perkebunan Nusantara IV Regional I Medan.
- H4: Teamwork, Organizational Culture and Work Environment partially influential positive And significant to Job Satisfaction of Employees of PT Perkebunan Nusantara IV Regional I Medan.

### 3. Results and Discussion

#### A. Results

##### Analysis Statistics Descriptive

**Table 1. Analysis Statistics Descriptive**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Teamwork	65	13.00	40.00	33.6462	5.23041
Organizational culture	65	11.00	40.00	33.3692	5.92286
Work environment	65	13.00	40.00	32.9231	5.14571
Job satisfaction	65	12.00	40.00	33.9077	5.39596
Valid N (listwise)	65				

Source: Results Processing Data SPSS v.25, 2024

Based on the explanation in Table 1, it shows that the amount of data for each variable is 65. respondents. The minimum value of the teamwork variable (X1) is 13.00, the maximum value is 40.00, the mean value is 33.6462 and the Std. Deviation value is 5.23041 . The Minimum value of the organizational culture variable (X2) is 11.00 , the Maximum value is 40.00 , the Mean value is 33.3692 and the Std. Deviation value is 5.92286 . The Minimum value of the work environment variable (X3) is 13.00 , the Maximum value is 40.00 , the Mean value is 32.9231 and the Std. Deviation value is 5.14571. The minimum value of the job satisfaction variable (Y) is 12.00 , the maximum value is 40.00 , the mean value is 33.9077. and the Std. Deviation value is 5.39596 .

## Analysis Regression Linear Multiple

**Table 2. Analysis Regression Linear Multiple**

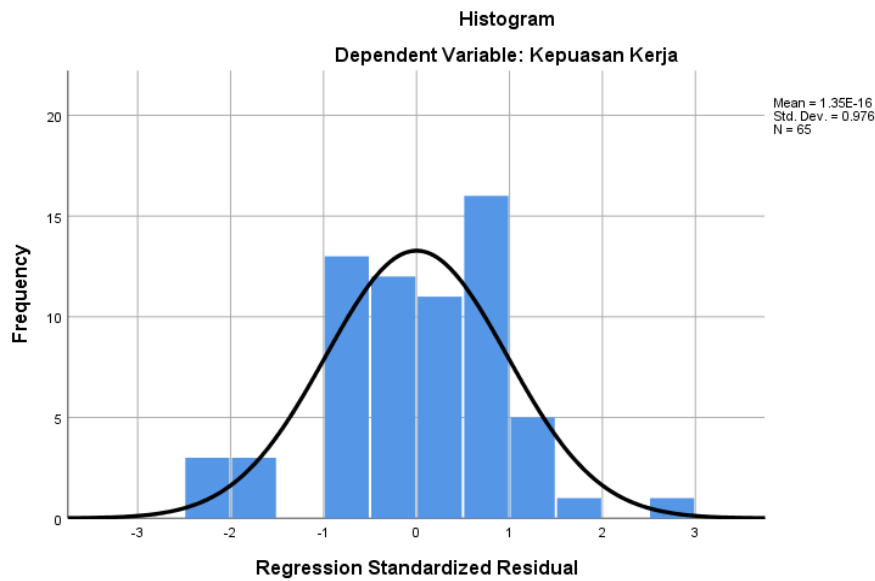
Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,374	1,535		.895	.374		
	Teamwork	.308	.118	.298	2.612	.011	.133	7,519
	Organizational culture	.252	.111	.277	2.274	.027	.117	8,546
	Work environment	.418	.121	.399	3,461	.001	.131	7,645
a. Dependent Variable: Job Satisfaction								

The results of data analysis using SPSS on the multiple linear regression test model, as shown in the table that the job satisfaction constant (Y) is 1.374 . The regression value for teamwork ( X1) is 0.308, the regression value for organizational culture (X2) is 0.252 while the regression value for work environment (X3) is 0.418. Thus, the multiple linear regression model that obtained as following:

$$Y = 1,374 + 0.308X_1 + 0.252X_2 + 0.418X_3 + e$$

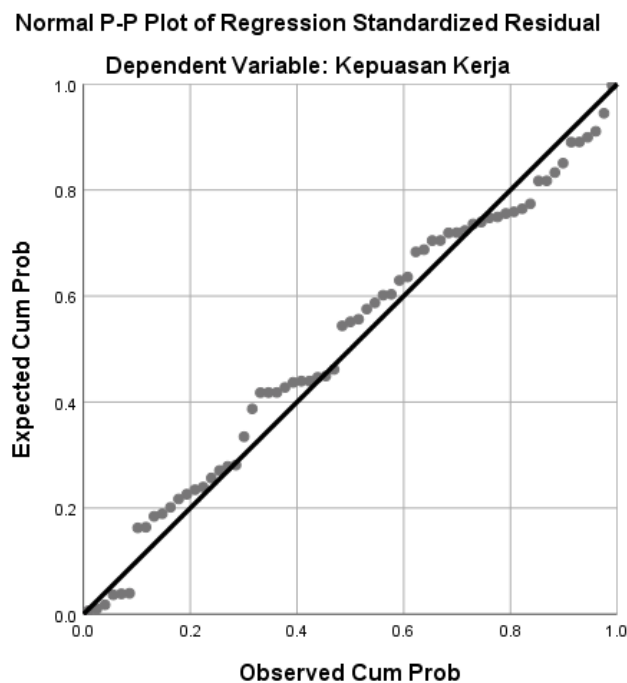
## Test Assumptions Classic

## Test Normality Data



**Picture 1. Results Test Normality Histogram**  
 Source: Results Processing SPSS 25, 2024

Based on the results of the normality test, it shows that the data has been distributed normally, marked by a histogram that shows a bell-shaped line without a slope to the left or right. The normality test can be seen in the following Figure:



**Picture 2. Results Test Normality PP Plot**  
 Source: Results Processing SPSS 25, 2024

## Multicollinearity Test

**Table 3. Test Multicollinearity**

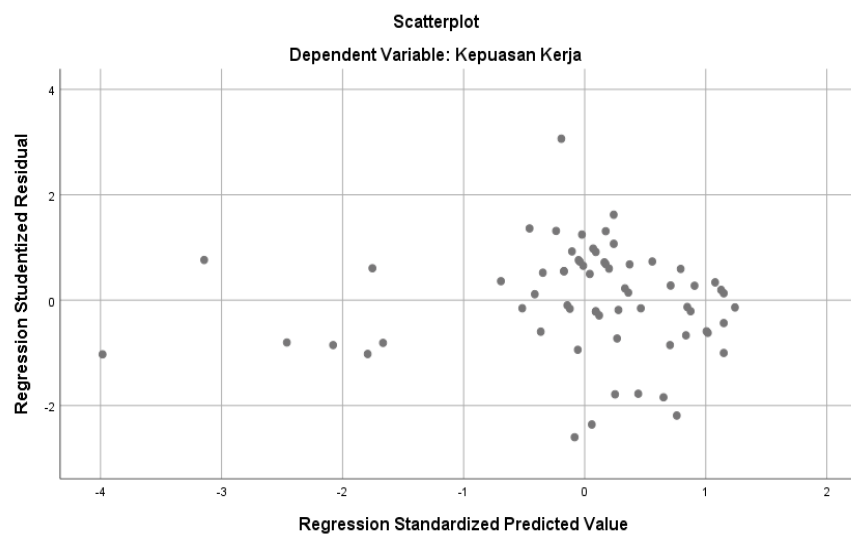
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Teamwork	.133	7,519
	Organizational culture	.117	8,546
	Work environment	.131	7,645

a. Dependent Variables: Job satisfaction

Source: Results Processing SPSS 25, 2024

Based on the tolerance value for the teamwork variable ( X1) is 0.133, the organizational culture variable (X2) is 0.117, and the work environment variable (X3) is 0.131. Meanwhile that, the VIF value for the teamwork variable ( X1 ) is 7.519, the organizational culture variable (X2) is 8.546, and the work environment variable (X3) is 7.645. This shows that all independent variables are free from multicollinearity problems, because the tolerance value  $\geq 0.1$  and the VIF value  $\leq 10$ .

## Test Heteroscedasticity



**Picture 3. Results Test Scatterplot Heteroscedasticity**

Source: Results Processing SPSS 25, 2024

Based on the scatterplot results, it shows that the resulting points are randomly distributed and do not form a particular pattern or line trend. The figure also shows that the data distribution is around the zero point. The results of this test indicate that this regression model is free from heteroscedasticity problems.

## Hypothesis Testing



### Test Partial (Test t)

**Table 4. Test Partial (Test t)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,374	1,535		.895	.374
	Teamwork	.308	.118	.298	2.612	.011
	Organizational culture	.252	.111	.277	2.274	.027
	Work environment	.418	.121	.399	3,461	.001

a. Dependent Variable: Job Satisfaction

Source: Data processed with SPSS v.25, 2024

calculated t value for the teamwork variable (X1) is greater than the  $t_{table}$ , which is  $2.612 > 1.697$ , and the significance value is smaller than alpha, which is  $0.000 < 0.05$ . This shows that the teamwork variable (X1) has a positive and significant effect on the Job Satisfaction variable (Y). The calculated t value for the organizational culture variable (X2) is also greater than the  $t_{table}$ , which is  $2.274 > 1.697$ , with a significance value smaller than alpha, which is  $0.001 < 0.05$ , which means that the organizational culture variable (X2) has a positive and significant effect on the job satisfaction variable (Y). In addition, the calculated t value for the work environment variable (X3) is greater than the  $t_{table}$ , namely  $3.461 > 1.697$ , and the significance value is smaller than alpha, namely  $0.001 < 0.05$ , which shows that the work environment variable (X3) also has a positive and significant effect on the job satisfaction variable (Y).

### Test Simultan (Test F)

**Table 5. Test Simultan ( F test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1666.248	3	555,416	471,808	.000 <sup>b</sup>
	Residual	197.199	61	3.233		
	Total	1863.446	64			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work Environment, Teamwork, Organizational Culture						

Source: Data processed with SPSS v.25, 2024

calculated F value is greater than the  $F_{table}$ , which is  $471.8 > 3.03$ , and the significance value is smaller than alpha, which is  $0.001 < 0.05$ . This indicates that simultaneously, the variables of teamwork (X1), organizational culture (X2), and work environment (X3) have a positive and significant influence on the variable of job satisfaction (Y) at PT Perkebunan Nusantara IV Regional I Medan.



## Test Coefficient Determination ( $R^2$ )

**Table 6. Test Coefficient Determination ( $R^2$ )**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 <sup>a</sup>	.894	.889	1.79799
a. Predictors: (Constant), Work Environment, Teamwork, Organizational Culture				
b. Dependent Variable: Job Satisfaction				

Source: Data processed with SPSS v.25, 2024

Based on Table 6, the  $R^2$  (R Square) value is 0.894 or 89.4 % . It shows that the teamwork variables (X1), organizational culture (X2), and work environment (X3) contribute 89.4 % to the job satisfaction variable (Y). The remaining 10.6 % is explained or influenced by other variables not examined in this study such as work motivation, discipline, work facilities and communication variables .

## B. Discussion

### The Influence of Teamwork (X1) To Job Satisfaction (Y)

Based on the results of the study, it is explained that teamwork ( X1) has a positive and significant influence on job satisfaction (Y). This can be seen from the multiple linear regression analysis through partial tests or t tests, which show a positive value of 0.308 with a calculated t of 2,612 and a t table of 1.697. With a calculated t value greater than the t table and a significance value of 0.000 (sig. <0.05 ) , it can be concluded that the proposed H1 hypothesis has been tested and accepted. This shows that the better the cooperation between team members , the higher the level of job satisfaction felt by employees. This positive influence may be caused by several factors such as Effective Communication, Good collaboration encourages smoother communication, minimizes misunderstandings, and accelerates problem solving, which ultimately increases individual satisfaction with work.

### Influence of Organizational Culture (X2) To Job Satisfaction (Y)

Based on the results of the study, it is explained that organizational culture (X1) has a positive and significant influence on job satisfaction (Y). This can be seen from the multiple linear regression analysis through partial tests or t tests, which show a positive value of 0.252 with a calculated t of 2.274 and a t table of 1.697. With a calculated t value greater than the t table and a significance value of 0.000 (sig. <0.05 ) , it can be concluded that the proposed H2 hypothesis is tested and accepted. This shows that the stronger and more positive the organizational culture applied, the higher the level of job satisfaction felt by employees. This positive influence can be explained through several aspects such as Clear Values and Norms, Strong organizational culture provides clear guidance on values, norms , and expectations in the work environment, so that employees feel more comfortable and focused in carrying out their duties.

### **Influence of Work Environment (X3) To Job Satisfaction (Y)**

Based on the results of the study, it is explained that the work environment (X3) has a positive and significant influence on performance (Y). This can be seen from the multiple linear regression analysis through partial tests or t tests, which show a positive value of 0.418 with a  $t_{\text{calculated}}$  of 3,461 and a  $t_{\text{table}}$  of 1.697. With a  $t_{\text{calculated}}$  value greater than the  $t_{\text{table}}$  and a significance value of 0.000 (sig. <0.05), it can be concluded that the proposed H3 hypothesis has been tested and accepted. This shows that the better the working environment conditions, the higher the level of job satisfaction felt by employees. This positive influence can be explained through several factors, namely Physical Comfort, a clean, tidy, and comfortable work environment in terms of physical facilities such as work space, lighting, ventilation, and ergonomic workplace arrangements can increase employee comfort, which directly impacts their job satisfaction.

### **Influence Job Training (X1), Communication (X2) And Career Development (X3) against Performance (Y)**

Based on the results of the study, it was found that teamwork (X1), organizational culture (X2), and work environment (X3) have a positive and significant influence on job satisfaction (Y) of PT Perkebunan Nusantara IV Regional I Medan. This can be seen from the multiple linear regression analysis through a partial test or F test, where the  $F_{\text{calculated}}$  value of 471,808 is greater than the  $F_{\text{table}}$  of 3.03 with a significance value of 0.001 (sig. <0.05). This shows that the proposed hypothesis H4 has been tested and can be accepted. The results of this study indicate that the three variables of teamwork, organizational culture, and work environment have a positive and significant influence on job satisfaction both partially and simultaneously. The results of the coefficient determination ( $R^2$ ) as big as 0.894 indicates that 89.4 % of the job satisfaction variable can be interpreted by the teamwork, organizational culture, and work environment variables. This shows that these three variables have a significant contribution. which is significant in influencing job satisfaction. However, there is a remaining 10.6 % explained or influenced by other variables not examined in this study, such as work motivation, discipline, work facilities and communication variables.

## **4. Conclusion**

Based on the research results above, it can be concluded that job satisfaction has a positive and significant impact on the variables of teamwork, organizational culture and work environment together. same. Individually, these three factors have also been shown to have a positive and significant effect. teamwork, organizational culture and work environment are present connection Which very strong to job satisfaction, with a coefficient of determination ( $R^2$ ) of 0.894. This means that 89.4 % is significantly influenced by teamwork, organizational culture and work environment, while the remaining 10.6% is explained by other factors not included in the variables of this study.

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