

Influence of Teamwork, Environment on Job Satisfaction and Job Performance of the Cigarette Rollers at Clove Cigarette Factories in East Java, Indonesia

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Abstract

This research examines the influence of teamwork, working environment on job satisfaction and job performance of Clove Cigarette Factories in East Java, Indonesia. This study was a survey research used for the explanatory or confirmatory purpose. The research was used to test several hypotheses by explaining the effects of variables or causal relationship among variables through hypothesis testing. This research was conducted at the cigarette factories in East Java which covered 200 cigarette rollers as respondent. The sample was drawn using proportional random sampling method. Data were obtained by distribution and collection of the returned questionnaires and then analyzed using Structural Equation Model. Five hypotheses were proposed in the study where four hypotheses had significant effects and one hypothesis had non-significant effect. The hypotheses that had significant influences were including: the effect of teamwork on job satisfaction, the effect of teamwork on job performance, the effect of work environment on job performance, the effect of job satisfaction on job performance. The hypothesis having non-significant impact is the effect of work environment on job satisfaction. Relationship model between variables under study showed that Teamwork and work environment were significantly correlated with job satisfaction and job performance of the cigarette rollers in three clove cigarette factories in East Java. Finding of the research are explained as follows: work environment have no direct significant effect of cigarette role on job satisfaction.

Keywords: teamwork, work environment, job satisfaction, job performance

1. Introduction

In the traditional world of work, management was to control and limit people, enforce tules and regulations, seek stability and efficiency, design a top-down hierarchy, and chief bottom-line results. Management means, in the last analysis, the substitution of thought for brawn and muscle, of knowledge for folklore and superstition, and of cooperation for force (Daft, 2012:5). We should constantly pay attention to the needs and desires of human resources since they are important assets owned by every organization. It is expected that such a measure would result in improvement in job satisfaction, job performance and high loyalty to the company that can ultimately achieve various corporate objectives. Furthermore, to achieve these goals, human resource management (HRM) that can manage in humane ways and has expertise and good loyalty to the organization is highly needed. The study of human resource management that applies normative model consists of two approaches, namely the Harvard approach and Michigan approach (Boselie, 2002; Legge, 1995). Harvard approach is known as soft version in human resource management. In this approach, employee commitment is the primary resource for competitive advantage, and human resource management should emphasize the development of employee commitment to achieve organizational goals and generally this becomes a main attention of stakeholders including shareholders, employees, and unions. On the contrary, the Michigan approach, known as the hard version in human resource management emphasizes aspects of resources and human resources itself. In this approach there must be internal fit in the human resource practice and external fit between human resource practice and business strategy. This view is known as human resource management strategy (Delery and Doty, 1996). In this century, the study of human resources is mainly focused on company performance (Boselie, 2002) by giving special attention to human resource practices (HRM) that is believed to be able to improve the company performance by increasing employee commitment and competence, including the recruitment, incentive payment systems, improved workforce training, employee participation, career employees and improved employee welfare.

Human Resources Management is an important part organizational strategies, achieving competitive advantage through people means managers must change how they think about their employees and how they view the work relationship (Robbins, 2012: 340). There are three categories of human resource management studies through the

theoretical approach (Guest, 1997) as follows: (1) normative study requires sufficient knowledge to provide the basis for determining the best human resource management practices, or a group of values that indicate the best human resource management practice; (2) descriptive study provides a description about human resource management field as a whole; (3) conceptual or strategic study focuses on the relationship between policy and practice of human resources with other variables. Human resource policy and practice can be considered as the dependent variable when trying to explain the pattern of human resources observed. Another option is to consider human resource policy and practice as independent variable by examining the effect of human resource policy and practices on company performance. Pfeffer and Vega (1999) argue that in order to be more successful organization, the organization should entrust and rely on independent work team and employees to carry out their tasks in order to achieve improved performance. This is in agreement with the opinion of Domney et al. in Sims and Kroeck (1994) who states that employee perception about the work environment will affect the performance of employees, suggesting that provision of a favourable working environment by the company will certainly improve employee performance. Likewise, Podsakoff and McKenzie in Scotter (2000) say that the favourable work environment will encourage employees to improve their performance. Hochwarter et al. (1999) investigates the effect of value attainment and affective disposition in the relationship between job satisfaction and job performance. Further, Hochwarter et al. (1999) suggests that the positive relationship between job satisfaction and job performance will occur when the value attainment possesses high positive influence. Isaac et al. (2001) states that an assessment of the work can be based on the satisfaction and confidence of the workers on the work obtained. While the Beer (1981) states that when the performance and potential are good enough, when superiors and subordinates have an open relationship, when promotion and salary are increased, when there are a lot of times for preparation and discussion, the assessment of job performance is easy to do. Based on such consideration, it is expected that cigarette rollers have high employee motivation and consequently they were satisfied. With high job satisfaction, the employees will probably work better and more excited to work and they tend to continue increasing their achievement, because they feel that their work was well appreciated so that this will have a beneficial effect on organizational success.

Cigarette factory management is really aware that business strength in long-term lies in the ability to manage their human resources (cigarette rollers) in well condition because production of high-quality products as demanded by the market is greatly dependent on their hands. Armed with the skills of rolling cigarettes with their hands, the cigarette rollers become a significant part of the operational staff who can improve the quality of cigarettes according to the standards expected. In addition, there are other factors such as tobacco, clove, flavour and Master Blender that also play important role in creating good-quality cigarettes. Quality of clove cigarettes is greatly dependent on performance of cigarette rollers. In order for the hand-rolled cigarettes meet standards of quality and quantity expected by the company, there is specific standard that needs to be considered in assessing the hand-rolled cigarettes: *ngepen* (asymmetric rod shape, head larger than the lower end) and not deflated (less tobacco in the middle). To improve the ability of its employees in rolling cigarettes, the management needs to build and foster employee competencies continuously and consistently as well as give authority to them in achieving hand-rolled cigarettes that best suit their respective style and technique. In addition, management also needs to instil principles of honesty and entrust employees to perform their cigarette rolling activity under supervision of the foremen. This will facilitate the clove cigarette factories to develop their business activities by placing emphasis on quality control of the clove cigarette rolling.

Therefore, the purposes of the current research were (1) to analyse and prove the influence of teamwork on job satisfaction of cigarette rollers, (2) analyse and prove the influence of teamwork on the job performance of cigarette rollers, (3) analyse and prove the influence of work environment on job satisfaction of cigarette rollers, (4) analyse and prove the effect of work environment on job performance of cigarette rollers (5) analyse and prove the effect of job satisfaction on job performance of cigarette rollers.

2. Theoretical Framework

2.1 Teamwork

A team is a unit of two or more people who interact and coordinate their work to accomplish common goal. Daft (2012:520) suggest that four components a team: (1) Two or more people are required, (2) Regular interaction, (3) Share a performance goal, (4) Committed to the goal. Work teams are groups whose members work intensely on specific, common goal using their positive synergy, individual and mutual accountability and complementary skills, (Robbins, 2012:365). A team can be the best approach to ensuring the level of coordination, information sharing,

and exchange of materials necessary for successful task accomplishment. Teamwork can be design products, provide services, negotiate deals, coordinate projects, offer advice and make decisions. Teamwork are not always effective. They don't always achieve high levels of performance. However, research on teamwork provides insights into the characteristics typically associated with effective team.

A work team is an interdependent collection of individuals who share responsibility for specific outcomes for their organizations, (Thompson, 2011:4). The factors that influence team effectiveness begin with the organizational context. Daft (2012:523) suggest that creating effective teamwork includes such matters as overall clear goals, relevant skill, mutual trust, united commitment, good communication, negotiating skills, appropriate leadership, internal support, external support. By influencing the range of available task-relevant resources as well as how well team member's communicate and cooperate with one another, team composition is believed to have a strong impact on team performance (Bell, 2007). Both the elaboration of task-relevant information and collective team identification mediated a moderating effect of need for cognition on the relationship between both types of diversity and team performance (Kearney, 2009). Thompson (2011: 51) suggest that individual performance appraisal is an evaluation of a person's behaviours and accomplishment in terms of the person's work in an organization. Performance appraisals are a source of feedback, a basis for personal development, and a determination of pay.

2.2 Work Environment

A pleasant working environment is very important as an incentive for the most effective performance of employee. Intense interactions that occur daily between superiors and subordinates will generate various responses/positive or negative perceptions from the subordinates. The work environment is generally determined by six dimensions: responsibility, coordination, team spirit, reward, standards and organizational clarity (Timpe, 1999: 6). When these six dimensions are performed properly, they will lead to job satisfaction for employees. Job satisfaction will result in high job motivation, giving rise to a commitment to achieve maximum performance.

Sims and Kroeck (1994: 939-947) suggest that work environment consists of: decision making, warmth, risk, openness, reward and organizational structure. Determinants of individual performance in organization are the individual factor and environmental factor. Work environmental factor in any organization is strongly favourable for individual to achieve job performance. Sims and Kroeck (1994: 939-947) suggest that work environment factor consists of: decision making, warmth, risk, openness, reward and organizational structure. Work environment can be measured through a variety of factors, namely through organizational structure of centralized / decentralized forms, ways of decision making, openness system, relationship between subordinate and supervisor, relation among employee, compensation, reward systems and others (Timpe, 1999: 4). The work environment factors which should be considered are the right colouring, cleanliness, lighting, good ventilation, security and noise at workplace. Sims and Kroeck (1994) explain that a person chooses to work in an organization with a work climate which is well suitable to his/her desires. Podsakoff and McKenzie in Scotter (2000) argue that the creation of a more attractive work environment can improve the contextual performance and employee commitment. This is consistent with the opinion of Domney et al. in Sims and Kroeck (1994) stating that employee perception about the work environment will affect the employee performance, meaning that the provision of a conducive work environment by the company will be able to improve employee performance. Thompson et al. (2003) say that the work climate as measured by the supervisor's care for the welfare of the families of employees is positively related to employee performance top of Form.

2.3 Job Satisfaction

Locke (1969) states that job satisfaction is the appraisal of one's job as attaining or allowing the attainment of one's important job values, providing these values are congruent with or help fulfil one's basic needs. The feeling associated with job satisfaction or dissatisfaction is more likely to reflect an assessment of the employees about the experiences of working at present and the past rather than expectations for the future. Wexley and Yukl (1997) say that job satisfaction is "the way an employee feels about his or her job". Rusbult et al. in Gupta (1991) say that employee loyalty has a strong tendency towards job satisfaction, suggesting that when an employee is more loyal to the organization, he will feel satisfied with the organization. Kreitner and Kinicki (2000) explain that the job satisfaction becomes a part of the organizational effectiveness, not only influenced by organizational culture, but also influenced by national culture (values, actions, attitudes, faith, customs, beliefs, language and history). Korman in Lopez (1982) argues that the people who have high self-esteem will show a significant positive correlation between job satisfaction and job performance, but people who have low self-esteem will prove no

significant correlation between job satisfaction and job performance. Hochwarter, et al. (1999) determined that the job satisfaction-performance relationship is one of the most common measurement of organizational sciences.

2.4 Job Performance

The performance is the result of work accomplished by a worker to perform work in a given period. Scotter (2000) says that task performance and contextual performance rating has consistently shown that employees who stay with the organization have higher performance rating than those who leave the organization, meaning that there is a negative correlation between the performance and the intention to leave the organization. Employees having higher contextual performance felt more satisfied with their jobs and more committed to their organization. Porter et al. and Wexley in Jay Kim S (1986) say that the performance will tend to increase when all the employees have commitment on work behavior. The management should continually strive to encourage employees to behave well in order to improve their performance. Kopelman and Thompson (1986) elucidate that the predictions of work motivation and job performance affects the interdependent five conditions 1. Time, 2. Initial level of criteria, 3. Level of rewards, 4. Task-specific abilities and 5. Organizational control system response. According to Gomes (2001:72) there are several indicators of job performance assessment, including: (1) quantity of work, namely the quantity of work done within a predetermined period of time, (2) quality of work, namely the quality of work achieved under condition of suitability and readiness, (3) Creativeness, the authenticity of the ideas raised and actions to resolve issues that arise; (4) Cooperation, namely a willingness to cooperate with others (fellow members of the organization), (5) Dependability, namely awareness and trustworthy in terms of attendance and task completion, (6) Initiative, namely the spirit to carry out new tasks and expand the responsibilities, (7) Personal quality related to personality, leadership, hospitality, and personal integrity.

2.5 Hypotheses

Some hypotheses raised in the research are as follows: (1) teamwork significantly influences job satisfaction of cigarette rollers, (2) teamwork significantly influences job performance of cigarette rollers, (3) work environment significantly affects the job satisfaction, (4) work environment significantly influences the job performance of cigarette rollers; (5) job satisfaction is significantly correlated with job performance of the cigarette rollers.

3. Research Methodology

3.1 Research Design

The study design is a detailed planning used as guidelines for research leading to the research objectives. According to Kerlinger (2000: 532), the study design is a plan or framework for conceptualizing the relation between variables in the research.

3.2 Population and Sample Research

The basic idea of sampling is to select the part of the elements of the population so that conclusion about the entire population can be obtained. The population in this study was all cigarette rollers of two middle-large sized clove cigarette factories in East Java, including PT HM SAMPOERNA Tbk, and PT GUDANG GARAM Tbk cigarette factories.

Solimun (2007:71) states that (a) size of sample recommended for multivariate analysis is in range of 100 to 200; (b) equal to 5 to 10 times of number of manifest variables (indicators) or the parameters in the model. Based on the research model developed, then the approach employed here is multivariate analysis, with 4 latent variables and 18 indicators. Thus, the number of samples used in this study was 200 cigarette rollers.

Sampling was done using multistage sampling technique. Using all the sample elements in all the selected clusters may be prohibitively expensive or not necessary. Under these circumstances, multistage cluster sampling becomes useful. Instead of using all the elements contained in the selected clusters, the researcher randomly selects elements from each cluster.

Stage I: In this stage, the researcher categorized the existing two cigarette factories on go public in East Java

Stage II: In this stage, the researcher determined the number of cigarette rollers at PT SAMPOERNA Tbk and PT

GUDANG GARAM Tbk clove cigarette factories in East Java that would be sampled here. The size of sample and population data in clove cigarette factories in East Java are shown in Table 1 below.

| No | Cigarette Factories | Cigarette rollers | Size of Sample |
|-------|---------------------|-------------------|----------------|
| 1 | PT Sampoerna | 3610 | 100 |
| 2 | PT Gudang Garam | 16297 | 100 |
| Total | | 19907 | 200 |

Source: GAPPRI Annual Report in 2011

4. Analysis

4.1. Validity and Reliability of Research Instruments

A variable is said to be valid if it has a correlation coefficient of ≥ 0.30 . Research instrument is said to be reliable if it has Cronbach Alpha coefficient $\alpha \geq 0.60$. The results of the validity and reliability testing of research instruments can be seen in Table 2 below:

Table 1. Results of validity and reliability testing of research instruments

| Variabel | GFI | Construct Reliability |
|-----------------------|-------|-----------------------|
| Team Work (X1) | 0,987 | 0,813 |
| Work Environment (X2) | 0,962 | 0,869 |
| Job Satisfaction (Y1) | 0,990 | 0,838 |
| Job Performance (Y2) | 0,965 | 0,915 |

The table shows that research instruments are valid and reliable, so they can be used as instrument for data collection. Thus, in measurement model analysis both test of indicator validity and test of construct reliability have been satisfied.

4.2. Testing of SEM Assumptions

1. Normality Test

One assumption in SEM is the data distribution, i.e. a normal distribution. Appendix 4 shows that the assumption of multivariate normality is not met since the critical value of Z count for α 5% is 1.96, while the critical ratio of the skewness 12.839, i.e. the critical ratio > critical value. With a size of sample of $n = 200$, then the data were considered to meet the central limit theorem (CLT), so the assumption of data normality can be ignored.

2. Linearity Test

An important assumption in SEM analysis is the relationship between variables should be linear. Curve Fit Method is used to test the assumption of linearity, calculated using SPSS software. Reference used is the principle of parsimony, i.e. when all models used as the basis for testing are non-significant or significant, then those model are considered as linear (see Table 3 below):

Table 1. Testing of Linearity Assumptions

| Independent Variables | Dependent Variables | Testing Results ($\alpha = 0,05$) | Remark |
|-----------------------|-----------------------|-------------------------------------|--------|
| Teamwork (X1) | Job Satisfaction (Y1) | Model linear significant | Linear |
| Teamwork (X1) | Job Performance (Y2) | Model linear significant | Linear |
| Work Environment (X2) | Job Satisfaction (Y1) | Model linear significant | Linear |
| Work Environment (X2) | Job Performance (Y2) | Model linear significant | Linear |
| Job Satisfaction (Y1) | Job Performance (Y2) | Model linear significant | Linear |

Assumption of linearity in the SEM analysis has been met with $\alpha = 0.05$. This table shows that all the relationships among the variables in the structural model are linear, so the assumption of linearity in the SEM analysis has been fulfilled. The hypothesis testing results are presented in Table 4, whereas the path diagram presented in Figure 1:

Table 1. Hypothesis testing results

| Independent Variables | Dependent Variables | Standardized path coefficient | p-value | Remark |
|-----------------------|-----------------------|-------------------------------|---------|------------------|
| Teamwork (X1) | Job Satisfaction (Y1) | 0,257 | 0.015 | Significant |
| Teamwork X1) | Job Performance (Y2) | 0.257 | 0.012 | Significant |
| Work Environment (X2) | Job Satisfaction (Y1) | 0.047 | 0.591 | Non- significant |
| Work Environment (X2) | Job Performance (Y2) | 0.281 | 0.006 | Significant |
| Job Satisfaction (Y1) | Job Performance (Y2) | 0.295 | 0.004 | Significant |

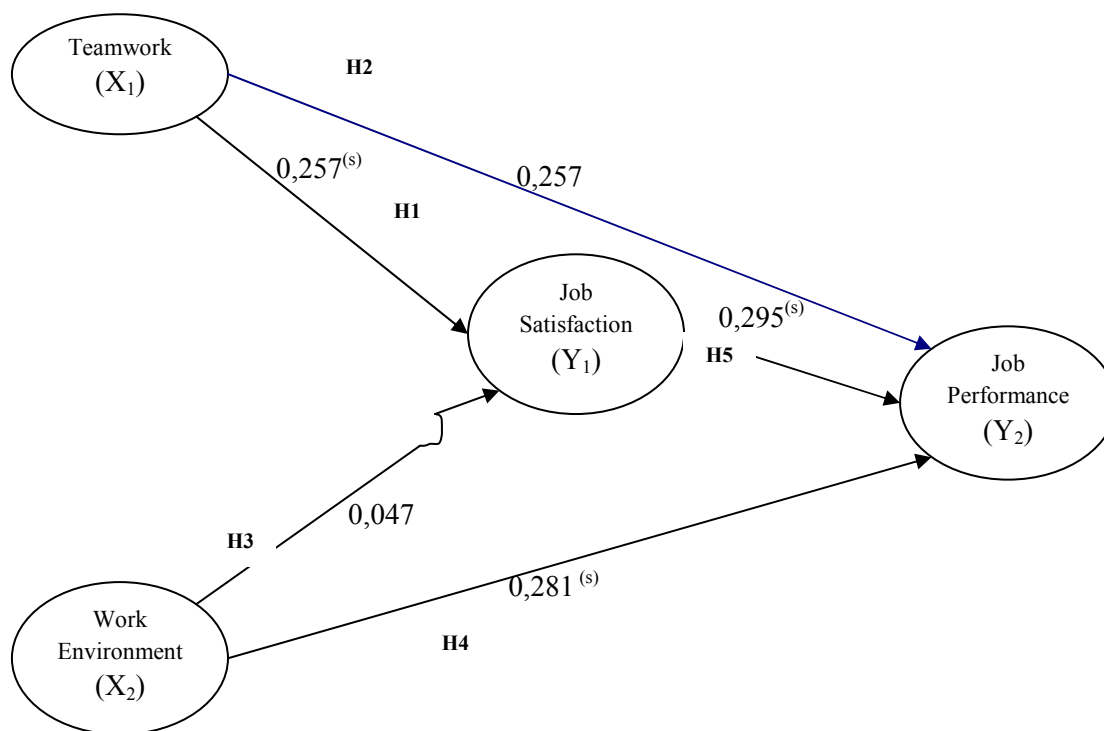


Figure 1. Path flow chart of hypothesis testing results

Referring to Table 4 and Figure 1, the results of hypothesis testing are shown below.

1. Teamwork significantly influenced the job satisfaction of cigarette rollers in cigarette factories in East Java. SEM analysis produced path coefficient of 0.257 with $p = 0.015$, means significant. Positive path coefficient indicated that the better behavior of employees in East Java will bring about the higher work satisfaction.
2. Teamwork significantly influenced the job performance of cigarette rollers in East Java. SEM analysis resulted in path coefficient of 0.257 with $p = 0.012$, means significant. Positive path coefficient shows that the better behavior of employees in East Java will lead to the higher job satisfaction.
3. Work environment significantly influenced the job satisfaction of cigarette rollers in East Java. SEM analysis resulted in path coefficient of 0.047 with $p = 0.591$, means no significant. This indicates that the better work environment of cigarette rollers in East Java does not generate significant effect on job satisfaction.
4. Work environment significantly affected the job performance of cigarette rollers in East Java. SEM

analysis produced path coefficient of 0.281 with $p = 0.006$, means significant. Positive path coefficient indicates that the better work environment of the cigarette rollers in East Java results in higher job performance.

5. Job satisfaction significantly influenced the job performance of cigarette rollers in East Java. SEM analysis generated path coefficient of 0.295 with $p = 0.004$, means significant. Positive path coefficient indicates that higher job satisfaction of cigarette rollers in East Java would result in higher job performance.

5. Discussion

5.1. *The influence of Teamwork on job satisfaction of the cigarette rollers ($X1 \rightarrow Y1$).*

The first hypothesis stating that the teamwork variable significantly influences job satisfaction of cigarette rollers in clove cigarette factories in East Java is accepted or proved to be correct. This suggests that cigarette rollers have used the ability to work optimally; they can manage themselves, being responsible and have high work commitment in carrying out their tasks.

Good teamwork is reflected in the attitudes of employees such as self-management skills, commitment, competence and responsibility which in turn demonstrate something fun. They tend to have a desire to pursue satisfaction, react and interact with others in a fun way. Furthermore, this causes cigarette rollers can do their job properly which in turn can maintain scrupulosity and neatness of hand-rolled cigarettes, so the products are well suited to the quality standards as expected by the company.

5.2. *The Influence of Teamwork on Job Performance of Cigarette Rollers ($X1 \rightarrow Y2$).*

The second hypothesis stating that the Teamwork significantly influences the job performance of cigarette rollers in East Java, is accepted. Cigarette rollers who have self-management skills could carry out their jobs well and encourage their spirit and morale who are ultimately trying to improve their job performance. Furthermore, the management of cigarette factory should continually strive to raise morale and encourage these employees to behave well to improve their performance.

5.3. *The Effect of Work Environment on Job Satisfaction of Cigarette Rollers ($X2 \rightarrow Y1$)*

The third hypothesis stating that the work environment significantly influences job satisfaction of cigarette rollers in clove cigarette factories in East Java, is not accepted since the result was not significant. Work environment of the cigarette rollers has non-significant effect on job satisfaction because they only aimed at meeting the target volume that has been determined by the clove cigarette factory. The results show that cigarette rollers' satisfaction is not determined by work environmental condition, but the job satisfaction is mainly determined by whether the target volume has been reached or their hand-rolled cigarettes with wages of the cigarettes union and extra wages when the hand-rolled cigarettes exceed the target set by the company, both their quality and quantity. When the target volume determined by the company has not been reached, cigarette rollers would increase their performance without paying attention to work environmental condition. However, the management does not overlook work environmental condition, as the good work environment will improve employee job performance.

5.4. *The Effect of Work Environment on Cigarette Rollers' Job Performance ($X2 \rightarrow Y2$)*

The fourth hypothesis stating that work environment significantly influences the job performance of cigarette rollers in clove cigarette factory in East Java, is accepted. A good work environment is a work place where company is always concerned with cleanliness, lighting, air circulation, and security with enjoying music. In fact, favorable work environment is a work place that can create an atmosphere that encourages morale which in turn may increase the seriousness of employees in a career so that job performance of employees will increase. Conducive working environment can also create a harmonious relationship between employees and management as well as relationship among employees. Work environment can be created by employees themselves or by the management through the creation of adequate work place. Work environment created by the organization to which employees respond positively, it can stimulate employee morale, which in turn can improve their performance.

5.5. *The Effect of Job Satisfaction on Cigarette Rollers' Job Performance ($Y1 \rightarrow Y2$)*

The fifth hypothesis stating that job satisfaction significantly influences the work performance of cigarette rollers in clove cigarette factory in East Java, is accepted. This means that if employees feel satisfied with what they do, they will feel happy to do their job so that job performance will be high. The influence of job satisfaction on job performance is significant, because job satisfaction is an emotional response to various aspects of the job. A person may be relatively satisfied with an aspect of his job and not satisfied with one or more of the other aspects. The results of this study suggest that job satisfaction represents a psychological condition of pleasure or displeasure

depending on fulfillment of the desired needs and suitability between the expected value and value gained in real terms.

5. Conclusion

Regarding the results of research, we can draw some conclusions as follows: (1) The Teamwork significantly influences the cigarette rollers' job satisfaction in East Java This means that the better Teamwork will result in higher satisfaction; (2) the Teamwork significantly influences the cigarette rollers' job performance in East Java. This means that the better Teamwork will generate higher job performance; (3) the work environment doesn't significantly influence the employee job satisfaction in East Java This suggests that the better working environment does not bring about meaningful change to the increased employee job satisfaction; (4) the work environment significantly influences the job performance of cigarette rollers in East Java. This means that the better work environment for the cigarette rollers will lead to higher job performance; (5) the job satisfaction significantly influences the job performance of cigarette rollers in clove cigarette factories in East Java. This means that more satisfied employees will get higher job performance.

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