



The Effect of Teamwork and Trust on Job Satisfaction of The Teachers of The State High School in Bekasi City

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Abstract:

The objective of this research was to determine the effect of teamwork, and trust toward Job Satisfaction of the teachers high school in Bekasi City. This research was quantitative approach and path analysis method was applied to analyse the data. In this research, the target population size of this research is 889 teachers of state high school and research samples has been choosen as a unit analysis as much as 276 teachers of state high school in Bekasi City. The results of the research that: (1) teamwork has a direct positive effect on Job Satisfaction; (2) trust has a direct positive effect on profesional commitment; The research suggested that teamwork, and trust were important determinants of teacher's Job Satisfaction.

Keywords: Teamwork, trust , and Job Satisfaction

INTRODUCTION

Inside school as an organization, actions are prescribed and implemented based on goals in varied activities. Teachers perform excellent quality on their job and additional tasks to achieve the goals. Teacher's quality of job depends on their understanding and mastery towards tasks and responsibilities assigned to them. Their consistency at job shows high and low level of connection and responsibilities to the job so it drives them to work professionally.

Teachers perform a crucial role in educational process, thus concerns related to teachers cannot be ignored, either in educational settings, culture and its environment, or welfare. Nowadays, teachers satisfaction is rated low. This can be referred to the level of teacher's prosperity which is relatively low. Teacher as an educator and molders of future generation

should obtain proper and appropriate benefits guaranteed in life, because it does not only affect job satisfaction but also trigger them to focus conducting the job.

Teachers carry out significant role in teaching and learning process, and their job satisfaction determines whether or not the learning process succeeds. Job satisfaction is one of the internal motivations, it gives a huge effect in each members of an organization to work efficiently and effectively. If it is not fulfilled, teacher cannot feel their job as something enjoyable. Unsatisfied teacher in an organization tends to get rid of the workload and responsibilities assigned to them.

Furthermore, other factor affecting job satisfaction is teamwork, which refers to dependency over individuals who possess varied skill and reciprocally work together in shared responsibilities to achieve goals in an organization. A goal can be inferred as a clear purpose, a clear role, a clear job description and participation. Those aspects should be attained to build an excellent teamwork. Good teamwork involves teams, and a team consists of two or more individuals interacts cooperatively, aligned with the roles assigned to them in order to pursue the shared goals. If one of the members has less capacity in building positive relationship internally and externally, the individual does not know and understand one and another therefore it ultimately affects job satisfaction.

Another essential factor affecting job satisfaction is trust. Trust is a stage where an individual regards others as an individual enacting a good intention and constituting their words and actions. By establishing mutual trust in school as an organization, teachers tend to work productively and it triggers their job satisfaction.

LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction depends on digression between hopes, needs, or values with an individual's feeling or perception towards their achievement on the job. Somebody is categorized as satisfied if discrepancy does not exist on something which has been achieved towards perception on reality, because the minimum limit of what to achieve is fulfilled. This is stated by Gibson, job Satisfaction is an attitude that individuals have about their job. It results from their perceptions of their jobs, based on factor of the work environment, work group affiliation, policies, working conditions, and fringe benefit (James L. Gibson *et al*, 2012)

Moreover, Mullins described the concept as follows, job satisfaction is itself a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational and environmental factors. Individual factors include personality, education and qualifications, Social factors include relationships with co-workers, group working and norms, opportunities for interaction, informal organisation. Cultural factors include underlying attitudes, beliefs and values. Organisational factors include nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, technology and work organisation, supervision and styles of leadership, management systems, working conditions. Environmental factors include economic, social, technical and governmental influences (Laurie J. Mullins, 2005).

In addition to that, job satisfaction can be defined based on an effort to increase job satisfaction, as Luthans stated as follows, based on the current body of knowledge, the following evidence-based guidelines may help enhance job satisfaction; (1) make jobs more fun, (2) have fair pay, benefits, and promotion opportunities, (3) match people with jobs that fit their interest and skills, (4) design jobs to make them exciting and satisfying (Fred Luthans, 2011).

One of the most intriguing theory related to job satisfaction is Maslow's hierarchy of needs. Maslow identified eight innate needs, including the need to know and understand, aesthetic needs, and the need for transcendence. However, the hierarchy is usually shown as ranging through five main levels, from, at the lowest level, physiological needs, through safety needs, love needs, and esteem needs, to the need for self actualisation at the highest level (Laurie J. Mullins, 2005).

Robbins also stated that job satisfaction is a positive feeling about a job, resulting from an evaluation of its characteristics. (Fred Luthans, 2011). Meanwhile Luthans limited its scope as, "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employees perception of how well their job provide those thing that are viewed as important (Stephen P. Robbins dan Timothy A. Judge, 2011).

2.2 Teamwork

Teamwork is something common in organizational environment. Teamwork in a team is required, so tasks are not executed by only one individual, but also involved participation from several people. Theoretically, teamwork refers to interaction between groups to achieve certain goals, as mentioned by Kevin D. Clark, teamwork refers to the processes of interaction present in a group of individuals who have come together for some purpose (Kevin D. Clark, 2003).

Moreover, Wilson as quoted by Paul, et.al. stated that, teamwork is formally defined as multidimensional, dynamic construct that refers to a set of interrelatd cognitions, behaviours and attitudes that occur as team members perform a task that results in a coordinated and synchronised collective action (Paul M. Salmon, Neville A. Stanton, Guy H. Walker, and Daniel P. Jenkins, 2009).

Then Jack, et.al defined teamwork as when members of a team work together in a way that represents certain core values that promote the use of skill to accomplish certain goals (Jack Wood, Rachid Zeffane, Michele Fromholtz, Retha Wiesner, Rachel Morrison, and Pi-Shen Seet, 2013)

Teamwork as Tom dan Brian stated also refers to the way in which team members work together to produce synchronised output (Tom W. Reader and Brian H. Cuthbertson, 2014).

Leopald referred teamwork ashow people involved have been working together to achieve task completion (Leopald Vansina, 2008). Furthermore, Schermerhom pointed out teamwork as the process of people actively together to accomplish common goals (John R. Schermerhom, 2010).

2.3 Trust

Trust is the most valuable and fundamental asset for everyone to achieve favorable result. If there is no trust possessed by somebody, what those individuals said, done or how good their visions are, people tend to do not trust them. Trust is one of fundamental values perceived by almost everyone, eventhough it is hard to define precisely. Trust basically refers to have a faith on something along with positive mindset.

Robbins and Judge stated that trust is a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectation about how things are going to turn out (Stephen P. Robbins and Timothy A. Judge, 2013).

Moreover Greenberg described trust as the degree to which the of confidence in the words and actions of another (Jerald Greenberg, 2010). McShane, Olekalns, dan Travaglione also defined trust as the positive expectations that one person has towards another person or group in situations involving risk (Stephen McShane, Mara Olekalns, and Tony Travaglione, 2013).

Stephen P. Robbins (2000), stated trust is a positive expectation that another will not through words, actions or decision-act opportunistically. Jennifer M. George and Garets R. Jones (2012), referred “trust as an expression of confidence in another person or group people that you will not be put at risk, hermed , or injured by their action.

In addition to that, John Schermenhom and Richard Hunt (1994), mentioned that trust opens up boundaries provides oppurtunities in which act, and enriches the entire social fabric of an organization. Then Robert N. Lussier (2008), explained that trust is the positive expectation that another will not take advantage of you. Trust is not simply given; it is earned.

RESEARCH METHODS

This study used a quantitative approach through survey methods with causal techniques. Hypothesis testing is carried out using path analysis techniques with constellation models between variables, consisting of 3 variables; exogenous variables of teamwork (X_1), trust (X_2), and endogenous variables; job satisfaction (Y).

The proposed hypothesis will be drawn into conclusions through the calculation of the path coefficient and significance for each pathway studied. Based on these path analysis tests, each test of the statistical hypothesis tested is a positive direct effect.

First hypothesis: testing the direct influence of the teamwork (X_1) towards job satisfaction (Y)

$$H_0: \beta_1 \leq 0$$

$$H_1: \beta_1 > 0$$

Second hypothesis: testing the direct influence of trust (X_2) towards job satisfaction (Y).

$$H_0: \beta_2 \leq 0$$

$$H_1: \beta_2 > 0$$

Notes:

H_0 : zero hypothesis

H_1 : one hypothesis or alternative hypothesis

β_{y1} : path coefficients in the population that show the direct influence of the teamwork (X_1) on job satisfaction (Y).

β_{y2} : path coefficients in the population that show the direct influence of the trust (X_2) on job satisfaction (Y).

RESULT AND DISCUSSION

Based on the result of the path analysis calculation among variables that were found in general, there was an influence of exogenous variables on endogenous variables. Meanwhile, the hypothesis testing showed that the hypothesis proposed in this study generally proven the path had positively affected.

Normality testing uses the Liliefors formula. The hypothesis presented in the normality test is:

H_0 : Error data comes from populations with normal distribution, if the value of $\text{Account} \leq L_{\text{tablel}} (\alpha = 0,05)$, and $n = 198$.

H_1 : Error data comes from the population is not normally distributed, if the value of $\text{Account} \geq L_{\text{tablel}} (\alpha = 0,05)$, and $n = 198$.

The summary of the calculation results for the estimated error normality test is presented in the following table:

Table 1. Summary of Normality Test Results

| No | Estimated Error Regression | n | L _{count} | Summary | |
|----|----------------------------|-----|--------------------|----------------|----------------------|
| | | | | $\alpha = 5\%$ | |
| 1 | Y on X ₁ | 198 | 0,050 | 0,0630 | Distributes normally |
| 2 | Y on X ₂ | 198 | 0,036 | 0,0630 | Distributes normally |

The next step is having the correlational analysis by reviewing the level and significance of the relationship between pairs of exogenous variables and endogenous variables.

The overall results of the significance test and regression linearity are summarized in the following table:

Table 2. Summary of Test Results for significance and linearity of Regression

| Reg | Equation | Regression Test | | Linearity Test | | Summary |
|-----------------------|----------------------------------|-------------------|-----------------------------------|-------------------|-----------------------------------|---|
| | | L _{coun} | $\frac{F_{label}}{\alpha = 0,01}$ | L _{coun} | $\frac{F_{label}}{\alpha = 0,05}$ | |
| | | t | | t | | |
| Y atas X ₁ | $\hat{x}_3 = 59,921 + 0,282 X_1$ | 37,804 | 3,89** | 0,959 | 1,53 ^{ns} | The regression is very significant/ Regression is linear |
| Y atas X ₂ | $\hat{x}_3 = 35,979 + 0,628 X_2$ | 40,367 | 3,89** | 1,326 | 1,70 ^{ns} | The regression is very significant/ Regression is linear |

Notes:

** : Very Significant

ns: Non-significant (regression is linear)

One of the important requirement which must be completed is the existence of a significant correlation between related variables. The correlation between variables is calculated by the correlation coefficient.

The magnitude of the direct effect and significance test of each path (Path Analysis) are summarized in the following table:

Table 3. Summary of Path Significance Test Results

| No. | Effect Direct | Coefficient Path | Dk | L _{count} | Summary |
|-----|-------------------------|------------------|----|--------------------|-----------------|
| | | | | | $\alpha = 0,05$ |
| 1 | Y toward X ₃ | 0,260 | 96 | 4,067 | 1,98 |
| 2 | Y toward X ₃ | 0,291 | 96 | 4,631 | 1,98 |

Structurally, the overall diagram of the path of each structure can be seen in the following figure:

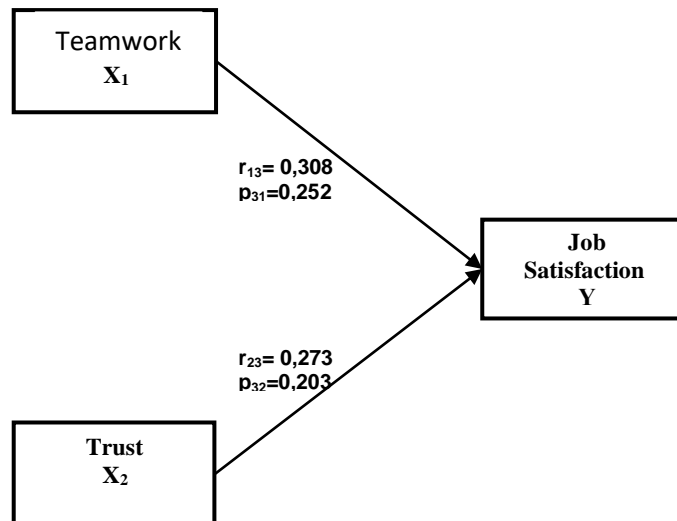


Figure 1. Causal Path Diagram of influence of X_1 and X_2 toward Y

After analyzing the structure model, the next calculation results obtained are used to test the hypothesis. The hypothesis proposed will be concluded by calculating the path coefficient value and significance for each path studied.

The summary of the two hypotheses can be seen in the following table:

Table 4. Summary of Hypothesis Testing Results

| Direct Effect | Path Coefficient | T_{count} | F_{tabel} | Test Result |
|--------------------|------------------|-------------|-------------|---|
| X_1 terhadap Y | 0,260 | 4,067 | 1,98 | H_0 is refused, H_1 is accepted. Consists of the direct positive influence of X_1 toward X_3 |
| X_2 terhadap Y | 0,203 | 4,631 | 1,98 | H_0 is refused, H_1 is accepted. Consists of the direct positive influence of X_2 toward X_3 |

DISCUSSION

Based on the result of the analysis and hypothesis testing, it can be concluded that in general it is proven that each path tested has a direct positive effect. Then based on the conclusions of this study, the job satisfaction of State High Schools in Bekasi Jakarta can be increased by strengthening the teamwork, creating a conducive trust.

First hypothesis testing showed that there was a significant positive relationship between teamwork and job satisfaction shown by $count = 4.067$ greater than $table = 1.98$ at the significant level $\alpha = 0.05$. It was obvious because based on the opinion of Sobia Shujaat, Amir Manzoor, and Nadeem A. Syed, *in the study, it was found that team work has positive significant impact on employee satisfaction and employees' productivity. The results were significant indicating linear relationship between the variables under study* [20].

Second hypothesis testing showed that there was a significant positive relationship between trust and job satisfaction as shown by $count = 4.631$ greater than $table = 1.98$ at a significant level $\alpha = 0.05$. In line with Laurie J. Mullins, that *Lack Of Trust Is Probably One Of The Greatest Time An Resource Wasters In The Workplace. Manager Who Do Not Trust Their Employees Are Probably Wasting Hours Every Week Checking Up On Them At Every Turn And Failing To*

Utilise The Resource At Their Disposal. A Recent Report From The Chartered Management Institute Found that manager's relationship with their line manager had a powerful impact on job satisfaction and related issues [20].

CONCLUSION

Based on the results of the analysis and discussion of this study, it can be concluded that the teamwork and trust have a positive direct effect on work toward the teachers of the State High Schools in Bekasi. It means that the stronger the teamwork and trust that is strongly perceived, it can improve the accuracy of the job satisfaction of the teachers of State High Schools in Bekasi.

So, based on the conclusions of the results, job satisfaction of the State High Schools in Bekasi can be improved by strengthening the teamwork, creating a conducive trust, and satisfaction the right job.

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