



The Influence of Teamwork and Work Discipline on Employee Performance: A Quantitative Study at Ananda Maternity and Children's Hospital, Makassar

Dian Anggraeni Rachman*, Sri Reski Astuti, Nurul Fajriah Istiqamah

Faculty of Sports and Health Sciences, State University of Makassar

*Correspondence Address: dian.anggraeni.r@unm.ac.id

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ABSTRACT

Human resources are a critical component that every organization must prioritize, as they play a vital role in determining the success of the organization in achieving its goals. This study aims to examine and analyze the influence of teamwork and work discipline on employee performance at RSIA Ananda in Makassar City. A quantitative research approach was employed, with data collected through the use of questionnaires. The population of the study consisted of 317 employees at RSIA Ananda Makassar. Using purposive sampling, a total of 177 respondents were selected as the sample. Data testing included both validity and reliability tests to ensure the quality of the instrument. The data were analyzed using multiple linear regression, with hypothesis testing conducted through the F-test. The results of the F-test showed that the calculated F value was 228.477, which exceeds the critical F value of 3.05, and the significance level was 0.000, which is below the threshold of 0.05. These findings indicate that teamwork and work discipline have a statistically significant simultaneous effect on employee performance. Moreover, the results demonstrate that both teamwork and work discipline contribute to employee performance at RSIA Ananda Makassar, with work discipline emerging as the dominant influencing factor.

INTRODUCTION

Human resources are one of the key factors that must be considered by every organization. Human resources also play a crucial role in determining the success of an organization in achieving its goals. An institution's objectives can be achieved if it is able to effectively and efficiently manage, mobilize, and utilize its available human resources. (Dewa, 2022).

Employee performance has a significant impact on the success of an organization. When employees perform well, the company's overall performance improves. Conversely, poor employee performance can lead to a decline in company performance. The role of teamwork is to assist managers or employees in deciding what actions should be taken to achieve the hospital's objectives. Teamwork is an organizational and work model that is suitable for improving hospital performance. (Putri Handayani, 2019).

In addition to teamwork, work discipline is a crucial element in organizations, as it ensures that the objectives of the organization's employment programs can be achieved. (Gultom et al., 2023). Work discipline is one of the tools used by companies to communicate with their employees and enhance their performance. When employee performance increases, productivity also improves. Without work discipline, employees may work irregularly, which can disrupt the company's work systems and hinder the achievement of organizational goals. (Wirajaya & Nuraini, 2019).

A similar study was conducted by Yanti (2021), entitled *The Influence of Teamwork and Work Discipline on the Performance of the Tourism and Culture Office Employees in Solok Regency*. The study concluded that teamwork has a positive and significant influence on employee performance at the Tourism and Culture Office of Solok Regency, with a significance value of $0.003 < 0.05$ and a $t\text{-count} (3.138) > t\text{-table} (1.668)$. Work discipline (X2) also showed a positive and significant influence on employee performance at the same office. This research finding is relevant to the study to be conducted, as it involves the same variables, namely work discipline as the independent variable and employee performance as the dependent variable. These findings strengthen the theoretical and empirical foundation for a similar study to be conducted at Ananda Maternity and Children's Hospital (RSIA Ananda) in Makassar.

The research conducted by Wulandari and Ratnagung (2024) shows that work discipline and teamwork significantly affect employee performance. Work discipline contributes 90%, while teamwork contributes 93%. Simultaneously, these two variables influence employee performance by 93.1%. These findings reinforce the fundamental assumption of the study, namely that both teamwork and work discipline are important and significant factors in enhancing employee performance. Given the high percentage of influence, it can be concluded that efforts to improve the quality of teamwork and work discipline will have a direct and positive impact on both individual and organizational performance. Therefore, this research not only serves as a theoretical reference but also provides empirical justification supporting the relevance and appropriateness of focusing on these two variables, particularly in the context of health service institutions such as RSIA Ananda Makassar, which heavily rely on team performance and discipline to deliver optimal services.

Based on interviews conducted by the researcher at RSIA Ananda, Makassar City, several issues related to employee work discipline were identified. These included employees arriving late to work, a high number of employees requesting leave due to urgent matters which disrupted shift schedules, employees being absent without notice, and a general lack of awareness among staff in carrying out their assigned tasks and responsibilities. Several of these issues may negatively impact the quality of hospital services, particularly by affecting service responsiveness and consistency in care delivery. Moreover, effective teamwork and strong work discipline can reduce the occurrence of medical and administrative errors in healthcare provision. Therefore, this study aims to examine the influence of teamwork and work discipline on employee performance at Ananda Maternity and Children's Hospital RSIA Ananda in Makassar City.

METHODS

The type of research employed in this study is quantitative, utilizing an associative causal approach with a cross-sectional research design. The research is scheduled to be conducted from May to June 2024. This study will take place at RSIA Ananda Makassar, located at Jl. Landak Baru No. 63, Makassar City, South Sulawesi 90222. The population in this study comprises all active employees working at RSIA Ananda Makassar, totaling 317 individuals. The sampling technique used is purposive sampling, which involves selecting samples based on specific considerations such as known characteristics or traits of the population (Notoatmodjo, 2012). The sample was determined based on inclusion and exclusion criteria, resulting in a total of 177 respondents from RSIA Ananda Makassar. The inclusion criteria are: employees of RSIA Ananda Makassar, employees present during the research period, and employees willing to participate in the study. The exclusion criteria are: employees not present during the research period, and employees unwilling to participate. Data collection techniques include observation, questionnaire distribution, interviews, and documentation. The research instrument used is a questionnaire that encompasses three variables: employee performance, team collaboration, and work discipline. The measurement scale for the variables in this study refers to the Likert Scale, in which each item is rated using a 1–5 scale. The responses are scored as follows: Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. The data analysis techniques employed in this study include validity testing, reliability testing, and multiple linear regression analysis.

RESULTS

Validity and Reliability Testing

The validity and reliability tests in this study were conducted using responses from 30 participants. Research data will be considered unbiased if obtained through research instruments that are both valid and reliable. An indicator of a variable is deemed valid if it has a correlation coefficient with the total score greater than the critical value of the correlation table ($r > r_{\text{table}}$). Furthermore, a research instrument is considered reliable if it has a Cronbach's Alpha coefficient (α) of ≥ 0.60 . The complete results of the instrument validity and reliability tests are presented in the following table:

Table 1. Validity Test Results for Variable X1 (Teamwork)

Item	<i>r</i> Calculated	<i>r</i> Table	Sig.	Description
X1.1	0.903	0.349	0.00	Valid
X1.2	0.956	0.349	0.00	Valid
X1.3	0.963	0.349	0.00	Valid
X1.4	0.941	0.349	0.00	Valid
X1.5	0.925	0.349	0.00	Valid

Source: Primary Data, Processed in 2024

Based on the results of the validity test presented in Table 1, all calculated r-table (r-count) are greater than the critical r-Table (0.349) at a 5 percent significance level. It can be concluded that all items of the X1 variable (Teamwork) are considered valid.

Table 2. Results of Validity Test for X2 (Work Discipline)

Item	r Calculated	r Table	Sig	Description
X1.1	0.928	0.349	0.00	Valid
X1.2	0.961	0.349	0.00	Valid
X1.3	0.966	0.349	0.00	Valid
X1.4	0.960	0.349	0.00	Valid

Source: Primary Data, Processed in 2024

Based on the results of the validity test in Table 2, it shows that all the r calculated values are greater than the r table (0.349) at a 5 percent significance level. It can be concluded that all items in the X2 variable (Work Discipline) are valid.

Table 3. Results of Validity Test for Y (Employee Performance)

Item	r Calculated	r Table	Sig	Description
Y.1	0.934	0.349	0.00	Valid
Y.2	0.842	0.349	0.00	Valid
Y.3	0.913	0.349	0.00	Valid
Y.4	0.924	0.349	0.00	Valid
Y.5	0.918	0.349	0.00	Valid

Source: Primary Data, Processed in 2024

Based on the results of the validity test in Table 3, it shows that all the r calculated values are greater than the r table (0.349) at a 5 percent significance level. It can be concluded that all items in the Y variable (Employee Performance) are valid.

Respondent Characteristics

Based on the data obtained from the questionnaire responses, the distribution of employees at RSIA Ananda Makassar in terms of gender, age, and length of employment is presented in the following table 4.

Based on the data presented in Table 4, it is evident that the majority of respondents in this study are female, accounting for 172 individuals or 97.2%, while only 5 respondents (2.8%) are male. This gender disparity is attributed to the hospital's staffing policy, which favors the recruitment of female employees due to its specialization as a maternal and child healthcare facility. In terms of age distribution, out of the 177 employees surveyed, 35 individuals (19.8%) are within the 20–25 year age group, 71 individuals (40.1%) are aged 26–30 years, 56 individuals (31.6%) are aged 31–35 years, 11 individuals (6.2%) are aged 36–40 years, 3 individuals (1.7%) are aged 41–45 years, and 1 individual (0.6%) falls within the 46–50 year age range. The dominant age group among respondents is 26–30 years, comprising 40.1% of the sample. This age group is considered by the hospital to be within the productive workforce category, which significantly contributes to organizational development. Regarding the length

of employment, 41 respondents (23.2%) have worked for less than one year, 46 respondents (26.0%) for one to three years, and 90 respondents (50.8%) for four to five years. The predominance of employees with four to five years of service suggests a workforce with substantial experience, which is likely to result in a deeper understanding of institutional roles and responsibilities.

Table 4. Respondent Characteristics Based on Gender, Employee Age, and Employment at RSIA Ananda Makassar

Characteristics		Number (People)	Percentage (%)
Gender	Male	5	2.8
	Female	172	97.2
Age (Years)	20–25	35	19.8
	26–30	71	40.1
	31–35	56	31.6
	36–40	11	6.2
	41–45	3	1.7
	46–50	1	0.6
Length of Employment	<1 year	41	23.2
	1–3 years	46	26.0
	4–5 years	90	50.8
Total		177	100

Source: Primary Data, Processed in 2024

Assessment of Each Variable

Table 5. Respondents' Responses to the Teamwork Variable

No	Statement	Score					Mean
		SDS (1)	DS (2)	N (3)	A (4)	SA (5)	
1	My team members and I complete tasks together due to mutual dependence and shared goals.	3 (1,7)	4 (2,3)	2 (1,1)	80 (45,2)	88 (49,7)	4.38
2	My team members and I are always enthusiastic and contribute optimally, both physically and mentally, while working at RSIA Ananda Makassar.	2 (1,1)	0 (0,0)	2 (1,1)	72 (40,7)	101 (57,1)	4.52
3	With clear roles and responsibilities, my team members and I complete tasks together in accordance with established procedures.	2 (1,1)	0 (0,0)	2 (1,1)	64 (36,2)	109 (61,6)	4.57
4	My team members and I feel suited to the division of labor assigned by the management at RSIA Ananda Makassar.	2 (1,1)	4 (2,3)	5 (2,8)	87 (49,2)	79 (44,6)	4.33

No	Statement	Score					Mean
		SDS (1)	DS (2)	N (3)	A (4)	SA (5)	
5	I strive to carry out my work at RSIA Ananda Makassar by applying my expertise to the fullest extent.	2 (1,1)	0 (0,0)	1 (0,6)	66 (37,3)	108 (61,0)	4.57

Based on the data presented in Table 5, it is known that the teamwork indicators at RSIA Ananda with the highest mean scores are *"With clear roles and responsibilities, my team members and I complete tasks together in accordance with established procedures,"* and *"I strive to perform my duties at RSIA Ananda Makassar by applying my expertise to the fullest extent,"* each with a mean score of 4.57. This score falls within the "Strongly Agree" category, indicating that the majority of respondents expressed strong agreement with these statements.

Table 6. Respondents' Responses on the Work Discipline Variable

No	Statement	Score					Mean
		STS (1)	DS (2)	N (3)	A (4)	SA (5)	
1	I always arrive according to the working hours applicable at RSIA Ananda Makassar.	2 (1,1)	0 (0,0)	5 (2,8)	69 (39)	101 (57,1)	4.50
2	I strive to make good use of the facilities provided by RSIA Ananda Makassar in completing my work.	2 (1,1)	0 (0,0)	3 (1,7)	74 (41,8)	98 (55,4)	4.50
3	I am responsible for completing the tasks assigned to me.	2 (1,1)	0 (0,0)	1 (0,6)	58 (32,8)	116 (65,5)	4.61
4	I always comply with the work rules and regulations in effect at RSIA Ananda Makassar.	2 (1,1)	0 (0,0)	1 (0,6)	66 (37,3)	108 (61,0)	4.57

Based on the data presented in Table 6, it is evident that the work discipline indicator at RSIA Ananda with the highest average score is responsibility (*"I am responsible for completing the tasks assigned to me"*) with a mean score of 4.61. This score falls into the "strongly agree" category, indicating that the majority of respondents perceive the work discipline at RSIA Ananda Makassar to be in the "very good" category.

Table 7. Respondents' Responses to the Employee Performance Variable

No	Statement	Score	Mean	%	SDS	DS	N	A	SA
1	The quality standards set by the hospital can be achieved by me effectively and optimally.	2	0	7	81	87	4.41	1.1%	0%
2	The quantity or results of my work meet the targets set by the hospital.	2	1	7	83	84	4.38	1.1%	6%

No	Statement	Score	Mean	%	SDS	DS	N	A	SA
3	I am able to complete the tasks given to me within the time frame set by the hospital.	3	0	3	86	85	4.41	1.7%	0%
4	The effectiveness of my work is quite good.	2	0	5	82	88	4.43	1.1%	0%
5	I am able to work well independently.	2	2	7	71	95	4.44	1.1%	1.1%

Based on the data presented in Table 7, it is evident that the employee performance indicator with the highest average score at RSIA Ananda Makassar is *independence* ("I am capable of working well independently") with a total mean of 4.44. This score falls into the "strongly agree" category, indicating that the majority of respondents perceive employee performance at RSIA Ananda Makassar to be in the "very good" category.

Multiple Linear Regression Analysis

Multiple linear regression is used to predict the effect of more than one independent variable on a single dependent variable. Based on the analysis conducted using the SPSS program, the results of the multiple linear regression analysis are summarized in the table below:

Table 8. Multiple Linear Regression Analysis

Variabel	Koefisien	Koefisien Korelasi	p
Constant	.433		
Teamwork (X1)	.282	.265	.000
Work Discipline (x2)	.843	.620	.000

Source: Primary Data, Processed in 2024

Dependent Variable: Employee Performance (Y)

Based on Table 4.25, the following multiple linear regression equation is obtained:

$$Y = 0.433 + 0.282X_1 + 0.843X_2 + e$$

Y = Employee Performance

X₁ = Teamwork

X₂ = Work Discipline

The constant value of (Y) is 0.433, which means that if the variables of teamwork and work discipline are both zero, the employee performance (Y) will be at a value of 0.433. This indicates that in the absence of any influence from the independent variables (teamwork and work discipline), the employee performance will change by 0.433.

Teamwork Coefficient = 0.282

If the teamwork variable increases by one point while work discipline remains constant, it will lead to an increase in employee performance by 0.282.

Work Discipline Coefficient = 0.843

If the work discipline variable increases by one point while teamwork remains constant, it will lead to an increase in employee performance by 0.843.

DISCUSSION

Based on the results of the simultaneous test (F-test) previously obtained, it shows that the more teamwork and work discipline are improved, the higher the employee performance at RSIA Ananda Makassar will be. Conversely, if teamwork and work discipline decline, the employee performance at RSIA Ananda Makassar will also decrease.

Efforts to improve employee performance require good teamwork and work discipline simultaneously in order to improve maximum service. The results of this study are also in accordance with Hasibuan's theory (2021: 115) which states that work discipline is a person's awareness and desire to obey all company regulations and applicable norms. Teamwork in an organization is more effective than individual work. Likewise, employees who obey all company regulations will make tasks run smoothly so that the goals of the organization or company can be achieved. These results are in line with the theory put forward by Hidayat et al. (2019) which states that a cooperation team is a group whose collective efforts produce higher performance compared to the sum of individual contributions. This means that teamwork in an organization or company is more effective than working individually. From the theory of Hasibuan (2021:115) and Halim (2020), it can be concluded that teamwork and work discipline between employees will improve performance in an organization or company. In line with that, Halim (2020) stated that work discipline is the ability of employees to obey the regulations in force in a company so that each task can be carried out smoothly and effectively. Employees must also be responsible for what they do. This study is in line with research conducted by Nadya Diani Putri (2023), Rahmawati Anggraeni (2023), and Rudianto Alfredo (2022) which stated that teamwork and work discipline have a significant positive effect simultaneously on employee performance.

CONCLUSION

Based on the research findings and discussion, it can be concluded that teamwork and work discipline simultaneously have a significant effect on employee performance. This indicates that both teamwork and work discipline influence the performance of employees at Ananda Maternity and Children's Hospital (RSIA Ananda) in Makassar City. It is recommended that the hospital enhance both teamwork and work discipline concurrently as part of its efforts to improve employee performance.

Therefore, the hospital is encouraged to continuously provide programs and assign tasks that promote collaboration among employees—for instance, by organizing work into teams to foster awareness and habitual cooperation in achieving shared goals. Moreover, since work discipline has been shown to significantly affect employee performance when examined independently, it is suggested that hospital leadership consistently provide motivation tailored to employee needs. This may include conducting meetings or discussions to address employee challenges and occasionally offering rewards to recognize high-performing staff members.

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