

Human Capital Performance in Manufacturing Companies in Indonesia: Analysis of the Influence of Team Work Management and Work satisfaction

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ABSTRACT

The manufacturing industry requires skilled human resources personnel who can work effectively in teams and have high work satisfaction because these factors can contribute significantly to the company's performance and competitiveness. The main objective of this study is to analyze the effect of teamwork management and work satisfaction on human capital performance in manufacturing companies. The sample used was 200 respondents, as determined by the purposive sampling method. The study's results confirmed that teamwork management and work satisfaction positively and significantly affect human capital performance. Management that supports this collaboration can reduce stress levels and increase employee engagement, which strengthens the company's performance and competitiveness of human capital. In addition, work satisfaction can also reduce stress levels and employee turnover, contributing to the stability and efficiency of human capital. This study's results are expected to guide manufacturing companies in building stronger and more competitive human resources, ultimately supporting economic growth and Indonesia's position in the global supply chain.

Keywords:

Team Work Management; Perceived Work Satisfaction; Human Capital Performance; Manufacturing Company

INTRODUCTION

Every organization must have a goal to be achieved, where, in essence, the organization is a collection of individuals and groups who must work together and coordinate to realize a goal (Efendi et al., 2021);(Hartini et al., 2021). Achieving the goal is carried out by all human resources owned by the organization. Teamwork can bring the team to success or failure. Cooperation in a team is so important that good or lousy cooperation will determine the results or performance of a team in achieving its goals (Nurhayati et al., 2018);(Simatupang et al., 2022). Cooperation can produce essential benefits such as reducing negative externalities and utilizing economies of scale, potentially creating resource shortages (Ahmed et al., 2020). Human capital performance is one of the vital components of a company's success, especially in the manufacturing sector, which has high demands on productivity and efficiency (Gerrard & Lockett, 2018). Manufacturing companies in Indonesia are currently facing the challenges of global competition and rapid technological developments, so it is necessary to manage human resources effectively to achieve sustainable business goals (Cizmaş et al., 2020);(Silalahi et al., 2022). In this context, human capital performance is not only individual ability but also includes the collective ability of the team supported by managerial factors such as teamwork management and work satisfaction. These two aspects significantly increase productivity and work quality, directly impacting the company's overall performance.

Teamwork management is one of the critical approaches to strengthen synergy between employees and encourage productive collaboration. In the

manufacturing sector, solid teamwork can accelerate the completion of production tasks, increase efficiency, and reduce the possibility of errors in the production process (C. Wang et al., 2022). Effective teamwork management allows each team member to understand their respective roles, support each other, and work harmoniously to achieve the targets set by the company. This certainly requires good leadership skills from management and efforts to build a work culture that values each individual's contribution (Gerrard & Lockett, 2018). A team is a unique work group that is different from others. The benefits and functions of a team are that it can change attitudes, behaviors, and personal values, and it can help discipline team members so that members have the same vision and mission in completing tasks or working efficiently and effectively (Sanyal & Hisam, 2018).

Working in a team can be used for decision-making, negotiating, and organizing (Khattak et al., 2020). The benefits and functions of a team are that it can change attitudes, behaviors, and personal values and can participate in disciplining team members (Cizmaş et al., 2020). Members have the same vision and mission in completing tasks or work efficiently and effectively (Cahyadi et al., 2022). A team will be more effective when compared to working individually. Various studies have shown that teamwork management significantly influences improving human capital performance in manufacturing companies. Effective teamwork management supports individual technical skills and facilitates cooperation, communication, and synergy between employees, which are essential factors in a complex and results-oriented production environment. Studies by several experts have found that solid teamwork can increase employee productivity and efficiency, reduce errors in the production process, and strengthen the ability to adapt to change (Mendonça et al., 2021);(Phulpoto, 2023). In addition, good teamwork management helps create a more supportive work climate, where team members feel supported by colleagues and management, so they are more motivated and committed to achieving company targets.

In addition to teamwork management, work satisfaction is a psychological factor that significantly influences human resource performance in manufacturing companies. Work satisfaction refers to the level of individual satisfaction with the work they do, including aspects of well-being, comfort, and feeling appreciated by the company (Davidescu et al., 2020);(Sofiyan et al., 2022). Satisfied employees tend to have higher work motivation, are committed to their tasks, and have a desire to contribute more to achieving company targets. Conversely, low work satisfaction can trigger high levels of absenteeism and employee turnover and reduce the quality of work, ultimately hindering the company's overall productivity (Butarbutar et al., 2022). Work satisfaction is an affective or emotional response to various aspects of a person's work, so work satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects. Work satisfaction is a positive attitude of the workforce towards their work, which arises based on an assessment of the work situation (Inrawan et al., 2022). This assessment can be carried out on one of their jobs. The assessment is carried out as a sense of appreciation for achieving one of the important values in the job (Aeknarajindawat & Jermisittiparsert, 2020).

The highest level of work satisfaction with a superior is when both relationships are positive. A superior with the characteristics of a transformational leader will increase the workforce's motivation and, at the same time, be satisfied

with their work (Alsafadi & Altahat, 2021);(Paşaoğlu & Tonus, 2014). A person can be relatively satisfied with work satisfaction, which is an affective or emotional response to various aspects or aspects of a person's work, so work satisfaction is not a single concept (Davidescu et al., 2020). A person can be relatively satisfied with doing the job, which will increase or decrease satisfaction (Paşaoğlu & Tonus, 2014). Research on work satisfaction shows that employee satisfaction has a major impact on human capital performance, especially in manufacturing. Employees who are satisfied with their jobs tend to be more motivated and committed and have higher productivity levels, all of which contribute to the company's overall performance (Dewi & Susilo, 2021);(Shamaileh et al., 2023). Previous studies have stated that aspects such as adequate rewards, a positive work environment, opportunities for development, and support from management are important factors that influence work satisfaction (Oktavia, 2023);(Lasisi et al., 2019). By increasing work satisfaction, companies can optimize human capital performance, create a more stable work environment, and achieve more sustainable productivity.

The relationship between teamwork management and work satisfaction is an interesting aspect to be studied further, especially in the context of manufacturing companies in Indonesia. A good level of teamwork management often positively impacts work satisfaction because employees feel supported by their colleagues and are more motivated to achieve common targets. This factor can improve overall team performance, thereby contributing directly to achieving production targets. By understanding the correlation between these two aspects, companies are expected to be able to formulate human resource management strategies that are more effective and relevant to the company's needs. In the manufacturing sector, the demand to produce quality products efficiently requires companies to minimize internal obstacles, one of which is the ineffectiveness of teamwork. Therefore, companies need to implement an adaptive and results-oriented teamwork management strategy. Clear division of roles, communication skills training between team members, and support from management are important steps that can increase teamwork involvement and productivity. These efforts will be more optimal if supported by a work environment that can meet the basic needs of employees and reward their contributions.

METHOD

This study uses a quantitative approach with a survey method to measure the effect of teamwork management and work satisfaction on human capital performance in manufacturing companies in Indonesia. Data was collected through a structured questionnaire designed to assess employee perceptions of the effectiveness of teamwork management, work satisfaction levels, and human capital performance. The number of samples used in this study was 200 respondents who were employees from various manufacturing companies in Indonesia, both in the food and beverage, textile, chemical, and other sectors. The sample was selected using a purposive sampling method to ensure that each respondent had at least one year of work experience in the company concerned to obtain more accurate and relevant data. With this number of samples, the study is expected to produce findings that sufficiently represent the employee population in Indonesian manufacturing companies. This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a regression test,

hypothesis test, correlation test, and coefficient of determination. Furthermore, the measurement of research variable indicators is summarized in the variable operational definition table, which can be explained in Table 1:

Table 1. Operational Definition of Research Variables

Variable	Code	Items	Adapted From
Team Work Management	TMM1	Participatory leadership	(Gurmani et al., 2021);(Yang et al., 2020)
	TMM2	Equalization of objectives	
	TMM3	Expecting quality	
	TMM4	Having relevant knowledge	
Work Satisfaction	WS1	Work Environment	(L. Wang et al., 2022);(Che et al., 2021)
	WS2	Salary and Compensation	
	WS3	Career and Development Opportunities	
	WS4	Work-Life Balance	
	WS5	Job Security	
Human Capital Performance	HCP1	Work Quantity	(L. Wang et al., 2022);(Che et al., 2021)
	HCP2	Work Quality	
	HCP3	Knowledge about Job Description	
	HCP4	Job Responsibility	

RESULTS AND DISCUSSION

The demographics of respondents in this study include gender, age, education level, length of service, and type of manufacturing where they work. Of the total respondents, 60% were male (120 respondents), and 40% were female (80 respondents). Based on age group, the majority of respondents were in the 20-29 years range as many as 35% (70 respondents), followed by 30-39 years old as many as 30% (60 respondents), 40-49 years old as many as 22.5% (45 respondents), and 50-59 years old as many as 12.5% (25 respondents). In terms of education, almost half were high school graduates (47.5% or 95 respondents), while 40% were bachelor's graduates (80 respondents) and 12.5% were master's graduates (25 respondents). Based on the length of service, 21.5% of respondents (43 people) have less than one year of work experience, 28.5% (57 respondents) have 1-5 years of experience, 20% (40 respondents) have 6-10 years of experience, and 10% (20 respondents) have worked for more than 15 years. Finally, in terms of manufacturing type, 28.5% work in consumer product manufacturing (57 respondents), 16.5% in industrial product manufacturing (33 respondents), 15% in construction manufacturing (30 respondents), and 40% in other types of manufacturing (80 respondents). These characteristics indicate a variety of backgrounds, providing a broad scope in the analysis of the influence of teamwork management and work satisfaction on human capital performance in the manufacturing sector.

Table 2. Profile of Respondents

Categories	Details	Amount	Percentage (%)
Gender	Men	120	60
	Woman	80	40
Age (years)	20-29	70	35
	30-39	60	30
	40-49	45	22.5
	50-59	25	12.5
Level of	High school	95	47.5

Categories	Details	Amount	Percentage (%)
education	Bachelor	80	40
	Masters	25	12.5
	< 1	43	21.5
	1-5	57	28.5
Length of work	6-10	40	20
	11-15	40	20
	> 15	20	10
	Consumer Products	57	28.5
Manufacturing Type	Manufacturing	33	16.5
	Industrial Product Manufacturing	30	15
	Construction Manufacturing	80	40
	Other types of manufacturing	80	40

1. Validity and Reliability Test

Validity Testing assesses the accuracy or precision of a measuring instrument in measuring what is to be measured. In simpler terms, validity testing aims to evaluate whether a set of measuring instruments effectively measures what it is supposed to measure.

Table 3. Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Team Work Management	0.860	12	Valid
Work Satisfaction	0.851	15	Valid
Human Capital Performance	0.788	12	Valid

Based on the validity test of Table 3 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid(Ghozali, 2016). Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables.

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Team Work Management	0.834	12	Reliable
Work Satisfaction	0.860	15	Reliable
Human Capital Performance	0.867	12	Reliable

The results of the experiment's reliability shown in Table 4 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all the instruments used are reliable(Ghozali, 2016).

2. Multiple Regression Test

Table 5.Linear Regression Results

Model	Unstandardized Coefficients		t-count	Sig.
	B	std.Error		
1 (Constant)	8,678	2,388	3,635	,000
Team Work Management	,457	,090	5,092	,000
Work Satisfaction	,290	,057	5,055	,000

The equation model is obtained from the multiple linear regression above = $15.203 + 0.600X_1 + 0.467X_2$, meaning that teamwork management and work satisfaction positively affect human capital performance. Based on these equations, it can be explained as follows:

- The constant value of 8.678 can be interpreted if the variables of teamwork management and work satisfaction are considered zero, then the value of the human capital performance will be in the range of 8.678.
- The value of the beta coefficient on the teamwork management variable is 0.457, which means that every change in the teamwork management variable by one unit will result in a change in human capital performance. Of 0.457 units with the assumption that the other variables are at a constant value
- The value of the beta coefficient on the work satisfaction variable is 0.290, which means that every change in the work satisfaction variable by one unit will result in a change in the human capital performance—of 0.290 units, assuming that the other variables are at a constant value.

3. Simultaneous and Partial Hypothesis Testing

Experiment F is used to examine the variable binding simultaneously. Simultaneous hypothesis testing analyzes whether teamwork management and work satisfaction variables can influence human capital performance.

Table 6. Simultaneous Test Results

Model	Sum of Squares	df	F	Sig.
Regression	3915,837	2	163,321 ,000^b	
residual	2361,663	197		
Total	6277,500	199		

Based on the results of the simultaneous test analysis in Table 6, the F-count value is $163.321 >$ from F-table with (0.05; 2 vs. 198) of 3.04 or with a significant $0.000 \leq 0.05$ can be team work management and work satisfaction significantly influences human capital performance simultaneously. Subsequently, a partial test was conducted to partially analyze the effect of teamwork management and work satisfaction on human capital performance. Based on the results of data analysis in Table 5, the results of the t-test in this study are as follows:

- Teamwork management has a significant level of $0.000 \leq 0.05$, meaning that teamwork management significantly affects human capital performance.
- Work satisfaction has a significant level of $0.000 \leq 0.05$, meaning that work satisfaction has a significant effect on human capital performance.

4. Coefficient of Determination Test

The coefficient of determination measures how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 7:

Table 7. Correlation and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	,790^a	,624	,620	3,462

Based on the results of the data analysis in Table 7 above, the correlation test results show 0.790, indicating a strong enough relationship between teamwork management, work satisfaction, and human capital performance. Next, the coefficient of determination value is 0.624, which means that the level of human capital performance of 62.4% can be explained by the relationship between teamwork management and work satisfaction, while other factors can explain the remaining 37.6%, not discussed in this study.

Discussion

According to the results of the data analysis, it was confirmed that teamwork management has a positive and significant effect on human capital performance. Effective teamwork management has a significant positive impact on human capital performance because it increases collaboration between individuals. With good teamwork management, each team member can communicate and share knowledge more openly. This creates a collaborative work environment where individuals feel supported in developing their abilities and knowledge. Good teamwork management also helps identify the roles and responsibilities of each member so that they can work more focused and productively in achieving organizational goals. In addition, effective teamwork management can increase individual motivation and work satisfaction. When team members feel appreciated and empowered through effective collaboration, they tend to be more committed to their tasks and responsibilities. Management that supports this collaboration can reduce stress levels and increase employee engagement, which strengthens the company's performance and competitiveness of human capital. Good human capital performance ultimately drives achieving more optimal results for the organization.

According to the results of the data analysis, work satisfaction has a positive and significant effect on human capital performance. These results prove that high work satisfaction can increase employee motivation and productivity. When satisfied with their jobs, they tend to be more enthusiastic about completing their tasks and responsibilities. This satisfaction provides an intrinsic drive that makes them more concentrated and produces high-quality work. In addition, satisfied employees are usually more likely to maintain consistent performance and help coworkers, which impacts improving the performance of the team and the organization as a whole. In addition, work satisfaction can also reduce employee stress and turnover levels, which contribute to the stability and efficiency of human capital. Employees who are satisfied with their working conditions experience less burnout and a better work-life balance. This increases their loyalty and reduces their chances of moving to another company. The long-term impact is forming a solid and experienced team that can continuously improve the company's performance and competitiveness of human capital.

CONCLUSION

Overall, the conclusion of this study shows that teamwork management and work satisfaction have a positive and significant effect on human capital performance in manufacturing companies in Indonesia. Good teamwork management improves collaboration, role understanding, and employee communication, ultimately driving more effective performance. In addition, work satisfaction increases employee motivation and loyalty, resulting in more consistent and quality performance. These two factors, when optimized, contribute to increasing the company's competitiveness by improving the quality and productivity of human capital. The implication of this study is the importance of manufacturing companies in Indonesia investing time and resources in building an effective teamwork management system and creating a satisfying work environment for employees. By implementing management strategies that support collaboration and pay attention to employee welfare, companies can optimize the potential of their human capital. These results indicate that motivated and organized human resources will be better

able to contribute to achieving company goals, thereby improving overall organizational performance. As a suggestion, companies are advised to continue to evaluate and improve existing teamwork management practices and work welfare programs. Companies must also develop training that encourages collaboration skills and implement policies that support employee work-life balance. With these steps, companies can retain high-performing employees, increase loyalty, and build a productive and collaborative work culture.

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