



## Analysis of the influence of work solidarity and teamwork on employee performance satisfaction in regional public drinking water companies

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### ABSTRACT

This study explores the impact of work cohesion and team collaboration on employee performance satisfaction at PDAM Tirta Makmur Sukoharjo. Utilizing a quantitative approach with an associative research design, the study examines the relationship between work cohesion, team collaboration, and employee performance satisfaction. Data was collected through a questionnaire, with responses measured using a Likert scale. The sampling technique employed was probability sampling, incorporating both random and purposive sampling methods. Data analysis was conducted using SmartPLS 3.0 software and multiple regression methods, with validity and reliability tests applied. The findings indicate that both work cohesion and team collaboration have a positive effect on employee performance satisfaction, with team collaboration exerting a more dominant influence. These results highlight the crucial role of a collaborative work environment in enhancing employee performance satisfaction. The study's limitations include its focus on a single company and a relatively small sample size. Future research is recommended to expand the scope and incorporate additional variables for a more in-depth understanding.

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## 1. INTRODUCTION

Perusahaan Daerah Air Minum (PDAM) is a government-owned corporation in Indonesia tasked with purifying and distributing clean water across the nation. Operating in various provinces, regencies, and cities, PDAM plays a critical role in providing water services, although only about 20% of Indonesia's population has access to potable water, mainly in urban areas. The remaining 82% relies on water sources that do not meet health standards (Maulini et al., 2022). As a regional public enterprise, PDAM's primary goal is to provide essential water services rather than to generate profit, with local authorities overseeing its operations, including setting water tariffs and establishing policies related to water access and infrastructure (Veronika Tamaya, 2023). PDAM's collaboration with local governments is vital in revenue sharing, public service, and ensuring equitable access to clean water, particularly in underserved

regions (Khaerunnisa et al., 2022). The success of PDAM in delivering quality services is heavily influenced by local governments' active involvement in its management and oversight (Umniyyah et al., 2023).

Solidarity and teamwork are crucial factors in improving employee performance and satisfaction (Pratiwi & Nugrohoseno, 2018). Solidarity, defined as mutual support and cooperation among colleagues, creates a positive work environment that fosters trust and job satisfaction, motivating employees to perform effectively (Rahayu et al., 2024). When employees feel supported, their productivity and overall job satisfaction increase. In contrast, a lack of solidarity or internal conflict can lead to low morale, diminishing both satisfaction and performance (Kusdiyanto SE., 2010). Similarly, teamwork, where members with complementary skills collaborate toward a common goal, plays a significant role in enhancing job satisfaction and performance. Effective teamwork allows for efficient task sharing and skill exchange, which boosts employees' confidence and competence (Dila, 2023). However, poor communication and unresolved conflicts within teams can lead to stress and frustration, reducing overall effectiveness.

Research on factors influencing employee performance is essential for improving organizational efficiency and productivity. Solidarity and teamwork contribute significantly to enhancing employee motivation, which is a key driver of performance (Locke & Latham, 2019). Recognizing the importance of social support and fostering collaboration within teams can boost employee performance, organizational commitment, and innovative behaviors. Effective management of social relationships within the workplace, including encouraging solidarity and teamwork, is vital for creating a work environment that enhances employee satisfaction and overall performance, which ultimately leads to organizational success (Candra Susanto et al., 2024). In the case of PDAM Tirta Makmur Sukoharjo, both solidarity and teamwork play a vital role in improving employee performance and contributing to the organization's success in delivering quality water services.

Regulation and company policy at PDAM Tirta Makmur Sukoharjo play a crucial role in shaping solidarity and teamwork among employees. Policies regarding employee conduct, conflict resolution, and teamwork expectations establish a structured framework that fosters collaboration and mutual support. For instance, the implementation of regular team-building programs and performance-based incentives encourages employees to work cohesively. Furthermore, clear guidelines on communication and dispute resolution help prevent misunderstandings and promote a positive work environment. By ensuring that these policies are effectively enforced, the management at PDAM Tirta Makmur Sukoharjo strengthens workplace solidarity and teamwork, ultimately enhancing employee performance and organizational efficiency.

## 2. RESEARCH METHOD

The research methodology employed in this study follows a quantitative approach, specifically an associative research design, which aims to examine the relationships between two or more variables. According to Sugiyono, (2013), this study includes two variables: the independent variable (influencing) and the dependent variable (affected). The population in this research refers to all employees of Perumda Tirta Makmur, with a sample selected through probability sampling, utilizing random sampling to ensure every individual has an equal chance of being selected. Data collection is carried out using a questionnaire, and the responses are quantified using a Likert scale, as outlined by Sugiyono, (2013), ranging from "Strongly Agree" (5) to "Strongly Disagree" (1). The study also incorporates purposive sampling to select participants who meet specific criteria, particularly for quantitative research that does not generalize results. The primary data collected through questionnaires is then analyzed using SmartPLS 3.0 and multiple regression methods, with steps for validity and reliability testing included, such as

Pearson's correlation for validity and Cronbach's Alpha for reliability. Further analysis will ensure that assumptions related to multicollinearity, heteroskedasticity, autocorrelation, and normality are met, all of which are essential for robust statistical modeling. Ultimately, the study applies Structural Equation Modeling (SEM) to assess both direct and indirect relationships among variables, following the work of Sulistiyowati, (2017), allowing for the exploration of complex connections in organizational dynamics, such as the mediating role of trust.

While probability sampling, particularly random sampling, enhances the representativeness of the sample, the inclusion of purposive sampling introduces limitations to the generalizability of the findings. Since purposive sampling involves selecting participants based on specific criteria, there is a risk of selection bias, which may result in findings that are more applicable to a particular subset of the population rather than the entire group. Additionally, the combination of these sampling techniques may create inconsistencies in data representation, affecting the external validity of the research. To mitigate these issues, it is crucial to clearly define the criteria for purposive sampling and acknowledge these limitations when interpreting the results.

### 3. RESULTS AND DISCUSSION

#### 3.1 Data Description

Perumda Air Minum Tirta Makmur Sukoharjo is a regional-owned enterprise with a long history of providing clean water services in Sukoharjo Regency. Originally established as the Water Management Agency (BPAM) in 1984, it became the Regional Drinking Water Company (PDAM) in 1990 under Regional Regulation No. 27/1990. In 1993, authority over water infrastructure was transferred from the Governor of Central Java to the Regent of Sukoharjo. In 2016, the company was restructured into Perumda Tirta Makmur through Regional Regulation No. 20/2016 for greater operational flexibility. Its mission is to provide top-quality water services, promote professional development, ensure employee welfare, conserve water resources, and implement Good Corporate Governance (GCG). The company complies with key regulations, including Minister of Home Affairs Regulation No. 23/2006 and Government Regulation No. 58/2005, to meet legal standards and community needs.

#### 3.2 Respondent Characteristics

Table 1. Respondent Characteristics

Category	Frequency	Percentage (%)
Gender		
Male (M)	25	60.98
Female (F)	16	39.02
Age Group		
20–30 years	17	41.46
31–40 years	12	29.27
41–50 years	8	19.51
51–60 years	4	9.76
Division		
Human Resources (HR)	11	28.21
Marketing	9	23.08
Operations	7	17.95
Production	6	15.38
Finance	5	12.82
Total	41	100

Source : Data processed 2025

The table presents the characteristics of respondents based on gender, age group, and division. The majority of respondents are male (60.98%), with females comprising

39.02%. The age group of 20-30 years represents the largest proportion (41.46%), followed by the 31-40 years group (29.27%). In terms of division, the Human Resources (HR) division has the highest number of respondents (28.21%), followed by Marketing (23.08%), Operations (17.95%), Production (15.38%), and Finance (12.82%). These findings suggest that the workforce at PDAM Tirta Makmur Sukoharjo is predominantly young and male, with a balanced representation from various organizational functions, ensuring diverse perspectives in the research

3.3 Data Analysis

Table 2. Convergent Validity

	Employee Performance (Y)	Solidarity (X1)	Teamwork (X2)
X1.1		0.923	
X1.2		0.853	
X1.3		0.856	
X1.4		0.806	
X1.5		0.848	
X2.1			0.725
X2.2			0.676
X2.3			0.765
X2.4			0.749
X2.5			0.788
X2.6			0.812
Y1	0.821		
Y2	0.876		
Y3	0.880		
Y4	0.841		
Y5	0.875		

Source : Data processed 2025

Based on Table 2, the indicators for the variables of Solidarity (X1), Teamwork (X2), and Employee Performance (Y) have outer loading values above 0.7, indicating that all indicators are valid and meet the criteria for convergent validity. The highest value is observed for the X1.1 indicator (0.923) under the Solidarity variable, while the highest value for Teamwork is X2.6 (0.812), and for Employee Performance (Y), it is Y3 (0.880). This suggests that each indicator makes a significant contribution to explaining the measured variables.

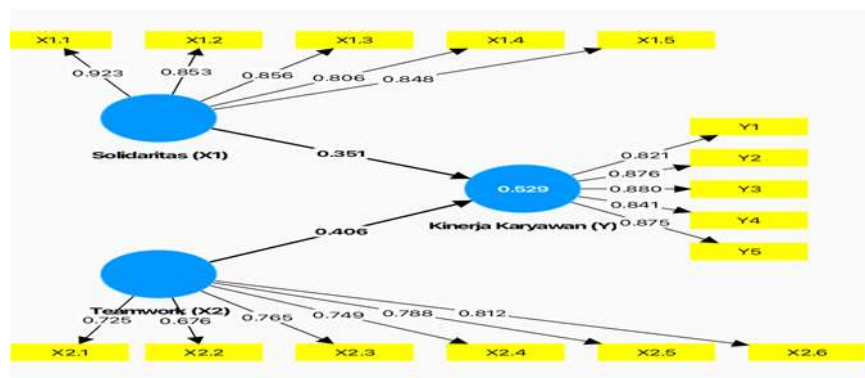


Figure 1 Outer Model

Table 3. Construct Reliability

	Cronbach's alpha	Composite reliability (rho_a)
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Employee Performance (Y)	0.911	0.914
Solidarity (X1)	0.910	0.918
Teamwork (X2)	0.847	0.852

Source : Data processed 2025

Table 3 shows that the Cronbach's Alpha and Composite Reliability (rho\_a) values for each construct are greater than 0.7, with the following details: Solidarity (0.910 and 0.918), Teamwork (0.847 and 0.852), and Employee Performance (0.911 and 0.914). This indicates that the research instrument has a high level of internal consistency and is reliable in measuring each construct.

Table 4. Multicollinearity Test

	VIF
Solidarity	3.391
Teamwork	3.391

Source : Data processed 2025

The results of the multicollinearity test in Table 4 show that the VIF values for the Solidarity (3.391) and Teamwork (3.391) variables are still below the critical threshold of 10. This indicates that there are no multicollinearity issues in this study, meaning the independent variables do not have an excessively high correlation with each other.

Table 5. Heteroscedasticity Test

	Test-Statistic	df	P value
Breusch-Pagan Test	3.574	2	0.167

Source : Data processed 2025

Based on the results of the Breusch-Pagan Test in Table 5, the P-value (0.167) is greater than the significance level of 0.05. This indicates that there are no heteroscedasticity issues in the regression model, meaning the variance of the residuals is constant.

Table 6. Autocorrelation Test

	Performance Satisfaction
R-square	0.514
R-square adjusted	0.489
Durbin-Watson test	2.194

Source : Data processed 2025

The Durbin-Watson value of 2.194 indicates no autocorrelation in the residuals, while the R-Square (0.514) and Adjusted R-Square (0.489) show that Solidarity and Teamwork explain 51.4% of the variance in Employee Performance. The QQ Plot reveals most data points align with the diagonal, with slight deviations at the tails, indicating near-normal distribution of residuals. The histogram further confirms this, showing residuals centered around zero with minor extremes. The AVE values exceed 0.5, ensuring convergent validity, and the Fornell-Larcker and Cross-Loading tests demonstrate discriminant validity, as each indicator has higher loadings on its respective construct.

Table 7. R-Square

	Performance Satisfaction
R-square	0.514
R-square adjusted	0.489
Durbin-Watson test	2.194

Source : Data processed 2025

Table 7 shows that the R-Square value (0.514) and Adjusted R-Square (0.489) indicate a strong contribution of the independent variables to the dependent variable.

The Durbin-Watson value (2.194) suggests no autocorrelation issues in the regression model tested.

Table 8. Simultaneous F Test

	Sum square	df	Mean square	F	P value
Total	568.195	40	0.000	0.000	0.000
Error	275.977	38	7.263	0.000	0.000
Regression	292.219	2	146.109	20.118	0.000

Source : Data processed 2025

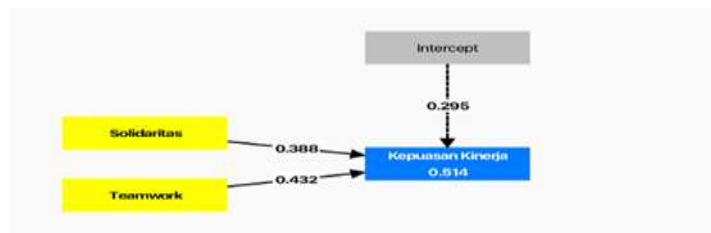
The F test results in Table 8 show an F value of 20.118 with a p-value of 0.000, indicating that the independent variables have a significant simultaneous effect on the dependent variable (Employee Performance). Therefore, the regression model used in this study is deemed valid.

Table 9. Partial T Test

	Unstandardized coefficients	Standardized coefficients	SE	T value	P value	2.5 %	97.5 %
Solidarity	0.388	0.367	0.220	1.762	0.086	-0.057	0.834
Teamwork	0.432	0.381	0.236	1.830	0.075	-0.045	0.909
Intercept	0.295	0.000	3.353	0.088	0.930	-6.488	7.077

Source : Data processed 2025

Based on Table 9, the Solidarity (T = 1.762, p = 0.086) and Teamwork (T = 1.830, p = 0.075) variables have a positive but not significant impact on Employee Performance, as the p-values are greater than 0.05. However, the positive relationship between these variables suggests that increases in Solidarity and teamwork tend to improve Employee Performance.



Figures 2 Regression model

Regression Equation:  $Y = 0.388 X1 + 0.432 X2 + 0.295$

Where:

Y = Performance Satisfaction

X1 = Solidarity

X2 = Teamwork

Interpretation of Regression Equation: Solidarity Coefficient (0.388): A coefficient of 0.388 indicates that for every 1-unit increase in Solidarity (X1), Performance Satisfaction (Y) increases by 0.388 units, assuming Teamwork (X2) remains constant. This positive relationship implies that higher Solidarity among employees leads to greater Performance Satisfaction.

Teamwork Coefficient (0.432): The coefficient of 0.432 means that for each 1-unit increase in Teamwork (X2), Performance Satisfaction (Y) increases by 0.432 units, assuming Solidarity (X1) remains constant. This positive association suggests that better teamwork among employees boosts their Performance Satisfaction.

Intercept (0.295): The intercept value of 0.295 indicates that when both Solidarity (X1) and Teamwork (X2) are zero, Performance Satisfaction (Y) will still be 0.295. This

suggests the presence of other factors, beyond Solidarity and Teamwork, that contribute to Performance Satisfaction.

### 3.4 Discussion

#### a. The Impact of Solidarity on Employee Performance Satisfaction

The study indicates that solidarity has a positive influence on employee performance satisfaction with a regression coefficient of 0.388 and a p-value of 0.086. While solidarity enhances job satisfaction, it has not reached statistical significance. Increased solidarity among employees at PDAM Tirta Makmur Sukoharjo tends to support job satisfaction, but strengthening other factors is necessary to amplify its impact. Herawati et al., (2021) argued that solidarity positively contributes to performance, although its effects require the support of other variables to become more significant. Durkheim's theory of solidarity, focusing on the bond formed through shared values and norms, helps explain the relevance of this finding. Mechanical and organic solidarity, stemming from task similarity and specialization, respectively, form the foundation for workplace relationships. This theory is pertinent to PDAM Tirta Makmur, where solidarity creates a conducive work environment to achieve organizational goals. Modern solidarity, encompassing cooperation, mutual support, and collaboration, aligns with the company's work dynamics. According to Kartini, (2022), solidarity strengthens a sense of ownership and work motivation, and PDAM Tirta Makmur demonstrates strong solidarity through cross-divisional coordination in operational tasks. The company recognizes that while solidarity improves employee interactions and trust, it needs additional factors like motivation and leadership to further enhance job satisfaction and performance.

#### b. The Effect of Teamwork on Employee Performance Satisfaction

The research demonstrates that teamwork positively influences employee performance satisfaction, with a regression coefficient of 0.432 and a p-value of 0.075. While the effect is not statistically significant, it suggests that improving teamwork quality can contribute to higher employee satisfaction. Teamwork plays a critical role in fostering a harmonious work environment. Hutabarat et al. (2024) emphasize that effective teams create smooth communication, enhance trust, and reinforce shared responsibility. At PDAM Tirta Makmur, teamwork is evident in the success of operational teams working together to resolve service disruptions. Effective coordination boosts work efficiency, despite the ongoing challenge of maintaining consistent teamwork. The quality of teamwork is achieved through clear task delegation, open communication, and shared objectives, reducing potential conflicts and enhancing collaboration (Erma et al., 2022). While leadership significantly impacts teamwork effectiveness, with participatory leadership fostering employee engagement, challenges such as lack of trust and insufficient involvement in decision-making can diminish job satisfaction (Charismana et al., 2022). PDAM Tirta Makmur recognizes that employee engagement in team discussions and communication training are essential for overcoming such challenges, while promoting teamwork and a collaborative work culture that enhances both productivity and emotional satisfaction.

#### c. The Simultaneous Impact of Solidarity and Teamwork on Employee Performance Satisfaction

The results show that solidarity and teamwork, when considered together, significantly affect employee performance satisfaction at PDAM Tirta Makmur Sukoharjo, as indicated by an F value of 20.118 and a p-value of 0.000. Both variables contribute substantially to improving work satisfaction, explaining 51.4% of the variation in employee performance satisfaction. This finding aligns with Hidayat, (2023), who noted

that the interaction between solidarity and teamwork generates a positive synergy within organizations, enhancing both productivity and employee satisfaction. Solidarity fosters harmonious interpersonal relationships among employees, strengthening trust and coordination, while teamwork ensures that each individual plays a clear role in achieving organizational goals. According to Usman, (2019), the combination of solidarity and teamwork drives efficient operational management. Effective communication, role clarity, and shared organizational vision strengthen the simultaneous effects of solidarity and teamwork on satisfaction. Hanifah, (2019) noted that good communication helps team members better understand their responsibilities. Leadership is crucial in strengthening these relationships, as transparent and responsive leadership improves coordination among team members. However, challenges arise when individual goals diverge, causing conflict that hinders teamwork (Najuti & Susanto, 2022). PDAM Tirta Makmur addresses these issues by promoting mediation and collaboration. To optimize the simultaneous effect of solidarity and teamwork, regular team-building activities, communication training, and performance evaluations focusing on collaboration are essential. Umniyyah (2023) recommend integrating organizational policies with leadership practices, while Nuralim, (2021) emphasize strengthening leadership capacities to ensure long-term success in enhancing employee performance satisfaction.

#### 4. CONCLUSION

This research on the impact of work solidarity and teamwork on employee performance satisfaction at PDAM Tirta Makmur Sukoharjo concludes that the company's success in enhancing employee satisfaction is largely driven by strong synergy between these two factors. Work solidarity, reflected in close relationships and mutual support among employees, fosters a positive work environment that boosts motivation and satisfaction. Meanwhile, effective teamwork, characterized by well-organized teams, open communication, and shared responsibilities, improves workplace harmony, productivity, and overall satisfaction. The study finds that teamwork has a more significant influence on employee performance satisfaction than work solidarity. This highlights that PDAM's operational success relies on fostering a solid team environment. However, the research is limited by its focus on a single company, a small respondent pool, and the exclusion of other influencing factors, such as leadership style or work motivation. Future research should expand the scope, include additional variables, and adopt a mixed-method approach to gain deeper insights.

To enhance the long-term impact of solidarity and teamwork, PDAM management can implement several concrete strategies, such as conducting regular team-building activities, fostering open communication channels, and creating incentive programs that reward collaborative efforts. Additionally, leadership training programs can be introduced to ensure that managers effectively facilitate teamwork and promote a culture of mutual support. Given that the study shows a positive but not dominant effect of solidarity and teamwork on employee satisfaction, other factors like leadership style, job security, career development opportunities, and work-life balance should be explored further. Addressing these aspects holistically can contribute to a more comprehensive strategy for improving employee performance satisfaction.

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