

# The Influence Of Teamwork On Employee Performance (In State-Owned Enterprise In Bandung, Indonesia)

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**Abstract:** The aim of this paper to find out the influence of teamwork on employee performance in state-owned enterprise in Bandung, Indonesia. The kind of this research used descriptive method and causal. The data used in this research is primary data obtained from interviews and questionnaires and the secondary data such as literature books and documents of the company. Techniques to collect sample data used simple random sampling. Methods of the data analysis used descriptive analysis, simple linear regression, hypothesis test (test t) and coefficient of determination using SPSS (Statistical Product and Service Solutions) in processing data. The result of this research indicate that teamwork has influence 23.5% on the performance of employees, while rest of 76.5% other factors that affects the employee performance is not examined in this research.

**Index Terms:** teamwork, employee performance, human resources, state-owned enterprise, teamwork quality, teamwork performance, organization behavior.

## 1 INTRODUCTION

The globalization nowadays require human to develop their potential into a quality resource. Activities toward the achievement of superior company is not able to be reached when only relying on individual efforts, but there must be teamwork between employees in the company. Company success achievement seen by the organization process which is capable to generate something useful for the company. In the process of organization, it needs two people or more to work together in order to create or form a value in understanding that the value can be achieved efficiently if they work together rather than individually (Sinambela, 2016). Teamwork between employees can be an identity and a binder between employee and the company. The bigger of teamwork that applied in each activities in the company then it would be increase company performance. Achievement of the goal is a trait organizational performance. In understanding the trait of the organizational performance requires a model that implicating that the important role of the management is understanding how the various of the organization components related to each others and how this relationship can increase the possibility of fruitfulness of the organization. According to Robbins and judge (2015) that a success of team will interpreted general purpose of the company into performance purpose that are specific, measurable and realistic. The specific purpose facilitates clear communication. It helps team maintain to focus in the result. The success teams will increase their trust about the success in the future, which in turn motivate to work harder. Organizational performance is as organization effectiveness completely to fulfill the needs that assigned from each team related with systematic efforts and increasing the ability of the organization continuously to achieve the needs effectively. The success of the performance will be depended and determined by various aspects in perform their work such as role clarity, competencies, environment and other factors like value, culture, preference, reward and recognition (Moehariono, 2012). Many state-owned enterprise use teamwork as their value in the company. One of the state-owned enterprise that use teamwork as their value based in Bandung, Indonesia. The teamwork that implemented by the company is work together with respect the role and opinion from others that expected to be able influencing the success of the employee

performance. Based on the above, author is interested to do research titled "The Influence of Teamwork on Employee Performance (In state-owned enterprise in Bandung, Indonesia)".

## 2. LITERATURE REVIEW

### 2.1 Teamwork

Teamwork is a group of employees, which is coordinated by a team leader or a manager, who has duty to do coaching to all members to show maximum productivity by giving guidance, direction, motivation and inspiration, so that any delegated tasks can be performed well (Sinambela, 2016). According to McShane and Von Glinow (2012), to work effectively in a team, employees must have more than technical skills to perform their own work. The most frequently mentioned characteristics or behaviors of effective team members are the "five C's":

#### 1. Cooperating

Effective team members are willing and able work together rather than alone. This includes sharing resources and being sufficiently adaptive or flexible to accommodate the needs and preferences of other team member.

#### 2. Coordinating

Effective team members actively manage the team's work so it is performed efficiently and harmoniously.

#### 3. Communicating

Effective team members transmit information freely (rather than hoarding), efficiently (using the best channel and language), and respectfully (minimizing of negative emotions). They also listen actively to coworkers.

#### 4. Comforting

Effective team members help coworkers maintain positive and healthy psychological states. They show empathy, provide psychological comfort, and build coworkers feelings confidence and self-worth.

#### 5. Conflict resolving

Conflict is inevitable in social setting, so effective team members have the skills and motivation to solve dysfunctional disagreements among team members. It is requires effective use of various conflict-handling styles as well as diagnostic skills to identify and resolve the structural sources of conflict.

## 2.2 Performance

Performance is quantity and or quality of the result of the individual work in the organization in doing the main task and function which is guided by norm, standard, procedure operational, criteria, and proposition that already assigned or applied in the organization (Moeherino, 2012). According to Moeheriono (2012) stated that categories of performance measure include:

### a. Effective

This indicator measure degree of suitability output produced to achieve something that needed.

### b. Efficient

This indicator measure degree of suitability process to generate output by using the lowest cost.

### c. Quality

This indicator measure degree of suitability between products quality or services produced with the need and consumer expectations.

### d. Punctuality

This indicator measure if the tasks already been done correctly and on time. For that, it necessary to determined the criteria which is can measure how long it will take to create one product.

### e. Productivity

This indicator measure degree of productivity in the organization. In a more scientific, this indicator measures the value added produced by a process compared with value consumed for capital cost and labor.

### f. Well-being

This indicator measures the overall health of the organization and the working environment of the employees in terms of safety.

## 2.3 The Relation between Teamwork and Performance

The importance of teamwork in the organization give the picture that the idea of two people or more tend better rather than the idea of one person, the result of team is much better rather than the sum of its part (individual member), the team members can know and trust each other, so that they can help each other and teamwork can cause the communication built up well so that give the positive changes (Sinambela,2016). In the organization, each individual contributes their performance to the team, then the team will contribute their performance to the organization. In the effective organization, management always creates positive synergy, which is produce the whole becomes greater than the sum of all the component parts.

## 3. RESEARCH METHODOLOGY

The kind of this research used descriptive method and causal. Descriptive method is conflict resolving procedure by describing the research object at the present situations based on the fact as it is, and the analyzed and interpreted, in the form survey and development study (Siregar, 2013). Causal is research to look the relation that tend cause and effects which is independent variable influencing the variable dependent (Sugiyon, 2011).

### 3.1 Variable Operational

The variables used in this research consists of two variables, it is variable X independent variable and variable Y as dependent variable. It can be seen in the table below:

**Table 1.1**  
Operational variable

Variable	Dimension	Scale
Teamwork (variable X)	1. Cooperating 2. Coordinating 3. Communicating 4. Comforting 5. Conflict resolving  (McShane dan Von Glinow,2012)	ordinal
Employee Performance (variable Y)	1. Effective 2. Efficient 3. Quality 4. Punctuality 5. Productivity 6. Well-being  (Moeheriono,2012)	ordinal

## 3.2 Population and Sample Research

The population in this research is all the employee from one of the state-owned enterprise in Bandung, Indonesia. The sampling technique used simple random sampling using formula slovin, so that the sample of this research is 92 respondents.

## 3.3 Data Collection Techniques

Data collection techniques used are:

1. Primary Data: interviews and questionnaires.
2. Secondary Data: literature books and documents of the company.

## 3.4 Measurement Scale

The measurement scale in this research using likert scale. Variable X consists of 13 statements and variable Y consists of 13 statements, the lowest score is 1 and the highest score is 4 in each statements.

**Table 1.2**  
Alternative answers and scores

Interval	Category
25% - 43,75%	Very not good
>43,75% - 62,5%	Not good
>62,5% - 81,25%	good
>81,25% - 100%	Very good

## 4. RESULT AND DISCUSSION

### 4.1 Test Validity

Measurement validity in this study conducted a pretest with the number of sample or  $n = 30$ , with a significance level of  $\alpha = 10\%$ , or 0.1 indicates that the  $r$  table is 0.3061. So if the value of  $r$  count larger than 0.3061 the instrument is said to be valid. Measurement validity in this study using SPSS 22 software.

**Table 1.3**  
Validity Test

Variable	No. item	R count	R table	Description
Teamwork	1	0,369	0,3061	Valid
	2	0,398	0,3061	Valid
	3	0,325	0,3061	Valid
	4	0,334	0,3061	Valid
	5	0,711	0,3061	Valid
	6	0,620	0,3061	Valid
	7	0,534	0,3061	Valid
	8	0,580	0,3061	Valid
	9	0,653	0,3061	Valid
	10	0,745	0,3061	Valid
	11	0,420	0,3061	Valid
	12	0,690	0,3061	Valid
	13	0,658	0,3061	Valid
Employee Performance	14	0,517	0,3061	Valid
	15	0,439	0,3061	Valid
	16	0,575	0,3061	Valid
	17	0,339	0,3061	Valid
	18	0,566	0,3061	Valid
	19	0,535	0,3061	Valid
	20	0,743	0,3061	Valid
	21	0,496	0,3061	Valid
	22	0,324	0,3061	Valid
	23	0,673	0,3061	Valid
	24	0,696	0,3061	Valid
	25	0,444	0,3061	Valid
	26	0,380	0,3061	Valid

The result of the validity test shows that all the items for variable teamwork and employee performance are valid.

#### 4.2 Test Reliability

The criteria of a research instrument is said to be reliable when reliability coefficient or cronbach's alpha ( $r$ ) > 0.6 (Siregar, 2013).

**Table 1.4**  
Reliability Test

Variable	Cronbach's alpha	N of items
Teamwork	0,844	13
Employee Performance	0,829	13

Based on the table indicates that all the items are reliable.

#### 4.3 The Result of Teamwork

Variable teamwork consists of five sub variables, the result from each variable is explained in the table below:

**Table 1.5**  
Responds of Teamwork

No.	Sub Variable	Score	Percentage	Category
1.	Cooperating	629	85,46%	Very good
2.	Coordinating	630	85,59%	Very good
3.	Communicating	1.225	83,22%	Very good
4.	Comforting	919	83,24%	Very good
5.	Conflict Resolving	636	86,41%	Very good
Variable of teamwork		4.039	84,42%	Very good

In this study, known teamwork at state-owned enterprise included into the very good category according to respondents of the employees with a variable percentage of the total value of teamwork is 84.42%. It means that employees already know and understand the value of teamwork that has been instilled

by the company in carrying out his job.

#### 4.4 The Result of Employee Performance

Variable employee performance consists of six sub variables, the result from each variable is explained in the table below:

**Table 1.6**  
Responds of Employee Performance

No.	Sub Variable	Score	Percentage	Category
1.	Effective	618	83,96%	Very good
2.	Efficient	306	83,15%	Very good
3.	Quality	962	87,13%	Very good
4.	Punctuality	617	83,83%	Very good
5.	Productivity	956	86,59%	Very good
6.	Well-being	665	90%	Very good
Variable of employee performance		4.124	86,20%	Very good

Employee performance at state-owned enterprise included into the very good category according to respondents of the employees with a percentage of the total value of the variable employee performance is 86.20%. It means that employees has been able to produce excellent output and provide benefits to the company.

#### 4.5 Result of Simple Linear Regression and Hypothesis t (test t)

**Table 1.7**  
Simple Linear Regression and test t

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients <sup>t</sup>	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,453	,253		,573
	teamwork	,457	,087	,485	,000

a. Dependent Variable: employee performance

The simple linear regression used to know the influence of teamwork as independent variable on employee performance as dependent variable. the data is processed using SPSS and the result can be interpreted as:

$$Y = 1,453 + 0,457X$$

The result of simple linear regression shows that if the teamwork has value zero, then the employee performance has value 1,453. The positive symbol shows that teamwork has positive effect towards employee performance and if the teamwork increase one point, then the employee performance will be increasing 0,457. The criteria of statistical hypothesis test that used in this research are:

- $t_{\text{count}} \leq t_{\text{table}}$ . There is no significant influence of teamwork on employee performance.
- $t_{\text{count}} \geq t_{\text{table}}$ . There is a significant influence of teamwork on employee performance.

In this research has been known that the amount of t table is 1,66196 and t count is 5,260, so it concluded that there is a significant influence of teamwork on employee performance

because  $t_{count} \geq t_{table}$ .

#### 4.6 The Result of Coefficient of Determination

**Table 1.8**  
Coefficient of Determination

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,485 <sup>a</sup>	,235	,227	,374888547

a. Predictors: (Constant), teamwork

b. Dependent Variable: employee performance

Based on table 1.6 shows that the the value R= 0,485, it means there is relation between teamwork as variable independent and employee performance as variable dependent in the amount of 48,5%. The value of r square = 0,235 means teamwork has influence in the amount of 23,5% on employee performance, while rest of 76.5% other factors that affects the employee performance is not examined in this research.

## 5. CONCLUSION AND RECOMMENDATIONS

### 5.1 Conclusion

Based on the result of the research about the influence of teamwork on employee performance, then the author make the conclusions that the teamwork at state-owned enterprise included into the very good category with the total value of teamwork is 84,42%. It means that employees already know and understand the value of teamwork that has been instilled by the company in carrying out his job. Employee performance at state-owned enterprise included into the very good category with a percentage of the total value of the variable employee performance is 86.20%. It means that employees has been able to produce excellent output and provide benefits to the company. The influence of teamwork on employee performance has the value of r square = 0,235 means teamwork has influence in the amount of 23,5% on employee performance, while rest of 76.5% other factors that affects the employee performance is not examined in this research. The other factors that could be effected on employee performance such as professional, integrity, innovation, customer oriented, skill and ability, knowledge, work plan, personality, work motivation, leadership, style of leadership, organization culture, environment, loyalty and commitment.

### 5.2 Recommendations

In this study it was found that teamwork has positive influence on employee performance at state-owned enterprise in Bandung, Indonesia, but still there are indicators on the teamwork that has a low percentage in both categories compared with other indicators that have been categorized as very good. The indicators contained in item number eight and number nine items with a value of 80%. On item number eight is "I am willing to listen to the difficulties of my colleagues about the job". The hope employees should further improve communication between employees and to be more opened and honest about the difficulties and is also expected other employees were able to have the pleasure to listen to his

colleague's difficulties and try to help to find solutions to overcome the problems. While on the item number nine is "I and other colleagues have always encouraged each other in terms of work and outside of work". The hope for the employee to get better in teamwork in a way give spirit to one another among employees, so it can create a positive synergy in the work environment. In the employees performance still have a statement with the percentage of 81.79% in the item number twenty-one "I often maximize free time for other activities". The hope that the company will give more persuade and support to the employees to increase the skills and abilities either verbal or writing or sharing abilities to each others.

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