

# MODEL OF TEAMWORK-BASED IMPROVEMENT OF TEAM PERFORMANCE AT REGIONAL SECRETARIAT OF SEMARANG REGENCY

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## Abstract:

This study aims to examine the effect of communication and trust in teamwork and its impact on team performance. The research problem is how to improve team performance through communication and trust by mediated teamwork. The sample of this study is the employees of the Regional Secretariat of Ungaran as much as 115 respondents. Regression analysis done with *Statistical Package of Social Science (SPSS)* software, was used to analyze data. The analysis showed that communication and trust significantly influenced teamwork in improving team performance. The empirical findings indicated that communication significantly affected teamwork; trust had a significant effect on team performance; communication had significant influence on teamwork; trust had a significant effect on team performance; and teamwork had a significant effect on team performance .

**Keywords:** communication, trust, teamwork and team performance

## INTRODUCTION

A successful organization in managing a public organization is largely determined by creative human resources (HR). This is because HR plays an important role in the course of organizational activities, with formidable human resources, the organization will be able to achieve its target. This is very necessary in the development of human resources as the executor of the organization.

Asim (2013) argues that employees' performance is an ability to achieve a result which is supported with good efforts and opportunity in order to be judged with good result. Akanbi and Ajayi (2014) state that performance is a result of human resources' works toward sacrifices made to achieve the result with better quality and quantity by achieving job responsibilities in accordance with the *job description* he took .

The study is based on the existence of *research gap*, where Zolin et al., (2013) show that trust affects team performance

significantly and positively; this indicates high trust can improve team performance, but Bakiev (2011) states that trust has no significant effect on team performance.

Based on the *research gap* above, there is a *gap phenomenon* occurred in the Regional Secretariat of Semarang regency, where in some areas, when the level of employees' trust is relatively high, both in leaders, peers and subordinates, it can improve performance in the field. However, in certain areas, even when the level of employees' trust is high enough, both in leaders, colleagues and subordinates, it is not even in a high level of trust, it does not improve performance in that particular field.

Good team work needs to be supported by human resources' teamwork; the better the teamwork, the higher the performance. The improvement of teamwork should be supported by strong quality of communication from human resources and the trust which can encourage human resources to work in a team-oriented cooperation to improve its performance. The problem in this research is the existence of *research gap* on the different findings of previous researches. Based on the problem mentioned, the question in this study (*research question*) is **“How Team Performance Based On Teamwork Based-team performance improve at the Regional Secretariat of Semarang Regency”**.

## REVIEW OF RELATED LITERATURE

### Team Performance

Team performance is a result achieved by workers in their job as a team according to existing certain criteria to a particular job. Robbins (2006) states that team performance is a function of the interaction between ability and motivation of the team. Mas'ud (2004) states that the purpose of performance goal setting is a to set useful target which is not only for performance evaluation in the end of period, but also for managing working process during the period.

The elements of work performance composed of sub-sub elements as follows:

(1) having proficiency and mastering ins and outs of the field of duty and other fields related to its duties; (2) having competence in carrying out duties; (3) having experience in the field of duty and other field related to the duties; (4) being persistent and hard working; (5) being in a good condition and health physically psychologically; (6) carrying out duties effeciently and effectively; (7) the output is beyond average working results determined, either in the sense of quantity or quality.

### Communication Quality

According to Zolin et al. (2013), communication quality is the process in organization settings to maintain management and employees in knowing a variety of relevant things.

While, according to Fapohunda (2013 ), communication quality is a process in which a person (communicator) gives a stimulus (usually with verbal symbols) to change others' behavior (communicant). Tarricone and Luca (2015) interpret communication quality as an effort to persuade people to interpret opinions as to what he/she desires. With communication quality, it is expected to obtain points of equal mutual understanding. Communication Quality has a broader meaning than just saying or writing something, in which it also includes an understanding.

Effective communication includes conveying and receiving messages accurately and clearly understandable between management and subordinates in two-ways. According to Zolin et al. (2013), there are some indicators in communication quality, as follows: (1) messages to be delivered should have a clear idea, (2) the idea should appropriately be conveyed, at a possible way in recipient's language, (3) selecting the most suitable communication medium, such as telephone/fax, e-mail, meeting/convention, memos or reports (4) making sure that the message reaches the recipient, however, it must be realized that in the final analysis, the responsibility to defining the message lies in the recipient. (5) making sure that the meaning intended by the message gets to the main point, it is easier in two-way communication.

*H1: Communication quality positively affects teamwork*

*H2: Communication quality positively affects team performance*

## **Trust**

Zolin et al. (2013) states that *trust* is a belief that a person really means what he says and does. Trust is appears from the attitude it generates when interacting with others, such as leaders with subordinates, subordinates with leaders or among employees in an organization. Trust is a form of self-treatment of ourselves to others sincerely. Leadership will be successful if it is based on a trust to each other. Tarricone and Luca (2015) further define that trust is a positive hope that people will not act opportunistically. When followers trust their leaders, they are willing to sacrifice for the actions of the leadership, and conversely, leaders must trust their followers' ability.

Trust is very strong in an organization, people will not do the best if they do not believe that they are not treated fairly, no cronyism and each person has a real target. The only way to find out to create such a trust is by arranging values and doing what has been mentioned. It means that someone must do what he/she says consistently, at all time. Zolin et al. (2013) indicates indicators of trust, among which are: (1) honesty, with honesty, team members will create a trust to each other. (2) confidence, with the mutual trust between members of the team, it will give a positive response of individuals to other individuals who will put forward to continuing a good relationship in the works. (3) Integrity, ie each member is considered to possess integrity or display true behavior (*truthfulness*) in works.

*H3: Trust positively affects teamwork*

*H4: Trust positively affects team performance .*

## **Teamwork**

Teamwork has become a need in actualizing success in a work. Teamwork will be a power with energy and synchronization for individuals joining in the teamwork. Without a good cooperation, there will be no brilliant ideas coming up. As stated by Manzoor et al. (2011) that "Teamwork is a synchronization of powers coming from some different people in achieving the desired objectives. teamwork will unite the power of ideas which is leading to success".

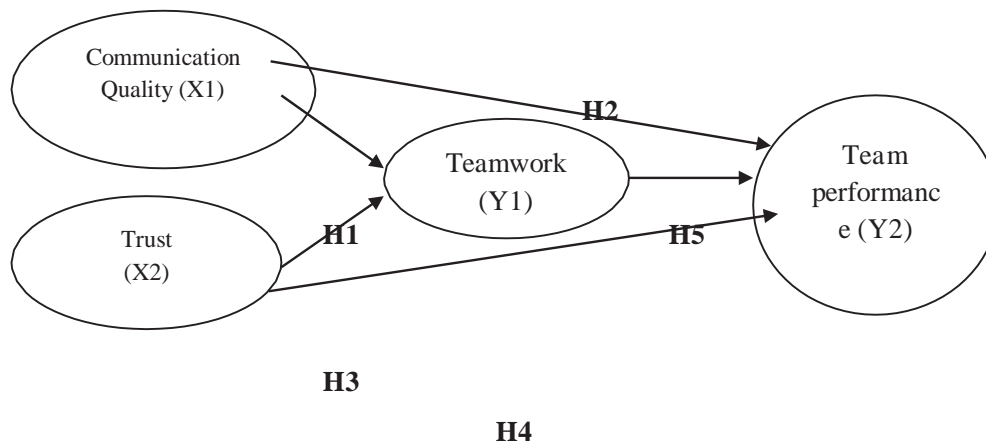
Manzoor et al.(2011) has set indicators of cooperation as a means of measurement as follows: (1) Shared responsibility in accomplishing jobs, ie with responsibility,

good cooperation can be made. (2) Mutual contribution, that is with mutual contribution in terms of both power and thoughts, cooperation will occur. (3) Maximum competence deployment, which is by deploying competency of each team members in maximum way, cooperation will be stronger and qualified.

**H5:** Teamwork has a positive effect on team performance .

## Framework

Based on the explanation in the literature review above, thinking framework can then be drawn as follows:



**figure 1. Theoretical Thinking framework**

Based on the theoretical framework above, it can be explained that good team performance needs to be supported with teamwork from human resources. The better the teamwork is, the better improvement the performance is. The improvement of teamwork must be supported by a strong communication quality from human resources and trust that encourage human resources to work in a team-oriented to improve their performance.

## RESEARCH METHODS

The population in this research is all employees who work in 7 Sections in Regional Secretariat of Semarang Regency as many as 115 employees. The sampling technique in this study used census, where each member of the population has an equal opportunity to deserve a part of the population, so this study used the 115 respondents. In this study, statistical calculations used Moderating Regression Analysis Model (MRA). Testing of hypothetical model was done by regression equation. The significance test (the real influence) of the independent variable (X) on the dependent variable (Y).

## RESEARCH FINDINGS AND DISCUSSION

### Hypothesis testing

#### Equation 1

To test the hypothesis by using t-test and test-f, regression analysis was needed. Linear regression analysis was used in this study with the aim to determine whether there

was influence of independent variables (Imam Ghozali, 2001), namely; communication quality and trust on teamwork. The statistical calculations in the linear regression analysis used in the study made use of *SPSS for Windows 11.0*. The summary of data processing results using SPSS program is as follows:

**Table 4.1. Regression Results Equation 1**

Coefficients <sup>a</sup>						
B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	.916	.251		3.652	.000
	KK	.568	.129	.530	4.391	.000
	K	1.248	.136	1.104	9.147	.000
a. Dependent Variable: KST						

Source: Processed Primary Data, 2017

From table 4.1 multiple linear regression equation can be arranged as follows:

$$\text{Teamwork} = 0,530 \text{ Communication Quality} + 1,104 \text{ Trust}$$

**a. The Impact of Communication Quality (X1) on Teamwork (Y)**

Partial testing of variable  $X_1$  (communication quality) had a regression coefficient of 0.530 with significance of 0.000. Significance value was smaller than 0.05 indicating that communication quality variables had a significant effect on teamwork. The direction of the positive regression coefficient indicated a positive influence of communication quality on teamwork. This indicated that employees with communication quality had better teamwork.

**b. The Influence of Trust (X2) on Team Cooperation (Y)**

Partial testing of variable  $X_2$  (trust) had a regression coefficient of 1,104 with significance of 0,000. Significance value was smaller than 0.05 indicating that trust variable gave a significant influence on teamwork. The direction of the positive regression coefficient indicated a positive influence of trust on teamwork. This indicated that employees with strong trust in an organization had better teamwork.

## Equation 2

The summary of data processing results using SPSS program is as follows:

**Table 2. Regression Result Equation 2**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	.444	.195		2.275	.025
	KK	.438	.103	.477	4.244	.000
	K	.317	.135	.318	2.348	.029
	KST	.449	.073	.524	6.154	.000

a. Dependent Variable: KT

Source : Processed Primary Data, 2017

From table 4. 2 then we can compile multiple linear regression equation as follows:

$$\text{Team performance} = 0.477 \text{ Communication Quality} + 0.318 \text{ Trust} + 0.524 \text{ Teamwork}$$

### a. The Impact of Communication Quality (X1) on Team Performance (Y)

Partial testing of variable  $X_1$  (communication quality) had a regression coefficient of 0.477 with a significance of 0.000. Significance value was smaller than 0.05 indicating that communication quality variables had a significant effect on team performance. The direction of positive regression coefficient indicated a positive influence of communication quality on team performance. This indicated that employees with communication quality had better team performance.

### b. The Influence of Trust (X2) on Team Performance (Y)

Partial testing of variable  $X_2$  (trust) had a regression coefficient of 0.318 with a significance of 0.029. Significance value was smaller than 0.05 indicating that trust variable gave a significant influence on team performance. The direction of positive regression coefficient indicated a positive influence of trust on team performance. This indicated that employees with strong trust in an organization had better team performance.

### c. The Effect of Teamwork (X2) on Team Performance (Y)

Partial testing of variable  $X_2$  (teamwork) had a regression coefficient of 0.524 with significance of 0.000. Significance value was smaller than 0.05 indicating that teamwork variables had a significant effect on team performance. The direction of positive regression coefficient indicated a positive influence of teamwork on team performance. This indicated that employees with high teamwork could improve team performance.

## CLOSING

Based on the calculation of multiple regression with SPSS *Windows Software* , the hypothesis conclusion is as follows:

1. When the level of communication quality got better, the teamwork got even stronger, when employees had a clear idea of the message to be delivered, the idea must be conveyed in appropriate form, the choice of communication medium should be appropriate, the message must be surely delivered to the recipients, and to ensure that the meaning meant by message is understood by the addressee, it will all be able to develop teamwork. Communication quality could improve teamwork at 0.530. The research findings support Fapohunda's (2013) research; Zolin et al. (2013); and Tarricone and Luca (2015).
2. As trust was higher, teamwork would then be getting higher, when employees had an honesty, trust and integrity, teamwork increased. Trust could improve teamwork as much as 1,104. The research finding support Fapohunda's (2013) research ; Zolin et al. (2013); and Tarricone and Luca (2015).
3. When teamwork gets higher, team performance would then get higher, when employees had shared responsibilities to complete the work, to give contribution to each other, and to mobilize the maximum ability, team performance increased. Teamwork was able to improve team performance at 0.524. The research findings support the research of Manzoor et al., (2011); Zolin et al. (2013); and Tarricone and Luca (2015) .
4. When the level of communication quality was higher, team performance would then be getting higher, when employees had a clear idea of the message to be delivered, the idea must be submitted in the appropriate form, communication medium should be appropriately selected, the message must be surely delivered to the recipients, and to ensure that the meaning meant by message is understood by the addressee, it will all be able to develop teamwork. Communication quality could improve teamwork at 0.477. The research findings support Fapohunda's (2013) research; Zolin et al. (2013); and Tarricone and Luca (2015) .
5. When trust was higher, team performance would then be higher, when employees had honesty, trust and integrity , then team performance increased. Trust was able to improve team performance by 0.318. The research findings support Fapohunda's (2013) research ; Zolin et al. (2013); and Tarricone and Luca (2015) .

The policy implications in this study can be suggested through the following points:

The Regional Secretariat of Semarang Regency needs to increase trust through appropriate selection and *placement*, the position of work needs to be done by the right people through the selection of a good and proper placement so that the characteristics of manpower according to work and does his job with full responsibility, an employee who has been carrying out its responsibility to finish the job quickly and on time needs to be given self-development, it is expected that employees feel more appropriate to the work done, and fulfil the need for their own development.

The Regional Secretariat of Semarang Regency needs to improve teamwork by providing equal *rewards* for employees, by providing salary and incentives according to the achievement

of the targets, such as with THR, leaving allowance and holding *family gathering* once a year to improve the relationship between family employees.

The Regional Secretariat of Semarang Regency needs to improve communication quality through training which periodically to employees through the *training of soft skills* and *brain storming* to support a good competence of employees of the Regional Secretariat of Semarang regency for increased team performance. The local government also needs to rotate to give refreshment to employees so as not to be enough with his work.

Some limitations of this study which can be drawn from this research are as follows: the limitation of this research modeling with low variables which explains team performance on the Regional Secretariat of Semarang, which is indicated by relatively small coefficient of determination.

Ther research findings and the limitations found in this study can be a source of ideas for the future development of this study, research extension of this study is suggested to add independent variables that affect team performance. The recommended variable is: *value of service* .

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