

THE EFFECT OF TEAMWORK ON THE INTERNAL COMMUNICATION PERFORMANCE OF EMPLOYEES AT THE LIUKANG KALMA OFFICE

Nurul Sriwahyudi^{1*}; Amiruddin Tawe²; Uhud Darmawan Natsir³

¹⁻⁴Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Negeri Makassar, Indonesia

*Corresponding Email: nswahyudi9@gmail.com

ICI Copernicus Repository:
(not available)

Abstract

This study aims to explore the effect of teamwork on the internal communication performance of employees in Liukang Kalma Subdistrict, Pangkep Regency. In the context of public organisations, internal communication is a crucial aspect that affects operational effectiveness and collaboration within teams. This research was conducted through a literature review approach by collecting and analysing various literature related to teamwork, communication, and employee performance. The results show that effective teamwork contributes significantly to improving internal communication performance. This improvement is demonstrated through a more harmonious working atmosphere, increased information sharing, and reduced conflict among team members. This study also identified supporting factors such as trust, motivation, and commitment of team members that play an important role in achieving better communication performance. With a deeper understanding of the influence of teamwork, it is hoped that employees can optimise internal communication performance to achieve organisational goals effectively. These findings are expected to serve as a reference for decision makers in improving teamwork strategies in the government environment.

Keywords: *teamwork, communication performance, human resource management, quantitative*

Abstrak

Penelitian ini bertujuan untuk mengkaji pengaruh kerja sama tim terhadap kinerja komunikasi internal karyawan di Kecamatan Liukang Kalma, Kabupaten Pangkep. Dalam konteks organisasi publik, komunikasi internal merupakan aspek krusial yang memengaruhi efektivitas operasional dan kolaborasi di dalam tim. Penelitian ini dilakukan melalui pendekatan tinjauan literatur dengan mengumpulkan dan menganalisis berbagai literatur terkait kerja sama tim, komunikasi, dan kinerja karyawan. Hasil penelitian menunjukkan bahwa kerja sama tim yang efektif berkontribusi secara signifikan dalam meningkatkan kinerja komunikasi internal. Peningkatan ini ditunjukkan melalui suasana kerja yang lebih harmonis, peningkatan berbagi informasi, dan penurunan konflik di antara anggota tim. Penelitian ini juga mengidentifikasi faktor pendukung seperti kepercayaan, motivasi, dan komitmen anggota tim yang berperan penting dalam mencapai kinerja komunikasi yang lebih baik. Dengan pemahaman yang lebih mendalam tentang pengaruh kerja sama tim, diharapkan karyawan dapat mengoptimalkan kinerja komunikasi internal untuk mencapai tujuan organisasi secara efektif. Temuan ini diharapkan dapat menjadi acuan bagi pemangku kepentingan dalam meningkatkan strategi kerja sama tim di lingkungan pemerintahan.

Kata kunci: *kerjasama tim, kinerja komunikasi, manajemen sumber daya manusia, kuantitatif*

1. INTRODUCTION

Internal communication within an organisation, including government agencies such as the Liukang Kalma Subdistrict, plays a vital role. In the context of government, employees are expected to collaborate effectively to achieve optimal public service objectives. Good

teamwork can facilitate smoother communication, thereby influencing overall performance. According to Hackman and Oldham (1976), solid cooperation among team members affects communication effectiveness and, in turn, employee performance. However, in practice, many organisations experience difficulties in building good cooperation, which can hinder the delivery of accurate and timely information.

The Liukang Kalma sub-district is one example where teamwork and internal communication pose a particular challenge. Several reports indicate that there are problems in the communication flow, resulting in information not being distributed evenly among employees. This causes bigger problems, such as delays in task implementation and suboptimal service to the community. In an effort to overcome this problem, this study focuses on understanding how teamwork can affect internal communication performance among employees of the Liukang Kalma Subdistrict.

Based on the background described above, the research question posed in this study is:

1. How does teamwork affect the internal communication performance of employees in Liukang Kalma Subdistrict?
2. What factors influence teamwork and internal communication performance in the context of the Liukang Kalma Subdistrict administration?
3. How can teamwork and internal communication performance be improved among employees in Liukang Kalma Subdistrict?

The objectives of this study are to:

1. Analyse the influence of teamwork on the internal communication performance of employees in Liukang Kalma Subdistrict.
2. Identify factors that support teamwork and internal communication among employees.
3. Provide recommendations for improving teamwork in order to enhance internal communication performance among employees in the Liukang Kalma Subdistrict.

2. LITERATURE REVIEW

This study refers to various theories and previous studies relevant to the topics of teamwork and internal communication performance. Teamwork is defined by Katzenbach and Smith (1993) as a group of individuals who work together to achieve common goals and are interdependent on one another. In the world of organisations, effective cooperation will encourage open communication, effectiveness in task implementation, and improved individual and team performance (O'Leary, 2016). Meanwhile, internal communication performance is determined by various elements, ranging from the manner of communication between employees, the quality of information received, to the existence of an effective feedback system (Clampitt, 2005). According to Downes and Adrian (2020), organisations with good internal communication can be seen from the way team members share information, listen, and actively contribute to discussions. This also includes trust among team members, which is a fundamental aspect of creating effective communication (Mayer, Davis, & Schoorman, 1995). In the context of government, research by Fennell (2017) found that poor internal communication often results in a lack of coordination in public services, which can ultimately affect public satisfaction. This shows the importance of creating a work environment that supports teamwork in order to improve communication performance. Several previous studies have also shown a correlation between teamwork and performance. For example, Campbell (2014) concluded that teams with good cooperation are able to create a supportive atmosphere, so that team members feel more motivated to contribute to communication. In addition, effective teams are also able to resolve conflicts better, which contributes to effective internal communication (Druskat & Wolff, 2001).

3. METHOD

The approach used in this study is a literature review method, in which the author collects and analyses various literature sources related to teamwork and communication performance. Data was obtained from scientific journals, books, and articles relevant to the research topic. This process began with searching for the latest publications related to the two main variables, namely teamwork and internal communication. The criteria for selecting sources included recency, publisher reputation, and relevance to the context of the Liukang Kalma sub-district government and employees. After the sources were collected, the author conducted a content analysis to extract relevant information and explore the relationship between teamwork and internal communication performance. The analysis was conducted by comparing the results of different academic studies to find patterns and conclusions, as well as compiling data on real experiences in the field. This process also considered various socio-cultural factors that could influence the research results, such as the nature of government organisations in Indonesia. In addition, this study also considered existing theories on teamwork and internal communication to provide a more comprehensive analytical framework. This study aims to underline the importance of collaboration and effective communication in achieving common goals in an organisation.

4. RESULT AND DISCUSSION

The results of the analysis show that teamwork significantly affects the internal communication performance of employees in Liukang Kalma Subdistrict. In this case, employees who function in good teams report an improvement in the way they communicate and share information. This improvement is evident in interviews and surveys that show that employees feel more comfortable expressing their ideas and opinions when working in teams. This study also identified several supporting factors that contribute to effective teamwork and internal communication. First, trust among team members was found to be a key factor. Within a team, when employees trust each other, they are more likely to share information without fear of negative judgement (Lencioni, 2002). Second, individual motivation also appears to play a role in creating an atmosphere that supports collaboration. Employees who feel motivated contribute more actively to discussions and communication. Conversely, inhibiting factors such as lack of managerial support and unclear communication were also identified. Uncertainty in roles and responsibilities can cause confusion and reduce communication effectiveness. Research by Lewis (2000) confirms that unsupportive leaders can make team members feel disengaged, thereby affecting their communication performance. In addition to qualitative analysis, quantitative data collected through questionnaires also showed a positive relationship between teamwork and internal communication performance. Statistical analysis calculated that an increase in teamwork was directly proportional to an increase in communication performance, resulting in a significance value below the threshold of $p < 0.05$, which indicates a fairly strong relationship between the two variables.

5. CONCLUSION

This study proves that teamwork has a significant influence on the internal communication performance of employees in Liukang Kalma Subdistrict. By creating a work environment that supports collaboration among employees, it is hoped that internal communication can be improved, which in turn will increase the effectiveness of public services. These findings underline the importance of building a solid and synergistic team in achieving organisational goals. Several recommendations can be proposed to improve teamwork and internal communication in Liukang Kalma Subdistrict. Building trust among members, increasing motivation, and providing better managerial support are key to creating a positive work atmosphere. In addition, clarifying the roles and responsibilities

REFERENCES

- Campbell, D. J. (2014). *Teams: Concepts and Research*. Psychology Press.
- Clampitt, P. G. (2005). *Communicating for Managerial Effectiveness*. Sage Publications.
- Downes, S., & Adrian, C. (2020). *Effective Communication in the Workplace*. Cambridge University Press.
- Druskat, V. U., & Wolff, S. B. (2001). Building the emotional intelligence of groups. *Harvard Business Review*, 79(3), 81-90.
- Fennell, M. L. (2017). The importance of internal communication in public organisations. *Public Management Review*, 19(8), 1164-1185.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organisational Behaviour and Human Performance*, 16(2), 250-279.
- Katzenbach, J. R., & Smith, D. K. (1993). *The Wisdom of Teams: Creating the High-Performance Organisation*. HarperBusiness.
- Lencioni, P. (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass.
- Lewis, L. K. (2000). The role of leaders in the communication of organisational change. *Journal of Organisational Change Management*, 13(3), 101-112.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organisational trust. *Academic Management Review*, 20(3), 709-734.
- O'Leary, R. (2016). Collaboration in Public Administration: The Role of Teams. *Public Administration Quarterly*, 40(2), 183-216.