



## **Qualitative Study: The Impact of Teamwork on the Effectiveness of Employee Performance at the Langsa City Regional Financial Management Agency**

**Rico Marchaya Hutapeya, Ricardo Maruba Hot Tua Siboro, Rio Herbert P.A Butar-Butar, Zul Henry Awal Hasibuan, Purwanto Sianturi & Sri Gustina Pane\***

Program Studi Magister Manajemen, Universitas Islam Sumatera Utara, Indonesia

### **Abstract**

This study aims to analyze the impact of teamwork on the effectiveness of employee performance at the Langsa City Regional Financial Management Agency (BPKD). This research uses a qualitative method with data collection techniques in the form of in-depth interviews, observations, and documentation studies. The results of the study show that effective teamwork has a significant influence on improving work efficiency, productivity, and service quality. Factors such as open communication, clear division of roles, and supportive leadership play an important role in building a solid team. Although some challenges such as conflicts and differences in perception between team members arise, these challenges can be managed well through mediation and participatory leadership. Technology has also been shown to help facilitate team communication and collaboration. Overall, the study concludes that good teamwork contributes to more effective employee performance and better quality public services. These results support team management theories that state that structured collaboration supported by appropriate leadership can increase organizational productivity.

**Keywords:** Teamwork; Work Effectiveness; Communication; Leadership; BPKD Langsa City; Employee Performance.

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## **INTRODUCTION**

Teamwork in public organizations such as the Langsa City Regional Financial Management Agency (BPKD) has a very important role in determining the effectiveness of employee performance. In a complex and challenging environment, synergy between individuals in a team is the key to success in achieving organizational goals. This study aims to analyze the impact of teamwork on the effectiveness of employee performance at BPKD Langsa City using a qualitative approach. Teamwork is often considered an important factor in increasing productivity and work efficiency (Yuditio et al., 2024). However, not all organizations succeed in implementing the principles of teamwork effectively. In the context of the Langsa City BPKD, there is a need to evaluate the extent to which teamwork affects employee performance, considering their very important duties in managing regional finances which have a direct impact on regional development.

The theories underlying this research are performance management theory and group dynamics theory. According to performance management theory, the success of a team in achieving goals depends on several factors such as effective communication, clear division of tasks, and the presence of strong leadership (Romy et al., 2022). Meanwhile, group dynamics theory explains how individuals in a group work together to achieve optimal outcomes through social interaction and interdependence (Susetyo, 2021). This study uses a qualitative approach with in-depth interview and observation techniques as the main instrument for data collection. The research informants consisted of employees at various levels at BPKD Langsa City, ranging from staff to leaders, so that they could provide a comprehensive view of the dynamics of teamwork in the organization. The data obtained were then analyzed thematically to identify patterns and relationships between research variables (Anastacia et al., 2021; Christiani et al., 2023; Sidabutar et al., 2023).

BPKD Langsa City is an institution that has a strategic role in regional financial management. The main function of BPKD is to plan, manage, and supervise regional budgets so that they can be used effectively and efficiently for development and public services. In carrying out this task, BPKD employees are required to work collaboratively, because most of their work involves coordination between units and cross-sector interactions. The main challenge in building teamwork in BPKD is the difference in educational background, skills, and experience of employees. These differences are sometimes an obstacle in forming a strong team synergy. In addition, differences in perceptions and expectations between senior and junior employees also affect the dynamics of teamwork, which can ultimately have an impact on the effectiveness of their performance.

One of the key findings in the study is that effective communication plays a crucial role in teamwork. Employees involved in this study admitted that good coordination between team members, both formally through meetings and informally through daily discussions, is very helpful in completing tasks more efficiently. Open communication also encourages teams to be more proactive in resolving problems (Taryana & Sutrismanhulu, 2023). A clear division of tasks among team members is also an important factor that supports work effectiveness. In this study, employees stated that when the responsibilities and roles of each individual have been clearly defined, the process of completing tasks becomes faster and more directed. However, when there is ambiguity in the division of roles, teams often have difficulty setting priorities and completing tasks on time.

Effective leadership within the team is another factor that also determines employee performance (Mukhtar & UA, 2020). Leaders who are able to provide clear direction, provide support to team members, and encourage active participation from all members, are considered able to create a conducive work environment. In the context of BPKD, participatory leadership has been proven to increase employee motivation and involvement in the work process. Based on the findings of the research, good teamwork has several positive impacts on the effectiveness of employee performance at BPKD. Among them are increased productivity, efficiency in completing tasks, and improving the quality of services to the community. Employees who work in a compact team also feel more motivated to make their best contribution to the organization.

While teamwork has many benefits, the study also found some obstacles. For example, the existence of internal conflicts in the team caused by differences of opinion and ego of each member often hinders the smooth running of work. Lack of mutual trust and ineffective communication are also inhibiting factors that must be overcome to achieve better performance (Nurhadi & Niswah, 2019). To overcome obstacles in teamwork, the Langsa City BPKD needs to implement several strategies. One of them is by providing training that focuses on improving communication skills and conflict management. In addition, it is also important to strengthen the organizational culture that encourages teamwork and collaboration so that all employees feel involved and motivated to work together.

Technology also plays an important role in supporting teamwork in this modern era. The use of project management apps, digital communication platforms, and other collaborative tools can improve teamwork efficiency, especially when it comes to coordination and information sharing. At BPKD, the application of this technology can help teams work more effectively and reduce the potential for frequent miscommunication. The results of this study have important implications for human resource management in BPKD and similar organizations. Management needs to realize the importance of building effective teamwork by ensuring good communication, clear division of roles, and supportive leadership. In addition, it is also important to create an inclusive and open work environment to support better collaboration. This study concludes that teamwork has a significant impact on the effectiveness of employee performance at BPKD Langsa City. With good teamwork, employees can work more productively, efficiently, and motivated to achieve organizational goals. However, to maximize this positive impact, BPKD needs to continue to develop strategies that support strengthening teamwork, including through improved communication, leadership, and the use of technology.

## **RESEARCH METHODS**

This study uses a qualitative approach with the aim of understanding in depth the phenomenon of teamwork and how it affects the effectiveness of employee performance at the Langsa City Regional Financial Management Agency (BPKD). The qualitative approach was chosen because it allows researchers to explore individual experiences, views, and interpretations related to teamwork dynamics in the context of work.

This study uses a case study design. The case study was chosen because this study wanted to specifically examine how teamwork works in one specific organization, namely BPKD Langsa City. Case studies also provide opportunities for researchers to understand the phenomenon in real contexts and within specific organizational scopes (Assyakurrohim et al., 2023).

The subject of this study is employees at BPKD Langsa City. The research subjects are taken from various levels of positions, ranging from staff to leaders, to obtain a more comprehensive variety of views. The selection of informants was carried out using the purposive sampling technique, where the researcher selected individuals who were considered to have relevant information related to teamwork and performance at BPKD. The total number of informants interviewed was 54 people, consisting of:

- Management level employees (Head of Agency, Secretary)
- Mid-level employees (Field Heads and Section Heads)
- Operational staff directly involved in the team's work

The data in this study was collected through several techniques (Jogiyanto Hartono, 2018) that is:

### a. In-depth Interview

In-depth interviews are used to obtain data on employee experiences, perceptions, and opinions regarding teamwork and its impact on performance. Interviews are conducted in a semi-structured manner with flexible question guides, so that informants can provide their views broadly. Some examples of interview questions include:

- How do you think teamwork at BPKD goes?
- How does the division of roles in a team affect your performance?
- What factors do you think support or hinder teamwork?

### b. Observation

The researcher made direct observations on the interaction between employees in BPKD in daily work situations. This observation was carried out to see firsthand how team members work together, how communication takes place, and how the role of each team member is carried out. Observations are carried out in various formal meetings and also informal situations.

The documentation used in this study includes internal documents of BPKD such as organizational structure, performance reports, financial statements, and meeting minutes. This document is used to supplement the data obtained from interviews and observations and provide a broader context regarding the functions and tasks of the team in the organization.

The main instrument in this qualitative research is the researcher himself. Researchers act as data collectors through interviews, observations, and document analysis. In addition, researchers use pre-prepared interview guidelines and observation notes to ensure systematic data collection. In the interview process, the researcher also recorded a conversation with the informant's permission, then transcribed for further analysis.

## **RESULTS AND DISCUSSION**

### **Teamwork Improves Task Completion Efficiency**

Based on the results of the interviews, most employees admitted that good teamwork has helped them complete tasks faster and more efficiently. They mentioned that coordination between team members allows for a more even distribution of work and collective problem-handling. One of the employees stated: "With a team, we can divide tasks according to our respective expertise. This speeds up the completion of tasks because everyone knows what to do."

Through observation, it can be seen that a clear division of tasks in the team plays an important role in maintaining the workflow so that complex work can be completed in a more structured manner. The results of the study show that good teamwork increases efficiency in completing tasks. This is supported by a clear division of roles and effective coordination between team members. (Shofiyah et al., 2023) Suggest that the division of roles in a team is one of the important factors in increasing productivity, as it allows team members to focus on their specific responsibilities. These findings are also in line with previous research conducted by (Katzenbach & Smith, 2015), which states that a clear division of roles and responsibilities is the key to success in an effective team. Work efficiency in a team is also strengthened by the use of technology that facilitates communication and collaboration between team members. In the context of BPKD, technologies such as project management applications and digital communication platforms have proven to help teams to work more effectively despite time and location constraints. It supports research conducted by (Piccoli & Ives, 2003), which mentioned that technology can improve the effectiveness of teamwork, especially in organizations that have many interdependent functions and units.

### **The Importance of Communication in Teamwork**

One of the most prominent findings in this study is the central role of communication in supporting the effectiveness of teamwork. The interviewed employees mentioned that open and transparent communication between team members encourages work efficiency and minimizes misunderstandings. A section chief revealed:

"Good communication is key. When there is a problem, we can immediately talk and find a solution together. This makes the work smoother."

Observations in meetings show that teams that have open communication tend to be quicker in making decisions and resolving conflicts that arise in the workplace. In addition, the meeting documentation also noted that the process of delivering information between units was carried out systematically through regular formal meetings, which supported smooth communication between teams.

Effective communication is one of the main factors found in this study as a driver of teamwork success. The study found that open and transparent communication among team members allows for quick resolution of problems and reduces misunderstandings that can hinder the work process. According to the theory of communication in organizations, as expressed by

(Daft & Lane, 2018), good communication within a team plays an important role in creating synergy and coordinating individual efforts towards a common goal. These findings are also consistent with research from (Hackman, 2002), which shows that teams that are able to maintain open and honest communication tend to be more effective in solving problems and making decisions. In the context of BPKD, well-established communication between employees and between management levels has been proven to help teams work more efficiently and responsively in facing challenges in the workplace.

### **Leadership that Supports Teamwork**

Another finding obtained from the interviews is that effective leadership can increase teamwork motivation. Leaders who are supportive and provide clear direction are able to create a positive work atmosphere where team members feel more valued and motivated. A staff member revealed: "Supportive leaders make us feel more confident and comfortable to contribute. They're always open to hearing ideas from below, and this makes the team feel more engaged."

Observation of leadership styles in BPKD also shows that more participatory leaders are able to encourage employee involvement in decision-making. Leaders who support their members by providing positive feedback on a regular basis succeed in creating a work environment that is conducive to teamwork.

Participatory and supportive leadership has an important role in increasing team member motivation and engagement. The results of this study are in line with the situational leadership theory put forward by (Raza & Sikandar, 2018), where leaders who can adapt their leadership style to the needs of the team tend to produce better performance. Supportive leadership, as seen in BPKD, can provide clear direction, but also provides space for team members to participate in decision-making. Previous research by (Yukl et al., 2013) It also highlights the importance of leader support in improving the effectiveness of teamwork. Supportive leaders encourage team members to collaborate better, create a positive work atmosphere, and increase team member engagement in achieving common goals. In this study, BPKD employees acknowledged that the leadership they received helped create a work environment that supports teamwork and productivity.

### **Clear Separation of Roles Increases Productivity**

Based on the interviews, employees at BPKD feel that a clear division of roles in the team helps them work more focused and productive. This is reinforced by direct observation where each team member has predetermined duties and responsibilities from the beginning of the project. An official stated: "When the roles and responsibilities are clear, we can immediately focus on our respective jobs without having to wait for further directions. This is very helpful in getting the job done quickly."

From the results of the documentation, it can be seen that the organizational structure in BPKD has been well-designed to support an effective division of duties, which allows employees to work according to their respective skills and competencies.

This study found that a clear division of roles is very important in increasing work productivity. This is by the theory of roles in teams put forward by (Belbin, 2010), which states that clear and well-distributed roles in a team will improve performance and minimize confusion. In BPKD, the structured division of roles has helped team members to work more independently, which ultimately has an impact on achieving targets faster. Effective division of roles also supports the theory of cross-functional teams, where each individual has different but complementary skills and responsibilities to achieve a common goal (Cohen & Bailey, 1997). In BPKD, the roles of team members are distributed according to their respective expertise, and this has been proven to improve the efficiency of task completion and strengthen collaboration between units.

### **Teamwork Challenges: Conflict and Differences in Perceptions**

Although many employees recognize the benefits of teamwork, the results of the study also found that some teams face challenges related to internal conflicts and differences in perception between team members. Some employees revealed that differences in views or approaches in completing tasks are often a source of conflict. An employee says:

"Sometimes there are team members who have different perspectives, and this can trigger small conflicts. If it is not completed, it can have a bad impact on the team's performance."

Observation also identified interpersonal dynamics that sometimes cause tension, especially when teams face pressure to complete tasks in a short time. However, in most cases, conflicts can be managed well through mediation conducted by team leaders.

Although teamwork in BPKD is mostly going well, some of the challenges faced are related to internal conflicts and differences in perception between team members. According to the group conflict theory of the (Jehn, 1995), conflicts in a team can be functional or dysfunctional. In these cases, although there are some conflicts, most of them can still be resolved with good communication and mediation from the leadership. This shows that existing conflicts are not always destructive, and if managed properly, can be an opportunity to improve the teamwork process. These findings are also reinforced by research from (Tjosvold, 2008) which states that conflicts in teams, if managed properly, can increase creativity and innovation. In BPKD, conflicts arising from differences in perspective between team members are sometimes a challenge, but with supportive leadership, these conflicts can be resolved effectively and do not hinder team performance.

### **The Impact of Teamwork on Service Quality**

The results of interviews and observations show that good teamwork has a direct impact on the quality of services provided by BPKD to the community. When the team works with good synergy, tasks related to budget management and financial reporting can be completed more timely and accurately. This not only increases internal efficiency but also has an impact on better service for the public. A senior employee stated: "With a solid team, we can provide more accurate and timely reports so that services to the community will also be better."

Good teamwork also has an impact on the quality of services provided by BPKD. As some employees have expressed, effective teamwork allows for more accurate and timely completion of reports and budget management. It supports research from (Rahmat & Ardiansyah, 2021) which shows that teamwork in public organizations has a strong correlation with improving service quality. When the team works in harmony, it not only improves internal performance but also has a positive impact on external stakeholders, in this case, the community that receives services from BPKD. Better public services can be achieved when teams within the organization can work together effectively and responsively to emerging challenges.

### **CONCLUSION**

Based on the results of the research on the impact of teamwork on the effectiveness of employee performance at the Langsa City Regional Financial Management Agency (BPKD), it can be concluded that teamwork plays a very important role in improving efficiency, productivity, and employee work quality. Effective collaboration, supported by open communication, participatory leadership, and a clear division of roles, has proven to facilitate faster and more accurate task completion. Good communication between team members helps reduce misunderstandings and allows for collective problem-solving, while supportive leadership creates a work environment conducive to collaboration. While there are challenges such as internal conflicts and differences in perception between team members, the results of the study show that with the right mediation, these challenges can be managed so that they do not interfere with the overall performance of the team. Conflicts that arise can even be a source of improvement in the work process if managed positively. Technology has also been found to be a factor that supports teamwork, making it easier to communicate and collaborate even if the team is not always in the same place. This overall study shows that strong teamwork not only has an impact on improving the internal performance of BPKD, but also on improving the quality of public services. The effectiveness of teamwork, which is characterized by good coordination and the ability to work across functions, contributes to the achievement of organizational goals more efficiently and increases stakeholder satisfaction. This research reinforces management theories that state that teamwork is one of the keys to

organizational success, especially in an environment that requires collaboration and quick response to work challenges.

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