

## Factors Affecting Team Performance

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### Abstract

This study aims to determine the influence of Core Self Evaluation, Team Cohesion, Organizational Culture, and Agile Teamwork on Team Performance. This is a descriptive quantitative study with a sample size of 300. Data collection techniques include questionnaires and literature studies, with data analysis using multiple regression analysis. Results, the study shows that Core Self Evaluation, Team Cohesion, Organizational Culture, and Agile Teamwork significantly and positively influence Team Performance. This means the better the Core Self Evaluation, Team Cohesion, Organizational Culture, Agile Teamwork, the higher the Team Performance. Implications, This study can be a reference for organizations in forming policies and reward systems that support aspects of Core Self Evaluation, Team Cohesion, Organizational Culture, Agile Teamwork. Rewards can be given to create a positive culture, increase team cohesion, and support adaptive performance. Originality, The novelty of this study lies in the examination of Core Self Evaluation, Organizational Culture, Agile Teamwork together on team performance, conducted in the Jabodetabek area.

**Keywords:** Agile Teamwork, Core Self Evaluation, Organizational Culture, Team Cohesion, Team Performance

### Introduction

A team is the core basis of every business and institution, targeted to achieve specific general projects and strategies through effective collaboration. This involves evaluating group work outcomes, interactions among team members, and the group's ability to adapt to environmental changes. Developing team performance is increasingly crucial in modern, ever-changing organizations. An effective team can make a significant contribution to achieving organizational goals, innovation, and sustainability in a competitive business environment. A team is a small number of people with complementary skills working towards a common goal and holding mutual accountability (Ugoani, 2020).

Team performance is related to the quality of human resources (HR) (Arifin, Darmawan, Hartanto, & Rahman, 2022). However, currently, the quality of Indonesian labor has not been able to meet the evolving domestic labor market needs. One reason is that Indonesia's productivity and competitiveness are still lagging. A work team consists of individuals with different backgrounds, skills, and preferences. Therefore, human

<b>How to cite:</b>	Fadli Illahi, Hesky Junaidi, Hilman Wira, Radiah Hamdah, Ruth Wellerina (2024) Factors Affecting Team Performance, (5) 6
<b>E-ISSN:</b>	2722-5356
<b>Published by:</b>	Ridwan Institute

resource management must consider factors that affect the performance of work teams to create effective teams (Zaky, 2023).

One key factor influencing team performance is the individual characteristics within the team. Core Self-Evaluation (CSE) is a psychological concept that includes an individual's assessment of self-worth, ability to control the environment, confidence in one's abilities, and optimism. Core self-evaluation is the main characteristic that distinguishes one person from another and is the fundamental evaluation made about oneself and how one relates to one's environment. People with positive Core Self-Evaluation view themselves positively in various situations and approach the world confidently.

As Yulianti's (2020) research shows, core self-evaluations can significantly predict performance at a significant level of  $0.011 < 0.05$ . This means that core self-evaluation has a positive relationship with performance. That is, when the core self-evaluation results are high, employees will be able to spend more quality, energy, time, and will set high goals at work as career dynamics in adulthood. Team Cohesion, or team cohesion, is also known as a key factor in building effective team performance. Team cohesion reflects the level of solidarity, togetherness, and relationships among team members.

A cohesive team tends to work better together, have better communication levels, and be more capable of overcoming challenges together (Musliha, 2016). Organizational Culture is another important element in the context of team performance. Organizational culture includes the values, norms, and beliefs that underlie behavior and decisions within the organization. Organizations with a culture that supports teamwork generally create an environment that stimulates collaboration and innovation. As Dira's research shows, organizational culture and teamwork have a relationship with employee performance (Dira, Kusniawati, & Muhidin, 2020).

Agile Teamwork is an increasingly popular team working approach in facing rapid and complex changes. This framework emphasizes flexibility, shared responsibility, and rapid iteration in product or service development. By implementing Agile Teamwork, teams are expected to adapt more quickly to changes and increase their productivity. Peetes' (2022) research shows that Agile Teamwork significantly affects team performance. This research is inspired by Maan & Srivastava's (2023) journal, which concludes that the GenY group shows more tendencies towards CSE, team cohesion, organizational culture, and team performance compared to GenZ.

This research is also supported by Uraon et al's journal, (Uraon, Chauhan, Bharati, & Sahu, 2024) which found that agile teamwork positively affects team performance. However, no one has yet researched these aspects in influencing team performance in the Jabodetabek area. Therefore, this study aims to fill this knowledge gap and provide more specific insights in the Jabodetabek environment on how these factors synergize and contribute to team performance in today's dynamic organizations.

Contingency Theory posits that there is no single management approach suitable for all situations. The effectiveness of management depends on the fit between the task

and organizational structure with the external environment. Contingency Theory is an approach in management that highlights the importance of matching leadership style with specific situations. According to Suartana (Kholmi, 2019), contingency theory is an open system in a company that is closely related to interaction for adjustment and control over the environment to maintain the continuity of a business. Thus, understanding and applying the principles of Contingency Theory can help build compatibility between leaders and situations, as well as between elements such as CSE, Team Cohesion, Organizational Culture, Agile Teamwork, and Team Performance in team management.

### *Hypotheses*

Core Self Evaluation is a personality trait related to an individual's ability to control their behavior (Robbins and Judge, 2006). Core Self Evaluations (CSE) are the extent to which individuals like or dislike themselves, consider themselves effective, competent, and able to control the environment (Judge, et al., 2009). Employees with high CSE will have a desire to work well and can obtain skills and creativity in their work (Chang et al., 2012). Yulianti's (2020) research found that core self-evaluation can predict performance.

*H1: Core Self Evaluation has a significant positive effect on Team Performance.*

Cohesion is the force, both positive and negative, that causes members to remain in a group (Sumadyo, 2001). Team Cohesion is an important indicator of the overall influence of the group or its individual members. Carron's (Carron, Bray, & Eys, 2002) research shows a strong relationship between cohesion and team success. Maan & Srivastava (2023) concluded there is an influence of cohesion on team performance. However, highly cohesive teams sometimes show excessive unity and unity that turns against management practices.

*H2: Team Cohesion has a significant positive effect on Team Performance.*

Wulandari (2020) argues that organizational culture is a set of assumptions or belief systems, values, norms developed in an organization, then used as guidelines for behavior for each of its members, and for problem-solving both internal and external issues. Managerial power, financing structure, when aligned with corporate culture, entrepreneurial orientation guides strategies and approaches towards the formation of new market products, market niche development, and commercial operation growth (Cuevas-Vargas, Parga-Montoya, & Fernández-Escobedo, 2019). (Arabeche et al., 2022). found that organizational culture positively influences business performance.

*H3: Organizational Culture has a significant positive effect on Team Performance.*

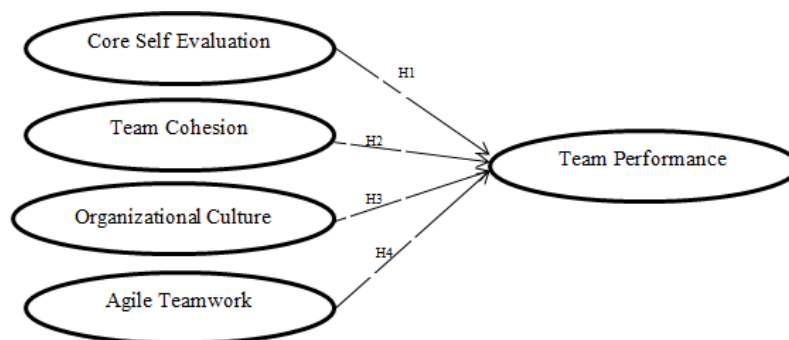
An Agile team is a team where each member is expected to be self-organized when carrying out their responsibilities (Peeters et al., 2022). Agile teams are usually embedded in organizations and influenced by organizational culture and structure (Shirali, Afshin, Angali, & Kalhori, 2022). Although Agile teams are autonomous, this autonomy may be limited by organizational routines, tool choices, decisions about who becomes a team member, and organizational decisions regarding the use of physical workspace (Whitehead & Seaton, 2016). Agile teams, as defined by Topp (2022), emphasize complementary skills. Team members have the same performance goals and

are 'mutually accountable' (Supriyadi & Zaharuddin, 2023). Research findings from supporting journals that agile teamwork positively affects team performance (Uraon et al, 2023).

*H4: Agile Teamwork has a significant positive effect on Team Performance.*

### Research Method

This research is of the descriptive quantitative type. The sample size for this study is 300 respondents. Data collection techniques include the use of questionnaires and literature studies. The research model is as follows:



**Figure 1:** Conceptual Model of Team Performance Factors

Source: Figure by authors

To identify the factors affecting team performance, the researchers will use statistical tests including: descriptive test, validity and reliability tests, and regression analysis. Descriptive analysis is performed to analyze data by describing or depicting the collected data as it is, without intending to draw conclusions that are generally applicable or for generalization. This descriptive analysis includes the description of respondent data and the calculation of percentages. Validity testing can be done using factor analysis methods. Validity tests are conducted using the KMO and Bartlett's Test formula with the help of SPSS version 21 software. The basis for making validity test decisions is if the value of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is more than 0.5, then the variable is suitable to be included in the regression analysis model.

The reliability of the questionnaire is tested using Cronbach's Alpha reliability coefficient, calculated using the reliability procedure in the SPSS for Windows Ver.21 program. The assessment criterion is that if the Cronbach's alpha value  $> 0.70$ , then the data is considered reliable. To determine the influence or relationship between independent variables and dependent variables, multiple regression analysis methods will be used. The basis for drawing conclusions is if the t-value is greater than the t-table value or if the p-value  $< 0.05$ , meaning the hypothesis is accepted.

**Result and Discussion**

**Respondent Characteristics**

Here are the descriptive data of the respondents:

**Table 1. Respondent**

	<b>n</b>	<b>%</b>
<b>Gender</b>		
Male	92	30,67
Female	208	69,33
<b>Age</b>		
19-25	90	30
26-30	144	48
>31	66	22
<b>Industry/sector</b>		
Government Administration, Defense, and Social Security	11	4
Oil and Gas Processing Industry, Mining and Quarrying	22	7
Information and Communication,	46	15
Health and Social Activities Services, Education Services	31	10
Financial and Insurance Services	35	12
Company/Consultancy Services	14	5
Construction, Real Estate	21	7
Water Supply, Waste Management, Electricity and Gas Supply	24	8
Non-Oil Processing (FMCG or Food-Beverage, Textile, Chemicals), Agriculture,		
Forestry, and Fisheries	19	6
Accommodation and Food Services,	14	5
Wholesale, Retail Trade; Transportation and Warehousing	27	9
Other	36	12
<b>Education</b>		
High School (SMA)SMA	60	20
Diploma (D3)D3	47	15,33
Bachelor/Master Degree (S1/S2)S1/S2	193	64,33
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Table by authors (2023)

Based on the data, the respondents aged 19-25 years comprised 90 individuals (30%), those aged 26-30 years were 144 individuals (48%), and the most common occupation was in Information and Communication, with 37 individuals (12.3%). Additionally, the majority of respondents were graduates with a Bachelor’s or Master’s degree, totaling 193 individuals (64.33%).

**Validity and Reliability Test**

**Table 2. KMO and Bartlett's test**

Variable	KMO	df	P-Value
X1	0.919	6	0,000
X2	0.878	6	0,000
X3	0.949	16	0,000
X4	0.929	8	0,000
Y	0.720	3	0,000

The testing shows that the KMO MSA values are above 0.5, and all construct variables are grouped according to their factors, with outer loading values >0.5 and

Cronbach's Alpha values >0.7. Therefore, they are declared valid and reliable (Hair et al, 2019). The details of the outer loading values for each construct are as follows:

**Table 3. Reliability Factor Loading Test**

Variable	Construct	Loading
Core Self Evaluation (Cronbach's Alpha = 0.859)	1. I am confident I get the success I deserve in life.	0,727
	2. When I try, I generally succeed	0,805
	3. I complete tasks successfully	0,823
	4. Overall, I am satisfied with my self	0,723
	5. I determine what will happen in my life	0,726
	6. There are times when things look pretty bleak and hopeless to me	0,796
Team Cohesion (Cronbach's Alpha = 0.873)	1. The member of my squadron get along well together.	0,811
	2. The members of my squadron will readily defend each other from criticism by outsiders	0,761
	3. I feel that I am really a part of my squadron.	0,815
	4. I look forward to being with the members of my squadron each day.	0,736
	5. I enjoy belonging to this squadron because I am friends with many group member	0,755
	6. The Squadron which I belong to is a close one	0,816
Organizational Culture (Cronbach's Alpha = 0.937)	1. The organization benchmarks internationally	0,689
	2. The organization seeks to introduce new products of services	0,670
	3. The organization spends a significant amount on R&D	0,691
	4. The organization sacrifices short-term profitability for long term growth	0,671
	5. The organization maintains transparency in how it functions	0,784
	6. The organization frequently invites outside experts for consultation	0,765
	7. The organization promotes professional excellence	0,771
	8. The organization attaches high priority to teamwork	0,756
	9. The organization promotes entrepreneurial spirit	0,720
	10. The organization encourages people to come up with new ideas	0,713
	11. The organization rewards only performance	0,625
	12. The organization promotes sports and cultural activities	0,709
	13. The organization is like a big family	0,805
	14. The organization believes in being socially responsible	0,770
	15. The organization believes that human capital is more critical for sustainable productivity than money or materials	0,771
Agile Teamwork (Cronbach's Alpha = 0.920)	16. The organization believes that customers satisfaction is its ultimate aim	0,573
	1. We have a short meeting to discuss new developments in our tasks	0,794
	2. We have a short meeting to discuss impediments that hinder us from completing tasks	0,816
	3. We have a short meeting to monitor the progress of our work	0,812
	4. We have a short meeting to talk about difficulties in our tasks	0,810
	5. We take our time to appreciate each other to our efforts	0,795
	6. We take our time to talk about what went well in the teams	0,812
	7. We take our time to discuss about our work processes	0,794
Team Performance (Cronbach's Alpha = 0.828)	8. We take our time to critically reflect on our work activities	0,783
	1. How well do you think your work team performs	0,849
	2. How effective is your work unit	0,864
	3. What is the quality of the work carried out by your team	0,875

Source: Table by authors, 2023

**Hypothetical Test**

**Table 4. Test of Determination Coefficient (Summary)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,808 <sup>a</sup>	0,652	,647	1,34311

a. Predictors: (Constant), Agile\_Teamwork, Core\_Self\_Evaluation, Team\_Cohesion, Organizational\_Culture

**Table 5. Anova Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	997,983	4	249,496	138,306	0,000 <sup>b</sup>
	Residual	532,163	295	1,804		
	Total	1530,147	299			

a. Dependent Variable: Team\_Performance

b. Predictors: (Constant), Agile\_Teamwork, Core\_Self\_Evaluation, Team\_Cohesion, Organizational\_Culture

**Table 6. Multi Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	0,593		
	Core_Self_Evaluation	0,065	0,031	0,113	2,081	0,038
	Team_Cohesion	0,106	0,035	0,189	3,072	0,002
	Organizational_Culture	0,040	0,013	0,194	3,091	0,002
	Agile_Teamwork	0,155	0,025	0,396	6,116	0,000

a. Dependent Variable: Team\_Performance

Based on the above table, it can be concluded that both partially and simultaneously, Core Self Evaluation, Team Cohesion, Organizational Culture, and Agile Teamwork influence Team Performance ( $p$ -value  $< 0.05$ ). This means that better Core Self Evaluation, Team Cohesion, Organizational Culture, and Agile Teamwork will lead to an increase in Team Performance. The coefficient of determination test table (Summary) in table 3 shows an Adjusted R Square value of 0.647, meaning that collectively, the variables Core Self Evaluation, Team Cohesion, Organizational Culture, Agile Teamwork have a 64.7% influence on team performance, with the remainder influenced by other variables not studied in this research. For more details, here are the findings of this research:

**Table 7. Hypotheses Result**

Relationship	P Value	Remarks
Core Self Evaluation > Team_Performance	0,038 < 0,05	H1 Supported
Team Cohesion > Team_Performance	0,002 < 0,05	H2 Supported
Organizational Culture > Team_Performance	0,002 < 0,05	H3 Supported
Agile Teamwork > Team_Performance	0,000 < 0,05	H4 Supported

Source: Table by authors, 2023

## Discussion

Based on the research findings, Core Self Evaluation has a partial effect on Team Performance where the significance value is  $0.38 < 0.05$ . Individuals with high Core Self-Evaluation tend to have strong intrinsic motivation. They believe in their ability to achieve goals and overcome obstacles. In a team context, intrinsic motivation can stimulate positive contributions to team goals. This aligns with Yulianti's (2020) research showing that core self-evaluations can predict performance.

The research indicates that Team Cohesion affects Team Performance with a significance value of  $0.002 < 0.05$ . Team cohesion, referring to the level of unity, solidarity, and joint commitment among team members, greatly influences team

performance because high team cohesion encourages open communication and collaboration among team members. This finding is supported by Carron's (2010) research, which identified a strong relationship between cohesion and team success. However, highly cohesive teams sometimes exhibit excessive unity and unity that turns against management practices.

The results show that Organizational Culture affects Team Performance, where the significance value is  $0.002 < 0.5$ . Organizational Culture has a significant influence on a company's team performance. It encompasses values, norms, beliefs, and collective behaviors that form the identity and operational methods of an organization. This finding is in line with Dira's (2020) research that organizational culture and teamwork are related to employee performance. The current narrative considers culture often as a prerequisite for teamwork in organizations, impacting workplace behavior and performance.

The study shows that Agile Teamwork partially influences Team Performance, where the significance value is  $0.000 < 0.05$ . This is because Agile Teamwork focuses on collaboration, flexibility, and shared responsibility in developing products or services. It is designed to accommodate changing customer needs and business environment changes swiftly. Teams that adapt quickly to change tend to perform better as they can overcome challenges and capitalize on opportunities more effectively. This finding is supported by Peetes' (2022) research that Agile Teamwork significantly affects team performance. This research also aligns with findings that agile taskwork and agile teamwork positively influence team performance (Uraon et al, 2023).

## Conclusion

Based on the results and discussion, it can be concluded that Core Self Evaluation, Team Cohesion, Organizational Culture, and Agile Teamwork have an impact on Team Performance. This means that the better the Core Self Evaluation, Team Cohesion, Organizational Culture, and Agile Teamwork, the greater the improvement in Team Performance.

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