



## Connecting to Clients and Employees



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### Abstract

Performance issues for companies is a very important issue. In the absence of good performance unlikely companies could produce a competitive product. Performance improvements have positive implications for the company itself, meaning that the company can produce the quantity and quality of the product that is optimal with competitive price. It also has enormous implications, positive to the quality of life of employees, due to contribute to the improvement of the quality of life of employees. Employee performance will be increased if supported by the application of a system of performance management and career development system is good and effective as well as application of teamwork and participation of employees.

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## 1. Introduction

The performance was the result of work that have strong ties with the strategic objectives of the Organization, consumer satisfaction and contribute to the economy (Boyatzis, *et al.*, 2005). Thus, the performance is about doing the work and the results achieved from the work. The performance is about what is done and how to do it.

Understanding the performance of employees refers to the ability of employees in carrying out the overall tasks that become his responsibility. Performance of employees will increase when they are actively involved and participated and became part of the team in the process of the activity on the organizational unit in which they work.

Performance issues for companies is a very important issue. In the absence of good performance unlikely companies could produce a competitive product. Performance improvements have positive implications for the company itself, meaning that the company can produce the quantity and quality of the product that is optimal with competitive price. It also has enormous implications, positive to the quality of life of employees, due to contribute to the improvement of the quality of life of employees. Employee performance will be increased if supported by the application of a system of performance management and career development system is good and effective as well as application of teamwork and participation of employees.

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### Outline of the Problem

1. The influence of Team Cooperation in improving Current Performance.

## 2. Research Methods

The present study applied a qualitative methods. All data is analyzed descriptively. It is used a paraphrase to explain, elaborate, and explore regarding the phenomenon belonging. The conclusion is the last remarked based on the previously description.

## 3. Results and Analysis

### 3.1 The sense of Teamwork

According to [Buttner, E. H. \(2001\)](#), team works is a group of individuals working together to reach a common goal. The teamwork definition explains that teamwork is a group of people working together to achieve a common goal and that goal will be more easily obtained by doing teamwork rather than do it myself. The team is a complete working group or a destination whose members work at least has one purpose of the cooperation of all its members [Malakapalli et al., \(2011\)](#). [McInerney, C., & LeFevre, D. \(2000\)](#), defined engagement (cooperation) team as a time poured by team members to do the job in the team interdepartemen and timintradepartemen. The Organization's work will not be carried out if the Member organization is not in tune. Hence the much-needed cooperation in the Organization ([Anthony et al., 1984](#)). This was confirmed by [Sproull, L., Kiesler, S., & Kiesler, S. B. \(1992\)](#). that people at all levels of the organization is a very important factor of an organization and their full involvement enables their abilities will be used for the benefit of the organization.

Table 1  
The difference with the group Tea

Group	Team
Have a designated leader	Share & rotate leadership roles
Individual accountability	Mutual accountability & individual (a responsibility towards 1 another)
The purpose of the same organization & groups	Special purpose or vision by team
Individual work	Collective work
Holding a pertemuan <sup>2</sup> reply efficiently	Pertemuan <sup>2</sup> yg encourage open discussion & troubleshooting
Effectiveness in tdk is measured by a direct influence of the business (such as financial performance)	The effectiveness of the directly measured dg performance collective
Discuss, decide, delegate the work to the individual	Discuss, decide, the share of workers

### 3.2 Types of Teams

#### a) *Formal Team*

Formal team was created by the Organization as part of the formal structure of the organization. Two types of the most common formal team is a team of vertical and horizontal teams.

#### b) *Vertical Team*

Vertical team consisting of a Manager and his subordinates in the formal chain of command. Sometimes the team is called *the functional team or a team of commandos*. Each team created by the Organization to achieve the objectives – specific objectives through the activities and interaction with the members.

#### c) *Horizontal Teams*

Horizontal teams consist of employees – employees of the same hierarchical level, but from different areas of expertise. Two types of horizontal teams the most common is the task force and the Committee.

1) The task force is a group of employees from different departments – the Department set up to handle certain activities and only survived until the task was completed.

2) The Committee usually long-lived and may be a permanent part of the structure of the organization. The Committee gives keuntugan: allows its member organizations to exchange information, generate suggestions – advice for managed units – organizational units represented, develop ideas and new solutions to the problem – the problem of the existing organizational, and help the development of a variety of organizational practices and wisdom.

#### d) *The Teams With a Special Purpose*

The team with the specific purpose is a team that was created outside of formal organizations to work on projects of interest or creativity. The team with the specific purpose is still a part of the formal organization and has a structure of his own account.

#### e) *Independent Leadership Team*

The team was formed in the same Department and one of its members were to discuss ways to improve the quality, efficiency etc.

*Team problem solving* usually consist of 5 to 12 employees per hour from the same Department that voluntarily meet to discuss how to – how to improve quality, efficiency, and work environment. Troubleshooting team usually is the first step in the company's steps toward greater employee participation. Along with increased adult company, problem-solving teams fade – angsur developed into a team with leadership.

*The leadership of the independent* usually consist of 5 to 20 workers with more than one skill that passes the job to produce an overall product or service or at least one overarching aspect or part of a product or service. The idea anyway is that team – the team itself, and not the Manager or supervisor, responsible for their work, make decisions, monitor their own performance, and change the behavior of their work as is needed to solve problems, achieve goals, and menyesuaikan themselves against conditions – conditions that change.

The team with the leadership of the independent is a permanent team which specifically includes the following elements – the following elements:

1) The team includes employees who have some skills and functions, and skills – skills that combined are enough to work on organizational tasks.

2) The team was given access to the source – such as information resources, equipment, machinery and supplies needed to tackle the whole task.

3) The team was given the power by the authority making the decision which means that the members have the freedom to choose new members, solve problems, spend money, keep an eye on results, and plan for the future.

#### f) *Teams In The New Working Environment*

Two types of teams that are more frequently used is the virtual team and virtual team/global:

1) *Virtual Team* consisting of members – members who are scattered geographically and organisational measures that are bound primarily by the progress of information technology and telecommunications. Virtual team often includes freelance workers, members of the Organization of partners, customers, suppliers, consultants, or other outside parties – parties. One of the main advantages of virtual teams is the ability to quickly gather a group of people that are most appropriate to complete complex projects, solve a specific problem, or exploit strategic opportunities.

- 2) *Global Team* is team work across borders formed of members – members with different nationalities whose activities span many countries. Global teams can be divided in two categories namely interkultural team whose members comes from different countries or different cultures and meet face to face directly, and global virtual teams whose members live in separate locations across the world and carry out their work with the help of electronic technology.

### 3.3 Team Karakteristik

#### a) Size

In General, when the size of the team on the rise, it would be difficult for any member to be mutually interact and affect each other. The size of the groups proposed the following things:

- 1) A small team (2 to 4 members) shows more approval, ask more questions, and exchange more opinions. Brands tend to be informal dan not much of a demanding leader.
- 2) A large team tends to have lot more disagreement and differences of opinion. Due to the lack of satisfaction is linked with the task of dispesialisasikan as well as poor communication, team members have little opportunity to participate and feel the solidarity of the group.

#### b) The Role of The Member

In the team – a team that successful task performance and satisfaction of the terms social filled by the emergence of two types of roles i.e. specialist duties and sosioemosional.

People-people who play the role of *a specialist task* of spending time and energy to help the team achieve its goals. They often exhibit behaviors – the following behavior:

- 1) Initiated ideas
- 2) Give opinion
- 3) Looking for information
- 4) Summarize
- 5) Giving spirit

People-people who are using role *sosioemosional* supporting emotional needs of team members and help strengthen social unity. They exhibit behaviors – the following behavior:

- 1) Push
- 2) Chime
- 3) Reduce Tension
- 4) Follow
- 5) Compromise

Multiple roles, role that an individual contributes to the task team & supporting emotional needs of the members  
The role of the non participant, a role in which an individual gives little contribution on a task or the needs of the members of the sosioemosional.

### 3.4 Process Team

#### a) Level of Development Team

- 1) *The establishment of the*. The rate of formation is a period of orientation and introduction. During the formation of this tigitkat, the team leader should provide time for members to know each other and encourage them engaged in informal discussion and social.
- 2) *Tempest*. Individual personality Tempest level Subs appear. This level is characterized by conflict and disagreement.
- 3) *Penetuan norm*. During the determination of the level of norms, conflict conflict is resolved, and the harmony and unity of the teams appear. consensus materialized on who has power, who is its leader and role – perab members.
- 4) *Implementation*. As long as the level of implementation, the main emphasis is on problem-solving and the completion of the task given. During this level leaders must concentrate against the implementation of a high performance. Sosioemosional specialist and specialist duties must contribute.

- 5) *The dissolution of the*. The rate of dissolution emerged in Committee, task force, and the team with the task to do and was disbanded afterwards. At this point, the leader may wish to notify the dissolution of the team with a ritual or ceremony, perhaps giving the Charter and awards to signify closure and completeness.
- b) **The Cohesiveness of The Team**  
The cohesiveness of the team is defined as the extent to which the members of the team is interested in and motivated to stay inside. Factors – factors that determine the cohesiveness of the team:
  - 1) *Interaction of the team*. A better relationship between the team members and the more time spent together, the more compact the team.
  - 2) *The concept of a common purpose*. Team members agreed with the goal of making more compact
  - 3) *Private interest against the team*. The members have similar attitudes and values and love to gather.
- c) **The Team Norms**  
The team is the standard norms of conduct the same – same owned by team members and guide their behavior. Informal norms. Norm also unwritten, as well as rules and procedures.  
Norm identifies the value – the main values, clarify expectations, roles and expectations – make it easy for the survival of the team. Norm relevant to conduct a day – day and work as well as the performance of the employees gradually – angsur develops. Four ways the development team norms common to control and direct the behavior of IE:
  - 1) *The important event*. Important events in the history of the team build an important example.
  - 2) *Excellence*. Excellence means that behavior first appeared in team often determine the example for hope – the hope team later.
  - 3) *bringing of the Behavior*. The behavior of the bringing of the present norm – the norm into the team from the outside.
  - 4) *an explicit Statement*. With an explicit statement, the leaders or team members may be initiated the norm – the norm with express them on the team.

### 3.5 Set the Team Conflict

Karektiristik, the last of the team's process is the conflict. Conflict refers to the antagonistic interaction in which one party is trying to obstruct the intent or purpose of the other party. Competition means a competition between individuals or teams can have a healthy influence because the competition gives spirit to the people to show higher performance.

- a) **The Cause of The Conflict**  
Several factors can lead to people involved in the conflict:
  - 1) *Scarce resources*. Resources include money, information, and preparation.
  - 2) *Yurisdiksional Ambiguity*. The conflict also arises when limits and responsibilities are not clear.
  - 3) *Disruption of communication*. The potential disruption of communication even larger in the global virtual team and a team consisting of members from the country and different cultures. Poor communication causes misperceptions and misunderstanding of others from the team.
  - 4) *A clash of personalities*. A clash of personality arises when people do not work harmoniously or not completely agree in any issue.
  - 5) *Difference power and status*. The difference in power and status arises when one party has influence to argue against the other party.
  - 6) *The difference in purpose*. Conflicts often arise just because someone is pursuing conflicting goals. The difference of purpose is common in the organization.
- b) **Style of handling Conflict**  
Members – effective team members change their style in dealing with the conflict to suit a particular situation. This style is appropriate for five cases – cases:
  - 1) *Berkompentisi Style* reflecting the firmness in order to get the desired, and should be used when appropriate and decisive action is needed in this issue – an important issue or action – action that is not common.
  - 2) *Dodge Style* does not reflect firmness or kekooperatifan. This style is used when the issue faced by the trivial, there's no chance of winning.

- 3) *The style of compromise* reflecting the amount of assertiveness and kekooperatifan. This style can be used when the goal is the same on both sides.
- 4) *Accommodating Style* reflects a high level of kekooperatifan, that matches is used when people realize that they are wrong.
- 5) *Collaboration Style* reflects the level of assertiveness and kekooperatifan. style is important when the issue of collaborating parties are too important to be compromised, the insights from different people should be merged into a comprehensive solution, and when the commitment both parties needed for consensus.

### 3.6 The Benefits and Disadvantages of Team

#### a) Potential Benefits Team

- 1) *The level of effort*. Teams of employees often spend a lot of energy and creativity of the workers who like the idea of the use of the brain and their agencies to achieve the goal.
- 2) *Member Satisfaction*. Working in teams can help meet those needs – kebuuhan.
- 3) *Knowledge and skills work*. The team obtained the sources – sources that intellectuals from several members.
- 4) *Organizational Responsifitas*. Teams of employees increased flexibility because the workers could be organized and the employees commissioned back when needed.

#### b) The Potential Losses Of The Team

- 1) *Reshaping power*. When the company formed the front line workers in teams, managers are reluctant to cede power.
- 2) *Free Lovers – Just*. That is a member of the teams that benefit from the membership of the team, but does not implement comparable jobs section.
- 3) *The cost of coordination*. The group – the group must spend time preparing – ready to do the job and loss of productive time.
- 4) *The revised System*. Performance assessment and award system should be revised to reflect the new team approach kalau does teamwork will fail.

### 3.7 The factors that underlie the need for specific teams established in a company (and [Diana Tjiptono, 2001:165-166](#)):

- a) Thinking of 2 or more persons are likely to be better than the thought of one person only.
- b) The concept of synergy ( $1 + 1 > 2$ ), namely that the overall results (team) is much better than the sum of its parts (individual members).
- c) Team members can know each other and trust each other, so that they can help each other.
- d) Teamwork can cause communication built properly. The Organization's work will not be carried out if the members of the organization do not work together in harmony, as it's much-needed cooperation in the Organization ([Anthony et.al, 1984:40-41](#)).

### 3.8 The key to success Teamwork

King ([Goetsch & Davis, 1994](#)) advocated a strategy he calls ten Ten Orders the team to improve the performance of the team in order to achievement of the objectives of the organization. The ten strategies are as follows: interdependence, extension assignment, juxtaposition, a common language, confidence and respect, pay attention to talent, skills team members solve problems, handle conflicts, skills assessment award action, in order to reach the next destination.

#### a) Restricting Factors Of Team Cooperation

Often a team can not run as expected. Its main cause is the human factor. Several aspects include ([Tjiptono & Diana, 2001](#)):

- 1) Personal identity members of the team, a team can not run effectively if its members did not yet feel fit in with the team.

- 2) Relationships between team members so that each Member can work together they should know each other and relate and work together.
- 3) the identity of the teams within the Organization, namely: conformity or suitability of teams within the Organization the team gained the support of top management, the influence of membership in a particular team against relations with members outside the team.

*b) Characteristics of an Effective Team*

1) The Same Purpose

If all members of the team rowing in the same direction, definitely ship didayung will more quickly get to the destination, if any member of the team rowing in different directions, in contrast, rowing or not at all as confused as to which direction should be paddling. So, make sure that the team has a purpose and all team members know your true goals to be achieved together, so that they are confident in the direction where to paddle.

2) High Enthusiasm

Rower will paddle faster if they have high enthusiasm. High enthusiasm can be resurrected if working conditions are also fun: the team members don't feel afraid of stating an opinion, they were also given the opportunity to demonstrate their expertise by being yourself, so that the contribution they provide can also be optimized.

3) Roles and Responsibilities are Clear

If all want to be the leader, then there will be no paddle. Conversely, if all want to be a rower, then chaos will happen because no one gave the command for the commonality of time and direction of rowing. Essentially, each team member must have the roles and responsibilities of each clear. The goal is to let them know what contribution they can give to support the achievement of a common goal that was specified earlier.

4) Effective Communication

In the process of reaching the goal, there must be effective communication antar-anggota team. His strategy: don't assume. That is, if you are not sure all team members know what should be the top priority to be resolved, don't assume, ask directly to them and provide the information they need. If you are not sure that each team member knows how to do or accomplish a task, do not assume they know, but rather inform or set to them how to do it. The communication also needs to be done periodically for the purpose of monitoring (for example: it's how far the task is completed) and correcting (for example: If there is an error that needs to be fixed in completing a task that has been defined).

5) Conflict Resolution

Conflict can be managed properly can be used as powerful weapons to look at a problem from a variety of different aspects so that it can be obtained a new way, new innovations or changes it is necessary to advance faster towards the goal. If there is a conflict, don't be silenced nor avoided. Conflicts are not handled directly will be like a cancer that eats away the spirit of the team. So, the conflict that there needs to be immediately controlled.

6) Shared Power

If any team member that is too dominant, so that everything is done on your own, or vice versa, if there are too many team members are unemployed, then there must be some irregularities in a team that will make the team gradually become ineffective. So, each team member needs to be given the opportunity to become "leaders", showed "his power" in the field that became the expertise and responsibilities of each of them. So that they feel responsible for the success of the achievement of a common goal.

7) Skill

A team consisting of members with different skills that will support each other more easily work together achieve the goal. A variety of different skills that can support each other so that the work becomes easier and faster. Team members with different expertise can also mutually expand perspectives and enrich the expertise each of appreciation. Each Member who has managed to do what his responsibilities properly, or has provided a positive contribution for the benefit of the team, deserves appreciation.

8) Evaluation

How does a team get to know already as close as what their goals, if they do not provide a moment to do the evaluation? Evaluation is done periodically during the process of achievement of goals still going could help detect early lapses that occurred, so can be repaired immediately. Evaluation can also be done not just for the correction, but to find a better way. Evaluation can be done in various ways: observation, research customers, employee research, interview, self-evaluation, evaluation of customer complaints, etc.

### 3.9 The notion of Employee Performance

Robbins (1996) States that employee performance is a function of the interaction between ability and motivation. Simamora (1997) stated that the intention of the performance goal setting is to compile a target useful not only for performance evaluation at the end of the period but also to manage the process of work during that period. The performance of an employee is a person's success in carrying out a job. Merupakan hasil basically work performance an employee during the period. Successful employee performance is not affected by the level of performance of individual employees or groups. According to Bernardin and Russel (1993) there are 6 criteria used to measure the extent to which the performance of individual employees, namely, quality, quantity, timeliness, effectiveness, independence, commitment and work. The performance was generally hailed as a measure for someone dalam pekerjaannya. Performance is the Foundation for productivity and contribution to the achievement of the objectives of the organization. Of course the presence of added value criteria used in many businesses to evaluate the benefits of a job and/or the holder of the Office. The performance of every worker must have added value for an organization over the use of resources which have been issued. To achieve high performance, every individual in the company must have the right ability ( *creating capacity to perform* ), hard at work in her work ( *showing the willingness to perform* ) and has supporting needs ( *creating the opportunity to perform* ). The third factor is important, a failure in any of these factors can lead to decreased performance, and the establishment of the limited standard of performance. Performance can be measured through five indicators:

- a) Quality, i.e. the results of the activities performed is approaching perfection, in the sense of adjusting some of the ideal way of activities within appearance meet the goals expected of an activity
- b) Quantity, i.e. the amount or the resulting target expressed in terms unit jumlah activity cycle completed
- c) Knowledge and skills, i.e. the knowledge and skills possessed by an employee of an organization
- d) Timeliness of completed activities, i.e. at the time of the beginning of the desired coordination seen from the output of the results as well as maximize the time available for other activities.
- e) The communication, namely the relationship or interaction with fellow coworkers in your organization.

### 3.10 Teamwork on performance of employees

People can achieve success if supported and support others. In essence, success can be achieved through teamwork. Anyone who has achieved success is definitely aware of this. But, of course, the team in question here is not just any team, but the team is effective. Teamwork like that should keep honed. There is no means of high skilled employees but cannot work together in teams. Two things are as one package.

#### *Characteristics of effective teamwork in enhancing performance*

There are ten characteristics of the required team and participation in generating performance tremendously and quickly achieve the goals expected.

- a) *The principles, goals and objectives*  
Effective team strongly influenced the existence of principles, goals, and objectives are clear, so consciously team members are United by a commitment to the mission and build the togetherness together. All team members understand and agree the goals and objectives of the team.
- b) *Openness and Confrontation*  
Effective team strongly influenced the existence of openness and mutual trust between team members. All members get the same information from the same access, and can communicate fluently and clearly. Team members are free to take out his ideas. Experimentation and creativity always digiatkan, other members are obligated to help the members concerned, if indeed such a logical and useful ideas.
- c) *Support and Trust*  
Effective team strongly influenced the existence of dukungna and trust between all the members of the team as well. The leader will not be able to complete the program and the activities of its own. The support and trust of the team members is indispensable.



- d) *Cooperation, communication and Conflict*  
Effective team strongly influenced the existence of cooperation, communication and conflict. Communication is the link between members of the group, so that his presence is very important. Ability to use effective communication by making use of the existing means of communication. Must be able to create a conflict that does not damage the integrity of the team. A conflict can be resolved by way of consensus, is constructive, and applying the approach to win-win (win-win approach).
- e) *Work procedures and decisions worthy*  
The team will effectively achieve the goal, when members have always supported the decision and execute procedures and supervision of co-production. In the team required an understanding of roles, responsibilities, and limitations of the authority of each.
- f) *A proper Leadership*  
Self leadership (personal leadership) is more demanding than the main formal qualified leaders in the group. Team leaders need to provide which is based on the principle that strong and adequate needs.
- g) *Review of the Work Programme and on a regular basis*  
An effective team should always evaluate the functions and processes that are already done on a regular basis. Effective teams have the ability to solve problems and make decisions well.
- h) *The development of the individual*  
The team will work effectively if always manage the increase in individual awards. The activities team does not only focus on results but also on the process and content.
- i) *The relationship between groups (social)*  
The team will be effective if it has the ability to relate to the environment, either by the employer (lobbying), with other teams (socialization and share) as well as corporate environment (adaptation). Lack of cooperation with other groups will cause the cooperation less voluptuous.
- j) *Liver Ties in synergy*  
The team will be effective if fellow Members have ties with the good heart, even in the synergy has the moral responsibility to advise each other and achieve success together.

### 3.11 Employee Performance impact on the dimensions of the product quality

According to [Tjiptono \(2008\)](#), quality reflects all dimensions of product offerings that generate benefits (benefits) for customers. The quality of a product is either in the form of goods or services specified by dimensi-dimensinya. Dimensions of product quality according to [Tjiptono \(2008\)](#) are:

- a) Performance (performance), related to the characteristics of the basic operation of a product.
- b) Long-term Durability (resistance), which means how long or the age of the concerned products survive before these products should be replaced. The greater the frequency of usage of consumers against products of the greater power of the product.
- c) Conformance to specifications (conformity with specifications), i.e. the extent to which the characteristics of the basic operation of a product meets certain specifications of a consumer or not the discovery of defects in the product.
- d) Features (features), is characteristic of products designed to improve the functioning of consumer interest in products or add products.
- e) Reliability (reliability), is the probability that the product will work satisfactorily or not in a certain time period. The smaller the probability of damage then the product is reliable.
- f) Aesthetics (aesthetics), related to how the appearance of the product.
- g) The Perceived quality (quality of impression), often spelled out is the result of the use of the measurements conducted indirectly because there is the possibility that the consumer does not understand or lack of information on the products in question.
- h) Serviceability, includes speed and convenience for repairs, as well as the competence of staff and hospitality services. Based on the above dimensions, it can be concluded that a quality dimension is a requirement in order for a value from the product enables it to could satisfy customer expectations, with regard to the dimensions of the product quality includes performance, aesthetics, privileges, reliability, and also conformity.

### 3.12 Employee Performance impact on the quality of the Managerial

Suyadi (1999) in Supratiningrum & Zulaikha (2003) stated, the performance is the result of work that can be accomplished by a person or group of people in an organization. In accordance with the authority and responsibilities of each. In order to improve the achievement of the objectives of the Organization in question legally. Does not violate the law and in accordance with the rules or ethics. Managerial performance is one of the factors that can improve the effectiveness of the organization. Mahoney et al. (1963) in Kurnianingsih & Indriantoro (2001) explains, is a managerial performance is the performance of the individual Member organizations in managerial activities include: planning, investigation, supervision, evaluation, pengkoordinasian, setting the staff (*staffing*), the representative's presentation.

## 4. Conclusion

From the results of the discussion above has done can be drawn the following conclusions:

- a) Employee Performance refers to the ability of employees in carrying out the overall tasks that became her responsibilities. Performance of employees will increase when they are actively involved and participated and became part of the team in the process of the activity on the organizational unit in which they work.
- b) The team is a unit consisting of two or more people who interact and coordinates their work for a particular purpose. This definition has three components. First, it takes two or more people. Second, people-people in a team have regular interaction. Third, people-people in a team has the same performance goals.
- c) There are ten characteristics of the required team and participation in generating performance tremendously and quickly achieve the goals expected.
  - 1) Principles, goals and objectives
  - 2) Openness and Confrontation
  - 3) Support and Trust
  - 4) Cooperation, communication and Conflict
  - 5) Work procedures and decisions worthy
  - 6) A decent Leadership
  - 7) Review of the Work Programme and on a regular basis.
  - 8) The Development Of The Individual.
  - 9) The relationship between groups (social).
  - 10) Bond of hearts in synergy.
- d) The teamwork of employees i.e. participated in such activities while involved in decision making is a capability that must be constantly honed and there is still room for improvement. The purpose of the establishment of a team to improve and increase product quality and quality management.

### Advice

From the discussion and the conclusions that have authors tell us, the author tried to give you some advice:

- a) In an effort to increase the performance of the employees then need teamwork of employees. To build a good team, then there needs to be careful of ties between its members with managing so goal as expected.

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