

TEAMWORK TRAINING INTERVENTION DESIGN TO IMPROVE TEAM EFFECTIVENESS TO FRANCHISE DIVISION IN COMPANY X

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ABSTRACT

This study discusses the effectiveness team in the franchise division. The assessment for 7 employees of the franchise division in the retail company X by using the archive, interview, observation, and quistionnaire. The questionnaire was taken from the team's effectiveness by Lencioni (2002) from based on "5 dysfunctions of a team" consisting of 38 items using 5 aspects this is absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results. The technique analysist data used is using the Microsoft Excel program which is adjusted by the calculation through Lencioni, the lowest score is in the aspect of trust with a score of 3.10 and accountability with a score of 3.38. The validity and reliability test value of this questionnaire is $\alpha = 0.894$, which means that all items are valid in predicting criteria and are reliable. Then the results of all the assessments that have been obtained, teamwork training is needed in the franchise division

Kata Kunci: effectiveness team, *teamwork*, *Franchise Division*

INTRODUCTION

Have a business idea, as if to guarantee greater profits than ordinary work. The Indonesian Retailers' Association (Aprindo) claims that the retail industry's growth in the first semester of 2018 was 7-7.5%. This figure is greater than the growth in 2017 which was only 5%. While two-wheeled vehicles or motorbikes are predicted to grow better than this year. Referring to the data of the Indonesian Motorcycle Industry Association (Pablo, 2018).

The company X always strives to always be able to develop and growth into a modern retail store that sells motorcycle tires of various brands, continues to add to the existing service facilities at its outlets. The supermarket sells a variety of motorcycle and rider equipment, from helmets, rims, suspensions, oil, and tires.

As the population grows, it is clear that this will also affect the growth of motorbike and car drivers. Of course, the need for motorcycle and rider equipment, from helmets, rims, suspensions, oil, to tires will also be increasingly needed. This is in line with the statement from the Marketing Dept. Head of Franchise at company X which says that the business in the company is a recommendation for investors who want to seek their fortune in the midst of the times

but are not undermined by trends. The investment value offered is only Rp. 250 million are all in.. Therefore, the company itself invites business people or investors to open businesses in motorcycle users, to be able to work together in building retail stores.

Investors will feel interested to *teamwork* if the company is able to give investors confidence to get benefits them. Duties and responsibilities of the establishment of franchise stores in the hands of the franchise division. Where the division is responsible for investors who wish to invest in shares to control the financial statements of the franchise stores for investors. Having a good effectiveness team in collaborating between franchise divisions is needed so that investors will always provide benefits for the company. In addition, a compact team work can make it easy to get the finish. Lencioni (2002) has explained that team effectiveness is a condition achieved by a group of people or groups that trust each other, are in a healthy conflict situation, have commitment, rely on, and focus on shared goals. For this reason, team members must be able to overcome the problems that exist in their own teams for the sake of running the company's vision and mission that is expected. Torrington,

Hall and Taylor (2005) is said, that's team effectiveness depends on the goals owned and agreed upon that's team, teamwork methods, and the climate in which team members can be open and honest and use conflict in constructive ways.

Robbins (2001) revealed that the effort produced by individuals or workers when joining a work team will be greater than those to work individually. This means that the performance achieved by a team will be better than the performance to individual in a company or organization. Group or teamwork (teamworks) is the backbone of the organization. Through work teams, products and problem solving can be produced better than working individually, improving quality and communication between workers, as well as creativity and innovation.

Therefore, the need to measure the effectiveness of the team to see the performance of the team. Hexmoor and Beavers (2002) the existence of measurement results can be used as an evaluation material for the development and improvement in achieving group or organizational goals.

Based on the results of observations and interviews, it was found out among team members that they were lack of openness in

speaking and no more sensitive so that it hampered the completion task of work in the FA, AC, Tax franchise department. Team members often do not completed their work with predetermined deadlines. This happens also because team members are more focused on working on their respective tasks rather than working with their teams. This is a problem in doing teamwork.

Weiner et al (2003), said that the composition of personality traits that affect team performance, with certainty personality has important implications for team effectiveness. So, a team will be effective if it is formed by a complete personality character that is a team member who has an attitude of caution, friendliness, self-disclosure, emotional stability, and openness to experience. Such a team will have high quality work, strong togetherness, and long-standing team.

Based on the explanation above, it is necessary to increase the effectiveness of the team in the franchise division to increase cooperation between team members. This increase is needed because in order to support the existence of cooperation that can have a positive influence on the division, the investors and the company. Because, in connection with the growing business competition from time to time, causing

global competition to be tighter so as to maintain the quality and efficiency of the company, teamwork is needed to succeed the expected work.

The existence of solidarity to teamwork will have good communication skills between teams by understanding each other's characters. Teamwork will also be a means of self-development for its members because it is demanded to be able to respect and respect the opinions and thoughts of others, establish commitment, be responsible for each task assigned to the team. For this reason, quality teamwork can improve work efficiency and effectiveness. So that more work can be completed faster and productivity to increases.

RESEARCH METHODS

The subject of this research is in the franchise division which consists of 7 employees. 1 employee occupies the head of the franchise division, 4 employees are in the FA, TAX, ACC, Franchise and 2 employees are in the franchise marketing department. An assessment tool to obtain information about the extent to which the effectiveness of the team's performance achievement is to be measured. The information obtained can be through quantitative and qualitative assessments.

This assessment method uses several data collection techniques, which are archive, observation and questionnaire.

The archive method is taken from the company profile which includes history, organizational structure, corporate values and vision and mission of the company. While the observation technique uses the participant observation type, the researcher jumps into daily activities in the franchise division. This observation is used by paying attention to the performance made by team members. By seeing how the roles and responsibilities of the team to the task done. In this observation see how teamwork in completing the task.

Another technique is to use the interview method by conducting open-ended questions about the effectiveness of the teams in the franchise division by using questions related to the 5 dysfunction teams from Lencioni (2002). To see which aspects need to be improved, we need a team effectiveness questionnaire from Lencioni (2002) consisting of 38 items of statements and 5 alternative answers namely 'never,' 'almost never', 'Rarely', 'Often', 'Very Often'. The questionnaire uses aspects of team effectiveness including absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results.

These aspects use 3 assessment scores from low, medium, and high ratings. The analysis data techniques used to calculate scores using the Microsoft Excel program adjusted to calculations by Lencioni (2002).

RESULT AND DISCUSSION

Table 1. Questionnaire Result

The result of above questionnaire that the average acquisition value below 3.24 is in the low category, while the acquisition value is 3.25-3.74 in the medium category, and values above 3.75 are in the high category.

Subjek	TRUST	CONFLICT	COMMITMENT	ACCOUNTABILITY	RESULTS
1	3	3,75	3,43	2,86	3,25
2	3,5	3,63	3,71	3,57	3,25
3	3,5	3,25	3,57	3,43	3,63
4	3,375	4,00	3,43	3,57	3,88
5	3,25	3,38	3,86	3,43	3,75
6	1,75	2,50	2,86	2,71	2,25
7	3,375	3,63	3,29	3,43	3,38
Rata-rata	3,10	3,44	3,45	3,28	3,34

So based on the assessment that has been done, it can be seen that the results of the team effectiveness questionnaire from Lencioni (2002), show that the trust aspect has the lowest value of the other aspects by obtaining an average value of 3.10. While in the aspect of accountability is the second lowest aspect and in the medium category

with an average score of 3.28. So it can be said that it is necessary to increase trust and accountability to improve teamwork performance. If there is an increase in trust, the team will help each other in solving problems of the task to be solved. An increase in accountability will also positively affect each other's tasks and responsibilities in completing tasks simultaneously.

The value of the validity and reliability of this questionnaire is $\alpha = 0.894$, which means that all items are valid in predicting the criteria and reliable ratings. The method used to test the validity and reliability is SPSS version 20 by using 40 participants who have filled out the questionnaire.

Based on observations made by prospective psychologists, there are two different work spaces in the franchise division, namely the FA, ACC, TAX Franchise and marketing franchise spaces. When prospective psychology officers are in the FA, ACC, TAX Franchise room, it appears that employees only focus on their respective duties without much discussion with other colleagues. The atmosphere seemed to be rigid when the team members completed their assignments on their own. At the end of the deadline assignment, the

employees felt that they were still busy doing their jobs alone so that when they returned home they were still in the office.

The results of the interview stated that there was still a lack of communication between teams while working, especially in the Dapartement FA, ACC, TAX Franchise. Each individual also does not know his teammates at work. This makes work team members prefer to work individually, that is, only focus on doing work in accordance with their duties without having to cares about work related to their colleagues so that team members prefer to finish their own work without caring about the work that must be done by their coworkers so that team members experience obstacles in problems solving with difficult tasks. This resulted in the franchise division often getting complaints from the franchise owner because team members were unable to completed of deadline with assignments on time.

From the results of the questionnaire, interviews and observations concluded that the main problem is in the Absence of Trust so it affects the other aspects. Lack of trust between team members becomes an obstacle in communication and openness with one another. Not knowing each other's characters makes the team members have a bad impact

in completing a task they are doing and the difficulty of solving problems to a difficult task. The difficulty of getting to know each other's characters makes team members prefer to do work individually. This is an obstacle in conducting teamwork in completing the vision and mission expected by the company. These constraints become a bad influence for the team because investors often complain about the results of the work done by team members who often experience a delay in completing a task.

INTERVENTION DESIGN

Based on the results of the assessment carried out by prospective psychologists regarding the effectiveness of the team in the franchise division, it can be concluded that the problems that arise are in the aspects of trust and accountability, which means that individuals lack mutual trust between members so that there is a lack of openness to the task that must be solved simultaneously of team. Lack of knowing each other's characters becomes an obstacle to mutual trust in teamwork. This has an effect on teamwork in completing a task. If team members will understand how to work effectively and productively, the team will work to improve the quality of performance that can support team performance. Each

team must be able to produce quality teamwork. Because, in connection with the growing business competition from time to time, causing global competition to be tighter so as to maintain the quality and efficiency of the company, teamwork is needed to succeed the expected work. Teamwork means involving people to work together, in order to achieve goals. Every individual in a teamwork is obliged to take a role to share responsibility and contribute.

Because the problems of that, the franchise division needs "teamwork training" in order to increase trust and accountability to build quality team effectiveness. This is in line with the statement of Mcewan et al (2017) who said, that the existence of a teamwork training intervention can improve the effectiveness of employee work on the team. Teamwork training will provide learning in the form of knowledge, skills, and attitude. In improving the training teamwork, the lecture method, games and group discussions, and case studies in problem solving.

Following are some general and specific objectives for holding training for participants in the Franchise division, the increasing of effectiveness team in the franchise division, especially in the aspects of trust and accountability. While the

specific goal is to provide knowledge about the effectiveness of the team in teamwork, the formation of positive relationships between group members in order to achieve the expected performance, team members can handle various kinds of problems (problem solving) for the *teamwork*, team members are able to face work problems to can make decisions (decision making).

CONCLUSION AND SRECOMMENDATION

Based on the results of the assessment of the effectiveness team of the franchise division t at PT. X conducted previously, it can be concluded of the effectiveness team in the aspect of trust is the lowest score of the other aspects and the second lowest aspect is in the aspect of accountability.

This is due to the lack of openness and ignorance of knowing each other's characters being a major factor in communicating and collaborating team. Team members focus more on their respective tasks than on working and discussing with their teams. As a result, this resulted in team members being unable to complete their work with the specified deadlines, which resulted in investors making complaints to the franchise division

because deadlines could not be completed in a timely manner. Therefore, the franchise division still needs to develop teamwork in increasing team effectiveness.

It is expected that the teamwork training will be carried out as well as possible and after that there will be an evaluation of the work

tasks carried out by group members by observing the behavior that must be done in completing each work that must be completed in a timely manner. Sharing moments are needed regularly every month, for the sake of attachment between individuals in the franchise division

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