
TEAMWORK AND INDIVIDUAL BEHAVIOR IN OPTIMIZING PERFORMANCE IN COOPERATIVE INSTITUTIONS IN DEVELOPING COUNTRY PROVINCES

Putri Dwi Fitriani, Raudya Syafirah, Zetta Bethrien Febriadha, Anna Suzana

Universitas Swadaya Gunung Jati, Indonesia

Email: ¹dwifitrianiputri@gmail.com , ²raudyasafirah13@gmail.com ,
³zettabethrien05@gmail.com , ⁴annasuzfeb@ugj.ac.id

ABSTRACT

KEYWORDS

work team, individual behavior, performance, cooperative facilitator

This study aims to identify the relationship between teamwork and the performance of the cooperative facilitator, identify the relationship between individual behavior and the performance of the cooperative facilitator, and explore how teamwork and individual behavior can simultaneously affect the performance of the cooperative facilitator itself. Researchers use descriptive quantitative methods and collect data obtained through measuring instruments in the form of questionnaires. The research sample used from this study was 50 cooperative facilitators who became respondents based on the characteristics of respondents who had the highest level of Facilitators, and could conduct training for Facilitators at the level below and had certification as BNSP Cooperative Facilitators. Based on the results of statistical tests, there is an influence of the work team and the performance of cooperative facilitators of 0.406 with t-statistic values of $2.221 > 1.96$ and P values of $0.026 < 0.050$, Based on statistical tests of individual behavior on the performance of cooperative facilitators of 0.436 and t-statistic of $2.054 > 1.96$ and with a P value of $0.040 < 0.050$. Based on the R-Square value of these three variables, it is stated that the Independent Variables of Work Team and Individual Behavior in this study affect the dependent variable Performance by 0.659 or 65.9% so that it can be said that the coefficient of Performance in this study is said to be moderate.

INTRODUCTION

Globalization is a condition where there is very tight competition between individuals at work, currently employees are expected to make their best contribution. He can work in a balanced manner, especially in jobs that require a lot of labor in the field. Cooperative organizations are currently economic entities that have an important role in social and inclusive economic development in many countries. The International Cooperative Association (ICA) is a global cooperative organization founded in 1985 and is also the World Cooperative Association and houses 118 countries, ICA acts as a unifying body of the cooperative movement worldwide. The aim is to ensure uniformity so that cooperatives can operate harmoniously and equally between countries, particularly in the way they view their true identity.

Cooperatives are based on the principle of democracy, where all members have an equal voice. Unity organization or known as the Indonesian cooperative movement which functions as a place of struggle and a vehicle for cooperative business and known as the Indonesian Cooperative Council (Dekopin) is an institution located in Indonesia and is the sole organization of the Indonesian cooperative movement whose task is to be a place to fight for and act to bring the hopes or desires of cooperative members. The Indonesian Cooperative Council (DEKOPIN) has been part of the ICA since 1958. Facilitators are described as a group of people whose job is to accompany the group in problem solving, encouraging, informing, supporting, and giving advice so that the group can move forward better.

This research is based on the object of cooperative facilitators or cooperative guide certification training also called cooperative guides who serve as companions, trainers, consultants and mentors. As facilitators of cooperative empowerment and guiding SMEs, they are required to have criteria such as quality, capability and competence related to aspects of cooperative empowerment. Cooperative Facilitators became important personnel to transfer cooperative knowledge starting from the formation of cooperative extension workers in the Ministry of Cooperatives formed in the 80s, under the name Widasywara until there were several training buildings established in every province in Indonesia. In line with the change in the role of the cooperative office is no longer a cooperative coach, several institutions both supported by foreign countries and the state itself established a Cooperative empowerment institution that aims to provide training for cooperative human resources in Indonesia, and from 1995 until now the consistent conduct of cooperative education and training is Lapenkop stands for Cooperative educational institution as a partner institution of DEKOPIN and assimilated in 2004 under the auspices of the Indonesian Cooperative Council.

Problems seen from individual behavior in facilitators in dealing with conditions when they do not get a good response from an institution and changes in the implementation of policies of the cooperative itself. In terms of teamwork, the lack of interaction from fellow members of the cooperative guide team (facilitator), which affects the results of the team's own work, can be seen from the many activities carried out in groups that are less than optimal. The problem in terms of the performance of cooperative facilitators is seen in terms of effective management techniques such as planning, organizing, and supervising so that efforts to improve performance are reduced.

The Work Team itself is explained as the ability of individuals in terms of working together or collaborating with other individuals, this is intended to achieve common goals in a group or between teams (Pranitasari & Rozaq, 2019). Cooperative facilitators require teamwork as an effort to carry out activities related to groups such as when cooperative facilitators hold training of facilitators or known as (TOF) in this activity carried out based on several levels starting from level one to level four, at level five cooperative facilitators attend Training Of trainers (TOT) to produce competent facilitators. In addition, Cooperative Facilitators play a role in forming effective work teams, from this comes an increase in collaboration, better communication and an increase in trust and mutual respect between team members. From the creation of an effective work team, it can increase the effectiveness of cooperative operations in achieving the goals it has set.

Individual behavior is associated as a matter of assessing the achievement of an individual, the goal is for long-term performance efforts which will certainly have a positive effect on self-improvement and vice versa (Almaulita et al., 2023). Cooperative facilitators can be seen from individual behavior as an increase in discipline, responsibility, work ethics, and integrity among cooperative members themselves, this can certainly create a professional work environment and reduce the potential for conflict or violations in the cooperative.

Employee performance is crucial for an organization's success in achieving its goals, vision, and mission. According to Mangkunegara (2011), performance is a behavior or activity carried out to achieve results. The success of cooperative facilitators is determined by their assignment, authority, and ability to innovate, with innovation being the main focus in cooperative activities. In addition, the relationship between work team performance and team member behavior cannot be separated because individual behavior in the work team can affect the quality of work for someone. Productivity, motivation and success in achieving team goals are individual successes in working as a group (Puspitasari et al., 2024).

Based on research by Pranitasari & Rozaq (2019), Arifin (2024), (Puspitasari et al., 2024), Akmalia et al. (2020), Badriyah et al. (2022), Chalifa & Nugrohoseno (2018), and

Novita et al. (2024), work team has a significant effect on employee performance while research. This statement is not in line with the results of research conducted by Abdillah & Sari (2023), (Santoso & Auromiqo, 2020) that state that the work team does not have a positive influence on employee performance.

Studies by Venugopal et al. (2024), Ratnasari & Tarimin (2021), Octavia et al. (2023), Situmorang et al. (2023) show that individual behavior has a direct effect on employee performance. However, there are gaps in research conducted by Sutjahjo (2022) who said in his research that individual behavior does not have a significant effect on employee performance when viewed through the intervening variable of work motivation.

If viewed based on the phenomenon of cooperative facilitators with variables of Work Team, Individual Behavior and Performance, the objectives to be achieved by researchers in their research can be drawn as follows:

- 1) Draw from the existence of teamwork relationships in optimizing or influencing the Performance of Cooperative Facilitators
- 2) Identify relationships related to Individual Behavior that affect the performance of Cooperative Facilitators
- 3) Explore and understand how Teamwork and Individual Behavior can simultaneously affect the Performance of Cooperative Facilitators

The hypotheses used in this study are:

- 1) First hypothesis (H1): Teamwork has a positive influence on the Performance of Cooperative Facilitators
- 2) Hypothesis (H2): There is a positive relationship between Individual Behavior and Cooperative Facilitator Performance.

RESEARCH METHOD

Researchers conducted a study on regional cooperatives in West Java, focusing on facilitators to understand their role in group work and individual behavior in optimizing performance. Data was collected through descriptive quantitative methods, with questionnaires used to test hypotheses. The study used a purposive sampling approach, selecting 50 cooperative facilitators with high-level characteristics and certification as BNSP Cooperative Facilitators. The sample was selected based on their ability to conduct training and certification.

The study used Structural Equation Modeling (SEM-PLS) to test the relationship between existing variables and indicators related to the construct of the variables studied. The researchers used SmartPls version 4.1.0.2 for statistical tests, including the Validity and Reliability Test and Test the Hypothesis to determine if the relationship between work team and individual behavior in terms of performance determines the success of a cooperative facilitator's performance. The study aimed to understand the effectiveness of cooperative facilitators in optimizing performance in institutions.

RESULTS AND DISCUSSION

Table 1. Description of Respondent Characteristics

| Characteristics | Category | Frequency |
|-----------------|----------|-----------|
| Age | 27-39 | 19 |
| | 41-50 | 10 |
| | 51-65 | 21 |
| Sex | Man | 30 |
| | Women | 20 |

Table 2. Convergent Validity Test

| | Work Team | Individual Behavior | Performance |
|------------|------------------|----------------------------|--------------------|
| TK1 | 0,816 | | |
| TK2 | 0,848 | | |
| TK3 | 0,740 | | |
| PI1 | | 0,890 | |
| PI2 | | 0,898 | |
| PI3 | | 0,907 | |
| K1 | | | 0,740 |
| K2 | | | 0,794 |
| K3 | | | 0,682 |
| K4 | | | 0,736 |
| K5 | | | 0,814 |
| K6 | | | 0,788 |

Source : Smart PLS Output, 2024

Based on the results of the conference validity test, judging from the loading factor, it shows that if the indicator value exceeds 0.70, it is stated that the indicator is valid, but table 2 shows that the variables that have been described by each indicator that has been tested have indicators that have met the requirements in this test, namely if the outer loading value above 0.50 is still allowed and the indicator is considered valid and can be tested to the next level. However, if the value of the load falls below 0.50, it requires exclusion from several factors.

Table 3. Average Variance Extracted (AVE)

| | Average Variance Extracted (AVE) |
|----------------------------|---|
| Work Team | 0,644 |
| Individual Behavior | 0,807 |
| Performance | 0,578 |

Source : Smart PLS Output, 2024

In this study the expected AVE value is > 0.50 and Based on the Results of Average Variance Extracted (AVE) Table 3 shows that all reflective constructions of the study produce a value of > 0.50 . More precisely, the variables of work team and individual behavior showed that the value of each AVE was 0.644 and 0.807. While in the performance variable, the AVE value is 0.578. So it is stated that all statements that have been tested from each research variable are said to be valid.

Reliability Test

Composite Reliability dan Cronbach Alpha

In the evaluation of the external model, the final action performed is to run a composite reliability test. Composite reliability in the SEM (Smart PLS) model is known as a method superior to Cronbach alpha values for testing reliability in research. Composite reliability makes it possible to see the value of a construct through two measures: Cronbach's alpha internal consistency (Ghozali, 2015). Cronbach's alpha value is more often an estimate of that limit in reliability value, whereas in composite reliability it does not include reliability assumptions and is more accurate as a parameter estimate (Ghozali, 2015). If the interpretive value of composite reliability is equivalent to Cronbach's Alpha if the value > 0.70 is accepted.

Tabel 4. Composite Reliability & Cronbach’s Alpha

| | Cronbach’s Alpha | rho_A | Composit Reliability |
|----------------------------|------------------|-------|----------------------|
| Work Team | 0,721 | 0,724 | 0,844 |
| Individual Behavior | 0,880 | 0,88 | 0,926 |
| Performance | 0,854 | 0,861 | 0,891 |

Source : Smart PLS Output, 2024

If you look at table 4 that the values of Composite reliability and Cronbach Alpha on all variables in this study show that each value exceeds 0.70, it is concluded that this research model is considered reliable and all variables have reliable reliability.

Table 5. R-Square

| | R-square | R-square adjusted |
|--------------------|----------|-------------------|
| Performance | 0,659 | 0,644 |

Source : Smart PLS Output, 2024

The results of the R-square value in this study showed that 0.659 in the performance variable showed that the work team variable and individual behavior variables were able to explain 65.9% of the performance variables, while the remaining 34.1% could be understood by various factors outside the test model.

Hypothesis Test

Path Coefficient

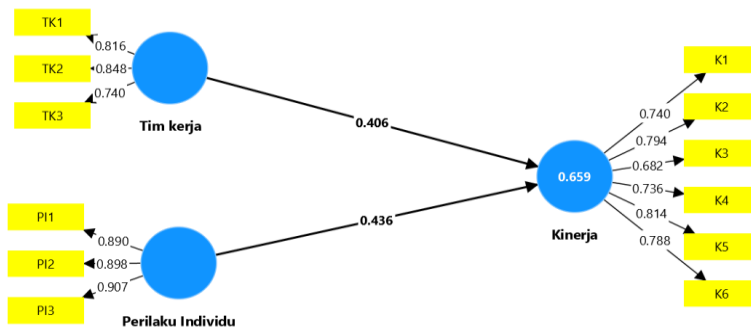


Figure 2. Path Coefficient

Source: Output 2024

Table 6. Direct Influence Path Coefficient Values

| | Original Sample (O) | Sample Mean (M) | Standart Deviation (STDEV) | T statistic (O/STDEV) | P Value |
|-----------------------------------|---------------------|-----------------|----------------------------|-------------------------|---------|
| Work Team → Performance | 0,406 | 0,419 | 0,183 | 2,221 | 0,026 |
| Individual Behavior → Performance | 0,436 | 0,419 | 0,212 | 2,054 | 0,040 |

Source : Smart PLS Output, 2024

From the results of the research hypothesis test from table 6 can be explained through the following hypotheses:

- 1) In the first hypothesis test, it says that the work team variable positively affects the performance variable. The results obtained that the Path Coefficient value between the work team variable with the performance variable was 0.406 and t-statistic was

2.221. From this result, it can be stated that t-statistic is significant because the value of t-statistic is greater or ditas than the existing t-statistic value of 1.96 with a P value of $0.026 < 0.050$, then the first hypothesis is accepted.

- 2) The second hypothesis tests individual behavioral variables positively affecting performance variables. The results obtained that the Path Coefficient value between the Individual behavior variable with the performance variable was 0.436 and t-statistic was 2.054. From this result it can be stated that t-statistic is significant because the value of t-statistic is greater than the value of 1.96 with the P value is $0.040 < 0.050$ it can be stated that the second hypothesis is accepted.

The Effect of the Work Team on the Performance of Cooperative Facilitators

Based on the results of hypothesis testing in this study, it shows that the Work Team as an independent variable or independent variable (X1) has a significant effect on the dependent variable or performance-bound variable (Y). It can be said that the Working Team has a significant effect on the performance of the Cooperative Facilitator is acceptable. The performance of facilitators prioritizes collaboration in terms of work, this can be seen from the many programs carried out in groups such as counseling activities for cooperative members or training activities carried out from starting to hold training of facilitators or training of trainers, Cooperative Facilitators hold this activity to produce competent facilitators. Good communication allows teams to trust each other in sharing information, understand their duties and have a great sense of responsibility from each team member himself. In addition, teamwork can provide encouragement or motivation for the Facilitator to always improve his or her Performance.

Work teams are groups that have positive synergy through coordinated efforts and have high interdependence. This research is in line with what previous research has done Pranasari & Rozaq (2019), Arifin (2024), Puspitasari et al. (2024), Akmalia et al. (2020), Badriyah et al. (2022), and Chalifa & Nugrohoseno (2018) that explain that the Work Team has a significant effect on Performance.

The influence of individual behavior on the performance of cooperative facilitators

Based on the results of hypothesis testing in this study shows that Individual Behavior as an independent variable or independent variable (X2) has a positive effect on the dependent variable or performance-dependent variable (Y). which means that it is said that the more individual behavior in the cooperative facilitator increases, the performance of the cooperative facilitator will also increase, it can be stated that Individual Behavior has a significant effect on the performance of the Cooperative Facilitator is acceptable. This is seen based on the sense of responsibility that each facilitator member has in carrying out their duties. In addition, cooperative facilitators have high integrity in acting honestly and dedicatedly so that it can improve good performance at the facilitator institution.

This research has similarities in previous research conducted by Venugopal et al. (2024), Ratnasari & Tarimin (2021), Octavia et al. (2023), Situmorang et al. (2023), Sutjahjo (2022) that state that Individual Behavior has a significant influence on Performance.

CONCLUSION

The results showed that hypotheses 1 and 2 said the role of the work team and individual behavior in cooperative facilitators in the West Java area had an influence on performance was acceptable, this result was shown through a statistical test which said that the two variables were significantly related to performance with an R-square value of 0.659, this showed a relatively moderate influence on the work team and individual behavior in optimizing

performance on cooperative facilitators. It is recommended that future research can deepen other variables that can affect the performance of cooperative facilitators so that they can add insight related to cooperative facilitators.

REFERENCES

- Abdillah, R., & Sari, E. P. (2023). Pengaruh Kerjasama Tim Dan Pengawasan Terhadap Kinerja Karyawan Pada Pt. Indolakto Cabang Medan. *Jurnal Publikasi Ilmu Manajemen (JUPIMAN)*, 2(1).
- Akmalia, R., Siahaan, A., & Mesiono, M. (2020). THE EFFECT OF INDIVIDUAL, GROUP AND TEAM WORK BEHAVIOR TOWARD TEACHER PERFORMANCE IN SMAN 3 MEDAN. *JURNAL TARBIYAH*, 27(1). <https://doi.org/10.30829/tar.v27i1.681>
- Almaulita, D. S., Abdussamad, J., & Tui, F. P. (2023). Pengaruh Perilaku Individu dan Budaya Kerja Terhadap Kinerja Pegawai di Bappeda Litbang Kabupaten Bone Bolango. *ULIL ALBAB : Jurnal Ilmiah Multidisiplin*, 2(8), 3348–3361. <https://doi.org/10.56799/jim.v2i8.1965>
- Arifin, S. (2024). The Effect of Teamwork and Organizational Commitment on Employee Performance. *JOURNAL OF ECONOMICS, FINANCE AND MANAGEMENT STUDIES*, 07(02). <https://doi.org/10.47191/jefms/v7-i2-09>
- Badriyah, K., Syahputra, E., & Dewi, A. S. (2022). THE EFFECT OF COMPETENCE, TEAMWORK, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT MEKAR COOPERATIVE PT. GUDANG GARAM Tbk, KEDIRI. *Jurnal Mahasiswa*, 4(3).
- Chalifa, N., & Nugrohoseno, D. (2018). Pengaruh Berbagi Pengetahuan terhadap Kinerja Karyawan melalui Kerja Tim. *BISMA (Bisnis Dan Manajemen)*, 7(1). <https://doi.org/10.26740/bisma.v7n1.p1-8>
- Ghozali, I. (2015). *Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris*. Universitas Diponegoro.
- Mangkunegara, A. A. A. P. (2011). *Manajemen sumber daya manusia perusahaan*.
- Novita, C., Rahayu, S., & Susanto, ; (2024). PENGARUH KEPEMIMPINAN, KOMUNIKASI DAN KERJASAMA TIM TERHADAP KINERJA KARYAWAN PT CDS ASIA. *Jurnal Ilmiah Bidang Ilmu Ekonomi*, 22(1), 868–881.
- Octavia, F. M., Setiadi, P. B., & Rahayu, S. (2023). The Influence of Individual Factors and Individual Behavior on Employee Performance at PT. Naga Aries Teknologi. *Journal on Education*, 5(4). <https://doi.org/10.31004/joe.v5i4.1998>
- Pranitasari, D., & Rozaq, A. (2019). Pengaruh Kerja Tim dan Pengembangan Karier terhadap Pengembangan Diri dan Keterlibatan Kerja Karyawan. *JURNAL MANAJEMEN DAN KEUANGAN, Vol 8*.
- Puspitasari, N. D., Qomariah, N., Nyoman, N., & Martini, P. (2024). The Influence of Teamwork and Competence on Performance in Hospital Services. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 7, 142–150. <https://doi.org/10.33258/birci.v7i1.7850>
- Ratnasari, S. D., & Tarimin, T. (2021). Efek Perilaku Individu terhadap Kinerja Karyawan. *Jurnal Administrasi Bisnis*, 10(2), 165–175. <https://doi.org/10.14710/jab.v10i2.36685>

- Santoso, D., & Auromiqo, C. (2020). ANALISIS TEAMWORK DAN TIME PRESSURE TERHADAP AFFECTIVE COMMITMENT YANG BERDAMPAK PADA KINERJA AUDITOR BPK PERWAKILAN PROVINSI JAWA TENGAH. *Jurnal CAPITAL KEBIJAKAN EKONOMI, MANAJEMEN & AKUNTANSI*, 2(1).
- Situmorang, G. R., Riadi, S. S., & Achmad, G. N. (2023). Individual Behavior and Transformational Leadership on Innovative Work Behavior and Employee Performance. *Indonesian Journal of Multidisciplinary Science*, 2(8). <https://doi.org/10.55324/ijoms.v2i8.502>
- Sutjahjo, G. (2022). Analisis Perilaku Individu, Komunikasi Kerja dan Motivasi Terhadap Kinerja Pegawai. *Jurnal Manajemen, Organisasi Dan Bisnis*, 2(2).
- Venugopal, K., Monalisa, M., Pravalika, B., & Jagadeesh, B. (2024). The Interplay of Individual Behavior and Organizational Performance: Insights from the Indian Context. *International Journal of Innovative Research and Practices*, 12(1).

Copyright holders:

**Putri Dwi Fitriani, Raudya Syafirah, Zetta Bethrien Febriadha, Anna Suzana
(2024)**

First publication right:

Devotion - Journal of Research and Community Service



This article is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/)