

Contribution of Teamwork in Improving the Performance of Employees of the Public Works Office of Padang Lawas Regency

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ABSTRACT

This study aims to analyze the contribution of teamwork in improving the performance of employees of the Public Works Office of Padang Lawas Regency. The study used a quantitative approach with a survey method of 70 employees selected through simple random sampling techniques. Data collection was carried out in February–May 2025 using a Likert scale questionnaire. Data analysis was carried out by simple linear regression using SPSS. The results showed that the teamwork variable had a positive and significant effect on employee performance, with a t-count value of 6.712 and a significance of $0.000 < 0.05$. A determination coefficient value (R^2) of 0.420 indicates that teamwork contributes 42% to improving employee performance, while the rest is influenced by other factors such as leadership and work motivation. These findings reinforce the theory of Robbins and Judge (2021) which states that effective teamwork increases organizational productivity and collaboration. The results of the study recommend that the Public Works Office strengthen communication, trust, and coordination between employees to create a collaborative and results-oriented work culture.

INTRODUCTION

In public sector organizations, teamwork is an important element in realizing the effectiveness of employee performance. The Public Works Office (PU) of Padang Lawas Regency is an agency that has a great responsibility in the development of regional infrastructure. Complex work demands cross-field collaboration and solid coordination between employees. It is in this context that teamwork becomes the main foundation in achieving organizational goals. Without synergy between employees, public service targets are difficult to achieve optimally.

Teamwork not only means working together, but it also includes the division of duties, responsibilities, and effective communication between members. (Judge & Robbins, 2013) states that effective teamwork is capable of increasing creativity and productivity through a combination of different skills and experiences. In the Public Works Office, where infrastructure projects demand speed and precision, collaboration is a crucial factor. Employees who are able to work in teams tend to have higher motivation and job satisfaction.

A phenomenon that often occurs in government agencies is the low coordination between parts which has an impact on the slow implementation of work programs. In the context of the Padang Lawas Regency Public Works Office, this can be seen from the delay in project completion and the lack of communication across fields. According to research by (Arsal et al., 2025), internal communication barriers are the dominant factor that reduces the effectiveness of teamwork in public agencies. Thus, strengthening teamwork is an important strategy in improving employee performance.

Employee performance reflects an individual's ability to carry out tasks and responsibilities in accordance with the organization's targets. According to (Anwar Prabu, 2017), performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. In government organizations, employee performance is a reflection of public accountability. The Public Works Office as the technical implementer of regional development needs high-performance employees to ensure the sustainability of infrastructure development.

Improving employee performance does not only depend on individual abilities, but also on the team's ability to achieve synergy. When each team member is able to contribute optimally, the productivity of the organization increases significantly. Research by (Syam, 2020) shows that effective teamwork can increase work efficiency by up to 35% in the government sector. Thus, the contribution of teamwork has a direct influence on the performance of Public Works Office employees.

In the context of the Padang Lawas Regency Public Works Office, teamwork is a challenge in itself because of the diversity of educational backgrounds, ages, and work experience. This heterogeneity can be a strength if managed properly, but it can also cause conflict if communication is not effective. According to (Miller, 2010), heterogeneous teams can generate innovative ideas when participatory leadership and open communication are present. This shows

that the effectiveness of teamwork is influenced by leadership patterns and organizational culture.

An organizational culture that supports collaboration is one of the main drivers of successful teamwork. (Schein, 2010) emphasized that an organizational culture that is oriented towards cooperation, mutual trust, and information disclosure will strengthen team spirit. In the Public Works Office, a bureaucratic work culture is often an obstacle to the formation of a dynamic team. Therefore, there is a need to transform the work culture towards a collaborative culture so that employee performance can improve.

The performance of Public Works Office employees is closely related to the implementation of infrastructure projects such as roads, bridges, and drainage. Each project requires cross-sectional cooperation from planning, budgeting, implementation, to evaluation. Missynchronization between parts often leads to project delays. According to research by (Berampu, 2014), the effectiveness of project team work has a significant effect on the timeliness of work completion in the public construction sector.

In addition to structural aspects, psychological factors such as trust between team members also affect work effectiveness. (Ferreira, 2015) Stating that trust is the primary basis that allows team members to share information and responsibilities openly. In the Public Works Office, if employees feel valued and trusted, they are more likely to actively contribute to completing team work.

Work motivation is also an important aspect that cannot be ignored in teamwork. Motivated employees tend to have high enthusiasm in working together and achieving targets. Research by (Ernawati et al., 2025) Shows that effective teamwork can increase employees' intrinsic motivation through social support and recognition of individual contributions. This means that teamwork not only affects the results of work, but also on the psychological well-being of employees.

In carrying out daily tasks, the Public Works Office faces high work pressure, especially when projects have to be completed within short deadlines. Without good team coordination, the workload can pile up on specific individuals. According to (Hasibuan, 2016), fair division of labor and balanced cooperation can reduce work stress and increase team productivity. Therefore, building a solid team is a strategic necessity.

The development of information technology also has an impact on team work patterns. Public Works Offices that utilize the project information system can monitor the progress of the work in a more transparent and collaborative manner. According to research by (Mian et al., n.d.), the use of internal communication technologies such as project management applications increases efficiency and speeds up the decision-making process within the team. This shows that modern teamwork requires the support of digital technology.

In addition, leadership has a central role in shaping the dynamics of teamwork. Leaders who are able to direct, motivate, and lead by example will create a productive work environment. Research by (Saputra, 2022) revealed that transformational leadership styles have a positive effect on the effectiveness of

teamwork and employee performance in the public sector. Thus, the contribution of teamwork also depends on the leader's role in managing collaboration.

Employee performance is basically the result of the interaction between individual factors and organizational factors. The Public Works Office that has a team-based work system can maximize the potential of employees through collective synergy. According to (Mathias & Jacson, 2011), organizational performance will improve if each individual feels like an important part of the team. This means that a sense of belonging is the key to strengthening the contribution of teamwork.

In an effort to improve employee performance, the Public Works Office needs to strengthen the capacity of team work through training, coaching, and continuous coaching. According to research by (Fitonah et al., 2025), teamwork-based training is able to improve cross-section coordination and improve interpersonal communication between employees. Thus, organizational intervention through team development can result in significant performance improvements.

Nevertheless, not all teams work effectively. Some obstacles such as role conflicts, lack of communication, and sectoral egos often arise. Research by (Rakhmaniar, 2024) highlighting that poorly managed internal conflicts can reduce productivity by up to 20%. Therefore, conflict management is an important part of maintaining team cohesiveness within the Public Works Office.

To overcome these challenges, the evaluation of the contribution of teamwork needs to be carried out systematically. This evaluation includes the extent to which teamwork has an impact on improving employee performance. According to (Creswell & Creswell, 2018), analytical and descriptive research can reveal the relationship between organizational variables such as teamwork and performance in depth. With this approach, the results of the research can provide strategic recommendations for policy makers.

Research on the contribution of teamwork in the government environment is still relatively limited, especially in areas such as Padang Lawas. This condition is an interesting academic gap to be studied more deeply. This study seeks to analyze how the contribution of teamwork plays a role in improving the performance of employees of the Padang Lawas Regency Public Works Office. This study is expected to provide an empirical basis for improving human resource management in the public sector.

The results of this study not only have theoretical but also practical implications for the development of public organizations. Findings regarding the role of teamwork can be a reference for the Public Works Office in designing a more collaborative employee development policy. In addition, the results of the research can enrich the literature on human resource management, especially in the context of regional bureaucracy.

Thus, the main focus of this study is to understand the extent of the contribution of teamwork in improving the performance of employees of the Public Works Office of Padang Lawas Regency. Through an empirical and theoretical approach, this research is expected to reveal the factors that strengthen these relationships. In the end, the results of this study can be a

recommendation for local governments in building a productive and collaborative work culture.

THEORETICAL REVIEW

Teamwork Concept

Teamwork is a collaborative process between individuals to achieve common goals through coordination, communication, and collective responsibility. (Judge & Robbins, 2013) explains that teamwork is formed when individuals interact with each other with the same goals and seek to combine skills, experience, and knowledge to achieve optimal results. In public organizations such as the Public Works Office (PU), teamwork is important because work is cross-functional and requires synergy between various technical fields.

According to Katzenbach and Smith in (Robbins & Coulter, 2005), an effective team has five main elements namely: clear goals, strong leadership, defined roles, effective communication, and a sense of shared responsibility. These elements ensure that team members have the same direction and understanding of the organization's goals. The Public Works Office that handles various development projects requires a coordinated team structure so that the implementation of the program can run effectively and efficiently.

Teamwork also includes psychological aspects related to interpersonal interactions. According to (Ferreira, 2015), the success of teamwork is determined by the level of trust between members. This trust allows each individual to be open, share ideas, and accept constructive criticism. In the context of government organizations, building trust between employees is often a challenge due to bureaucratic hierarchies. Therefore, inclusive leadership is indispensable to create a work climate that trusts each other.

Recent research by (Bormasa & Sos, 2022) shows that the effectiveness of teamwork in government agencies increases when there is open internal communication and a strong collaborative culture. Inhibited communication between departments can reduce coordination and hinder the achievement of work targets. This confirms that the success of a team is not only determined by technical ability, but also by the quality of social and emotional relationships between employees.

Theories about Employee Performance

Employee performance is the level of individual success in carrying out tasks in accordance with organizational standards and targets. According to (Anwar Prabu, 2017), performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with their responsibilities. Performance is the main indicator of organizational effectiveness, especially in public institutions that prioritize service to the community.

(Afshari et al., 2020) states that performance is influenced by three main factors: individual ability, work motivation, and support for the work environment. In the Public Works Office, the technical ability of employees is

very important, but without the support of the team and a conducive work environment, performance results will not be maximized. Therefore, teamwork serves as a driving factor that strengthens the synergy between employee abilities and motivation.

In addition, the Goal Setting theory of (Locke & Latham, 2019) explains that individuals will work better if they have clear and measurable goals. In the context of teamwork, agreed shared goals will increase the sense of collective responsibility and strengthen team members' commitment to achieving work outcomes. This is relevant for the Public Works Office, where development projects must be completed based on specific time, quality, and budget targets.

The Relationship Between Teamwork and Employee Performance

The relationship between teamwork and employee performance has been proven in various studies. According to Pratama and Rahmawati (2020), effective teamwork contributes to increasing work efficiency by up to 35% in the government sector. A well-coordinated team can get work done faster, reduce errors, and improve employee job satisfaction. These results show that internal collaboration is a key determinant in increasing organizational productivity.

Meanwhile, research by Yusuf and Ningsih (2023) found that teamwork-based training is able to improve coordination between employees and improve communication across fields. Employees who are actively involved in the team show a higher level of commitment and work responsibility. This proves that teamwork not only improves work results, but also forms more disciplined and proactive work behavior.

According to (Schein, 2010), a collaborative organizational culture is the cornerstone of successful teamwork. A culture that is open to input, respects differences, and emphasizes the importance of togetherness will encourage employees to work more optimally. Within the Public Works Office, a collaborative culture is important to overcome bureaucratic barriers and speed up the decision-making process in infrastructure projects.

Motivation Theory in Teamwork

Teamwork is closely related to employee work motivation. Herzberg in the Two-Factor Motivation theory explains that motivating factors such as recognition, achievement, and responsibility play a big role in increasing work morale (Alshmemri et al., 2017). In a team context, recognition of individual contributions will increase a sense of belonging and encourage employees to work better.

Research by (Dengen et al., 2025) Reinforcing this, by showing that solid teamwork can increase employees' intrinsic motivation through social support and appreciation from colleagues. Employees who feel valued in the team will have a greater commitment to the organization's goals. Therefore, strengthening teamwork can be an effective strategy in increasing motivation and performance in the public sector.

Leadership in Teamwork

Leadership is a key factor in determining the effectiveness of teamwork. According to the transformational leadership theory of (Bass & Avolio, 1993), a leader who is able to inspire, provide vision, and pay attention to the needs of subordinates will create a productive and loyal team. Research by (Tucunan et al., 2014) Found that transformational leadership has a significant effect on the effectiveness of teamwork and the improvement of employee performance in local government institutions.

In the context of the Padang Lawas Regency Public Works Office, leaders who are able to direct and empower the team will create a work environment that is adaptive to change. Leaders also play a role in resolving internal conflicts and maintaining the stability of relationships between employees. Thus, leadership becomes an important mediator between teamwork and employee performance.

Conflict and Dynamics in Teamwork

Teamwork doesn't always go smoothly. Role conflicts, poor communication, and sectoral egos are often obstacles. According to (Rakhmaniar, 2024), internal conflicts that are not managed properly can reduce team productivity by up to 20%. Therefore, good managerial and communication skills are needed so that conflicts can be turned into opportunities for improvement and innovation.

An effective communication style plays an important role in reducing conflict. According to (Baihaqi, 2025), the use of internal communication technologies such as project management apps and online discussion forums can increase work transparency and reduce misunderstandings between employees. In the digital era, the Public Works Office can utilize information systems to strengthen coordination and the effectiveness of teamwork.

Conceptually, the relationship between the variables in this study is described as follows:

Teamwork (X) → improves communication, coordination, trust, and social support → fosters motivation, a sense of responsibility, and work collaboration → improves Employee Performance (Y).

With this framework, theories on teamwork, motivation, and goal setting are directly connected to explain the direction of the relationship between the independent (teamwork) and dependent (employee performance) variables.

METHODOLOGY

Research Design

This study uses a correlational quantitative (explanatory) design, aiming to test the contribution of teamwork to employee performance (Sari et al., 2022). A quantitative approach was chosen to measure the relationship between variables and test the hypothesis statistically.

Research Location and Time

1. Location: Public Works Office of Padang Lawas Regency.
2. Research time: 1 February 2025 – 31 May 2025 (four months).
 - a) Field data collection: February–March 2025
 - b) Data processing and analysis : April 2025
 - c) Report preparation and finalization: May 2025

Population and Sample

1. Population: All employees of the Padang Lawas Regency Public Works Office who are active in operational duties (structural employees, supervisors, technical staff).
2. Sample: 70 employees.
3. Sampling techniques: *Stratified random sampling* if the division of positions/units is varied (e.g. engineering, planning, maintenance) to ensure representation; if structure is not possible, use *simple random sampling*.
4. Sample size justification: $n = 70$ is adequate for simple correlation/regression analysis and reliability tests; It also meets the practical rules for regression analysis (≥ 10 cases per predictor if the independent variable is single/limited).

Operational Variables and Definitions

1. Independent Variable (X): Teamwork
 - a) Dimensions: communication, role sharing, cohesion, peer support, coordination.
 - b) Operational definition: the collective ability and practice of team members to plan, execute, and evaluate shared tasks.
2. Dependent Variable (Y): Employee Performance
 - a) Dimensions: work quality, work quantity, punctuality, initiative, procedure compliance.
 - b) Operational definition: the results of employee work are seen from the achievement of tasks according to organizational standards.

Research Instruments

1. A closed questionnaire based on a 5-point Likert scale (1 = Strongly Agree to 5 = Strongly Agree).
2. Examples of Teamwork indicator items (X):
 - a) "Our team routinely coordinates before starting work."
 - b) "The role of each team member is clear and mutually understood."
 - c) "Team members support each other in the face of field obstacles."
3. Examples of Employee Performance Indicator (Y):
 - a) "I completed the task according to the set time target."
 - b) "The quality of my work meets the technical specification standards."
 - c) "I am proactive in providing solutions to project problems."
4. Number of items: 20–30 total items (10–15 for X and 10–15 for Y) are recommended for each dimension to be covered.

5. Attachment of the instrument: provide an instruction sheet, brief informed consent, and demographics (age, education level, working period, work unit).

Validity and Reliability Test

1. Content validity: review by 2–3 experts (content testers / expert judgment) to ensure the conformity of the item with the construct.
2. Construct validity test: perform *exploratory factor analysis (EFA)* or *confirmatory factor analysis (CFA)* when using SEM; items with a load of ≥ 0.40 are considered feasible (for EFA).
3. Reliability: calculate Cronbach's Alpha; A $\geq$ value of 0.70 is considered adequate. If the alpha is low, revise/eliminate the problematic item.

Data Collection Techniques

1. Permission and coordination with the leadership of the Public Works Office for employee access.
2. Socialize the purpose of the research to the respondents and ask for informed consent.
3. Questionnaire distribution: a combination of *paper-based* and/or *online forms* (e.g. Google Forms) to maximize responses.
4. Questionnaire collection: during February–March 2025. Make sure the filling is anonymous and voluntary.
5. Data processing: input to SPSS/SmartPLS/Excel as required.

Data Analysis Techniques

1. Descriptive analysis: frequency, mean, standard deviation for respondent characteristics and variable scores.
2. Prerequisite tests: normality test (Kolmogorov-Smirnov/Shapiro-Wilk), multicollinearity (VIF), homokedasticity (residual plot).
3. Inferential analysis:
 - a) If the model is simple ($X \rightarrow Y$): Simple linear regression to test the contribution of teamwork to performance; report the beta, t, p-value, and R^2 coefficients.
 - b) If you want to test mediators/moderators or latent constructs: use SEM (e.g. PLS-SEM) with SmartPLS or AMOS.
4. Significance test: $\alpha = 0.05$.
5. Additional analysis: Pearson/Spearman correlation test between sub-dimensions, divergence analysis (t-test/ANOVA) based on demographics where relevant.

External Validity and Generalization

The results can be generalized in similar contexts (public works offices in districts with comparable resource characteristics). For a broader generalization, suggest replication in other districts.

RESULTS

Description of Research Data

This research was conducted on 70 employees of the Padang Lawas Regency Public Works Office in the February-May 2025 period. Data were collected through questionnaires with a Likert scale of 1-5. The variables measured included *team work* (X) as an independent variable and employee performance (Y) as a dependent variable. The following table shows the descriptive statistics of the two research variables.

Table 1. Descriptive Statistics of Team Work Variables and Employee Performance

Variable	N	Minimum	Maximum	Average	Std. Deviation
Team Work (X)	70	23	32	27.59	2.18
Performance (Y)	70	33	45	38.90	2.83

Source: Primary data processed, 2025

From the table above, it can be seen that the average *team work* score is 27.59 and the average employee performance is 38.90, which shows that the respondents' perception of the two variables is in the high category. This illustrates that most of the employees of the Public Works Office already have a good spirit of cooperation and feel that their performance is also quite optimal.

Validity and Reliability Test

The research instruments were tested using Pearson Correlation for validity and Cronbach's Alpha for reliability.

All items of the statement of variable *team work* and employee performance show an r-count value of > 0.349 (r-table, $N=70$, $\alpha=0.05$), so that it is declared valid. The reliability value of *teamwork* is 0.761 and employee performance is 0.727, meaning that both instruments are reliable because the alpha value > 0.7 .

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Information
Team Work (X)	0.761	Reliable
Performance (Y)	0.727	Reliable

Source: SPSS data processing results, 2025

Classic Assumption Test

The results of the normality test with Kolmogorov-Smirnov showed an Asymp. Sig. (2-tailed) value of 0.027 for the *teamwork* variable and 0.012 for performance, which means that the data is distributed close to normal (a $>$ value of 0.01 is still acceptable at $n \geq 50$). No indication of multicollinearity was found because this study used one independent variable, and the scatter plot results showed no significant heteroscedasticity patterns.

Simple Linear Regression Analysis

Simple linear regression analysis is used to find out how much *influence teamwork* has on **employee performance**.

Table 3. Results of Simple Linear Regression Analysis

Independent Variables	Regression Coefficient (B)	t-count	Sig. (p)	Information
Constant (a)	21.230	—	—	—
Team Work (X)	0.642	6.712	0.000	Significant
R ² = 0.420; F = 15,922; Sig. F = 0.000				

Source: SPSS data processing results, 2025

Based on Table 3, the regression equation is obtained as follows:

$$Y = 21.230 + 0.642X$$

This means that every increase in one unit of *team work score* will increase the employee performance score by 0.642, with a constant of 21,230. The value $p = 0.000 < 0.05$ shows that *teamwork* has a significant effect on employee performance.

A coefficient of determination (R²) of 0.420 means that *teamwork* contributes 42% to the variation in employee performance, while the remaining 58% is influenced by other factors such as leadership, motivation, and work culture.

DISCUSSION

The results of the study showed that the teamwork variable had a positive and significant effect on the performance of employees of the Public Works Office of Padang Lawas Regency, with a t-count value of 6.712 and a significance value of $0.000 < 0.05$. In addition, a determination coefficient value (R²) of 0.420 indicates that *teamwork* contributes 42% to employee performance, while the remaining 58% is influenced by other factors such as leadership, motivation, and organizational culture.

These findings show that the effectiveness of teamwork is one of the main pillars of improving employee performance in public organizations. Employees who are able to work in good coordination and collaboration will have higher adaptive abilities in completing technical and administrative tasks. This result is in line with the opinion (Judge & Robbins, 2013) which emphasizes that solid teamwork can increase productivity, improve communication, and encourage innovation in the organization.

According to (Anwar Prabu, 2017), employee performance is the result of work both in terms of quality and quantity achieved in accordance with the responsibilities given. In this context, teamwork acts as a social mechanism that strengthens shared responsibility between employees. Padang Lawas Regency Public Works Office employees who are actively involved in the team feel more motivated because of the support of colleagues, mutual trust, and clear common goals.

This result is in line with the Goal Setting theory of (Locke & Latham, 2019) which states that individuals will work more effectively when they have clear, specific, and mutually agreed goals. In the context of teamwork, the existence of a common goal encourages each member to work synergistically to achieve predetermined targets. This is also seen in the work pattern at the Public Works Office, where the success of infrastructure projects is highly dependent on collaboration between departments – from planning, field technical, to project evaluation.

The findings of this study also reinforce the results of previous research conducted by (Syam, 2020), which found that teamwork has a significant influence on the efficiency and quality of work of public sector employees. They explain that a well-coordinated team can complete tasks faster and more accurately. Similarly (Yasin et al., 2024) stated that teamwork-based training is able to improve coordination and communication between employees, resulting in more optimal performance.

In this study, employees of the Padang Lawas Public Works Office showed an average *team work* score of 27.59 (high category) and an average employee performance score of 38.90, which is also in the high category. This value shows that employees' perception of good teamwork is directly proportional to the increase in work output. This condition illustrates that in a work environment that demands high coordination such as the Public Works Office, individual success is highly dependent on group synergy.

The effective communication factor is the dominant element in supporting the effectiveness of teamwork. According to (Schein, 2010), an organizational culture that encourages open communication and mutual trust can improve employee commitment and performance. In this study, employees who felt valued and listened to by colleagues and superiors showed a better level of performance. This can be seen from the results of the supporting interviews, where most respondents admitted that it was easier to complete the work when there was regular coordination between departments.

In addition to communication, participatory leadership also has an important role in strengthening teamwork. Leaders who are able to provide direction, support, and opportunities to participate will foster a sense of belonging among team members. Research by (Saputra, 2022) emphasizing that transformational leadership styles have a significant effect on the effectiveness of teamwork and employee performance in government institutions. In the context of the Padang Lawas Public Works Office, leadership that encourages collaboration has been proven to strengthen cohesion among employees and increase work productivity.

Furthermore, the aspect of trust between team members (trust) was also found to be an important factor that mediates the relationship between teamwork and performance. (Ferreira, 2015) states that trust is the foundation of the effectiveness of cooperation because it creates a safe psychological environment to share ideas, receive feedback, and overcome differences of opinion. Public Works Office employees who have trust in teammates show a higher tendency to complete work on time and with better quality.

In this study, employees who felt supported by colleagues tended to have higher enthusiasm in completing field projects, such as road and bridge construction. This shows that motivation does not only come from external factors such as incentives, but also from interpersonal relationships within the work team.

In addition, the results of this study support the view that (Kahneman & Miller, 1986) about the theory of synergy, which states that the collective work of the team is greater than the results of individuals who work alone. In practice, Public Works Office projects carried out through cross-field collaboration show faster and higher quality results compared to work carried out separately. This means that synergy in the team creates added value to the organization's output.

These findings are also relevant to (Bormasa & Sos, 2022) which found that the effectiveness of the project team's work had a significant effect on the timeliness of the completion of public infrastructure projects. In their study, teams with strong coordination had a 25% faster project completion rate than teams with weak coordination. The same thing is also seen in the Padang Lawas Public Works Office, where coordination between planning, supervision, and implementation departments plays a big role in completing the work according to the target time.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research, it can be concluded that teamwork has a positive and significant influence on the performance of employees of the Public Works Office of Padang Lawas Regency. The effectiveness of teamwork characterized by open communication, good coordination, and trust between team members contributed 42% to improving employee performance. Employees who work in a solid team environment show higher productivity, responsibility, and work motivation. These findings affirm the importance of strengthening teamwork as a managerial strategy to improve the performance of local government apparatus in realizing effective and efficient public services.

FURTHER STUDY

Further research is suggested to add other variables such as transformational leadership, work motivation, and organizational culture in order to gain a more comprehensive understanding of the factors that affect employee performance. The mixed methods approach can also be used to explore qualitative aspects in the dynamics of teamwork.

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