

# The Impact of Teamwork and Knowledge Management on Employee Performance at Delusi Stockroom Makassar

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**Abstract:** The primary objective of this research is to thoroughly analyze the impact of both teamwork and knowledge management on the performance of employees at Delusi Stockroom Makassar. This study relies on primary data, which was gathered through the responses of 35 participants. To understand the influence of teamwork and knowledge management on employee performance, the study utilizes multiple linear regression analysis. The data processing was conducted using IBM SPSS 25 software, ensuring accurate and reliable results. The findings of the research clearly indicate that teamwork has a significant partial effect on the performance of employees at Delusi Stockroom Makassar. Additionally, the study reveals that knowledge management also has a significant partial effect on employee performance at the same location.

**Keywords:** Teamwork, Knowledge Management, Employee Performance

## INTRODUCTION

In determining company performance, the ability of individuals to work collaboratively in teams is essential. Teamwork within a company is a form of coordination that leads to group performance yielding more optimal results than individual performance, as stated by (Lawasi et al., n.d.). A company requires strong and cohesive teamwork to achieve its goals effectively. Certainly, teamwork can positively impact company management, as operations will not reach their full potential if the company's teams do not work together harmoniously.

Managing individual performance through teamwork has become an increasingly popular element in efforts to enhance employee performance within organizations. The organizational awareness of placing individual work management within groups as the main driving force behind the organization's strength, leading to excellence and growth, can no longer be overlooked. Practicing teamwork management, such as job rotation, enables organizations to enhance employee competencies, which significantly impacts the achievement of

high employee performance. This organizational awareness of positioning teamwork management as the primary driving force for organizational excellence and growth has become inevitable (Badrianto et al., 2022).

Nowadays, knowledge management is considered an intriguing issue for the benefit of various enterprises. It refers to how organizations identify and expand the collective knowledge within the enterprise to remain competitive (Alavi & Leidner, 2001). Moreover, to achieve optimal knowledge management, it is not sufficient to manage only the collective knowledge of the enterprise; individual knowledge within the organization must also be managed. (Chidambaranathan & Swarooprani, 2017) state that knowledge management involves exploring the knowledge within each individual, which possesses varying values.

Survey of European companies, including Klynveld Peat Marwick Goerdeler—a firm engaged in insurance and audit services, tax services, and industry consulting—found that nearly half of the companies reported significant setbacks due to the loss of key personnel, with 43% experiencing disruptions

in client or supplier relationships and 13% facing revenue loss due to an employee's departure. In another survey, the majority of organizations believed that much of the knowledge they needed existed within the organization, but identifying, locating, and utilizing that knowledge remained problematic (Cranfield University, 1998). The issues of maintaining, positioning, and applying such knowledge have led to systematic efforts to manage knowledge (Alavi & Leidner, 2001).

Based on the author's observations during the pre-research phase at Delusi Stockroom Makassar, located at Jl. Kumala No. 93, Jogaya, Tamalate District, Makassar, South Sulawesi, there is a noticeable lack of teamwork among individuals within the organization. This deficiency has resulted in inefficient communication and coordination in performing tasks such as storekeeping, retrieving backup products, and guiding the creative team responsible for designing images. Consequently, the competencies and relationships of individuals within the organization are not maximized, hindering the achievement of higher performance goals. Therefore, teamwork is crucial for employees to develop and work efficiently towards organizational goals. As (Fauziah et al., 2016) stated, companies also need cohesive teamwork to complete processes and achieve company objectives. Company performance cannot be optimized if employees do not work in harmony. Teamwork involves a group whose combined efforts result in more solid and effective work than individual performance alone.

## **MATERIAL AND METHODS**

### **Performance**

According to (Penempatan Pegawai et al., 2019), fundamentally, employees are expected to deliver the best performance when carrying out their assigned tasks. The performance demonstrated by an employee is influenced by various factors that are crucial for enhancing the work outcomes that are the goals of the organization or institution where the employee works. Employee performance, or "kinerja," in particular, and organizational performance in general, are affected by these factors.

(Mahajaya & Subudi, 2016) argue that employee performance is the work achievement or the best results, both in quality and quantity, achieved by employees when performing their duties according to the responsibilities given, in accordance with the standards and criteria established in the job. Mangkunegara (2010) explains that employee performance

indicators are measured by aspects such as work achievements, honesty, responsibility, initiative, cooperation, punctuality, work speed, and error rate.

### **Factors Influencing Employee Performance**

To understand the level of performance of an employee in a company, several factors can influence it. As stated by Mangkunegara (2011), these include: 1. Ability, 2. Motivation

David C. McClelland, cited in Mangkunegara (2011), believes that there is a positive relationship between achievement motivation and performance attainment. Achievement motivation is the drive within an employee to perform a task or activity to the best of their ability to achieve optimal performance. Employees will be able to reach maximum performance if they possess high achievement motivation. This motivation should be nurtured from within the employee themselves, in addition to the work environment.

### **Teamwork**

Team Collaboration According to (Made Dwi Priskilla et al., 2019), Team Collaboration or Cooperation is crucial in efforts to enhance performance quality and avoid misunderstandings among several employees or leaders. On the other hand, teamwork requires training with various aspects tailored to the company. (Elang Ibrahim et al., 2021) states that a team is a group of individuals who, based on their abilities, collaborate and complement each other in achieving common goals. Team collaboration manifests as coordination, where a team must contribute effectively and positively to the organization or company. (Elang Ibrahim et al., 2021) argues that a team is a group of individuals who, based on their abilities, collaborate and complement each other in achieving common goals. Team collaboration realizes coordination, whereby a team must contribute effectively and positively to the organization or company.

(Fauziah et al., 2016) writes that collaboration is a unified system of group work supported by various skills with clear objectives, and is also backed by leadership and communication, resulting in higher performance than individual performance. Indicators of Team Collaboration In determining the level of team collaboration among employees within an organization, several factors can influence it. As noted by (Elang Ibrahim et al., 2021), indicators of team collaboration include: 1. Collaboration, 2. Trust, 3. Cohesion.

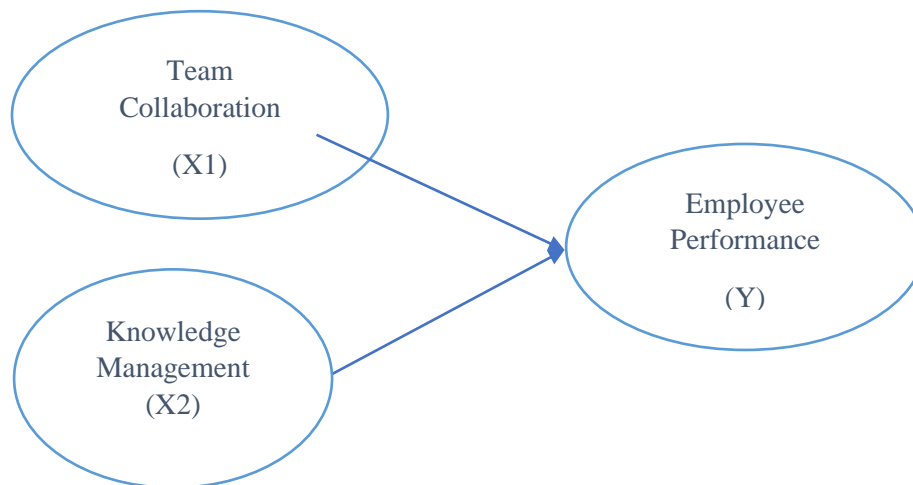
## KNOWLEDGE MANAGEMENT

According to Cummings in (Chidambaranathan & Swarooprani, 2017), Knowledge Management is a process that focuses on how understanding or knowledge possessed can be organized and used to expand work within an organization. Knowledge Management tends to revolve around instruments and techniques that enable organizations to gather, organize, and translate information into usable knowledge.

(Pembelajaran Dan Biologi Nukleus et al., 2020) in argue that Knowledge Management involves activities such as planning, collecting, organizing, leading, and controlling data and information owned by an organization, combined with

various thoughts and analyses from competent sources. Knowledge Management can be viewed as a universal approach to achieving organizational goals with a focus on cognition or knowledge (Imaduddin & Jufriadi, 2022). It is an effort to generate organizational knowledge wealth through the creation, storage, dissemination, and application of knowledge to achieve organizational objectives.

Based on the theories and previous research presentations, it can be stated that employee performance is closely linked to Team Collaboration and Knowledge Management. This relationship is further elucidated in the following conceptual framework of research:



*Figure 1. Research Conceptual Framework*

This framework integrates Team Collaboration and Knowledge Management as pivotal factors influencing Employee Performance. Team Collaboration emphasizes effective teamwork, trust among members, and cohesive efforts towards common goals. Knowledge Management focuses on utilizing, sharing, reflecting, and identifying knowledge to enhance organizational effectiveness and innovation (Murdifin et al., 2021). Together, these elements contribute to improving overall employee performance, productivity, and job satisfaction within an organization.

In this study, the author employs a quantitative research method. A quantitative approach involves proposal research, processes, hypotheses, fieldwork, data analysis, and conclusion writing using aspects of measurement, calculations, formulas, and numerical data certainty. According to Sugiyono (2015), quantitative research relies on quantitative or statistical data analysis to examine a population or sample, testing hypotheses formulated by the researcher. The sample

determination in this study uses saturated sampling (Boring Sampling), a sampling technique that involves the entire population. The sample size in this study consists of all 35 employees of Delusi Stockroom Makassar. Multiple linear regression model is used to analyze the influence of various independent variables on a dependent variable (Sugiyono, 2012:260).

## RESULTS

### Overview of Respondents

This study was conducted on employees working at Delusi Stockroom Makassar. Data for this research was obtained using questionnaires distributed directly to respondents at Delusi Stockroom Makassar. The results from the returned questionnaires are presented in the table below:

**Table 1:** Distribution and Return of Questionnaires

No.	Description	Amount
1.	The number of questionnaires	35
2.	Number of Questionnaires that were not returned	0
3.	The number of returned questionnaires	0
4.	Number of Questionnaires that can be processed	35

*Source: Processed primary data (2023)*

### Respondent Characteristics

Respondents in this research were employees who worked at Delusion Stockroom Makassar. The following is a description of identity consisting of gender and age.

**Table 2:** Gender of Respondents Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	30	85,7	85,7	85,7
	Perempuan	5	14,3	14,3	100,0
	Total	35	100,0	100,0	

*Source: Processed primary data (2023)*

Out of 35 respondents who are employees at Delusi Stockroom Makassar, 30 or 85.7% are male, while 5 or 14.3% are female. This demographic breakdown provides an initial

insight into the gender distribution among employees involved in the study.

### Characteristics of Respondents Based on Age

**Table 3:** Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19	1	2,9	2,9	2,9
	20	5	14,3	14,3	17,1
	21	3	8,6	8,6	25,7
	22	8	22,9	22,9	48,6

23	4	11,4	11,4	60,0
24	1	2,9	2,9	62,9
25	4	11,4	11,4	74,3
26	1	2,9	2,9	77,1
27	4	11,4	11,4	88,6
28	1	2,9	2,9	91,4
29	1	2,9	2,9	94,3
31	1	2,9	2,9	97,1
35	1	2,9	2,9	100,0
Total	35	100,0	100,0	

*Source: Data processed by the Researcher (2023)*

Table 3 above shows that the employees who responded at Delusi Stockroom Makassar have varying ages: 1 employee or 2.9% are 19 years old, 5 employees or 14.3% are 20 years old, 3 employees or 8.6% are 21 years old, 8 employees or 22.9% are 22 years old, and 4 employees or 11.4% are 23 years old. Following this, there is 1 employee at 24 years old, then 4 employees or 11.4% are 25 years old, 1 employee or 2.9% is 26 years old, and 4 employees or 11.4% are 27 years old. Additionally, there are 1 employee each at ages 28, 29, 31, and 35, each representing 2.9%.

### **Respondents' Responses Regarding Team Collaboration Variable (X1)**

The Team Collaboration variable consists of six statement items, each with indicators for cohesion, trust, and cooperation. Below is Table 4 depicting respondents' responses regarding the Team Collaboration variable:

**Table 4:** Frequency of Respondent Responses (X1)

Indicator	Respondent Response Score										Total	Mean
	SA		A		N		DA		SD			
	F	%	F	%	F	%	F	%	F	%		
X1.1	21	60,0	11	31,4	3	8,6	-	-	-	-	100	4,51
X1.2	18	51,4	15	42,9	1	2,9	1	2,9	-	-	100	4,43
X1.3	16	45,7	14	40,0	1	2,9	4	11,4	-	-	100	4,20
X1.4	14	40,0	19	54,3	2	5,7	-	-	-	-	100	4,34
X1.5	17	48,6	13	37,1	5	14,3	-	-	-	-	100	4,34
X1.6	10	28,6	10	28,6	8	22,9	5	14,3	2	5,7	100	3,60

*Source: Processed primary data (2023)*

**Respondents' Responses Regarding Knowledge Management Variable (X2)**

Work Procedures, and Technology. Below is Table 5 depicting respondents' responses regarding the Knowledge Management variable:

The Knowledge Management variable consists of ten statement items, each with indicators for Personal Knowledge,

**Table 5:** Frequency of Respondent Responses (X2)

Indicator	Respondent Response Score										Total	Mean
	SA		A		N		DA		SD			
	F	%	F	%	F	%	F	%	F	%		
X2.1	9	25,7	17	48,6	7	20,0	2	5,7	-	-	100	3,94
X2.2	10	28,6	19	54,3	5	14,3	1	2,9	-	-	100	4,06
X2.3	10	28,6	14	40,0	7	20,0	4	11,4	-	-	100	3,86
X2.4	9	25,7	24	68,6	2	5,7	-	-	-	-	100	4,20
X2.5	10	28,6	11	31,4	12	34,3	2	5,7	-	-	100	3,83
X2.6	11	31,4	14	40,0	8	22,9	2	5,7	-	-	100	3,97
X2.7	17	48,6	16	45,7	1	2,9	1	2,9	-	-	100	4,40
X2.8	7	20,0	15	42,9	13	37,1	-	-	-	-	100	3,83
X2.9	9	25,7	9	25,7	13	37,1	4	11,4	-	-	100	3,66
X2.10	9	25,7	23	65,7	2	5,7	1	2,9	-	-	100	4,14

*Source: Processed primary data (2023)*

**Respondent Responses Regarding the Employee Performance Variable (Y)**

Effectiveness, Quality, Quantity, Timeliness, and Independence. Below is Table 11 showing respondent responses regarding the Employee Performance Variable:

The Employee Performance Variable consists of ten statement items with indicators for each variable, namely

**Table 6:** Respondent Responses Regarding Employee Performance Variable

Indicator	Respondent Response Score										Total	Mean
	SA		A		N		DA		SD			
	F	%	F	%	F	%	F	%	F	%		
Y1	8	22,9	22	62,9	5	14,3	-	-	-	-	100	4,09
Y2	13	37,1	13	37,1	6	17,1	3	8,6	-	-	100	4,03
Y3	5	14,3	17	48,6	11	31,4	1	2,9	1	2,9	100	3,69
Y4	5	14,3	16	45,7	12	34,3	1	2,9	1	2,9	100	3,66
Y5	8	22,9	11	31,4	13	37,1	3	8,6	-	-	100	3,69
Y6	4	11,4	20	57,1	11	31,4	-	-	-	-	100	3,80
Y7	10	28,6	11	31,4	9	25,7	5	14,3	-	-	100	3,74
Y8	14	40,0	16	45,7	5	14,3	-	-	-	-	100	4,26
Y9	13	37,1	16	45,7	3	8,6	2	5,7	1	2,9	100	4,09
Y10	16	45,7	17	48,6	1	2,9	1	2,9	-	-	100	4,37

*Source: Processed primary data (2023)*

## Coefficient of Determination

The testing of the coefficient of determination is conducted with the intent to measure the ability of the model to

explain the extent to which the independent variables collectively influence the dependent variable, which can be indicated by the Adjusted R-Square value.

**Table 7:** R2 Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,690 <sup>a</sup>	,476	,443	3,670
a. Predictors: (Constant), Teamwork, Knowledge Management				

*Source: Processed primary data (2023)*

## Multiple Regression Analysis

After the results of the classical assumption test and the overall results indicate that the regression model meets the

classical assumptions, the next step is to evaluate and interpret the multiple regression model. The results of the multiple regression equation test can be seen in Table 8 below:

**Table 8:** Regression Equation Model

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5,840	6,276	
Teamwork	,550	,223	,357
Knowledge Management	,491	,172	,431

*Source: Processed primary data (2023)*

*From the analysis results using SPSS 25.0 above, the regression equation can be written as follows:*

$$Y = 5.840 + 0.550X_1 + 0.491X_2$$

**Table 9:** F Test Results (Simultaneous)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	391,404	2	195,702	14,530	,000 <sup>b</sup>
	Residual	430,996	32	13,469		



	Total	822,400	34			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Knowledge Management, Teamwork						

*Source: Processed primary data (2023)*

## DISCUSSION

### The Influence of Team Cooperation on Employee Performance

The results of the hypothesis analysis have proven that there is an influence between Team Cooperation and Employee Performance. Through the calculations performed, it was found that the t-value is 4.148 with a significance level of 0.00, which is less than 0.05. This proves that Team Cooperation has a positive and significant effect on Employee Performance.

As we know, solid Team Cooperation and mutual coordination among team members will improve the quality of an employee's work. If all employees work together in carrying out tasks in each division, they will achieve higher collective goals compared to working individually. Thus, every work activity is used effectively, and it also creates synergy among other employees. Team Cooperation includes the working relationships formed between fellow employees and the relationships between employees and their subordinates and superiors. Therefore, it can be seen that Team Cooperation is closely related to the increase or decrease in an employee's performance.

This research is also supported by respondents' answers related to the Team Cooperation Variable, with an average response of strongly agree. Especially on the result of indicator X1.1, which is related to work completed with joint responsibility, this indicator received very high average responses. This shows that good Team Cooperation will enable someone to have effective communication, coordination, and synergy, which will, in turn, affect Employee Performance.

This research aligns with the study conducted by (Putra et al., 2020) (2020), titled "The Influence of Team Cooperation on Employee Performance at CV. Sinar Niagatani in Sukamaju District." The results of this study indicate that all independent variables have a positive and significant effect on Employee Performance.

### The Influence of Knowledge Management on Employee Performance

The results of the hypothesis analysis have proven that there is an influence between Knowledge Management and Employee Performance. Through the calculations performed, it was found that the t-value is 4.541 with a significance level of 0.00, which is less than 0.05. This proves that Knowledge Management has a positive and significant effect on Employee Performance.

As we know, knowledge management is a process that focuses on how the understanding or knowledge possessed can be managed and used to expand work within the organization. With this capability, employees can process the knowledge they have from outside the organization and then apply it within the organization according to their respective fields.

This research is also supported by respondents' answers related to the Knowledge Management variable indicators, with an average response of agree. Especially on the result of indicator X2.4, which is related to employees being able to know in-depth about the given tasks; this indicator received the highest average responses from respondents. This shows that knowledge management within an organization is vital for the effectiveness of employees in carrying out their tasks according to their respective divisions, which in turn affects Employee Performance.

This research aligns with the study conducted by (Putri & Wijono, 2018), titled "The Influence of Knowledge Management on Employee Performance at PT. Telekomunikasi Indonesia Tbk Bima." The results of this study indicate that the independent variables have a positive and significant effect on Employee Performance.

## CONCLUSION

Team Cooperation has a significant effect on Employee Performance at Delusi Stockroom Makassar, meaning the hypothesis is accepted. This indicates that the better the Team Cooperation built in each work division, the



better the performance of an employee in carrying out their tasks within the organization.

Knowledge Management has a significant effect on Employee Performance at Delusi Stockroom Makassar, meaning the hypothesis is accepted. This shows that indirectly, it has a positive impact on employees in performing their respective duties.

## For Future Researchers

For future research, it is recommended to add or investigate other variables beyond those studied in this research to better understand the factors that can influence employee performance. There are still other variables that affect Employee Performance besides the variables in this research, such as Leadership Style, Motivation, and others.

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