
THE ROLE OF TEAM PLAYER ATTITUDES IN ENHANCING COLLABORATION IN MANUFACTURING FIRMS

Irfan Novianto¹
Agustin Amborowati²

^{1,2}Universitas Sebelas Maret, Indonesia

Correspondence information : agustinamborowati@staff.uns.ac.id

ABSTRACT

This research aims to analyze the role of team player attitudes of PT XYZ, a garment manufacturing company. The importance of leadership in managing human resources and improving company performance. This research focuses on the role of team player attitudes which are considered crucial in achieving company goals. The research method used was a survey method by distributing questionnaires to 193 employees and 22 leaders in Manufacturing Companies. The majority of respondents were women in the productive age range and high school/vocational school education levels. The data obtained from the questionnaire was analyzed descriptively on the role of team player attitudes at PT XYZ. The research results show that most employees are satisfied with the existing teamwork, but prefer to work individually. This research can also be a reference for further research on leadership, especially in the context of garment manufacturing companies.

Keywords: Teamwork, Leadership, Attitudes, Workplace Behavior

INTRODUCTION

A leader has his own unique and distinctive characteristics, habits, temperament, character and personality so that his behavior and style differentiate him from other people. This lifestyle will definitely color his behavior and type of leadership (Mulyono, 2018). In a business world that is increasingly advanced following the times, every company is required to be able to optimize human resources and manage those human resources well. Human resource management cannot be separated from employees who are expected to perform as well as possible in order to achieve company goals (Kamal et al., 2019).

The problem of leadership in an organization, of course, cannot be separated from the leader/top employee of the agency concerned. We often notice that the leader of an agency is indifferent to employees, not firm, too lenient in enforcing discipline, works without a clear vision, and is unable to make quick and correct decisions. (Madyarti, 2021). Good leadership can control employees so they can carry out all instructions given (Arifin, 2020).

Leadership is an important part of management, where a leader must be able to create harmonious integration with his subordinates, including fostering cooperation (Cai et al., 2019; Hoang et al., 2022), directing and encouraging subordinates' passion for work, influencing and providing individual attitudes and behavior (Huang et al., 2014; Hussain et al., 2023) and groups (Bagheri & Harrison, 2020; Newman et al., 2018), thus forming the leadership style that the leader applies (Kamal et al., 2019).

Leadership is a universal phenomenon that is very important in organizations, both business organizations (Taleb et al., 2023), educational, political, religious and social (Imron & Suhardi, 2019). Leadership style is a leader's ability (Ximenes et al., 2019) in directing, influencing, encouraging and controlling subordinates to be able to do work consciously and voluntarily in achieving a certain goal (Agustin et al., 2019). Leadership is the way a leader influences the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals (Kamal et al., 2019).

Leadership is an important part of management, where a leader must be able to create harmonious integration (Khan et al., 2024) with subordinates also includes fostering cooperation, directing and encouraging subordinates' passion for work, influencing and providing individual and group attitudes and behavior, thus forming the leadership style that the leader applies. (Kamal et al., 2019).

The data in Figure 1 was obtained from the results of filling out a questionnaire from leaders with the statement that the leader emphasizes exactly what needs to be achieved and the leader gives space to other people to choose the best method. Based on the data above, it was found that 1 (one) leader said rarely, 6 (six) leaders said sometimes, 11 (eleven) leaders said often, and 4 (four) leaders said very often. This statement is very different from what happens in other companies, where leaders in other companies usually act authoritarian (Ercantan et al., 2024; Nguyen et al., 2021). Where they will only give orders and employees are only obliged to carry out these orders without having the right to speak. This phenomenon is very good for the company's running process, especially in the field of teamwork, where employees will feel that they are not just subordinates but they also contribute to efforts to

advance the company with the opinions they have. This of course will also have a comfortable working effect for employees in the company, where they will not feel intimidated and the distance between leaders and employees in the company will not be too far.

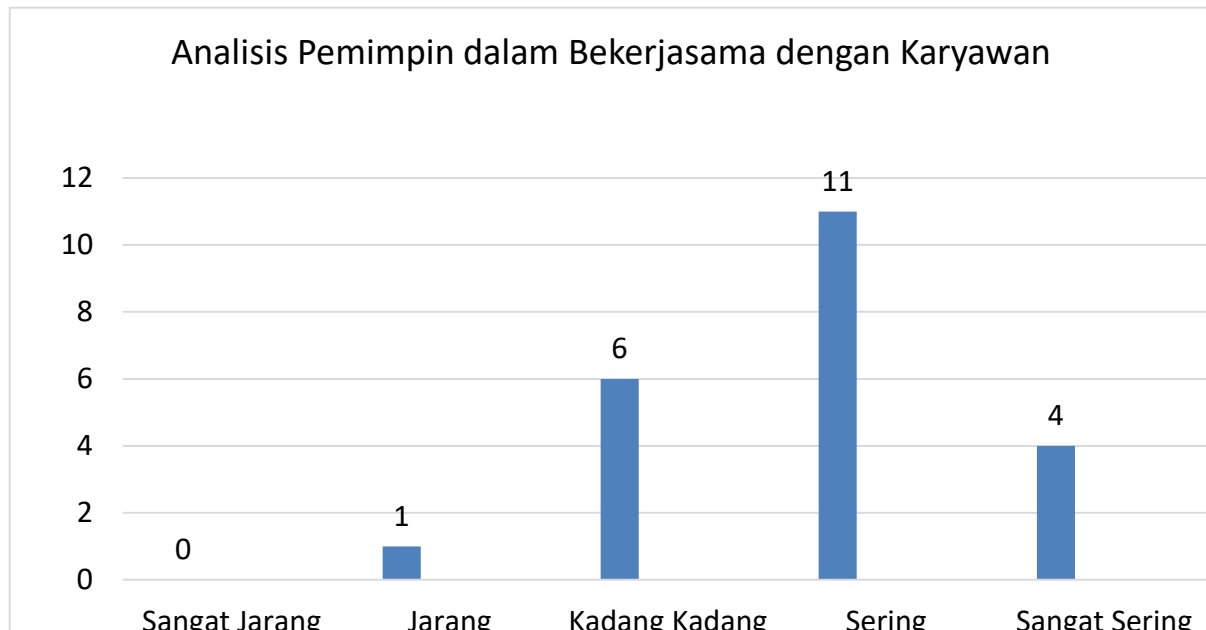


Figure 1. Analysis of Leaders in Collaborating with Employees
Source: Author's Data Processing, 2024

In the manufacturing industry environment, effective collaboration between teams is the main key in achieving optimal company performance. Good collaboration can increase productivity and innovation (Bagheri et al., 2022; Newman et al., 2018), and job satisfaction among employees. However, in industrial realities, there are often challenges in building an attitude and work culture that supports effective collaboration between team members. In this context, the attitude of team members towards their role in the team (team player attitudes)(Dubrin, 2013)is a crucial factor influencing a team's ability to collaborate effectively. These attitudes include responsibility, involvement, cooperation, and commitment to shared goals. Understanding how these attitudes contribute to successful collaboration can provide deeper insight into team dynamics in manufacturing companies.

This study aims to investigate the role of team member attitudes in improving collaboration in manufacturing companies. Although there has been much research on the factors that influence collaboration in the workplace, the emphasis on team member attitudes as the main driver of collaboration is still relatively new and relevant for further exploration. Previous studies have highlighted the importance of collaboration in achieving organizational goals. Some research suggests that an individual's attitude toward a team can influence the team's overall work dynamics. However, in-depth studies of how these attitudes specifically influence collaboration in manufacturing companies are limited.

Through this research, we seek to provide a better understanding of the relationship between team member attitudes and the team's ability to collaborate in the context of

manufacturing firms. Thus, it is hoped that the results of this research can provide valuable insights for managers, leaders and practitioners in the manufacturing sector to increase the effectiveness of team collaboration. The main objective of this research is to identify the influence of team members' attitudes towards collaboration in manufacturing companies. The main contribution of this research is expected to provide a strong basis for the development of more effective management strategies in building a sustainable collaborative culture in the workplace.

RESEARCH METHODS

This research uses survey research methods. In this research, the survey method was applied using Google Forms to distribute questionnaires and collect data. Researchers distributed this questionnaire to various employees and leaders at a manufacturing company, while maintaining company anonymity as requested. The research object is a manufacturing company with a focus on its employees and leaders. Data collection uses primary and secondary sources. For this research, primary data was collected through questionnaires and direct observation. Researchers conducted an internship for two months at the manufacturing company, from January 2 2024 to February 29 2024, to observe and collect direct data. Questionnaires were distributed to employees in the packaging and quality control departments, as well as leaders in the packaging, quality control, and warehouse departments, with 193 employees and 22 leaders responding. Secondary data was obtained from company documents during the internship. However, due to company policy, only a small amount of secondary data can be used, and the company name is anonymized.

Data collection was carried out through various methods. This method is used to collect data about leadership practices and motivation from employees and leaders in manufacturing companies. Descriptive statistics involves analyzing data by describing or illustrating it without generalizing. This method provides a detailed and clear representation of the data collected, with a focus on leadership collaboration, employee motivation, and training practices in manufacturing companies. The systematic structure of this research includes an introductory section, literature review, research methods, results, discussion, and conclusions, ensuring a comprehensive understanding of the research process from problem formulation to interpretation and conclusion of the findings.

RESULTS AND DISCUSSION

Based on the data that has been collected through distributing questionnaires, statements were found that can support the progress of the research to be carried out, based on this, descriptive data was found as below.

Table 1. Description of Respondents' Responses to Team Player Attitudes at PT XYZ

NO	STATEMENT	STS	T.S	N	S	SS
1	I am at my best when working alone.	11	32	96	44	10
2	I have been a member of clubs and teams since I was a child.	6	43	114	26	4
3	It takes too long to complete work in a group.	5	23	103	53	9
4	I would rather run a one-person business than be a member of a large corporation.	9	23	118	35	8
5	It is difficult to trust others in the group regarding important tasks.	4	26	112	45	6
6	Encouraging others comes to me naturally.	0	13	101	69	10

NO	STATEMENT	STS	T.S	N	S	SS
7	I love giving and receiving ideas that are possible in a group.	0	3	88	92	10
8	It's fun to share responsibilities with others in a group.	0	3	92	85	13
9	More things can be achieved by a team than by working alone.	1	1	83	91	17
10	I will often make fun of other members of my work group via social media.	7	11	53	66	56
11	I will give appropriate praise to team members through social media posts.	4	28	137	18	6

Source: Author's Data Processing, 2024

Based on the data obtained from distributing completed questionnaires, it is known that based on statement number 1 (one), 22.8% (twenty two point eight percent) of employee respondents in Manufacturing Companies agreed with the statement "I am in the best condition when working Alone." With this statement it can be seen that most employees prefer working alone rather than working in a team. Based on statement number 2 (two), 22.3% (twenty two point three percent) of employees disagree with the statement "I have been a member of clubs and teams since I was a child." With this statement, it can be seen that the majority of employees in Manufacturing Companies have not had knowledge about teamwork since childhood. Based on statement number 3 (three), it can be seen that 27.5% (twenty seven point five percent) agree with the statement "it takes too long to complete work in a group." With this statement, it can be seen that some employees feel that it will take too long to complete work in groups.

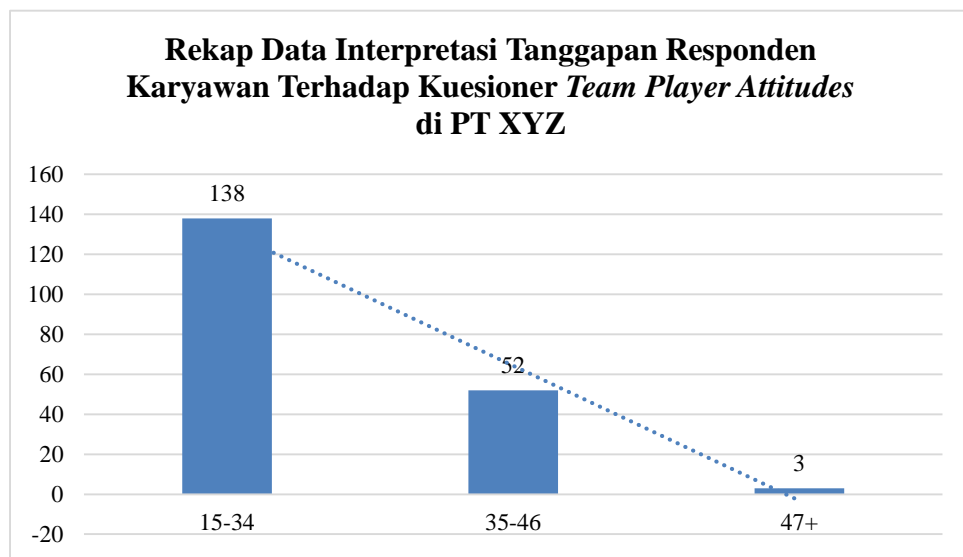
Based on statement number 4 (four), 18.1% (eighteen point one percent) of employees agreed with the statement "I would rather run a one-person business than be a member of a large company." With this statement, it can be seen that most employees prefer to run a business privately rather than become members of a large company. Based on statement number 5 (five), 23.3% (twenty three point three percent) of employees agree with the statement "it is difficult to trust other people in the group regarding important tasks." With this statement, it can be seen that most employees in Manufacturing Companies find it difficult to trust other people in the group regarding important tasks. Based on statement number 6 (six), 35.8% (thirty five point eight percent) of employees agree with the statement "encouraging others comes to me naturally." With this statement, it can be seen that most employees in Manufacturing Companies have the ability to motivate other people.

Based on statement number 7 (seven), 47.7% (forty seven point seven percent) of employees agree with the statement "I like giving and receiving ideas that are possible in groups." With this statement, it can be seen that most employees in Manufacturing Companies like to give and receive ideas in groups with the aim of helping the group achieve its goals. Based on statement number 8 (eight), 44% (forty four percent) of employees agree with the statement "it is very pleasant to share responsibility with other people in a group." With this statement, it can be seen that the majority of employees in Manufacturing Companies are able to be given responsibility for group tasks. Based on statement number 9 (nine), 47.2% (forty seven point two percent) of employees agree with the statement "more

things can be achieved by a team than by working alone." With this statement, it can be seen that most employees in Manufacturing Companies realize that more things can be achieved by a team than working alone.

Based on statement number 10 (ten), 34.2% (thirty four point two percent) of employees agree with the statement "I will often make fun of other members of my work group via social media." With this statement, it can be seen that most employees in manufacturing companies will use social media as a place to make fun of or badmouth their co-workers. Based on statement number 11 (eleven), 71% (seventy one percent) of employees stated they were neutral with the statement "I will give appropriate praise to team members through social media posts." With this statement, it can be seen that the majority of employees in Manufacturing Companies still feel undecided whether or not regarding this statement. Based on statements number 10 (ten) and 11 (eleven), it can be seen that the majority of employees at PT

Data on employee respondents' interpretation of the Team Player Attitudes questionnaire in Manufacturing Companies can be seen in Figure 2. The following is a recap of interpretation data regarding employee respondents' responses to the team player attitudes questionnaire in Manufacturing Companies which can be seen in Figure 3.16



Source: Author's Data Processing, 2024

Based on data that has been summarized by researchers regarding respondents' interpretations of the team player attitudes questionnaire in Manufacturing Companies, it can be seen that 138 (one hundred and thirty eight) employees showed scores in the numbers 15 (fifteen) – 34 (thirty four), which is where This means that 138 (one hundred and thirty eight) employees are more suited to working alone than working in a team. It is known that 52 (fifty two) employees showed a score of 35 (thirty five) – 46 (forty six) which means that 52 (fifty two) employees are quite good or capable enough when working together in a team.

It is known that 3 (three) employees showed a score of 47 (fourty seven) and above, which can mean that these 3 (employees) are very good at working as a team.

Based on the data above, it can be concluded that the majority of employees in Manufacturing Companies are more inclined to do work individually rather than in groups. Through this it can be seen that the role of leaders in leading employees, especially in terms of teamwork, is still very lacking. If this is not immediately addressed, it will have a negative impact on the company, where employees will be selfish about their own work and not care about the work of other employees. Apart from that, the performance or results that the company will receive will not be optimal and it is feared that this will become a stumbling block that will hinder the company's development. These matters must be addressed immediately, where the leader must organize or design strategies for team development so that they can be more effective.

Researchers have conducted research related to teamwork skills that have been carried out in manufacturing companies. The research that has been carried out will of course have an impact on related parties, such as students, companies and other people. This research was carried out through internship activities in related companies by distributing questionnaires to employees and also leaders in the company.

This research can be used as teaching material or a reference standard for students who wish to conduct research in related matters. Considering that there is not too much research that discusses leadership skills that focus on teamwork skills, especially within a company. Students can also implement the knowledge gained into organizations or activities that require teamwork.

For companies, companies can make this research a reference standard in the process of managing and developing teamwork in the company. By conducting this research, companies can find out how leaders perform in managing teamwork in the company and also know what things need to be improved and addressed so that all individuals in manufacturing companies can work together well and as optimally as possible without feeling pressure. and compulsion.

This research also has an impact on people who want to open a company, organize, work in groups, and so on. This research can be used as a reference standard and teaching material for them, and they can also implement the knowledge gained in this research in related matters.

CONCLUSION

The study aimed to examine the role of team player attitudes in enhancing collaboration within manufacturing firms. Despite the general assumption that team-oriented attitudes would be prevalent in a collaborative work environment, the findings revealed a different reality at the company under study. A significant portion of the employees, totaling 138, exhibited a preference for individual work over group collaboration. This tendency suggests that, while teamwork is often emphasized, individualistic approaches still dominate the workplace culture in this manufacturing firm. This insight highlights the need for

management to reconsider and potentially redesign their strategies to foster a more collaborative environment. Encouraging team-based projects, providing training on effective teamwork, and creating a work culture that values collective achievements over individual accomplishments may help in shifting attitudes towards more collaborative efforts. Further research could explore the underlying reasons behind the preference for individual work and test interventions aimed at promoting team player attitudes, contributing both practically and theoretically to the field of organizational behavior and human resource management in manufacturing contexts.

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