



## DIMENSION OF INTEGRATION ON TEAMWORK TO IMPROVE GOOD QUALITY TEAM PERFORMANCE

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### ABSTRACT

**Objectives** : To review the literature to improve integration on the team can produce the good team performance. **Methods** : A systematic literature research. Were systematically searched for all relevant papers Inclusion criteria were: peer-reviewed papers, published in English between 1997 until 2016, which present empirically based studies focussing on interventions to improve integration and team performance. A data abstraction form was developed to summarize each paper. Integration happens in a team from various disciplines as well as with the leaders of the organizations involved in it, will be able to give effect to the performance of the team. **Result** : Twenty-five papers were included in this review. The majority of the studies found a positive association between the integration of team and team performance. Cooperation in the team becomes a necessity in realizing the work success. Cooperation in the team will be a thrust that has energy and synergy for individuals who are members in the team. Has been a lot of research to prove that the cooperation in groups leads to efficiency and effectiveness better. **Conclusion** : Very different to the work undertaken by individuals. Cooperation can also contribute to stimulate a person in the group. The definition of the integration team is working together collaboratively to produce something that the maximum consistent with the objectives and expectations of the organization. The integration of the teams believed to be influenced by several things including the attachment and the relationship between members, old members know each other, and how often members work together in a task or job. The findings can be explained that the integration with a good team, it will be able to produce a good team performance as well.

**Keywords:** Rreview the literature, Improve integration, Team poefoemance

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### INTRODUCTION

Implementation of teamwork held, because at this time of increasing competitive pressures, the experts stated that the organization's success will increasingly depend on teamwork rather than relying on individuals who stand out. Team concept meaning lies in the expression that describes the emergence of synergy in people who engage in a group called the team. Gordon (1994) said that the working team of high achievers have a leader who succeeds in building and maintaining the morale and motivation of subordinates to achieve higher productivity are deemed necessary by the organization so that its needs are met.

Jack (1997) indicates that the team can provide a 'bridge' for the elusive between the goals of the individual or team members with organizational objectives. The team can provide media to connect between the employee's performance targets important factors in supporting the organization's success. This is an important aspect of performance management and provide further justification for applying it in the performance of the team. With the integration well on a team, it can produce a solid team that can produce high-performance

### *Team Performance*

Performance is the quantity or quality of something produced or services rendered by an individual or group that does the job. Performance is also a comparison of the results of working with established standards. Judging from the poor performance of integrated team, researchers assessed that the team members can not simultaneously carry out its role as a good team unity (Armstrong & Baron, 2004).

The definition of performance leads to the conclusion that when managing work teams and individuals, input (behavior) and output (result) should be considered. This is a mixed model of performance management that includes the level of competence and achievement and goal setting and review) Performance is a combination of ability, effort, and opportunities that can be assessed from the results of its work. Performance is also a record outcome resulting from a particular employee function or activities performed during a specific period (Armstrong, 2009).

Tracy (2006) said that teamwork is an activity that is managed and carried out a group of people who are members of the organization. Teamwork can improve cooperation and communication within and between parts of the company. Teamwork consist of people who have different expertise thus used as the power in achieving the objectives of the company (Luthans' 2005).

Shelly et al (2008) said that teamwork is a group of individual businesses produce higher performance than the number of individual entries. Teamwork generate positive synergies through a coordinated effort. It has a sense that the performance achieved by a team better than the performance per individual in an organization or a company.

### *Factors Affecting Team Performance*

Purcell, Hutchinson and Kinnie (1998) states that the team can provide a link to something elusive between individual goals and objectives of the organization. With the team, we can provide targeted media in linking individual performance to organizational success. There are several factors that can affect the performance of the team (Nowosielski, 2014) :

- a. Clarity team goals (expectations and priorities)
- b. How the work is allocated to team
- c. How teams work (processes), the ability to handle pressure and internal conflicts, as well as relations with other teams
- d. The extent to which the team is able to manage itself and to set goals and priorities, and performance monitoring
- e. The quality of leadership (team need direction from the head)
- f. The level of skills possessed by members of the team (including multi-skilling)
- g. Systems and resources that support and are available for team

According to Jones (1995), the team should have a common goal. They also have to have the whole of the required within the team is a skill, ability and each other accountable for the end result. From the results of writing about the factors that affect the performance of the team, the researchers concluded that an important factor in a team is a must have clarity about the objectives to be achieved. It is intended that this goal will be a guide for team members to work. Team members will have a clear view of the start allocation within the team, the team, to the output of the team (Jones et al., 1995).

## MATERIALS AND METHODS

### *Data Sources*

A systematic literature research. We limit the initial search for articles in English with an abstract published in peer-reviewed journals, published in English between 1990 until 2016. According to Lemieux-Charles and McGuire, research interests in the effectiveness of the health care team began around 1990. Although research on interventions to improve the effectiveness of the team seems to appear somewhat later, we chose 1990 as the starting point for the sake of thoroughness. Our search terms were tools the team (s), the intervention team (s), team building, government building team, team training, innovation, team programs, education team, teamwork, improve the team (ment) and team management.

### *Inclusion/exclusion criteria*

Articles included matched the following criteria: (1) peer-reviewed English-language publication; (2) a focus on team, (3) a focus on how to improve (and not only measure) team effectiveness, and (4) empirically researched results. No selection was made based on the design of the study, as long as empirical data was presented. Review articles that focused on interventions to improve team performance were studied only to identify other relevant empirical studies. Because we wanted to include both qualitative and quantitative articles, we did not require clear outcome measurements. Nor did we select studies based on a definition of a team because they were often lacking. Editorial letters, books, and book summaries were excluded.

### *Selection process*

A three-staged process followed: screening titles and abstracts, examine and summarize the article abstract is accepted. If the title or abstract did not provide enough information to meet our criteria, the article referred to the next stage of the process. The first phase resulted in 100 references. In the second stage, each abstract checked using the same inclusion criteria. When the researchers concluded that the abstract does not comply with the criteria, it is excluded. Phase two resulted in 40 articles, which are summarized using a standard format; (1) The research questions / subjects, (2) the target group (n), (3) methodology (4) intervention (5) results (6) conclusion, (7) the public records. Search included only one review that focuses on interventions to improve team performance. This review analyzed to identify additional studies; but not found. After reading the full length article, 15 article did not match with the inclusion criteria after all. In the end, 25 studies remained.

## RESULT AND DISCUSSION

The majority evaluated a type of training to improve team effectiveness, mostly in multi-disciplinary teams in acute (hospital) care. The outcome indicators were highly diverse and often related to the so called non-technical skills of teams such as communication, cooperation, coordination, and leadership. The majority of the studies had a low quality of evidence. Most studies comprised a pre and post-survey, or experimental design, or used qualitative methods. Little

statistical evidence directly related to the effectiveness of the interventions was found.

From various studies about the team, integration and performance of the team can be concluded that some of these elements has an effect and high exposure. Set of people based on their expertise that is complementary to work together to achieve certain goals together referred to as teamwork. A team is a person with a background of different abilities, and knowledge to accomplish specific tasks. Team members work to achieve agreed objectives (Baiden, 2003; Bayraksan, 2007).

It is important to consider the overall team performance management and consider the level of performance and competence achieved by individuals in the team. From the research Armstrong and Baron (2004) researchers concluded that the results of the team's performance is the result of input from the individual work (members of the team). In the performance of the team, the team members shall cooperate and provide equal contribution (balanced) so as to achieve good team performance.

Teamwork is a group of individual businesses produce higher performance than the number of individual entries. Teamwork generate positive synergies through a coordinated effort. This has the sense that the performance Achieved by a team better than the performance perindividu in an organization or a company (Thomas et al., 2008). Five things that demonstrate the role of members in building effective teamwork, ie (Sherry et al., 2014):

- a. The members understand well and the team goals can only be achieved by good also with joint support, therefore, members have a sense of interdependence, mutual has in performing the task
- b. The members of the team contributed to the success by applying the talent and knowledge to the team goals, can work openly, can express ideas, opinions and disagreements
- c. The members try to understand the viewpoint of one another, are encouraged to develop their own skills and apply on the job, to get support from the team
- d. The members recognize that conflict is normal, or usual thing, and trying to resolve the conflict quickly and constructively (reformatory)
- e. The members participate in team decision, but understand that their leaders need to make a final rule whenever the team does not succeed in making a decision

According to Jones et al (1995), the team must have a common goal. They also have to have the whole of the required within the team is a skill, ability and each other accountable for the end result. From the results of writing about the factors that affect the performance of the team, the researchers concluded that an important factor in a team is a must have clarity about the objectives to be achieved. It is intended that this goal will be a guide for team members to work. Team members will have a clear view of the start allocation within the team, the team, to the output of the team. A group said to be effective if it meets three important criteria:

- a. Production (production output)  
The work of the group must meet or exceed the quantity and quality standards set by the organization. Productivity is a measure of the product group and the group velocity
- b. Member Satisfaction (member satisfaction)  
Membership in the group must provide short-term satisfaction and facilitate their long-term satisfaction. Otherwise, the members will leave the group. Furthermore, because of dissatisfaction with members of the group are likely to affect, the dissatisfaction with the group can spread quickly if not managed properly
- c. The capacity for continued cooperation and adaptation (capacity for continued cooperation and adaptation)  
Interpersonal process that uses the group to complete the task, should maintain or increase the capacity of members to work together and adapt over time. Groups that are not capable of learning from experience and adapting them to cooperate flexibly over time it will not be able to stay afloat

Teamwork is an essential part of workplace success. Like a basketball team working together to set up the perfect shot, every team member has a specific role to play in accomplishing tasks on the job. Although it may seem as if one player scored the basket, that basket was made possible by many people's planning, coordination, and cooperation to get that player the ball. Employers look for people who not only know how to work well with others, but who understand that not every player on the team can or will be the one who gets the ball. When everyone in the workplace works together to accomplish goals, everyone achieves more (Forgaty (1995). Teamwork involves building relationships and working with other people using a number of important skills and habits:

- a. Working cooperatively
- b. Contributing to groups with ideas, suggestions, and effort
- c. Communication (both giving and receiving)
- d. Sense of responsibility
- e. Healthy respect for different opinions, customs, and individual preferences
- f. Ability to participate in group decision-making

Author charted a number of studies about the integration is done on previous studies from various countries to learn about the research integration in the team. Research on the performance of the team has been carried out by some previous researchers. In the study Martina et al., (2009) showed that in the process the team aspect is feedback between the team members, team communication, teamwork creation was seen as essential to the performance of the team of nurses at the hospital. Research Mary (2006) report that high-performing team will be able to achieve the organization's goals are high anyway.

Moura et al., (2014) has conducted a case study exploration and data collection using questionnaires involving 44 professionals and six teams. The study says that the strongest are able to produce an effective team and produces high performance is the role of leadership (in this case the manager) who is able to lead, manage a team. Experienced managers are at least 18 years and an average age of 34 years are able to lead and mobilize members in a team. Experience in leading a team leader makes important things that affect the quality of leadership within the team.

In the study Mary (2006) states that when a team feel the high organizational context, such as the team's mission is in line with the organization's mission, then it would be appropriate to achieve a higher quality improvement. High-performing team will be able to achieve the goals of the organization is also high even though this relationship was not statistically significant. Demonstrated a significant positive relationship between the background of the establishment of the team and goal achievement interdisciplinary health care teams (IHCT). The results of this study indicate that the perception of the performance of the team and the development team is the strongest predictor of achievement of objectives.

In the study Thomas et al (1999), states that the team's performance is positively related to variations in the completeness of the team and team performance measurement. This relationship can be enhanced if members participate in setting performance targets. This effect can be mutually reinforcing, so that the team's performance is substantially better when a comprehensive performance measurement combined with the participation of team members as well as the compensation they get in the team.

In the study Nabukenya (2010) mentions that There are seven step process to measure the performance of the team is to determine the measurement point of the team, identifying individual achievement within team members who support the team, the magnitude of achievement,

developing teams and measure individual performance, developing teams and standards of individual performance, and deciding how to track performance.

Brandon (2006) conducted a study that aims to develop a framework to improve the integration of the project delivery team. The goal is to create a nice integration to improve performance in a multidisciplinary environment. The study began with a review of the literature on the concept of team, teamwork, the concept of integration to improve performance on a multidisciplinary team environment. The results showed that the working environment, the proximity between the individuals in the team, the work culture within the team was able to create a good integration in the team. Work environment, the closeness between individuals within a team, work culture can be created within a team can not be separated from the contribution of the leadership in the team. The creation of a good integration in the team proven to improve the environmental performance of a multidisciplinary team.

In the study Robbins et al., (2010) stated that the integration of the role of structured among health care providers (nurses specifically, psychologists, and nutritionists) in hospitals through therapeutic patient education (TPE) can help reduce the incidence of burn-out syndrome in diabetes patients in a certain period. In addition, patient education and improving the role of nurses improve clinical outcome and speed of patient care process.

From various studies about the team, integration and performance of the team can be concluded that some of these elements has an effect and high exposure. Set of people based on their expertise that is complementary to work together to achieve certain goals together referred to as teamwork (Shafer and Liao, 2002).

## DISCUSSION

Integration is the creation of conditions so that members of the organization can achieve the best goal of their own organizations by directing their efforts towards the success of the organization (Purcell, 1998). The definition outlines the integration of the two key words that share and exchange information. Integration as a merger of individual and organizational goals into a single goal to be achieved. It is also an alignment of the various processes for the suitability of each other. Therefore, the integration provides the opportunity to combine several projects into a single structure (Austin, 2002).

Integration means working collaboratively and continuously improve the cooperation and attitude of the team from different professional backgrounds <sup>(11)</sup>. Integration means working in a coherent manner to overcome the structural differences. Integration as the implementation and operation of a comprehensive, structured and simultaneously (Asforth, 2000).

Integration is believed to occur through the mechanism of flexibility and permeability. Flexibility refers to the flexibility of the boundary between two or more roles to expand the domain abilities (not monotonous by contract) to accommodate if there are demands from other domains (Ashforth, 2000).

Permeability involves the extent to which psychological or behavioral aspects of the role to get in on another domain without bumping into limits that have been set. When two or more roles or domains that are flexible and permeable can be merged, then that integration Of the various studies about the team, integration and performance of the team can be concluded that some of these elements have the influence and the high exposure (Baiden, 2006).

Set of people based on their expertise that is complementary to work together to achieve certain goals together referred to as teamwork. A team is a person with a background of different abilities, and knowledge to accomplish specific tasks. Team members work to achieve agreed objectives. Baiden proposes six matrix . In the proposed integration matrix Baiden (2006) that there are six dimensions of integration. The dimensions include assessing :

- a. The focus of the team members and the team's goals
- b. Freedom team members to take action without running into limits set by the organization
- c. The attitude of the team members to share information on the team
- d. The position of the team within the organization
- e. Relations members in the team, the chances of the team, mutual respect within the team
- f. Not their fault imposes on individuals in the team.

Research on the performance of the team has been carried out by some previous researchers. In the study showed that in the process the team aspect is feedback between the team members, team communication, teamwork creation was seen as essential to the performance of the team of nurses at the hospital. Research has report that high-performing team will be able to achieve the organization's goals are high anyway (Martina, 2009).

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There are several gaps in the literature on interventions to improve team effectiveness. Little research has been conducted in long-term care and most studies focus on acute hospital care. Few studies exist on interventions to improve team effectiveness in mono disciplinary teams in health care. We identified only four such studies in acute care and none in long-term care. More cohesion in outcome measures is needed, as well as replication of same intervention studies to enable synthesis of findings across different studies. Finally, more high quality evidence needs to be provided using objective outcomes, especially related to tools and organizational interventions to improve team effectiveness.

## CONCLUSION

From various studies about the team, integration and performance of the team can be concluded that some of these elements has an effect and high exposure. Set of people based on their expertise that is complementary to work together to achieve certain goals together referred to as teamwork. A team is a person with a background of different abilities, and knowledge to accomplish specific tasks. Team members work to achieve agreed objectives. The team with the different disciplines must work together in a fully integrated so that the team's objectives can be achieved and client satisfaction can be realized.

Teamwork is a form of group work are to be organized and well run. The team consists of people who have different expertise and coordinated to work together with the leaders. Occurs strong interdependence with one another to achieve a goal or complete a task. Teamwork becomes a necessity in creating employment success. Cooperation in the team will be a driving force that has the energy and synergy for individuals who are members in the team(Katzenbach and Smith, 1993).

Integration is the creation of conditions so that members of the organization can achieve the best goal of their own organizations by directing their efforts towards the success of the organization. The definition outlines the integration of the two key words that share and exchange information. Integration as a merger of individual and organizational goals into a single goal to be achieved. It is also an alignment of the various processes for the suitability of each other. Therefore, the integration provides the opportunity to combine several projects into a single structure (Austin 2011).

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