



## ENHANCING EMPLOYEE PERFORMANCE USING WORKGROUP EFFECTIVENESS: ROLE OF MEMBER TRUST

Wanuri<sup>1</sup>, Siti Khayatun<sup>2</sup>, Yovita Mumpuni Hartarini<sup>3</sup>✉

<sup>1,2,3</sup>Management Department, Faculty of Economic, STIE Semarang, Semarang, Indonesia

### Article Information      Abstract

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Research aims to offer comprehensive understanding of the factors influencing organizational performance, particularly in the context of member trust, thereby contributing to broader discourse on human capital management and cooperative development. Utilizing multidimensional framework of human capital and grounded in prevailing challenges faced by cooperative businesses, research elucidates pivotal role of human capital as organizational performance. Approach research was based on descriptive research techniques, in cross-sectional survey, is to observe (collect data about) specific occurrence, often at single point in time. To address research questions, this study adopts descriptive research technique and survey measures to capture objective and social reality of employee performance. Sample included 140 respondents of Flower Market Traders Association in Kopeng, Semarang district, Central Java Province. Data gathering period lasted from January until October 2023. Researcher created questionnaire and collected data using Google Forms. Data analysis was conducted using Structural Equation Modeling (SEM) with Smart-PLS (Partial Least Square) software. Based on study's results, workgroup effectiveness directly influences employee performance and contributes to its success. Moreover, member trust as moderator in correlation between workgroup effectiveness and employee performance. Research offers theoretical and practical implications for implementing workgroup effectiveness to enhance employee performance and member trust as moderator.

✉correspondence Address:  
STIE Semarang. Jalan Menoreh Utara Raya No. 11,  
Gajahmungkur, Semarang, 50232  
E-mail: [yoviejacobs@gmail.com](mailto:yoviejacobs@gmail.com)

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### INTRODUCTION

In many countries, cooperatives through their role in mobilizing savings and extending credit play a key role in fostering social capital and local economic development especially given their primary mission to maximize the welfare of stakeholders residing in local communities. The classic problems faced by cooperative businesses in Indonesia are capital, human resources, labor, and marketing processes (Lukiyanto & Wijayaningtyas, 2020).

Many studies have revealed that gotong royong as social capital helps solve social problems in society. For example, the problem of infrastructure and public facilities (Rosyani et al., 2019) and the problem of poverty alleviation (Unayah, 2017), but how gotong royong as the vision and mission of cooperatives requires

human resource development efforts to improve cooperative performance. By looking at the phenomena that occur, human capital and cooperative performance are seen as very decisive. In fact, the basic driver of cooperative performance is human capital with all its knowledge, ideas and innovations. In addition, human capital is also the core of cooperative performance. Good organizational performance can be seen from the management of human capital (Kakisina et al., 2023).

The knowledge assets owned by the company are in human capital. Good human capital management can make human resources an asset or capital of an organization. Utilization of human capital, especially workgroup effectiveness as the main capital of the organization can make organizational goals

achieved. One of the activities that can be used to facilitate organizational achievement is workgroup effectiveness in implementing organizational employee performance targets.

Human Capital consists of five components such as individual capability, individual motivation, leaderships, the organizational climate, and workgroup effectiveness. Each component has a different role in creating human capital which ultimately determines the value of an organization. Stewart, et al., (1998) stated that human capital is lifeblood of an intellectual capital, the source of innovation and improvement. However, it is difficult to measure (Indrijawati et al., 2021). Satterstrom et al. (2019) thus used the RME test to examine whether perceivers' social sensitivity is related to their accuracy in judging workgroup effectiveness. While this has value both practically and theoretically, the impact of mixing permanent and temporary workers on outcomes at the workgroup-level is highly salient because workgroup effectiveness is a key antecedent of organizational performance (Clinton et al., 2021).

Sudibyo (2014) concluded that individual capability, individual motivation, leadership, the organizational climate, and workgroup effectiveness simultaneously have a significant effect on auditor performance, but partially individual capability, individual motivation and workgroup effectiveness have no effect on auditor performance. Likewise, study conducted by Supriatna (2014) show that, simultaneously, individual capability, individual motivation, leadership, the organizational climate, and workgroup effectiveness have a strong and significant relationship with auditor performance. The results of research by Lawasi & Triatmanto (2017) found that there is an effect of communication, motivation and teamwork on improving employee performance.

The alternative priority order of human capital strategy evaluation towards employees in the covid-19 pandemic such as alternatives to the workgroup effectiveness (Saluy et al., 2021). Workgroup Effectiveness has a positive effect on employee performance (Indrijawati et al., 2021). This study found that employees are jointly responsible for the quality of work and work hand in hand when carrying out tasks and contribute to each other. So it can be said that workgroup effectiveness supports employees' performance. It is the extent to which a team is successful in achieving the task towards entity's objective. The team is jointly responsible for the quality of work where each team member has a strong contribution to the success of the team.

The importance of high workgroup effectiveness for cooperative managers because it is related to improving organizational performance. Many merchant associations are

trying to overcome the decline in organizational performance. Some of them are member trust. This effort is interesting to study and is worthy of further research. Based on the above background, the researcher is interested in conducting research with the title "Enhancing Employee Performance using Workgroup Effectiveness: The Moderating Role of Member Trust".

## HYPOTHESES DEVELOPMENT

### Relationship between Workgroup Effectiveness (WE) on Employee Performance (EP)

In an organization, each member has different characteristics from one another and it is possible that at some point there will be a little debate about understanding or opinion in making a decision. If it is not balanced with broad insight, then the process of implementing programs in the organization becomes hindered and results in ineffective organizational functions. Therefore, it is important for organizational managers to be able to unite each member and work together so that they have the same vision and mission in achieving organizational goals (Zami & Machdum, 2020).

The effectiveness of work teams is based on 2 productive outcomes and personal satisfaction. Satisfaction concerns the ability of the team to meet the personal needs of its members and subsequently retain their membership and commitment. Productive outcomes relate to the quality and quantity of work outcomes as defined by the team's goals of organizational context, structure, strategy, cultural environment, and reward system. Leaders must understand and manage levels of development, cohesiveness, norms, and conflict in order to build effective teams (Sukoco & Prameswari, 2017).

The results of Kasmawati's research (2017) that employee performance is strongly influenced by human capital. Nuraeni, et al. (2023) that workgroup effectiveness has a positive and significant effect on employee performance. Kakisina et al. (2023) that human capital has a positive and significant effect on employee performance. Workgroup Effectiveness has a positive effect on employee performance (Indrijawati et al., 2021). Average score of the parameters measured, namely for the the workgroup effectiveness at 3.30 is fairly good (Akbar et al., 2023). The opposite research results were conducted by Sukoco & Prameswari (2017) that the application of human capital components at PT X was not optimal, meaning that it was not in accordance with the approach that should be, especially in the aspects of individual capability and individual motivation. Zami & Machdum (2020) that workgroup effectiveness has not become one of the important elements in overcoming the dynamics of implementing TBM

activities in achieving its goals. Thus, the proposed hypothesis is as follows:

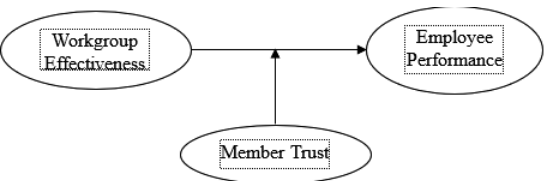
**H1:** Workgroup Effectiveness (WE) has a positive effect on Employee Performance (EP)

**Member Trust (MT) Moderates the Effect of Workgroup Effectiveness (WE) on Employee Performance (EP)**

Trust is the basis for building and maintaining intrapersonal relationships. With a good intrapersonal relationship, of course, it will be a great opportunity to establish attachment and social support between employees and the organization (Hyronimus, 2020). Trust occurs when a person believes in the reliability and integrity of the trusted person. Trust is a positive expectation that the other party will not act opportunistically which refers to risk in human relationships and may be a concept that is less understood in the workplace or the trust that people have in others. Trust refers to a person's positive expectations of others in a situation that involves risk. It is also leaving one's fate in the hands of another person or group. Trust is a basic element for the creation of a good relationship (Mukri & Indrawati, 2019). If trust between individuals can be built in an organization, organizational goals will be achieved (Nurwasilah et al., 2023).

An important factor in improving member performance is member trust. Trust is very important to establish a relationship because one cannot build a real relationship without trust. Trust will increase or expand the ability to act. Members who have high trust in the cooperative have the awareness to actively participate in the cooperative. The group of members he trusts will fulfill all their obligations properly as expected so as to improve individual performance in carrying out activities in the cooperative. The better the trust of cooperative members to increase workgroup effectiveness in their members, the higher the performance felt by cooperative members. Thus, the proposed hypothesis is as follows:

**H2:** Member Trust (MT) moderates the effect of Workgroup Effectiveness (WE) on Employee Performance (EP)



**Figure 1.** Research Model

**METHOD**

The investigation was based on descriptive research techniques, which operate on the premise that the primary purpose of the most basic type of

investigation, in the cross-sectional survey, is to observe (collect data about) a specific occurrence, often at a single point in time (Esitti & Kasap, 2019). This assumption permits descriptive research methodologies to work under the assumption that the primary goal of the most basic sort of study is to observe (gather data about) certain events. To address the research questions, this study adopts a descriptive research technique and survey measures to capture the objective and social reality of employee performance. This enables the study to address the research's queries. The initial step in this method is to conduct a study of the relevant literature to identify the listed subjects. An inquiry framework is created after evaluating past work in the field. Following that, structural equation modeling (SEM) was utilized in conjunction with the survey to construct and validate the predicted linkages.

The sample included 140 respondents of Flower Market Traders Association in Kopeng, Semarang district, Central Java Province. The data gathering period lasted from January 2023 until October 2023. A total of 140 questionnaires were delivered. Nonetheless, only replies from respondents showed that they utilized at least one variation of the form and supplied answers to the questionnaire items for later research. There were 140 valid surveys submitted. The researcher created the questionnaire and collected data using Google Forms. The data from Google Forms was then saved in Google Drive. The respondents' identities were kept private since each questionnaire and invitation to participate in the study were issued without any identifying information.

The construct of workgroup effectiveness has six indicators; the construct of employee performance has seven indicators; and the construct of member trust has three indicators. The validity of the theoretical model offered is validated using cross-sectional data. The information was gathered by procedures based on a survey of the target population. The indications were scored on a five-point Likert scale in each area. Anchors on the scale range from 1 (Strongly Disagree) to 5, with 1 signifying Strongly Disagree and 5 representing Strongly Agree. This study employed a 5-point Likert scale since it takes less time and effort and allows respondents to stay neutral by voting for the "neither agree nor disagree" option. On a likert scale. In addition, a five-point Likert scale was used in this study since earlier research has demonstrated the benefits of employing this strategy (Chatterjee et al., 2022; Dubey et al., 2019; Gupta et al., 2021).

The researcher presented the research findings on member trust as a moderator in the impact of workgroup effectiveness on employee performance using Smart PLS software. Based on the conceptual framework of this study, we did data analysis utilizing Structural Equation

Modeling (SEM) using Smart-PLS (Partial Least Square) software. After identifying the measurement parameters and structural model in the first step, the researcher constructed an appropriate bootstrap estimation. The purpose of this study was to assess the total and direct impacts of the workgroup effectiveness and employee performance constructs, as well as the indirect effects via moderator, in order to better understand the relationship between the two variables.

RESULT AND DISCUSSION

The Validity Test

Table 1 displays the convergent validity. Indicator reliability, and construct reliability and validity. The reliability test results are shown in Table 3 which are achieved by calculating Cronbach's Alpha, Composite Reliability, and Average Variance Extracted. The reliability test results are presented in Table 1. The researcher found that the numbers ranged > 0.7 which were the highest reported values. Cronbach's Alpha was used to analyse the data collected, and this is the conclusion it yields according to the suggestions given by some researchers (Bjekić et al., 2021; Taber, 2018). The construct composite dependency values vary > 0.7 which is the highest

value recorded for composite dependency. Researchers argue that an adequate Critical Composite (CR) threshold should be set at no less than 0.7, and this should be considered acceptable. As result of the results shown in the Table found below, researchers can conclude that the CR criterion has been met. This allows us to draw the conclusion that the CR criterion is met. Composite reliability can be used as an alternative to Cronbach Alpha because the CR value is somewhat higher than the Cronbach Alpha value, but the difference between the two is not very significant (Peterson & Kim, 2013).

Evaluation of validity convergence is done by testing the average variance obtained (AVE). The AVE values are shown in Table 3. The results are > 0.5 which are the highest numbers ever recorded. The absolute minimum value of AVE that may be considered satisfactory is 0.5 (Rouf & Akhtaruddin, 2018). It has been determined that the acceptability threshold has been reached and consequently that convergent validity has been met across all four dimensions. The information presented in the Table that can be seen above serves as the basis of these findings. The convergent validity and the heterotrait-monotonic correlation ratio are three ways that can be used in the process of evaluating discriminant validity hypotheses (Ab Hamid et al., 2017).

Tabel 1. Correlations, Measures of Reliability, and Validity

Constructs	Items	Loadings	Cronbach's Alpha	CR	AVE
Workgroup Effectiveness (WE)	WE1	.850	.874	.588	.805
	WE2	.700			
	WE3	.837			
	WE4	.847			
	WE5	.827			
	WE6	.817			
Member Trust (MT)	MT1	.865	.772	.773	.687
	MT2	.804			
	MT3	.865			
Employee Performance (EP)	EP1	.739	.859	.868	.542
	EP2	.785			
	EP3	.757			
	EP4	.758			
	EP5	.812			
	EP6	.717			
	EP7	.772			

Structural Relationships

Information about model variables can be found in Table 2. This table includes the structural relationships variable such as means, standard deviations, T-statistics, and p-values. Based on the information presented in Table 2, the researcher can draw the following conclusions: There is a positive and significant influence between WE and EP ( $\beta = 0.452$ ;  $T = 4.926$ ;  $p < 0.01$ ).

Moderation

The structural relationships are shown in Table 3 and Figure 2. As per the Sobel tests conducted, there are positive moderation effects found between WE and EP. The statistical significance using Smart PLS were found to be similar for moderation. MT is found to be positively moderating the relationship between WE and EP: WE  $\rightarrow$  MT  $\rightarrow$  EP [ $H2$ :  $\beta = 0.121$ ;  $T = 4.628$ ;  $p < 0.01$ ].

Table 2. Structural Relationships

Hypothesis		Path Coefficients	t-value	Results
Workgroup Effectiveness $\rightarrow$ Employee Performance	H1	.452	4.926	Support
Workgroup Effectiveness $\rightarrow$ Member Trust $\rightarrow$ Employee Performance	H2	.121	4.628	Support

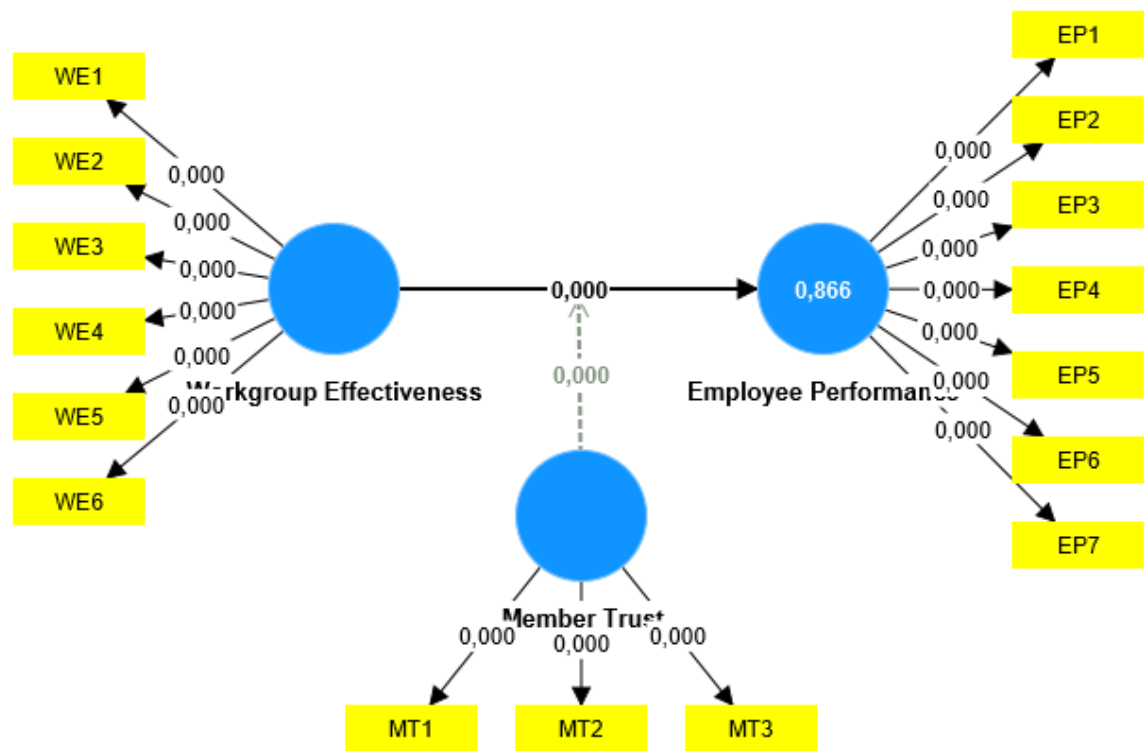


Figure 2. Structural Model

This study evaluates the relationship between workgroup effectiveness and its effect on employee performance with member trust as moderation variable. The study seeks to understand more about how caring about employee performance, the need to make a positive impact, and having a positive workgroup effectiveness on employee performance with member trust as moderation variable can help encourage people to increasing employee performance of Flower Market Traders Association in Kopeng, Semarang district, Central Java Province.

The research is motivated by workgroup effectiveness. Employee performance must be influenced by workgroup effectiveness. The

results indicate that the hypotheses' relationships are supported. The model supports the direct association between workgroup effectiveness and employee performance, as employee, particularly those who live in Flower Market Traders Association in Kopeng, Semarang district, Central Java Province areas, have become more receptive to utilizing employee performance because of their increased concern workgroup effectiveness. This is consistent with H1.

Therefore, it is important for organizational managers to be able to unite each member and work together so that they have the same vision and mission in achieving organizational goals (Zami & Machdum, 2020). Productive outcomes relate to the quality and

quantity of work outcomes as defined by the team's goals of organizational context, structure, strategy, cultural environment, and reward system. Leaders must understand and manage levels of development, cohesiveness, norms, and conflict in order to build effective teams (Sukoco & Prameswari, 2017).

This result in line the results of Kasmawati's research (2017) that employee performance is strongly influenced by human capital. Nuraeni, et al. (2023) that workgroup effectiveness has a positive and significant effect on employee performance. Kakisina et al. (2023) that human capital has a positive and significant effect on employee performance. Workgroup Effectiveness has a positive effect on employee performance (Indrijawati et al., 2021). Average score of the parameters measured, namely for the the workgroup effectiveness at 3.30 is fairly good (Akbar et al., 2023).

The structural model demonstrates a considerable moderation of member trust between workgroup effectiveness and employee performance. Understanding the employee performance and the variables that have a positive impact on it has a beneficial effect on employee performance. Member trust as moderation variable in Flower Market Traders Association in Kopeng, Semarang district, Central Java Province. As a result, H2 is supported.

Trust is the basis for building and maintaining intrapersonal relationships. With a good intrapersonal relationship, of course, it will be a great opportunity to establish attachment and social support between employees and the organization (Hyronimus, 2020). Trust refers to a person's positive expectations of others in a situation that involves risk. It is also leaving one's fate in the hands of another person or group. Trust is a basic element for the creation of a good relationship (Mukri & Indrawati, 2019). If trust between individuals can be built in an organization, organizational goals will be achieved (Nurwasilah et al., 2023).

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## CONCLUSION AND RECOMMENDATION

Based on the study's results, the Workgroup Effectiveness variable directly

influences Employee Performance and contributes to its success. In addition, Member Trust as a Moderator in the correlation of Workgroup Effectiveness to Employee Performance.

This research contains practical implications for implementing Workgroup Effectiveness to improve Employee Performance. These implications can be found in the potential to develop Employee Performance. This is important because almost every employee in the modern era has recognized the most significant challenges. Using this research approach and data analysis, this study is one of the first in Indonesia to address the issues of Workgroup Effectiveness, Member Trust, and Employee Performance. Therefore, the findings of this study have the potential to be a starting point for the development of employee performance and flexible work program actions, as well as their proper implementation.

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