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Strategic Team Management for Improved Engineering Performance: A Collaborative Perspective

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Abstract - This study examines the influence of team characteristics (such as team efficacy) and environmental factors (such as emotional intelligence climate) on engineering team performance based on social cognitive theory (SCT). Data were collected through 157 questionnaires from engineering employees of a manufacturing company in Indonesia using random sampling method. Data analysis was conducted using SEM method with SmartPLS 4.0 software. The proposed model shows that work team planning acts as a mediator between team efficacy, emotional intelligence climate, and team performance. The findings provide an in-depth understanding of the factors that influence team performance in the context of the manufacturing industry. The results suggest that work team planning plays an important role in improving team performance through the effects of team efficacy and emotional intelligence climate. The practical implication of this study is the importance of company management to pay attention to both antecedents of team performance, both in terms of personal (efficacy) and environmental (emotional intelligence climate) in an effort to improve engineering team performance in a sustainable manner.
Keywords: Emotional intelligence climate, team performance, work team planning, team efficacy.

INTRODUCTION

The importance of teamwork in organizations is emphasized as a group of employees who identify themselves as a social entity within an organization. Collaboration within a team has significant benefits for both employees and organizations, such as facilitating the generation of creative ideas, improving interpersonal communication, increasing team spirit, facilitating team planning, and improving team performance. Bandura's Social Cognitive Theory (SCT) is a key theory that explains team performance, emphasizing the control individuals have over their thoughts, feelings, and actions within an organizational system. SCT has been widely used in various disciplines and practical settings, showing empirical support in understanding team problems.

Team efficacy, an important component of SCT, has been related to various team issues such as goal difficulty, job satisfaction, psychological well-being, organizational citizenship behavior (OCB), and team performance. Previous research suggests that the relationship between team efficacy and team performance is mediated by factors such as leadership empowerment, team learning behavior, and team purpose. This study further explores how team efficacy affects team performance based on SCT, focusing on the mediating role of team planning as a self-regulatory tactic adopted by team members to achieve team goals.

Team planning, defined as a collaborative activity in which teams design actions to achieve selected goals, is recognized as an important meta-cognitive mediator for improving team performance. Effective team planning has been related to improved team performance, emphasizing the importance

of coordination and communication within teams. This study evaluates how team planning mediates the relationship between team efficacy, emotional intelligence climate, and team performance, providing insight into the interplay between individual and environmental factors in team performance.

Moreover, this study differs from previous research by incorporating both team characteristics (e.g., team efficacy) and environmental factors (e.g., emotional intelligence climate) to gain a comprehensive understanding of team performance. By examining team planning as a mediator in shaping team performance based on SCT with the antecedents of team efficacy and emotional intelligence climate, this study contributes to the existing literature and highlights the importance of considering both individual and environmental factors in improving team performance.

This study uses Social Cognitive Theory (SCT) as the basis for building a team performance model. SCT explains how team characteristics, environmental factors, and behaviors interact to influence team performance. This research model shows that work team planning and team performance are influenced by team characteristics (such as team efficacy) and environmental factors (such as emotional intelligence climate). Team planning is considered an important self-regulatory tactic, guiding team activities towards goals. High-efficacy teams tend to have better meta-cognitive skills, including the ability to plan tasks, anticipate problems and adjust plans quickly. In contrast, teams with low efficacy may have difficulty planning and executing tasks in a timely manner. Therefore, the relationship between team efficacy and team planning is considered important in improving team performance. Based on the above rationale and justification, the following hypothesis is developed.
H1. Team efficacy has a positive and significant effect on work team planning.

Team efficacy is the collective belief of team members about the team's ability to achieve certain goals. It is derived from the beliefs of individuals in the team that develop through the experience of working together, depending on each other, and interacting socially. When individual self-efficacy combines, it becomes a team-level variable. Team efficacy influences the actions taken by team members, how hard they work to achieve team goals, and how persistently they persevere when faced with failure. Previous studies have shown that there is a strong relationship between team efficacy and team performance. Teams with high levels of team efficacy tend to achieve good performance in a variety of situations. Strong team efficacy can also help teams recover and improve performance after failure. In contrast, teams with low team efficacy tend to experience a decline in performance. Therefore, it is important for teams to build and maintain high levels of team efficacy to achieve optimal performance. Thus the hypothesis is derived as below.
H2. Team efficacy has a positive and significant effect on team performance

According to Olukayode & Ehigie (2005), emotional intelligence is thought to increase an individual's sense of responsibility, problem solving, reality testing, stress tolerance, impulse control, and happiness. These conditions enhance team spirit (Olukayode & Ehigie, 2005). In previous literature, it has been mentioned that emotional intelligence is critical to the planning process and team activities (Robins, 2002). Researchers point out that the emotional intelligence environment is essential for teamwork and a very important component for employment (Olukayode and Ehigie, 2005). Previous research on emotional intelligence climate shows that teams with a less defined climate tend to have a strong desire to work together for team planning. However, teams with a poorly defined climate tend to experience relationship conflicts and increased conflict intensity (Ayoko et al., 2008), resulting in poor team planning. Various team planning, such as team cohesiveness and team interaction processes, are influenced by the emotional intelligence environment (Olukayode and Ehigie, 2005). In summary, the emotional intelligence climate enables teams to reduce conflict and increase organizational cohesion by creating mutually patterned scenarios for participating in jointly designed activities. This suggests a positive relationship between emotional intelligence and joint planning. Thus, the hypothesis is proposed as below.
H3. Emotional intelligence climate has a positive and significant effect on work team planning.

Emotional intelligence is defined as a work environment in which people can track their own and others' feelings and emotions, discriminate among them, and use this information for planning, team thinking, and action (Salovey and Mayer, 1990). Team performance is affected by the emotional intelligence environment, which is influenced by mediators at early and later stages (Perlini & Halverson, 2006). In particular, the emotional intelligence environment helps solve problems, which

helps team performance (Jordan & Troth, 2004). Many studies have emphasized the relationship between team performance and emotional intelligence (e.g., Ayoko et al. (2008), Rhee (2005), and van Kleef et al. (2009). This is because a good emotional intelligence climate represents the ability to express emotions in an appropriate way to help improve performance (Côté & Miners, 2006). Thus, the proposed hypothesis is as below.
H4. Emotional intelligence climate has a positive and significant effect on team performance.

Joint planning is an important self-organizing process that positively impacts team performance outcomes (Zimmerman, 2001). "Team action plans" were proposed by DeShon and Gillespie (2005) as a way to gain mastery and goal orientation that demonstrates performance. Thus demonstrating the relationship between performance and planning. According to previous empirical research, there is a direct correlation between team performance and work team planning (e.g., Janicik and Bartel (2003)). Weingart (1992), for example, found that work team plans have a positive effect on student group performance. Similarly, Weldon et al. (1991) stated that there is a positive correlation between team performance in production tasks and work team planning. In other words, teams that have higher levels of team planning are more likely to achieve better performance than teams that have lower levels of team planning (DeShon & Gillespie, 2005). Consequently, the hypothesis is developed as below.
H5. Work team planning has a positive and significant effect on team performance.

The entire research project is based on a theoretical framework, according to Sekaran & Bougie (2016). Using the theoretical framework, hypotheses can be created and tested to determine the validity of the theory. Furthermore, measurements will be made using appropriate statistical analysis. The author created the following research model based on the theory and previous research:

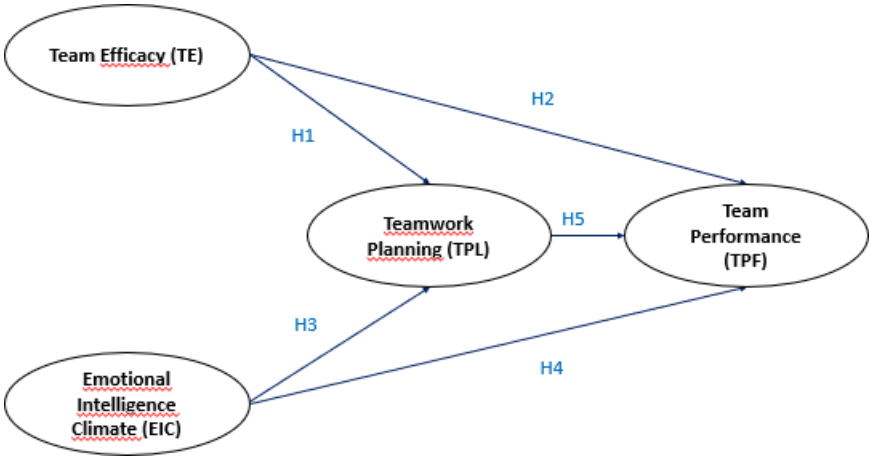

Figure 1. Conceptual Model of Research

METHODS

Data collection

According to Creswell & Creswell (2017), a quantitative approach is most appropriate if the purpose of the research is to determine the relationship of influence between the variables under study. Quantitative research is suitable for testing theories and hypotheses with statistical tools (Creswell & Creswell, 2017). Therefore, the quantitative survey method was used to test the hypotheses made. Therefore, questionnaires were used to collect the necessary data. The people involved in the research population consisted of 157 people working in the manufacturing industry in West Java. According to previous research, the appropriate respondents of this study were the organizers in the company, ranging from squad heads to top managers. This is because they have an important role in the organization, which allows them to provide reliable information about the main characteristics and environment of their organization (Hung et al., 2010). 267 surveys were sent to the population via the internet using a simple random sampling method. The sample size used for this study was considered appropriate because, according to Roscoe's (1975) rule of thumb, the sample size should be more than 30 and less than 500 for most studies. 157 questionnaires were returned and valid, which resulted in a response rate of 58.8%.

Measurement and Scale

The reflective measurement model is suitable for this study because it involves dependent effects between latent constructs and manifest variables (Hair Jr. et al., 2017). Four items were used to measure team effectiveness (TE1-TE4) from Mosley et al. (2008), emotional intelligence climate (EIC1-EIC4) from Law et al. (2004), work team planning (TPL1-TPL4) from Mehta et al. (2009), and team performance (TPF1-TPF4) adapted from Lin (2010). A five-point Likert-type scale was used to measure all variables. For each closed-ended question or statement, five response options were given. Strongly agree (SS) gets a score of 5, agree (S) gets a score of 4, neutral/undecided (N) gets a score of 3, disagree (TS) gets a score of 2, and strongly disagree (STS) gets a score of 1. Processing data using PLS and SmartPLS version 4.0 software is the tool. Table 1 lists the items used in this study. To ensure the validity and reliability of the above metrics for manufacturing employees in Indonesia, a pilot study was conducted on 30 respondents. The results of the pilot study showed that the internal consistency of the main constructs exceeded the 0.70 threshold suggested by (Hair et al., 2014).

Data analysis

Covariance-based approaches (CB-SEM) and variance-based partial least squares techniques (PLS-SEM) are the two most widely used statistical techniques in Structural Equation Modeling SEM (Sarstedt et al., 2014). However, many fields such as strategic management, marketing, and management information systems now use PLS-SEM (Hair et al., 2012). The main cause of the increased use of this method is the ability of PLS-SEM to handle common social science modeling problems such as unusual data characteristics (such as non-normal data) and highly complex models. To test the research hypotheses, PLS-SEM was used due to the advantages of this method. SmartPLS 4.0 software was used to check each of the outer and inner models. Testing was performed on the outside of the model to ensure the validity and reliability of the measurements, and testing inside the model to check the introduced hypotheses.

Table 1. List of Research Items

Notation	Item
Team Efficacy (TE)	
TE1	My team is confident to help each other to meet the demands of quality teamwork.
TE2	My team is confident to help each other to correct teamwork mistakes.
TE3	My team believes in reminding each other to follow all safety rules.
TE4	My team is confident in working together to maintain the effectiveness of teamwork.
Emotional Intelligence Climate (EIC)	
Regarding the climate of emotional intelligence in my team, my team members feel that...	
EIC1	We can control our anger, so we can handle difficulties rationally.
EIC2	We were quite capable of controlling our own emotions.
EIC3	We always calm down quickly when we are very angry.
EIC4	We have good control over our own emotions.
Teamwork Planning (TPL)	
TPL1	My team understands the purpose of a problem before trying to answer.
TPL2	My team carefully planned its actions.
TPL3	My team figured out the goal and what needed to be done to achieve it.
TPL4	My team developed a plan for the solution of the problem.
Team Performance (TPF)	
TPF1	My team's collaboration reduces work content redundancy
TPF2	My team's collaboration improved team efficiency
TPF3	My team collaboration coordinates the effort from everyone on the team
FPF4	My team's collaboration facilitates the innovation of new ideas

RESULTS AND DISCUSSION

Results

A total of 157 employees participated. Most were male (67.5%), followed by female (32.5%). They have different age groups, under 30 years old (25.5%), ranging between 30-40 years old (46.5%), and over 40 years old (28.0%). Their tenure as employees is also quite diverse, with some being under 5 years (35.0%), ranging between 5-10 years (49.1%), and more than 10 years (15.9%). The education level of the majority is diploma/graduate (87.9%), followed by high school/vocational school (12.1%).

Table 2. Sample Description

Criteria		Total	%
Gender	Male	106	67.5%
	Women	51	32.5%
Age (as of March 2021)	< 30 years	40	25.5%
	30 - 40 years	73	46.5%
	> 40 years	44	28.0%
Length of service as an employee	< 5 years	55	35.0%
	5-10 years	77	49.1%
	> 10 years	25	15.9%
Highest diploma	Diploma/Bachelor's Degree	138	87.9%
	SMA/SMK	19	12.1%

Convergent and discriminant validity were tested in the measurement model. However, composite reliability values and Cronbach's alpha are used to evaluate construct reliability. If all indicators of the PLS model meet the requirements of convergent validity, discriminant validity, and reliability tests, the PLS analysis results can be used to test the research hypotheses.

The loading factor value of each indicator compared to its construct is used to test convergent validity. For most references, a factor weight of 0.5 or more is considered to represent sufficient latent construct explanation (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this study, the AVE value of each construct must be greater than 0.5, and the minimum acceptable loading factor is 0.5. After SmartPLS 4.0 processing is complete, some indicators or items, including KK4 and KK6, must be removed from the model. After that, each indicator must have a loading factor value above 0.5 or with the condition that the AVE value is above 0.5. Figure 2 shows the biased or fit model for this study. Therefore, the convergent validity of this research model has been qualified. Table 3 and Figure 2 show the loading values, Cronbach's alpha, composite reliability, and AVE for each construct.

Discriminant validity is used to ensure that ideas about each latent variable are different from each other. If the squared AVE value of an exogenous construct-or the value on the diagonal-exceeds the correlation between the construct and other constructs (the value below the diagonal), then the model has good discriminant validity (Ghozali, 2014). The squared AVE value is used to test discriminant validity, as shown in Table 4. The squared AVE value is obtained using the Fornell-Larcker criterion. In addition, the cross-loading value of all indicator items is greater than the cross-loading value of other indicator items, as shown in Table 4. Therefore, it can be concluded that the model qualifies for discriminant validity (Fornell & Larcker, 1981). Next, collinearity was evaluated to ascertain whether the model has collinearity. A VIF calculation of each construct was performed to determine collinearity. If the VIF score is more than 5, then the model has collinearity (Hair et al., 2014). However, all VIF scores are less than 5, which indicates that this model does not have collinearity issues.

One way to determine construct reliability is to look at the combined reliability and Cronbach's alpha value of each construct. The recommended combined value of reliability and Cronbach's alpha is more than 0.7 (Ghozali, 2014). The reliability test results, which can be seen in table 2 above, show that all constructs have a combined reliability and Cronbach's alpha value greater than 0.7. In short, the entire structure meets the reliability standard.

Internal model test is another term for hypothesis testing in PLS. This test involves evaluating the significance of direct and indirect effects and calculating how much influence exogenous variables

have on endogenous variables. Direct and indirect effect tests are needed to determine the effect of team effectiveness and emotional intelligence climate on engineering team performance through work team planning as a mediating variable. The R Square values and significance test values are obtained in Tables 6 and 7 when the boothstrapping technique is used to conduct the influence test in the partial least squared (PLS) analysis model.

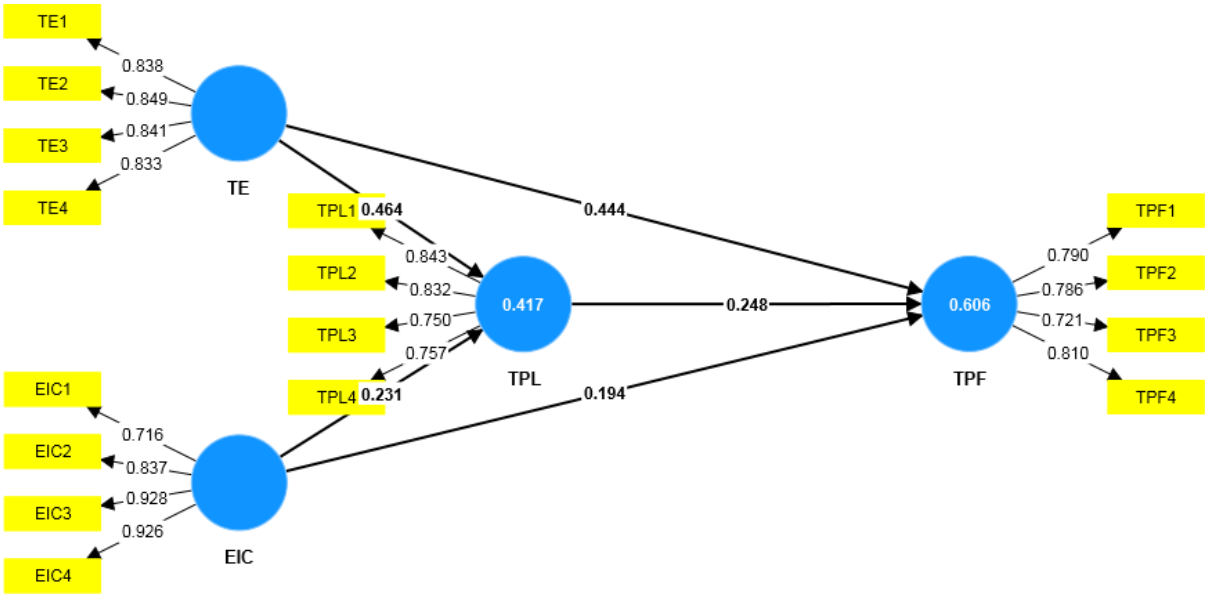

Figure 2. Valid Research Model

Table 3. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Emotional Intelligence Climate (EIC)	EIC1	0.716	0.798	0.868	0.623
	EIC2	0.837			
	EIC3	0.928			
	EIC4	0.926			
Team Efficacy (TE)	TE1	0.838	0.850	0.899	0.691
	TE2	0.849			
	TE3	0.841			
	TE4	0.833			
Team Performance (TPF)	TPF1	0.790	0.786	0.861	0.610
	TPF2	0.786			
	TPF3	0.721			
	TPF4	0.810			
Teamwork Planning (TPL)	TPL1	0.843	0.765	0.851	0.588
	TPL2	0.832			
	TPL3	0.750			
	TPL4	0.757			

Table 4. Discriminant Validity

Variables	EIC	TE	TPF	TPL
EIC	0.856			
TE	0.688	0.840		
TPF	0.638	0.731	0.777	
TPL	0.552	0.623	0.635	0.797

Table 5. Collinearity Statistics (VIF)

Variables	EIC	TE	TPF	TPL
EIC				1.898
TE				1.898
TPF				
TPL			1.000	

Table 6. *R Square* value

	R Square	R Square Adjusted
TPF	0.606	0.599
TPL	0.417	0.410

Table 7. Hypotheses Testing

Hypotheses		Original Sample (O)	Sample Mean (M)	SE	T Statistics	P-Values	Decision
H1	TE -> TPL	0.464	0.465	0.079	5.852	0.000	Supported
H2	TE -> TPF	0.444	0.445	0.078	5.704	0.000	Supported
H3	EIC -> TPL	0.231	0.234	0.089	2.594	0.010	Supported
H4	EIC -> TPF	0.194	0.196	0.085	2.285	0.022	Supported
H5	TPL-> TPF	0.248	0.250	0.065	3.833	0.000	Supported

Based on Table 6, the R Square value of Teamwork Planning (TPL) of 0.417 indicates that the TPL variable can be explained by the team efficiency (TE) and emotional intelligence climate (EIC) variables by 41.7%, while the R Square value of team performance (TPF) of 0.606 indicates that the team performance variable (TPF) can be explained by the team efficacy (TE) and emotional intelligence climate (EIC) and Teamwork Planning (TPL) variables by However, the influence between the research variables mentioned is shown in Table 7 through the statistical t value and p. The five study hypothesis paths were validated and supported at the 0.05 significance level. Team effect and emotional intelligence climate positively and significantly influence work team planning (H1 and H3). Team effect, emotional intelligence climate, and work team planning also positively and significantly influence team performance (H2, H4, and H5).

Discussion

This study demonstrates an application and test of social cognitive theory that team characteristics (e.g., team efficacy) and team climate (e.g., emotional intelligence) directly and indirectly drive team performance through work team planning. Based on social cognitive theory, efficacy is considered an important determinant of behavior and performance. However, in terms of team planning, emotional intelligence climate also makes sense, as empirically confirmed by this study. This result has rarely been discussed in previous Indonesian literature.

According to previous research, there is a strong relationship between people's characteristics, organizational climate, self-regulation, and performance demonstrated at the individual level as well as at the team level. This study shows how work team planning mediates the impact of team characteristics (i.e. team performance) and team climate (i.e. emotional intelligence) on team performance. Findings like this are novel and have tremendous potential for future research development. In the Indonesian manufacturing industry, the mediation of work team planning has never been evaluated before. The indirect relationship between team performance and emotional intelligence climate is demonstrated by

the mediation of team planning. This suggests that learning to use emotional intelligence when interacting with others helps in effective team planning. Team leaders should help team members create self-regulation strategies to increase emotional intelligence and create a cooperative context that supports the use of these strategies. As a result, team members can learn about how work team planning helps improve team performance. Work team planning enables team members to work together better to achieve better results. The fact that the effectiveness theme and emotional intelligence environment have a direct impact on team performance suggests that both components have a very performance-oriented power. Therefore, teams that have a good work environment tend to perform better than teams that work in a poor work environment. Since creating a good teamwork environment takes a long time, the management of an organization-in this case a manufacturing company-must establish an effective way to communicate with team members and come to an agreement on the kind of unique and enjoyable teamwork environment they want to create.

Three models can affect team performance. Team efficiency is the first; emotional intelligence climate affects team performance; and work team planning is the last. According to the results of this study, team efficiency is the most powerful factor driving team performance (0.427), followed by emotional intelligence environment (0.289) and work team planning (0.178). Therefore, management should pay more attention to team efficiency. The strength of these factors helps explain the specific problems that team members may face when joining.

CONCLUSIONS

This study found that team characteristics (represented by team efficiency) and team climate (represented by emotional intelligence) strongly influence team work planning and its performance. In addition, teamwork planning significantly and positively affects team performance. This study shows that SCT theory can be applied to understand the formation of team performance and provide an understanding of individual behavior and performance. In addition, this study provides additional validation of SCT theory as a team performance model and proposes that this theory can be generalized to a variety of team tasks performed by different organizations.

Two main limitations of this study relate to the interpretation of the empirical results. First, the sample used in this study is management employees in the Indonesian manufacturing industry. Therefore, the findings may not accurately reflect the perceptions and characteristics of teams in very different industries, countries or cultures. Since the sample of this study is limited, any generalization of the results should be done with caution. Second, beyond the team climate used in this study, there may be other important exogenous components that influence team performance. Leadership models and readiness for change are examples (Basuki et al., 2020; Novitasari, Sasono, et al., 2020b, 2020a; Zaman et al., 2020). The authors suggest including more predictors and comparing their explanatory capabilities with those assessed in this study as this study has a theoretical focus on SCT and team climate. By surveying more team members from different industries and cultures, as well as additional control variables, such as the ratio of age and gender differences, future research can try to improve the shortcomings of this study.

Based on the research findings, discussion and conclusions above, company management should consider two components of team performance: personal factors. Personal factors consist of the ability to support and provide creative freedom and autonomy to responsible employees. In addition, environmental elements must remain conducive, particularly the climate of emotional intelligence. Such an environment is particularly suitable in an era of disruption full of dynamics and uncertainty, which increases the potential and risk of exposure to significant stress. The climate of emotional intelligence is able to become a bamper that increases one's emotional strength and fighting power to win the competition in a business environment full of competition.

Theoretical Implications

The theoretical implication of the results of this research article is that concepts such as team efficacy and emotional intelligence climate have a significant role in influencing engineering team performance. Using social cognitive theory (SCT) as a framework, this research provides a deeper understanding of how psychological and environmental factors can influence team interactions and performance. In addition, the findings also corroborate the importance of considering aspects such as

work team planning as a mediator between these variables. This suggests that in the context of the manufacturing industry, efforts to improve team performance should pay attention not only to individual characteristics within the team (such as team efficacy), but also to a work climate that supports emotional intelligence to create a positive and productive work environment.

Thus, theoretically, this study contributes to expanding the understanding of how psychological and environmental concepts can interact with each other and influence overall team performance. This can serve as a foundation for further research in developing theories related to team performance and human resource management in an organizational context.

Practical and Managerial Implications

The practical implication for employees from this research is a better understanding of the factors that can improve team performance in the work environment. Employees can pay attention to the importance of building team efficacy, which is the collective belief in the team's ability to achieve common goals, as well as creating a positive emotional intelligence climate in the workplace. By understanding that work team planning acts as a mediator between these factors, employees can focus more on effective planning to better achieve team goals.

Meanwhile, the managerial implication for employers and managers of the manufacturing industry is the importance of creating a work environment that supports the development of team efficacy and a positive emotional intelligence climate. Managers and company leaders need to pay attention to the psychological and environmental factors that can affect team performance, and ensure that work team planning is a major focus in team management strategies.

Given the findings of this study, managers can implement training and development programs aimed at increasing team efficacy and creating a work climate that supports emotional intelligence. In addition, managers can also pay attention to the importance of effective communication, good team collaboration, and purposeful planning to improve overall team performance. As such, the results of this research provide practical guidance for employees in improving their team performance, while also providing insights for managers and company leaders in managing work teams and creating a productive and harmonious work environment.

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