



Analysis of Performance Effectiveness of Production Team in the Fashion Retail Business Using the Team Metrics

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Abstract

Fashion retail sector is one of the largest sources of employment in Indonesia and also shows the tight business competition in the fashion retail sector. As a company that carries the concept of fast fashion, the production team at PT X is one of the divisions that has a crucial role in its business process. The purpose of this study is to determine the efficacy of PT X's production division's performance using the team metrics approach developed by Woodcock and Francis. The Team Blockage Questionnaire and the Internal-Process-Output (IPO) style of interviewing were employed in this study. The assessment results show that the team still has to improve in a few areas in order to perform more effectively at work. The significant variable in understanding why the team's performance is not as effective as it should be is leadership. Interventions are therefore needed to improve these crucial areas for the affected employees as well as for other division and management members.

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1. INTRODUCTION



The fashion business is one of the business sectors that contributes significantly to the global economy (Mishra et al., 2021). Fashion retail influences the development of Indonesia's creative economy and contributes around 18.01% or IDR 116 trillion. This shows that the fashion retail sector is one of the largest sources of employment in Indonesia and also shows the tight business competition in the fashion retail sector. Bandung is one of the cities with the largest fashion tourism in Indonesia. Various local fashion brands in Bandung are increasingly mushrooming, starting from clothing, accessories, to shoes. One of the companies that is developing a business in the fashion retail sector is PT X. PT X is a company in the fashion retail sector that was established in 2009 in Bandung. During 15 years of working in this field, PT X has tried to maintain its existence by following the latest footwear trends. Development of work systems, changes in organizational structures, and development of product variations continue to be carried out to survive in this industry. PT X has two brands with different target markets, so the production team has a large production target every month.

As a profit company, the organization's activities are directed at how they can generate profits for their company through the sale of footwear (Silvestre et al., 2022). Therefore, the production team is one of the crucial divisions in the organization to determine the success of the company (Pozzi et al., 2023). Based on initial data tracing through interviews with the general manager, the production team has just changed its work system to use a line production work system; a work method that involves a group of workers at each stage of

production. This work system began to be used effectively in January 2024. This change in the work system was the result of a performance evaluation in the previous year which was considered ineffective both in achieving targets and in managing team performance on a daily basis. Based on document searches, the figure 1 shows the production stages at PT X in producing footwear for both brands.

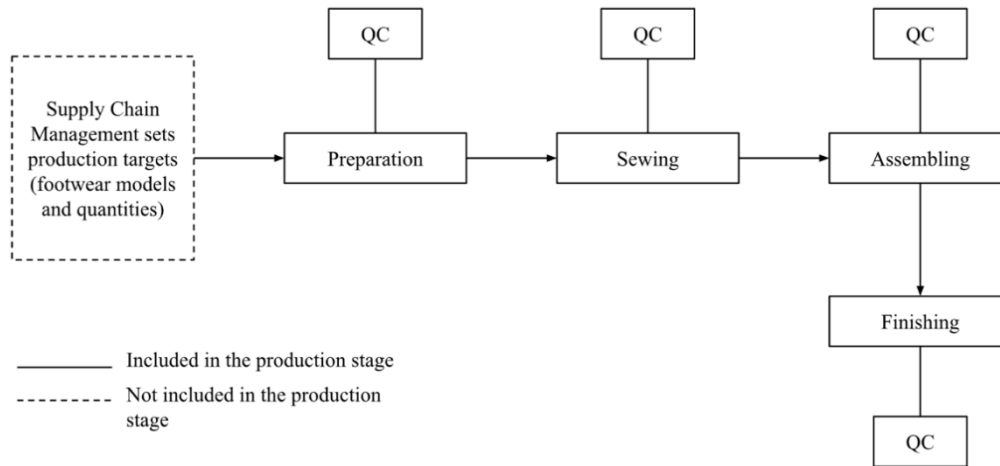


Figure 1. Production stages at PT X

Based on the results of interviews with the Chief Operating Officer (COO), General Manager (GM), and Production Manager, it was noted that during 2024 the production team had not succeeded in achieving the set production target. Several obstacles related to task division and productivity were also raised by managers and COOs. Therefore, it is interesting to examine the effectiveness of PT X's production team performance to find out what hinders team performance and what is the team's strength. That way, interventions can be implemented that are in accordance with the results of the assessment carried out.

Theoretical Framework and Literature Review

a. Theoretical Framework of Team Metrics

The present study aims to examine the effectiveness of production team performance at PT X using the team metrics approach developed by Woodcock & Francis (2008). Team effectiveness is the capacity of a team to achieve its goals and objectives. The capacity to achieve these goals and objectives leads to better team member work outcomes (e.g., team member satisfaction and willingness to stay together) as well as other outputs that can be influenced by the team (Friga, 2009; Harumi & Kadiyono, 2021). An effective team can be seen through the presence of (1) the right balance between skills, abilities and aspirations, (2) mistakes can be faced openly and there is no scape-goating, (3) the team has pride in success, (4) a high level of task achievement, (5) support and trust in personal relationships within the team, (6) openness and honesty, (7) healthy competition, (8) a feeling of happiness towards the workplace and good relationships between departments (Woodcock & Francis, 2008).

Woodcock and Francis (2008) stated that teams often face obstacles on the way to becoming effective. The main symptoms are a lackluster group and poor team performance. There are ten possible obstacles faced by groups in carrying out their tasks, namely:

1) Inappropriate Leadership

The obstacles that occur in the team come from leadership factors. Leaders who are reluctant to use a team approach or are not skilled in applying the principle will hinder efforts to build a team. Effective leaders will emphasize and demonstrate that team issues are resolved effectively.

- 2) **Unqualified Membership**
Teams must have a balance of technical skills and personal attributes that, when combined, demonstrate the capability to complete tasks effectively. If any team member lacks basic skills, the team may struggle to make a meaningful contribution.
- 3) **Unconstructive Climate**
Group members often come from diverse backgrounds and have varying personal values and expectations. A team needs a positive climate that bridges differences. The growth of commitment is an index of group maturity. Over time, with emotional closeness, team members will be more motivated to achieve common goals and personal satisfaction can be derived from such participation.
- 4) **Unclear Objectives**
In a developing team, team members understand the desired end result. Team members are more committed to goals if they were involved in setting them and have a sense of ownership. If a team does not have a clear understanding of what it wants to achieve, then members cannot contribute systematically to its success. Effective teams give each individual the space to achieve personal goals and contribute to the team's accomplishments.
- 5) **Low Standards**
Often a team does not set high standards. They do not strive to be the best. An effective team sets high standards to achieve and expands its targets. Working on a team that can achieve above average results usually gives satisfaction to its members.
- 6) **Ineffective Work Methods**
Effective teamwork methods and decision-making procedures are essential for any group. Effective teams have established work methods that are routine yet still have strong discipline.
- 7) **Insufficient Openness and Confrontation**
Lack of transparency can reduce team performance. In particular, if teams fail to conduct post-mortems on project work and routine work, learning is reduced. Some teams fail to critically and analytically review team members' performance and activities. Such teams discourage free assessment and commentary, and the climate tends to be less honest.
- 8) **Undeveloped Individual**
A capable team is a team whose members have excellent individual capacities. A team is a place for individual development, therefore a team should demand its members to develop. Developing team members usually have the best talents, are open-minded, energetic, and can express their opinions well.
- 9) **Low Innovative Capacity**
An effective team is able to generate creative ideas and make them happen, so they show innovation. Innovation requires creativity and employee skills as well as opportunities provided by the company to its employees.
- 10) **Unconstructive Inter-team**
Teams often need to relate to other groups, but the quality of the relationship or coordination is poor. Often communication between teams is unsatisfactory and there is a lack of sharing of goals between groups. Managing relationships between groups in an organization is an important element in organizational effectiveness.

b. Theoretical Framework and Literature Review of Input-Process-Output Model

The input-process-output model of team effectiveness provides a way to understand how teams perform and how to maximize their performance. Nearly every model of team effectiveness developed over the past 25 years uses some form of the input-process-output model (Cohen & Bailey, 1997; Guzzo & Shea, 1992). Inputs include the organizational context, team task, and team composition. Team processes include norms, communication, coordination, cohesiveness, and decision making (Mathieu et al., 2020). Team outputs include team productivity, innovation, and member well-being.

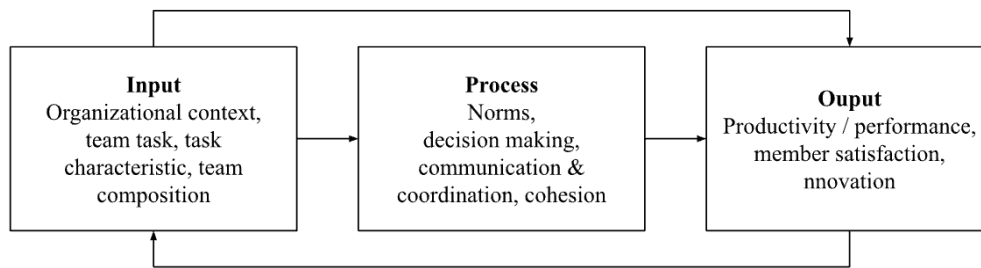


Figure 2. The Input-Process-Output of Team Effectiveness

Figure 2 shows that input affects team processes, which in turn affect team output. Based on various research studies, it is proposed that input affects team output indirectly through team processes. Research also shows that input can have a direct effect on team output. In this case, there is a direct relationship from team input to team output as well as an indirect relationship between input and team output through team processes. In addition, recent research recognizes that feedback loops are important, such as team performance can serve as input for future team processes (Mathieu et al., 2014).

Team Input

1) Organizational Context

Organizational context is the contextual things in the organization that are important or influential to team work performance, including reward systems, training systems, physical environment, managerial support, and technology. This can enhance team interaction and improve team effectiveness by providing the resources needed for continued team performance and functioning.

2) Team Task

Team tasks are based on the tasks that teams must perform. Team tasks were developed as a way to understand how work can motivate not only individuals but also teams. From a team perspective, job characteristics theory suggests that team members are motivated by tasks that require a variety of skills, provide a significant amount of autonomy, are meaningful and important, and provide performance feedback.

3) Team Composition

Team composition refers to the attributes of team members, including skills, abilities, experiences, and personal characteristics (Guzzo & Dickson, 1996). In this case, team composition becomes one of the strategies to increase individual contributions in a team in order to achieve an effective team. This aims to find someone who fits the demands of the attributes needed in the team, and who can work well in the team.

4) Team Diversity

Team diversity refers to the presence of differences or variations within a team. Researchers studying team diversity often distinguish between demographic diversity and psychological diversity. Demographic diversity refers to differences in observable attributes or demographic characteristics such as age, gender, and ethnicity. Psychological diversity refers to differences in underlying attributes such as skills, abilities, personality characteristics, attitudes, beliefs, and values. Psychological diversity can also include functional, occupational, and educational backgrounds (Valls et al., 2016).

Team Process

1) Norms

Norms can regulate a variety of behaviors and customs, including unethical behavior, dress codes, and punctuality when meetings and workdays begin and end. Norms are more likely to be enforced if they facilitate team survival, if they simplify the behaviors

expected of members, and if they clarify what distinguishes the team's identity. Norms tend to develop in several different ways, such as through explicit statements by team members, as behaviors carried over from past situations, or from patterns of behavior that first emerge within the team. Numerous studies have shown that norms have important effects on team conformity, team decision making, and team performance. In addition, research shows that norms can impact citizenship behavior in teams (Jacobson et al., 2015).

2) Communication and Coordination

Communication involves the transmission of information from one team member to another in a common language. Good communication between team members is essential in almost all teams, but it is especially important in teams whose tasks are highly interdependent and dynamic. In this regard, effective groups are able to minimize the loss of coordination that occurs when team members direct their energies in different directions or fail to synchronize their work at certain times.

3) Cohesion

Cohesion is the degree to which team members are willing to remain on the team and are committed to the team's goals. Highly cohesive teams are characterized by stability, team pride, a sense of unity and satisfaction that unites the team, strong norms, and pressures for conformity. Members of cohesive teams are highly involved in team activities, respond positively to each other, communicate well, and are more willing to manage other team members. Thus, highly cohesive teams have more power over their members than do low-cohesive teams. Cohesion is associated with successful team performance. Conflict can occur between highly cohesive teams that appear to have conflicting tasks or goals (Daft, 2021).

4) Decision Making

Team decision making occurs through defining the problem, gathering information, discussing and evaluating alternatives, and deciding collaboratively on the appropriate course of action. Research on team decision making has examined the circumstances under which teams make poor decisions. Many poor group decisions can be attributed to a phenomenon called groupthink, a specific example of group polarization, which is the tendency for groups to make decisions that are more extreme than those made by individuals. It is characterized by interpersonal pressures resulting from highly cohesive groups, illusions of invulnerability, and a lack of open discussion.

Team Output

1) Productivity / Team Performance

Productivity / team performance is an objective measure of team work results, such as sales results, units produced, or customers served. Achieving high team performance is determined by input variables and the team process itself. For example, a team consisting of members with high cognitive abilities and certain personality characteristics will determine the team's work performance.

2) Member Satisfaction

Member satisfaction is another aspect of a team's output. Some evidence suggests that the implementation of autonomy in a team has a positive effect on team member satisfaction. This positive effect is due to the results of increased participation, autonomy, and variety of tasks performed. Team processes such as communication and cohesiveness also have a positive effect on the satisfaction and well-being of each team member.

3) Innovation

The primary reason for forming a team is to increase innovation in an organization. Several studies have shown that team member diversity leads to more creative team decision making (e.g., Jackson, 1996). In addition, teams and organizations whose goals or objectives are related to innovation tend to generate more new and creative ideas and products than teams without clear innovation goals. Miron et al. (2004) found that

the highest levels of innovation resulted from creative team members and an organizational culture that supported innovation.

2. METHODS

This study uses a qualitative approach, which according to Creswell (2018) needs to begin with assumptions and use an interpretive framework to explore and understand the meaning that a number of individuals or groups of people consider to come from social or humanitarian problems. They include procedures for data collection, analysis, and writing, but they originated out of disciplines in the social sciences. The subjects in this study were selected by purposive sampling, namely based on the objectives of the study (Sugiyono, 2015) with the criteria of being permanent employees in the Production division of PT X. There were five employees who were willing to be involved in this study. Data obtained from the results of qualitative data collection in general will be processed through three stages, namely data reduction, data presentation, and drawing conclusions (Miles & Huberman, in Sugiyono, 2015).

The methods used for data collection are questionnaires, document searches, observations, and interviews. Interviews are structured based on the internal-process-output (IPO) approach. The team blockage questionnaire is used as a framework to identify obstacles that hinder team performance. The interview method is used to collect information or data needed to analyze team effectiveness. Interviews are conducted with the aim of obtaining data on individual views of the group, including views on the overall group situation, on every aspect of the internal, process, and output components. Interviews were conducted in groups, except for production manager.

The team blockage questionnaire consists of 50 statements that must be filled in by each participant according to the instructions given. The questionnaire is then scored and ranked based on the highest to lowest blockage. Woodcock and Francis (2008) suggest finding the 3 highest blockages as a basis for determining the need for group development or intervention.

This study also involves observation and document analysis. Observations were made during interviews and also when employees were working. Observations were made to obtain supporting data from the results of the team blocking questionnaire, interviews, and document analysis. The documents used in this study are as follows:

- a. Company profile of PT X
This document is used to review the vision, mission, regulations, company values, and company background.
- b. Employee KPI of production team
This document is used to review work targets and task demands that must be achieved by employees.
- c. Organizational Guideline
This document is used to review employee job descriptions.
- d. Division performance data (production targets and production performance)
This document is used to analyze the dynamics of achievement or performance of production team every month.
- e. Employee demographic data
- f. This data is used to see the composition of employees based on their demographic data.

3. RESULT AND DISCUSSION

a. Team Blockage

Assessment of the effectiveness of a team can help a company to determine its development areas. The goal is to determine the appropriate and targeted form of

intervention, so that it can improve the overall performance of the company. Table 1 shows the results of the team blockage questionnaire for the PT X production team.

Table 1. Result of Team Blockage Questionnaire

Variables	Total Score	Average Score
Inappropriate Leadership	54	10.8
Unqualified Membership	39	7.8
Unconstructive Climate	63	12.6
Unclear Objective	53.5	10.7
Low Standards	52.5	10.5
Ineffective Work Methods	50	10
Insufficient Openness and Confrontation	44	8.8
Undeveloped Individuals	44	8.8
Low Innovative Capacity	49	9.8
Unconstructive Inter-Team Relationships	51	10.2

Source: Data Processed (2024)

Based on the data above, information was obtained that there are three areas with the highest values which are areas that can hinder team performance, namely in sequence in the aspects of unstructured climate, inappropriate leadership, and unclear objectives. Participants assessed that the production team had a climate that was less conducive to mediating differences of their backgrounds and other personal characteristics. In this case, participants not only assessed the work dynamics between employees, but also with operators and helpers. The second factor that hinders team performance is related to leadership. The team blockage questionnaire did not dig deeper into the type of leadership adopted in the team, therefore the researcher examined this further through interviews. The aspect with the third highest score is unclear objective. However, this aspect only has a difference of 0.5 with the inappropriate leadership score. Participants assessed that the targets to be achieved in the team lack clarity, which can affect their commitment to achieving the target. In this case, it is important to dig deeper into the team's target achievement process through interviews. This also supports the statements of managers and COO in the initial interview, that the production team has not succeeded in achieving production targets in the first half of 2024.

b. Observation

Observations were conducted in two activities, namely during the interview and while the employees were working. Interviews were conducted three times due to differences in schedules that made it impossible for all employees to carry them out at one time. First, an interview was conducted with the Production Manager. After that, a group interview was conducted with the Production Control of brand A, Production Control of brand B, and Admin Production. After that, on a different day, an interview was conducted with the Procurement Lead. During the interview, there were two employees who were more active in answering questions asked by the assessor, namely the Production Control of brand A and Procurement Lead employees. Admin Production seemed to wait more for encouragement from his colleagues to answer the questions asked. Meanwhile, Production Control brand B played with his cell phone several times during the interview session and answered if his colleagues asked him to answer. Overall, all employees were quite cooperative and able to answer the questions asked.

Based on observations, it can be seen that at 08.00 WIB the Production division employees and operators held a morning briefing. Attendance was done using a fingerprint system. It can be seen that until 09.00 WIB there were still operators who were late to the workplace. The operators seemed open in discussing with the staff and Production Manager. In addition, the Production Manager joked with the operators several times. The staff also seemed open in communicating with each other. They seemed close and joked several times. The Production Manager and staff work in the same room, making it easier

for employees to communicate. The language used in communication is Indonesian and sometimes Sundanese.

The building of this convention area is a previous school building, so it looks like a building that has not been renovated for a long time. The company uses three rooms that are combined as a convection work area. The work area is divided into three parts, namely the preparing section, the sewing section, and finishing. There is also a storage area for materials such as glue, shoe sole materials, and others. The work area looks dirty and there are leftover materials scattered on the floor. In the area outside the workspace, there are several areas of the floor that are being repaired, so it looks less tidy.

c. Document Analysis

As shown in table 2, the production team consists of five men with a close age range. The Production Manager is the oldest team member with the longest working period with an educational background that is in line with his job. His promotion to Production Manager was only carried out in 2023, based on his five years of work at PT X. Production Control brand A and Production Control brand B have the same educational background and are in line with their jobs at PT X. However, both have different lengths of service. Based on interviews, the difference in length of service between the two Production Controls does not affect the cooperation process, in fact they feel they can work well together. Admin Production and Procurement Lead are new employees at PT X, recruited during the restructuring period in 2023. With educational backgrounds that are in line with their current positions, they are both still adapting to the work system in the PT X production team.

Table 2. Demographic data of the participants

No	Position	Gender	Age	Tenure	Education
1	Production Manager	Male	39	6 years 3 months	Technical Mechanic Vocational High School
2	Production Control brand A	Male	28	1 year 4 months	Bachelor of Informatics Engineering
3	Production Control brand B	Male	30	4 years 5 months	Bachelor of Informatics Engineering
4	Admin Production	Male	29	5 months	Informatics Management Diploma
5	Procurement Lead	Male	29	5 months	Business Logistic Diploma

Source: PT X Employee Demographic Data (2024)

Tables 3 and 4 show the results of the production team's performance in achieving production targets. Table 3 explains the request from the Supply Chain Management division regarding the amount of production output and production actualization achieved by the team. Table 4 explains the aspects of the team's performance assessment in the 1st and 2nd quarters of 2024.

Table 3. Production target

Month	Production Output Target	Actualization	Number of products that passed QC
January	3.157	2.741	2.571
February	2.221	1.927	2.086
March	2.036	1.752	1.531
April	1.062	798	1.382
May	1.909	1.639	1.930
June	1.416	1.290	1.858

Source: Data Processed (2024)

Table 4. Production team performance report on Q1 and Q2 2024

Target Aspect	Target	Achievement in 1 st Quarter 2024	Achievement in 2 nd Quarter 2024
Production Capacity	2.500	N/A*	1.930
Production Schedule Compliance Level	85%	96,25%	85,05%
Product Quality Level	85%	83,84%	86,80%
Average Production Time Level	10 working days	14,7	9,7
Production Capacity Utilization Rate	88%	88%	66,35%
Reproduction Level	<2%	1,75%	0,21%

Source: PT X Production Report Q1 and Q2 (2024)

It should be noted that the number of products that passed the QC stage also includes products made by other production vendors. PT X collaborates with five other vendors to assist in the production process. That is why, there are several data that show the number of products recorded as passing the QC stage is greater than the number recorded in the actualization column. The production team has not achieved the target. This is because the division is still adapting to the new work system. In addition, this also occurs because there are often changes in shoe models and the number of shoes that must be produced in the middle of the month. Therefore, assertiveness is needed from the team leader in setting demand limits so that work is more focused on the targets set at the beginning of each month. This data is in line with the results of the team blockage questionnaire regarding unclear objectives which are one of the obstacles in the production team.

Based on the results of the division's performance assessment, it can be seen that the production team has succeeded in consistently exceeding the standards set in Q1 and Q2 in terms of the level of production schedule compliance and the reproduction level. In terms of product quality, the production division has not succeeded in achieving the standard in Q1, but has succeeded in exceeding the standard in Q2. In terms of the average production time level, the Production Division exceeded the limit set in Q1, but there was an increase in Q2. Furthermore, in terms of the level of production capacity utilization, the production team succeeded in exceeding the standards set in Q1, but there was a fairly drastic decline in Q2.

d. Interview

Based on the interview results, it can be said that the production team of PT X has several areas of development in terms of input, process, and output analysis. The following is the explanation.

Table 5. Internal-Process-Output Analysis

	Variables	Score	Conclusion
Input	Organizational Context	+/-	Has several areas of development
	Team Task	+/-	
	Team Composition	+/-	
	Team Diversity	+/-	
Process	Norms	+/-	Has several areas of development
	Communication & Coordination	+/-	
	Cohesion	+	
	Decision Making	+/-	
Output	Productivity	+/-	Has several areas of development
	Member Satisfaction	+/-	
	Innovation	+	

Source: Data Processed (2024)

Based on the assessment results using the Internal-Process-Output (IPO) method, it shows that there are things that are effective and things that still need to be improved in the production team of X. The data shows that in the input component, especially in the organizational context aspect, there are notes related to the availability of training and other support from management or company. Employees are still relatively rare in getting training and management (including the Production Manager) has not implemented a training needs analysis for employees. Behind that, employees also do not know the policy from management to encourage employees to take training or courses from external vendors. Furthermore, on the team task aspect, the Production Manager has not been effective in his managerial work such as decision making, directing his subordinates, and giving clear instructions. One of the Production Control staff does more problem solving and makes decisions on his own without coordinating it with the Production Manager. The Procurement Lead, who is a new employee, also feels that he does not get clear direction regarding the reporting system and division of tasks within the team.

In the Process component, the main note is on the decision making aspect, as were discussed previously, Production Control staff makes more decisions related to daily work. This is also seen when the Supply Chain Management division likes to change production output in the middle of the production process. That way, decisions must be taken by the Production Manager as the team leader. Furthermore, team members are also hampered in implementing coordination due to the unclear responsibilities of each member.

In the Output component, there are notes on the productivity aspect which is the core work of the team and even the company. With low productivity in the Production team, the organization will have difficulty managing product sales to the market share. During the two quarters of 2024, the team has not succeeded in achieving the production output target set by SCM. Overall, the team has also not succeeded in achieving the production capacity target, which is 2.500 pairs of footwear each month. Furthermore, there are four of the six aspects of the team's performance assessment that have not been fully successful and have even decreased in achieving the assessment standards set during these two quarters. Of course, this affects the performance of other team and the organization as a whole system. These things are considered quite disturbing and division members hope to be able to improve this and show changes for the better.

4. CONCLUSION

The purpose of this study is to evaluate how well the PT X production team performed. As revealed by the team blockage questionnaire, the three biggest challenges facing the PT X production team are as follows: (1) unclear objectives, which explains the unclear direction of work and team targets; (2) inappropriate leadership, which explains the lack of effective leadership in the team to manage team performance; and (3) unconstructive objectives related to the work climate in the team that does not encourage team members to achieve team targets and increase the satisfaction of each member in participating in the team. The internal-process-output method interview results revealed that roles and responsibilities within the team were not clearly defined. Members were unable to clearly get information from management regarding policies as a result. Furthermore, ambiguous instructions hindered the accomplishment of the targets. The team's current state, which is still getting used to the new work system—line production—also encouraged this result. The results of the assessment are further supported by documentation pertaining to the team's performance evaluation.

In summary, leadership plays a crucial role in a production team since it impacts the team's productivity and clarity of purpose in working together. As a further step, PT X can utilize the study's findings as a guide to choose the best intervention program based on the challenges the team faces, namely those pertaining to leadership and the team's work process. Interventions that can be used to improve team effectiveness is process

consultations, which are one type of intervention from the human process intervention approach that aims to improve human resources in the organization and the processes that occur in the organization in order to achieve organizational goals.

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