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The Effect of Team Collaboration and Adaptability on Employee Performance at the BPSDM of the Ministry of Home Affairs

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Abstract: This study aims to determine the effect of team collaboration and adaptability on employee performance at the Human Resources Development Agency (BPSDM) of the Ministry of Home Affairs of the Republic of Indonesia. The method used in this study is a quantitative method with a multiple linear regression approach. Data were collected through questionnaires and analyzed using SPSS software version 25. The results of the analysis showed that there were no multicollinearity and heteroscedasticity problems in the regression model used. Partially, the team collaboration variable has a positive and significant effect on employee performance with a significance value of 0.053 and a t-count value of 1.960. The adaptability variable also has a positive and significant effect with a significance value of 0.000 and a t-count value of 7.410. Simultaneously, team collaboration and adaptability have a significant effect on employee performance with a calculated F value of 155.423 and a significance of 0.000. The coefficient of determination (R^2) value of 0.791 indicates that 79.1% of the variation in employee performance can be explained by these two variables. These findings reinforce the importance of team collaboration and adaptability in improving employee performance in government agency environments. Therefore, organizations are advised to strengthen teamwork culture and develop employee adaptive capabilities in order to achieve organizational goals optimally.

Keywords: Team Collaboration, Adaptability, Employee Performance, BPSDM, Multiple Linear Regression.

INTRODUCTION

In the era of globalization and rapid technological advancement, organizations are required to be able to adapt quickly to changes. The Human Resource Development Agency (BPSDM) of the Ministry of Home Affairs (KEMENDAGRI) plays an important role in the development of human resource quality in Indonesia. In this context, collaboration among employees becomes a key factor that contributes to the improvement of organizational performance. Katzenbach and Smith (1993) emphasize that effective collaboration produces synergy among team members, which in turn increases productivity and innovation. Therefore,

understanding how collaboration affects employee performance at BPSDM KEMENDAGRI is essential.

In addition to collaboration, adaptability is also a crucial factor in employee performance. In a dynamic work environment, the ability to adapt quickly greatly determines individual and organizational success. Pulakos et al. (2000) state that employees with high adaptability are better able to face challenges and changes, thereby maintaining optimal performance. BPSDM KEMENDAGRI, which often experiences policy and procedural changes, heavily depends on the ability of its employees to adapt.

The combination of collaboration and adaptability creates an ideal work environment in which employees feel supported and motivated to contribute at their best. Hackman and Oldham (1976) stress that a work environment supporting both aspects significantly enhances job satisfaction and employee performance. However, the implementation of effective collaboration and adaptability still faces various obstacles. According to Tuckman (1965), the formation of effective teams is often hampered by poor communication and a lack of clear goals, which causes employees to feel isolated and less motivated to collaborate, thus reducing performance.

Additionally, resistance to change is also a major obstacle. Kotter (1996) mentions that poorly managed change causes uncertainty and anxiety, thereby hindering employee adaptability. At BPSDM KEMENDAGRI, employees may feel pressured due to new policies or technologies being implemented, making them reluctant to collaborate and innovate. This condition highlights that challenges in managing change must be addressed to ensure collaboration and adaptability can function optimally.

Another factor influencing collaboration and adaptability is training and skill development. Noe (2010) states that effective training can improve employees' ability to work together and adapt to changes. At BPSDM KEMENDAGRI, lack of training can result in employees feeling less confident to contribute in teams or face new situations. Therefore, it is important to evaluate and enhance existing training programs.

The employee performance assessment at BPSDM KEMENDAGRI consists of two main aspects: work behavior and employee performance targets. Work behavior includes service orientation, commitment, discipline, and teamwork, contributing 30% to the total score. Meanwhile, performance targets are assessed based on the quality of work output, quantity of work output, timeliness, and cost efficiency, contributing 70% to the total evaluation. Based on data from 2023 to 2024, employee performance target scores increased from 74.10 to 76.65, while work behavior scores rose from 31.75 to 32.85. Overall performance also increased from 105.86 to 109.5, indicating improved employee performance at BPSDM KEMENDAGRI.

Data from the National Civil Service Agency (2023) shows that around 40% of public sector employees experience difficulties in collaborating, negatively impacting organizational productivity and performance. Furthermore, a survey by the Ministry of Administrative and Bureaucratic Reform (PANRB) in 2022 revealed that only 55% of employees felt ready to face policy and technological changes, indicating that low adaptability contributes to decreased performance due to stress and confusion among employees.

Managerial support also plays a crucial role in enhancing collaboration and adaptability. Yukl (2013) points out that managerial support fosters a collaborative and adaptive work environment. If managers fail to provide adequate guidance and support, employee motivation to collaborate and adapt may decline, thus impacting performance. In addition, external factors such as government policies and economic conditions also influence employee motivation and performance (World Bank, 2023), as economic uncertainty and policy changes can disrupt employee focus.

Team collaboration and individual adaptability are prerequisites for successful task execution at BPSDM KEMENDAGRI. A holistic approach—from intensive training to

cultural changes that promote flexibility and teamwork—is needed for the agency to improve efficiency, innovation, and customer satisfaction. Research by Deloitte (2021) found that 90% of modern organizations consider collaboration and adaptability as core skills to face dynamic work environments. McKinsey & Company (2022) also showed that organizations that incorporate these two aspects into daily work practices demonstrate higher productivity.

In several previous studies, adaptability has been shown to significantly influence employee performance, especially in facing uncertainty (Smith et al., 2020). Anderson and Adams (2021) emphasize that employees with high adaptability levels are better able to adjust to organizational structural changes, resulting in more optimal performance (Abidin, 2024).

BPSDM KEMENDAGRI is tasked with developing human resource quality within the Ministry of Home Affairs and regional governments, with responsibilities including technical policy-making, competency standard-setting, and the implementation of training and competency testing. The agency's performance fluctuates due to various factors, including employee collaboration and adaptability. Collaboration has been proven to increase productivity, innovation, and job satisfaction (Smith & Jones, 2020; Doe et al., 2019), while adaptability plays an important role in facing challenges and changes flexibly (Lee & White, 2018; Taylor et al., 2020).

Nonetheless, a research gap exists, particularly in the context of Indonesia's public sector. Previous studies have mostly focused on the private sector or multinational organizations without examining collaboration and adaptability simultaneously (Smith & Lee, 2016; Brown et al., 2017; Garcia & Patel, 2018). Furthermore, the relationship between these factors and digital transformation in the public sector, such as at BPSDM KEMENDAGRI, remains underexplored (Zhang et al., 2019), while Wilson's (2015) study highlights the limited empirical data linking these variables to specific performance indicators in the public sector.

Based on the above background, this research aims to: (1) Determine the effect of team collaboration on employee performance at BPSDM KEMENDAGRI. (2) Identify the influence of adaptability on performance at BPSDM KEMENDAGRI.

Conceptual Framework and Hypotheses

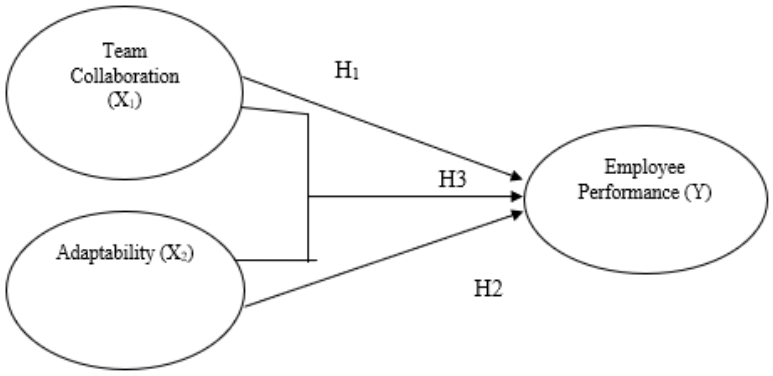


Figure 1. Conceptual Framework

The hypotheses that can be tested in this study are as follows:

H1: Team collaboration has a positive effect on employee performance.

H2: Adaptability has a positive effect on employee performance.

H3: Team collaboration and adaptability simultaneously have a positive effect on employee performance.

METHODS

This study uses an explanatory survey design with a quantitative approach to explain the causal relationship between team collaboration, adaptability, and employee performance. Data was collected using questionnaires distributed to employees at BPSDM KEMENDAGRI over the course of one month, from February to March 2025. The study population includes all employees at the institution, with a purposive sample of 68 respondents selected based on the Lameshow formula with a 90% confidence level and a 10% margin of error.

The questionnaire consists of closed-ended questions using a five-point Likert scale, developed based on operational indicators of the variables to measure team collaboration, adaptability, and employee performance. The collected data is analyzed using multiple linear regression to determine the influence of team collaboration and adaptability on employee performance. The regression model used is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where Y is employee performance, X_1 is team collaboration, X_2 is adaptability, and e is the error term.

Before conducting the regression analysis, classical assumption tests were performed to ensure the validity of the model. A normality test was conducted to verify that the residuals are normally distributed, ensuring accurate regression results. Multicollinearity testing was used to detect high correlations between independent variables that could compromise model stability, assessed through the Variance Inflation Factor (VIF). Heteroscedasticity testing was conducted to examine the consistency of the error term's variance, ensuring efficient regression estimates, using the Breusch-Pagan or Glejser test, or residual plot analysis.

Once the assumptions were met, multiple linear regression analysis was carried out to estimate the influence of the independent variables on the dependent variable. Hypothesis testing included the t-test to assess the partial significance of each independent variable based on the p-value, and the F-test to examine the simultaneous effect of the independent variables on the dependent variable by comparing the calculated F-value to the critical F-table value at a 5% significance level. If the calculated F-value is greater than the F-table value, then the combined effect of the independent variables is considered significant.

RESULTS AND DISCUSSION

Data Analysis Results

Respondent Characteristics Analysis

This study collected primary data through a questionnaire that describes respondent characteristics based on gender, age, education level, and length of service.

In terms of gender, female respondents were more dominant than male respondents, with 47 individuals or 55.3%, while male respondents accounted for 38 individuals or 44.7%, out of a total of 85 respondents.

Based on age, there were no respondents under the age of 20 or in the 41–50 year range. Respondents were divided into two main groups: those aged 21–30 years, totaling 31 individuals or 36.5%, and those aged 31–40 years, who made up the majority with 54 individuals or 63.5%.

In terms of educational background, the majority of respondents held a bachelor's degree (S1), totaling 70 individuals or 82.4%. Respondents with a high school education or equivalent numbered 3 individuals (3.5%), those with a diploma were 10 individuals (11.8%), and only 2 individuals (2.4%) held a master's degree (S2). No respondents had a doctoral degree (S3).

As for length of service, the majority of respondents had worked for 5 to 10 years, totaling 50 individuals or 58.8%. Respondents with 1–5 years of experience numbered 18 individuals (21.2%), those who had worked for more than 10 years totaled 16 individuals (18.8%), and only 1 individual (1.2%) had worked for less than 1 year.

Overall, the data shows that the majority of respondents were women aged 31–40 years, with a bachelor's degree (S1), and had been working for 5 to 10 years.

Instrument Testing

Validity Test

Table 1. Validity Test of Team Collaboration Instrument (X1)

Statement Item	r count value	r Value Table	Information
Instrument 1	0,379	0,213	Valid
Instrument 2	0,543	0,213	Valid
Instrumental 3	0,743	0,213	Valid
Instrument 4	0,670	0,213	Valid
Instrument 5	0,549	0,213	Valid
Instrument 6	0,655	0,213	Valid
Instrument 7	0,753	0,213	Valid
Instrument 8	0,526	0,213	Valid
Instrument 9	0,554	0,213	Valid
Instrument 10	0,607	0,213	Valid
Instrument 11	0,650	0,213	Valid
Instrument 12	0,698	0,213	Valid

Source: SPSS Data Processing Results

Seeing the results of table 1 by comparing r count with r table of 0.213, the results obtained are that all team collaboration statements are valid because all r count items are greater than r table.

Table 2. Adaptability Instrument Validity Test (X_2)

Statement Item	r count value	r Value Table	Information
Instrument 1	0,546	0,213	Valid
Instrument 2	0,626	0,213	Valid
Instrumental 3	0,568	0,213	Valid
Instrument 4	0,664	0,213	Valid
Instrument 5	0,638	0,213	Valid
Instrument 6	0,489	0,213	Valid
Instrument 7	0,650	0,213	Valid
Instrument 8	0,599	0,213	Valid

Source: SPSS Data Processing Results

Seeing the results of table 2 by comparing r count with r table of 0.213, the results obtained are that all team collaboration statements are valid because all r count items are greater than r table.

Table 3. Validity Test of Employee Performance Instrument (Y)

Statement Items	r count value	r Value Table	Information
Instruments 1	0,612	0,213	Valid
Instruments 2	0,571	0,213	Valid
Instruments 3	0,448	0,213	Valid

Instruments 4	0,591	0,213	Valid
Instruments 5	0,604	0,213	Valid
Instruments 6	0,527	0,213	Valid
Instruments 7	0,520	0,213	Valid
Instruments 8	0,556	0,213	Valid
Instruments 9	0,536	0,213	Valid
Instruments 10	0,694	0,213	Valid

Source: SPSS Data Processing Results

Looking at the results of table 3 by comparing r count with r table of 0.213, the results obtained are that all team collaboration statements are valid because all r count items are greater than r_{table}.

Reliability Test

Table 4. Reliability Test Results

Variables	*Cronbach's Alpha*	Limitation	Information
Team Collaboration	0,850	0,600	Reliabel
Adaptability	0,735	0,600	Reliabel
Employee Performance	0,765	0,600	Reliabel

Source: SPSS Data Processing Results

Based on the results of table 4, it shows that each independent and dependent variable is declared reliable because it has a Cronbach's Alpha value of more than 0.600, which means that the results can be accepted with a good value.

Classical Assumption Test

Normality Test

The data normality test is carried out using the standardized residual histogram and the standardized residual p-plot. If the histogram is normally distributed, the data obtained is declared normal, while if the p-plot forms a diagonal line, the data obtained is declared normal. The normality test can be seen as follows:

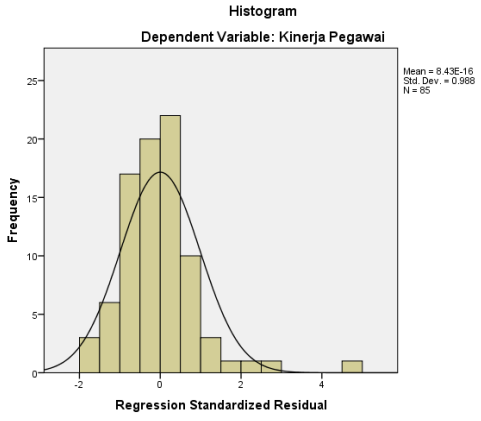


Figure 2. Normality Test Results

Source: SPSS Data Processing Results

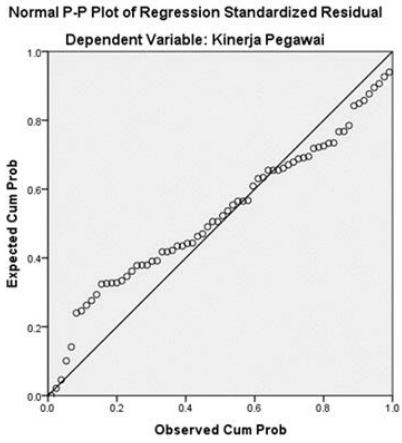


Figure 3. Results of Normality Test
Source: SPSS Data Processing Results

Heteroscedasticity Test

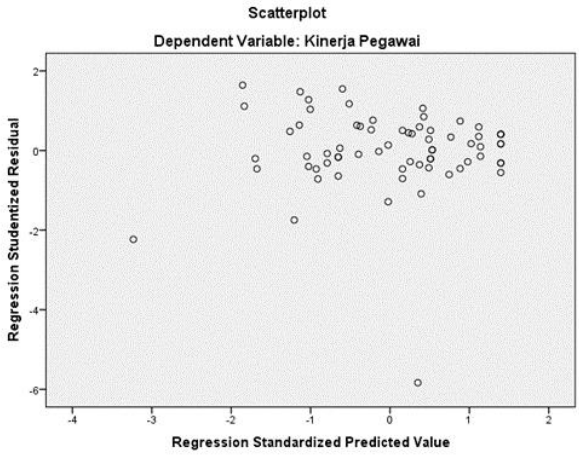


Figure 4. Heteroscedasticity Test Results
Source: SPSS Data Processing Results

Based on Figure 4, the results of the heteroscedasticity test using scatterplot can be seen that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity in the regression model.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficients[a]			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Team Collaboration	.814	1.229
	Adaptability	.814	1.229
a. Dependent Variable: Employee Performance			

Source: SPSS Data Processing Results

Based on table 5 above, it shows that the tolerance value on the Team Collaboration and Adaptability variables is 0.814 more than 0.10 while the VIF value on the Team Collaboration and Adaptability variables is 1.229 less than 10. This shows that there is no perfect or near-

perfect linear relationship in the two variables. So that the regression model in this study did not find multicollinearity problems and has met the requirements of a good regression model.

Analysis Method
Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.051	2.010		4.504	.000
	Kolaborasi Tim	.131	.067	.191	1.960	.053
	Adaptibilitas	.807	.109	.721	7.410	.000

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results

From table 6 above, the multiple linear regression equation can be compiled as follows:

$$Y= 9{,}051 + 0{,}131X_1 + 0{,}807X_2 + e$$

1. **α = 9.051** This means that if the values of **X** (Team Collaboration and Adaptability) are 0 — in other words, if there is no team collaboration and no adaptability — the employee performance score (**Y**) would be **9.051 points**.
2. **β_1 = 0.131** This indicates that the regression coefficient for the **Team Collaboration** variable has a **positive direction**. For every 1-point increase in **X_1** (Team Collaboration), the value of **Y** (Employee Performance) increases by **0.131 points**.
3. **β_2 = 0.807** This shows that the regression coefficient for the **Adaptability** variable also has a **positive direction**. For every 1-point increase in **X_2** (Adaptability), the value of **Y** (Employee Performance) increases by **0.807 points**.

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.890[a]	.791	.786	1.540	1.790

a. Predictors: (Constant), Adaptability, Team Collaboration

b. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results

Based on the results of table 7, it can be seen that the coefficient of determination (R^2) is 0.791 or 79.1%. This indicates that the magnitude of the influence of Team Collaboration and Adaptability on Employee Performance is 79.1%, while the remaining 20.9% is determined by other variables not included in this study, such as Work Discipline and Competence and other variables.

Hypothesis Testing
Partial Test (t-Test)

Table 8. t-Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.051	2.010		4.504	.000

	Team Collaboration	.131	.067	.191	1.960	.053
	Adaptability	.807	.109	.721	7.410	.000

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results

1. **The Effect of Team Collaboration on Employee Performance at BPSDM Ministry of Home Affairs of the Republic of Indonesia**

   Based on the calculation results, the t-value (t_count) is greater than the critical t-value (t_table), with **1.960 > 1.663**. Additionally, the significance value (sig.) is **0.000**, which is less than 0.05 (**0.000 < 0.05**). Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, meaning that **Team Collaboration (X_1) has a positive and significant effect on Employee Performance** at BPSDM Ministry of Home Affairs of the Republic of Indonesia.

2. **The Effect of Adaptability on Employee Performance at BPSDM Ministry of Home Affairs of the Republic of Indonesia**

   The calculation results show that the t-value (t_count) is greater than the critical t-value (t_table), with **7.410 > 1.663**. Furthermore, the significance value is **0.000**, which is less than 0.05 (**0.000 < 0.05**). Thus, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating that **Adaptability (X_2) has a positive and significant effect on Employee Performance** at BPSDM Ministry of Home Affairs of the Republic of Indonesia.

Simultaneous Test (F-Test)

Table 9. Results of F-Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	736.995	2	368.498	155.423	.000[b]
	Residual	194.416	82	2.371		
	Total	931.412	84			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Adaptability, Team Collaboration

Source: SPSS Data Processing Results

F-Test Results

Based on the F-test results above, it is known that the calculated F value (Fhitung) is 155.423, which is greater than the critical F value (Ftabel) of 3.11. Additionally, the significance value (sig.) is less than 0.05 (0.000 < 0.05). Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted, meaning that Team Collaboration and Adaptability simultaneously have a positive and significant effect on Employee Performance at BPSDM Ministry of Home Affairs of the Republic of Indonesia.

Discussion

The Effect of Team Collaboration on Employee Performance

Based on the analysis conducted, it can be concluded that the variable Team Collaboration has a positive and significant effect on Employee Performance at the Human Resources Development Agency of the Ministry of Home Affairs. This indicates that the better the collaboration among team members, the higher the employee performance will be.

This finding confirms that the level of teamwork collaboration is a crucial factor in driving employee performance improvement in the Human Resources Development Agency at the Ministry of Home Affairs. Effective collaboration enables employees to support each other,

share information, and work synergistically so that organizational goals can be achieved more optimally.

This result aligns with the study by Puspita et al. (2023) and earlier research titled *"The Effect of Work Motivation and Team Cooperation on Employee Performance"* and *"The Effect of Human Relations, Team Cooperation, and Communication on Employee Performance (Case Study at PT Liebra Permana)"*, which stated that the teamwork variable has a positive and significant impact on employee performance. These studies strengthen the argument that team collaboration is an important factor in increasing employee productivity and work quality.

Moreover, employee adaptability is also an equally important supporting factor in enhancing performance. Employees' ability to adjust to changes in the work environment and dynamic task demands will strengthen the effectiveness of team collaboration, ultimately positively impacting overall performance.

The Effect of Adaptability on Employee Performance

The analysis results indicate that the variable Adaptability has a positive and significant effect on Employee Performance at the Human Resources Development Agency of the Ministry of Home Affairs. This shows that the better employees' ability to adapt to changes and challenges in the work environment, the higher their performance will be. Conversely, low adaptability tends to decrease employee performance.

This finding emphasizes that good adaptability is essential for driving employee performance improvement within the Human Resources Development Agency at the Ministry of Home Affairs. Employees who can adjust to changing situations, technology, and job demands are more effective in performing their duties, thus contributing positively to organizational goals.

This result aligns with the study by Lee et al. (2023) titled *"Organisational adaptability: The mediating role of leadership in strategy and technology,"* which stated that organizational adaptability is influenced by strategy, technology, and complexity, with leadership as the main mediator. Organizational adaptability positively increases performance. This study reinforces the argument that adaptability is a key factor in enhancing employee productivity and work quality.

The Effect of Team Collaboration and Adaptability on Employee Performance

Based on the analysis, it can be concluded that Team Collaboration and Adaptability simultaneously have a positive and significant effect on Employee Performance at the Human Resources Development Agency of the Ministry of Home Affairs. This indicates that the better the applied Team Collaboration and Adaptability given to employees, the higher their performance will be. Conversely, poor Team Collaboration and Adaptability tend to decrease employee performance.

This finding confirms that effective Team Collaboration and an adequate Adaptability system are essential to drive employee performance improvement at the Human Resources Development Agency of the Ministry of Home Affairs. Good teamwork can motivate, guide, and direct employees in carrying out their tasks, while fair and appropriate adaptability can increase job satisfaction and employee loyalty.

This result is in line with the research by Veronika Tamaya, Imanuel Wellem, and Maria Modesta Missi Mone (2023) titled *"The Effect of Team Cooperation and Work Ability on Employee Performance at the Community Empowerment and Village Agency of Sikka Regency,"* which emphasized that teamwork and work ability together play a very important role in improving employee performance. These findings strengthen the argument that these two variables are complementary factors in increasing employee productivity and work quality.

CONCLUSION

This study aims to determine the effect of team collaboration and adaptability on employee performance at the BPSDM of the Ministry of Home Affairs. Based on the results of the analysis and discussion that have been presented in the previous chapter, it can be concluded as follows.

Team Collaboration has a positive and significant effect on Employee Performance at the BPSDM of the Ministry of Home Affairs. This shows that good cooperation between team members is very important in creating a harmonious work atmosphere and supporting the achievement of organizational goals. Effective collaboration strengthens relationships between employees so that it can increase their productivity and quality of performance.

Adaptability has a positive and significant effect on Employee Performance at the BPSDM of the Ministry of Home Affairs. The ability of employees to adapt to changes in the work environment and task demands plays a major role in improving performance. Adaptive employees are able to face challenges and changes better, so that their work results are more optimal.

Team Collaboration and Adaptability together have a positive and significant effect on Employee Performance at the BPSDM of the Ministry of Home Affairs. The synergy between team collaboration and adaptability creates a dynamic work environment that is responsive to change. The combination of these two factors is key to improving work standards and the effectiveness of task implementation, so that employee performance can continue to increase in accordance with organizational targets.

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