

THE EFFECTIVENESS OF CAPACITY BUILDING TRAINING ON IMPROVING TEAMWORK IN KULONPROGO INDONESIA

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Abstract: *This research aims to improve teamwork through capacity building training for the youth of Pagerharjo Kulonprogo Village. The background of this research is based on the phenomenon in the field, the youth do not have good cooperation concepts and skills. Therefore, capacity building training is needed to improve cooperation. The training was aimed at BUMDes Pagerharjo youth who were taken with purposive sampling. The research approach used a research and development design with 4D techniques, namely define, design, develop, and disseminate. The research instrument used the Capacity Development Scale. The results showed $0.000 < 0.05$ there was a significant change in the improvement of teamwork in Pagerharjo youth between before and after being given Capacity Building Training both in terms of knowledge and cooperation skills. The output achieved is intellectual property rights and articles in published journals.*

Keywords: capacity building, teamwork, youth

1. Introduction

Kulonprogo, especially the Pagerharjo area, Samigaluh village, is an area that has natural resource potential in the form of coffee, tubers and other garden products. The natural potential that is the flagship of this region requires creative and innovative human resources in supporting the Kulonprogo government's "Bela-Beli" program. The "Bela-Beli" program is the government's idea to select local products of the Kulonprogo Region which aims to improve the welfare of the surrounding community.

Creative efforts have been carried out by several Pagerharjo residents such as the creative initiatives of youth, MSMEs and KWT in the Pagerharjo area which are guided by the local village government and Bumdesa Binangun Raharjo such as conserving natural resources by planting 24,000 coffee stems in Pagerharjo, building a joint restaurant on village land, producing natural resource products and so on. The management of this creative business, based on the results of observations and interviews with creative business actors, still found problems in developing the self-capacity of youth, members of MSMEs and KWT in the Pagerharjo area. Problems experienced by youth, members of MSMEs and KWT are challenges that must be faced. Prolonged challenges certainly cause losses either physically or psychologically.

The problems experienced by youth, members of MSMEs and Kelompok Wanita Tani (KWT) are quite complex, from individualism, apathy, low sense of community, lack of cooperation with each other and many more. According to UNDP, capacity building can improve teamwork because capacity building is a process experienced by individuals, groups, organizations, institutions, and communities to be able to carry out essential functions, solve problems, set and achieve goals, understand and be able to handle their personal development needs in a broad and sustainable environment. Therefore, capacity building training for youth, members of SMEs and KWT is needed.

Capacity building can be defined as a process or activity that increases the ability of a person or entity to "carry out objectives" (Brown, 2001). Capacity building is something that must be done by an organization or in order to face the dynamic changes of the times. In facing the challenges of each change requires capacity building in the form of increased competence of individuals and groups.

Teamwork is a necessity in realizing work success. Teamwork will become a driving force that has energy and synergy for individuals who are members of the teamwork. Without good cooperation, brilliant ideas will not emerge. As stated by Bachtiar (2004) that cooperation is the synergy of the strength of several people in achieving a desired goal. Collaboration will unite the power of ideas that will lead to success.

Teamwork is very important in a team or organization, therefore in a team or organization must have a good teamwork relationship so that goals can be achieved, some of the benefits of teamwork include, working more effectively, if the working relationship is good and cooperation in a group is also compact then this can speed up and facilitate a job, get more ideas, with teamwork each member can share ideas and exchange ideas, and rely on each other, with teamwork each member will help each other and rely on each other so that the burden carried by each individual will be lighter.

In a company, employees usually join groups or divisions formed by the company so that work can be done effectively and efficiently. Together with colleagues in the group, it is expected that they can help each other and cooperate with one another. Good cooperation is needed so that the work becomes lighter and gets good results. Pramuji (1985) says that cooperation essentially conditions the existence of two or more parties who interact dynamically to achieve common goals.

Teamwork is a group of people working together to achieve the same goal (Tenner and Detero, 1992: 183). People at all levels of the organization are a very important factor of an organization and their full involvement will enable their abilities to be used for the benefit of the organization (Gaspersz in Hastuti: 2009). Thus, everyone in the company's organizational structure with certain goals requires good teamwork to achieve that goal.

Evidence shows that teams usually perform better than individuals when the tasks performed require a great deal of skill, opinion, and experience. Teams have the ability to quickly assemble, deploy, reassemble, and disband. For example, roughly 80% of Fortune 500 companies currently place half or more of their employees on teams. 68% of small manufacturers in the US also employ teams in various areas of their production (Robbins, 2007: 404). It can be concluded, effective teamwork has a significant role for the company to achieve its goals.

With this capacity building training can be used as a way to improve teamwork in an organization. In the book *55 games in counseling* (Suwarjo, Eliasa, 2011) explains that teamwork is a situation where a group of people work to achieve the same goal. The work done together will achieve maximum results rather than working individually. According to Peter Honey (in Paterson, 2010) there are several reasons why teamwork is so important. The

importance of cooperation in groups is that individuals become able to learn quickly. According to Peter Honey, teams can respond quickly can be developed to handle single problems and can solve problems with other groups.

Based on the explanation of teamwork from the various theories above, it can also be concluded that teamwork is the ability of individuals to work together well to achieve common goals in a team that trusts and supports each other and is responsible for the tasks that have been given. Employees in an organization are very important, low teamwork is one of the things that causes a person to easily neglect work such as not trusting each other and supporting a lack of knowledge or skills, throwing responsibility and interdependence. Even though from the perspective of the organization itself, teamwork is very dependent on its members. If those who do this are qualified members and are considered to be able to bring good to the organization, of course this condition will bring its own losses to the organization. The conditions above are in line with the explanation from Lasahido (2007) that teamwork is a means of combining various talents and can provide solutions innovative an established approach. In addition, the variety of skills and knowledge possessed by members can provide a greater advantage over working alone. The range of skills and knowledge possessed by members and the self-control shown by each team makes it possible to be assigned a task and responsibility.

Teamwork will increase with Capacity Building Training. This statement in line with Daniel Rickett (Hardjanto,2006, h.67) capacity building is the ultimate goal of capacity building is to enable the organization to grow stronger in achieving its purpose and mission.

Capacity building as strengthening. Capacity building as redesign are dramatically different strategies calling for entirely different skills and knowledge. STA allows one to know precisely what the focus of the strategies in capacity building should be to avoid applying the wrong type of interventions to a system. Strengthening oscillating systems, as is far too often the case in capacity-building efforts, merely ensures that the process of change will be temporary and not sustained over time. The converse is of course also true: redesigning advancing systems risks the implantation of dynamics and structures that will actually work against the change in progress. Capacity, the opportunity to try change, is stymied, blocked, and resisted, with the result that people "can't do change". This is, perhaps, one of the greatest challenges facing efforts at capacity building and must be addressed in any effort to build capacity.

Again, in far too many capacity building initiatives, the assumption is that knowledge and skills, acquired and mastered through training, will transfer automatically to a variety of contexts. The context of application, in this mode of thinking, is seen to be benign, when in fact the context will shape and structure application. In knowing how, the challenge is to find the fit between knowledge and skills and the context in which they are to be applied. In this search for a fit, it is almost axiomatic that the knowledge and skills acquired will be re-sculpted somewhat. This is what actionable learning means: in the process of acting on learning knowledge is transformed.

Capacity Building Training is developed as a curative and preventive effort in self and group development and improving teamwork. This capacity building training is a series of activities that make multi-level changes for individuals or groups. With this capacity building, it is hoped that youth, members of MSMEs and KWT can improve good teamwork in order to run the Kulonprogo Government's "Bela-Beli" program, so that they can process the potential of natural resources owned by the Kulonprogo Region, especially the Pagerharjo area, Samigaluh, Kulonprogo, Indonesia.

2. Methods

The research and development method (Research and Development) is a research method used to produce certain products and test the effectiveness of these products (Sugiyono, 2012: 407). The model used is the 4-D development model. The 4-D (Four D) development model is a learning device development model. This model was developed by S. Thiagarajan, Dorothy S. Semmel, and Melvyn I. Semmel (1974: 5). The 4D development model consists of 4 main stages, namely: Define, Design, Develop and Disseminate. Define is done with a preliminary survey of the condition of the youth there. Design determines the design of the research to be carried out, and the methods used to produce a capacity-building training model to enhance the teamwork that is being developed. Development, namely developing a training model that has been designed, to be tested and validated by expert judgment. Disseminate, namely presenting the results of the development to be disseminated more widely.

The place where this research was conducted was in Pagerharjo Village, Samigaluh District, Kulonprogo Regency, Yogyakarta Special Region Province, Indonesia. There are eight organization, and for each organization is represented by 5 people so 40 samples taken by purposive sampling. The instrument used was the Capacity Building Scale then analyzed the data using the T test.

3. Discussion and Conclusion

The results below show the effect of capacity building training on teamwork improvement using the t-test.

Table 01. Paired Samples Statistic

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	SEBELUM PELATIHAN	54.7000	40	7.28257	1.15148
	SESUDAH PELATIHAN	69.4000	40	5.05254	.79888

Table. 02. Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	SEBELUM PELATIHAN & SESUDAH PELATIHAN	40	.432	.005

Table. 03. Paired Sample Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	SEBELUM PELATIHAN - SESUDAH PELATIHAN	-14.70000	6.83955	1.08143	-16.88740	-12.51260	-13.593	39	.000

It can be seen that the Sig value (2 Tailed) < 0.05 , namely $0.000 < 0.05$, it can be concluded that there is a significant change in the improvement of Teamwork in Pagerharjo youth between before and after being given Capacity Building Training. Based on the analysis of each participant involved, the increase can be seen in the following figure.

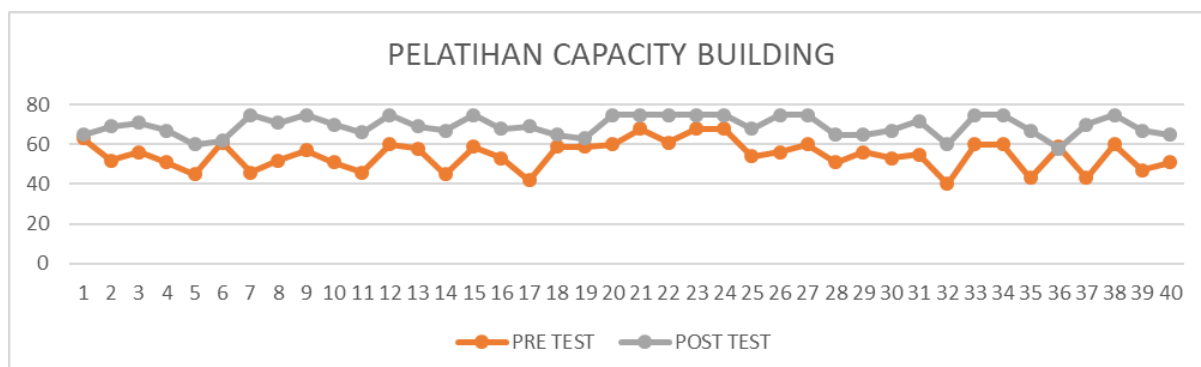


Chart 01. The Result of Pre Test and Post Test

The increase in knowledge and teamwork skills in Pagerharjo youth through capacity building training is in line with the opinion of Pribadi (2014) explaining that if in the form of Training of Trainers has been successful and effective in having a positive impact on the participants, the training program is considered effective because it is marked by an increase in the motivation of participants in exploring the content or training material. Training contains a lot of practice, so it gives an impression or real experience of science and can strengthen or hone the knowledge gained (Marwadi, et al., 2021). The participants felt that the material presented really hit home and really felt the need for knowledge insights and cooperation skills between parties. ToT participants are enthusiastic about the content or material presented, as evidenced by the increase in participants' memory or retention of the material that has been trained (Eliasa, 2022). This is in line with Supardi's (2019) opinion that the purpose of the capacity-building training process is to increase work productivity, prevent lagging behind in new skills for the job, and prepare workers to do work at a higher level.

This study in line with Huszczo (1990: 189) argues that teamwork is the bouncing of ideas from one person to another and brings solutions to critical problems, and the organization begins by taking a team strategy to work with the competition. Tarkenton (1986:177) offers a practical definition of a team by focusing on the typical activities of "teamwork": Teamwork means that we recognize the value of the members of the team beyond just doing their job, that we want them to become involved in our strategy. This means pushing the level of creativity and making decisions further. Teamwork is made up of various small groups of people, everyone has the same degree and is important in the organization. Each group relates to each other through a designated leader (Lau, 1988:134). Meanwhile, according to Gwyne (1990:96) teamwork is an important way to increase organizational effectiveness. Teamwork is a set of skills needed to be developed during practice (Levi, 2001:144). Another opinion was also expressed by Harry A. Cosgriffe and Richard T. Dailey (1969:78) who stated that teamwork is an act of two or more people working together towards a common goal, sharing time, talents and knowledge and using suitable methods for all team members.

In line with Johnson and Johnson's (1991: 116) defines a team as a set of interpersonal relationship structures to achieve goals, meanwhile, Lanza (1985: 93) defines a team as a group of people working together where the success of each individual depends on the success of the

group dispute. Elements of this definition are supported by Johnson (1986:73) who sees a team as several individuals who must work together to fulfill a mission.

Factors that make the work team more ideal are professional attitude, positive attitude, mutual cooperation, communication, and the role of superiors. Meanwhile, King (in Tjiptono and Diana, 2003, 168-170), recommends 10 strategies which he calls the Ten team commands (ten team commanders) to improve the performance of a team in order achievement of organizational goals. Ten strategies are interdependence, expansion of tasks, juxtaposition, common language, trust/respect, equally distributed leadership/childhood, problem-solving skills, confrontation/conflict handling skills, assessment/action, and celebration. Joining a team makes employees a sense of belonging and a feeling of togetherness. Proximity that lasts continuously can lead to good cooperation within the team itself compared to collaboration with employees from different teams (Gibson et al: 2000). Research by Cohen and Bailey (Judeh, 2011) states that companies often rely on teamwork for continuous improvement of products and services, and also of all other organizational functions. For example, some estimates claim 80% of companies with 100 or more employees rely on teams and groups for a given job. Companies need employee cooperation for the progress of the company, therefore each member is willing to accept and be able to work with other members in the team (Munandar: 2008).

4. Conclusion

This capacity building training was carried out based on the phenomenon in the field that young people do not yet have good cooperative concepts and skills. So this research aims to improve teamwork through capacity building training for youth in Pagerharjo Village, Samigaluh District, Kulonprogo Regency, Yogyakarta Special Region, Indonesia. Research on the effect of capacity building training on improving teamwork uses research and development design. There was a significant change in increasing teamwork in Pagerharjo youth between before and after being given Capacity Building Training both in terms of knowledge and collaboration skills.

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