

Influence Of Implementation Of Good Governance Principles And Team Cooperation On Organizational Performance

(Study at The Directorate General of Taxes Nusa Tenggara Regional Office)

Ari Prabowo¹, Surati^{2*}, Mukmin Suryatni³

¹Master of Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

^{2*,3}Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

¹aryckdo@gmail.com, ^{2*}drsurati2013@gmail.com, ³msuryatni@yahoo.com (corresponding author)

ABSTRACT

This study analyzes the effect of applying the principles of good governance and teamwork on organizational performance. The population in this study amounted to 1,074 employees who have the status of State Civil Apparatus (ASN) in the Nusa Tenggara Regional Office of the Directorate General of Taxes, using the sampling technique in this study using probability sampling so that a sample of 291 respondents was obtained. This type of research is quantitative. Hypothesis testing using multiple regression analysis. This research proves that good governance and teamwork have a positive and significant effect on organizational performance.

Keywords: Good Governance, Teamwork, Organizational Performance

INTRODUCTION

The Directorate General of Taxes is under the Ministry of Finance, responsible for securing state revenues from the tax sector. State revenue from the taxation sector is the largest contribution to the State Budget (State Revenue and Expenditure Budget). In carrying out its duties, the Directorate General of Taxes has 34 regional offices which oversee the KPP (Tax Service Office) and KP2KP (Tax Counseling, Services and Consultation Office) spread throughout the archipelago, one of which is the Nusa Tenggara Regional Office of the Directorate General of Taxes.

Based on the Organizational Performance Value of the 2020 Nusa Tenggara Regional Office of the Directorate General of Taxes, it is known that the percentage of realized tax revenues is still below the revenue target. Therefore, the Regional Office of the Directorate General of Taxes Nusa Tenggara was mandated to achieve a revenue of 92.01% from the set target. This achievement was achieved by the synergy between 11 Primary Tax Service Offices and 11 Tax Counseling, Services, and Consultation Offices (KP2KP).

Tax revenue figures that are not in line with expectations where the tax ratio is still relatively small are still the main problem for the Directorate General of Taxes. Therefore, it is necessary to evaluate the tax system and improve tax policies. Several factors affect the level of the tax ratio (tax ratio), namely factors that are micro and factors that are macro. Micro factors include the level of taxpayer compliance, commitment, and coordination between state institutions and the common perception between taxpayers and tax officials. Meanwhile, macro factors include tax rates, per capita income levels, and optimization of good governance.

According to Otman (2014), the success of the organization or performance of a good organization or government is determined by good governance, which we will discuss further in this study. The implementation of good governance within the Directorate General of Taxes includes the

concentration of the Directorate General of Taxes in carrying out its organization in achieving the goals of its vision and mission following the principles of openness, fairness, and accountability. In addition, it also includes the implementation of the interaction of the Directorate General of Taxes (in this case, the DGT Employee) with Taxpayers so that it can run well without ignoring the organizational goals that must be achieved.

Nubatonis et al. (2014) stated that the main goal of implementing the principles of good governance is to increase organizational performance, and the rights and obligations of the community can be fulfilled. Therefore, the concept of good governance will be created by itself when bureaucratic reform has been implemented because the principles of good governance will be implemented in the implementation of bureaucratic reform so that bureaucratic performance will be better (Pramono, 2016).

The research of Lu and Batten (2001) argues that good governance must be developed on a contextual basis because the circumstances of each country are specific so that no single model of corporate governance can be applied sufficiently or appropriately to solve governance issues in all situations in each country. Each country must formulate its own reform plan and measure the suitable implementation for the country's conditions (Asian Development Bank, 2000).

According to Sedarmayanti (2013), the form of good governance is the implementation of a solid, responsible, effective and efficient state government by maintaining a synergistic constructive interaction between the state domain, the private sector, and the community. Because good governance includes the state administration system, the effort to realize good governance is also an effort to improve the state administration system that applies to a country. There are several principles of good governance according to laws and regulations several institutions and experts.

Based on Lu and Batten (2001), Asian Development Bank (2000), and Sedarmayanti (2013), it can be concluded that the implementation of good governance in Indonesia, especially in this study, refers to the principle of good governance according to Law Number 28 of 1999 concerning State Administration. Clean and Free from KKN.

Mulyadi (2007:337) states that organizational performance is the success of personnel, teams, or organizations in realizing predetermined strategic goals with the expected behavior. Therefore, to get good organizational performance, organizations need good cooperation between employees. In addition, Nzewi (2015) research found a positive relationship between teamwork and organizational performance. This is consistent with the research of Zincirkiran et al. (2015) and Delarue et al. (2008), who argues that teamwork greatly affects the success of organizational performance.

The objectives of this study are (1) to determine the significance of applying the principles of good governance on the organizational performance of the Directorate General of Taxes, especially the Regional Office of the Directorate General of Taxes in Nusa Tenggara. (2) To determine the significance of the effect of teamwork on the organizational performance of the Directorate General of Taxes, especially the Regional Office of the Directorate General of Taxes in Nusa Tenggara.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

According to Robbins (2002), performance is the result of an evaluation of the work that has been done compared to the criteria that have been set together. Thus, organizational performance describes to what extent an organization achieves results after being compared with previous performance with other organizations (benchmarking) and to what extent it achieves the goals and targets set (Muhammad, 2008).

Armstrong and Baron (in Wibowo 2007:2) explain that performance is about doing work and the results achieved from work. Thus, performance results from work that has a strong relationship with the organization's strategic objectives, customer satisfaction and contributes to the economy.

According to Mulyadi (2007:337), organizational performance is the success of personnel, teams, or organizations in realizing the strategic goals that have been set previously with the expected behavior. Meanwhile, according to Widodo (2006:78), performance is carrying out an activity and perfecting it according to its responsibilities with results as expected. Therefore, from the above definition, performance is more emphasized on responsibility with the expected results.

Rusvalita (2017) states that the implementation of good governance principles affects organizational performance. This is consistent with the research of Larcker et al. (2007), Otman (2014), Nofianti and Suseno (2014), Azlina and Amelia (2014), Chariri (2014), Harma et al. (2015), Panjaitan (2015), and Aty Uar (2016) who argue that good governance greatly affects the success of organizational performance.

Governance defined as the quality of the relationship between the government and the people it serves and protects. Public sector governance is defined as a process of good governance, involving stakeholders in various economic, socio-political activities and the utilization of various resources such as natural, financial, and human resources for the benefit of the people, which is carried out by adhering to the principles of justice, equity, equality, efficiency, transparency and accountability (World Conference on Governance, UNDP, 1999).

Lu and Batten (2001) argue that good governance must be developed on a contextual basis because the circumstances of each country are specific so that no single model in corporate governance can be applied sufficiently or is suitable to solve governance issues in all situations in each country. Each country must formulate its own reform plan and measure the suitable implementation for the country's conditions (Asian Development Bank, 2000).

Sedarmayanti (2013) explained that good governance is implementing a solid, responsible, effective and efficient state government by maintaining a synergistic constructive interaction between the state domain, the private sector, and the community. Because good governance includes the state administration system, the effort to realize good governance is also an effort to improve the state administration system that applies to a country. There are several principles of good governance according to laws and regulations several institutions and experts.

H1: The principles of Good Governance have a positive and significant effect on organizational performance.

In line with the theory put forward by Mulyadi (2007:337), organizational performance is the success of personnel, teams, or organizations in realizing predetermined strategic goals with the expected behavior to get good organizational performance organizations to need good cooperation between employees. Furthermore, research by Nzewi (2015), Zincirkiran et al. (2015), and Delarue et al. (2008) argues that teamwork greatly affects the success of organizational performance.

Ivancevich et al. (2008) defined a team: "Teams are a special type of task group, consisting of two or more individuals responsible for the achievement of a goal or objective." A team is a special type of workgroup consisting of two or more individuals responsible for achieving a goal.

While Robbins (2007) suggests, "A group whose individuals efforts result in a performance that is greater than the sum of the individual inputs." A group in which the individuals involved in it provide greater performance than the total number of performances given by the individual. Moorhead et al. (2013:267) suggest that a team is a small number of people with complementary skills committed to a common goal, performance goal, and approach for which they hold each other accountable.

H2: teamwork has a positive and significant effect on organizational performance.

CONCEPTUAL FRAMEWORK

Based on the formulation of previous research, the framework is a conceptual model of how theory relates to various factors that have been defined as important. So the framework of thought presented in this study is as follows:

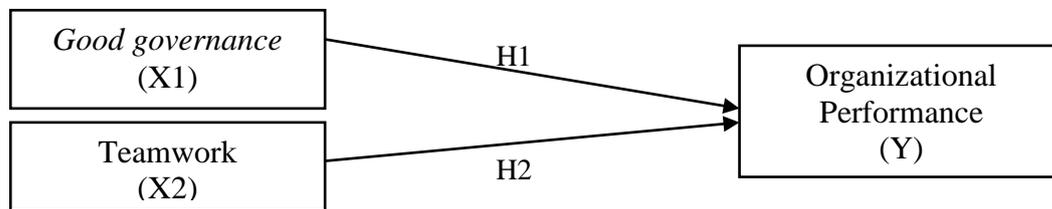


Figure 1. Conceptual Framework

METHOD

In this study, performance measurement refers to the performance indicators that have been set by the Director-General of Taxes, namely the perspective of Stakeholders, Customers, Internal Processes, and Learning and Growth. The implementation of good governance refers to the principle of good governance according to Law Number 28 of 1999 concerning the Implementation of a Clean and Free State of KKN, which consists of the principle of legal certainty, the principle of the orderly administration of the state, the principle of the public interest, the principle of openness or Transparency, Principle of Proportionality, Principle of Professionalism, and Principle of Accountability. Teamwork indicators, according to Davis (2014), include Shared responsibility. Contribute to each other, maximum ability direction, effective communication.

This research was conducted using a sample survey method to 291 State Civil Apparatuses (ASN) in the Nusa Tenggara Regional Office of the Directorate General of Taxes. The questionnaires comprised two sections: Section A, the pre-test session, was conducted to review ambiguous and unclear items (Memon, Ting, Ramayah, Chuah, & Cheah, 2017). Section B comprises questions related to the three variables examined in this study. Data obtained from self-administered questionnaires. The data that has been collected was analyzed using the Multiple Linear Regression and T-test.

RESULT

Description of Variables

In general, respondents perceive the principles/principles of Good Governance in the "high" category with an average overall score of Good Governance based on respondents' responses of 4.19, which means that the Regional Office of the Directorate General of Taxes Nusa Tenggara has implemented the principles of Good Governance to achieve organizational performance in line with expectations.

Overall the average score for Teamwork based on respondents' responses is 4.42, meaning that the State Civil Apparatus (ASN) in the Nusa Tenggara Regional Office of the Directorate General of Taxes often work together as a team to achieve organizational performance following hope by giving the responsibility to complete a job together, making good contributions to other employees both in mind and energy, mobilizing the abilities of each employee in team members to the fullest, as well as building good and effective communication between employees.

In general, respondents perceive Organizational Performance in the "high" category with an average overall score of Organizational Performance based on respondents' responses of 3.94, which means the strategic objectives of the Directorate General of Taxes for 2020-2024 and the

Performance Report of the Directorate General of Taxes, especially the Regional Office of the Directorate General Nusa Tenggara taxes are almost entirely in line with expectations.

Multiple Linear Regression Results

In this research, a test was conducted using multiple linear regression analysis to determine the effect of Good Governance and Teamwork on Organizational Performance of the Regional Office of the Directorate General of Taxes in Nusa Tenggara. The formulation of the test results can be seen in Table 1. below.

Table 1. Multiple Linear Regression Test Results and Significance Values

Model	Standardized	T-Value	Sig.
	Coefficients Beta		
Good governance	0.441	7,531	0.000
Teamwork	0.238	4.060	0.000

The regression coefficient of Good Governance (b1), which is worth 0.441, means that if the Good Governance (X1) variable is added to the research model, it affects the organizational performance of 0.441. Good Governance t-count value > t-table (7.531>1.968) and a significance value of 0.000, which is smaller than 0.05 (5%), indicating that the formulation of the hypothesis can be accepted. This means that the higher the Good Governance, the higher the Organizational Performance of the Nusa Tenggara Regional Office of the DJP.

The regression coefficient of Teamwork (b2) which is worth 0.238, explains that if the Team Cooperation variable (X2) is added to the research model, it affects Organizational Performance of 0.238. Score count Teamwork > t table (4,060>1,968) and a significance value of 0.000, which is smaller than 0.05 (5%), indicating that Teamwork has a positive and significant effect on Organizational Performance of the Regional Office of the Directorate General of Taxes Nusa Tenggara.

Determination (R^2)

The analysis of the coefficient of determination (R^2) in multiple regression analysis is used to determine the percentage contribution of the influence of the independent variables (X_1 and X_2) simultaneously on the dependent variable (Y). This coefficient shows how large the percentage of variation of the independent variable used in the model can explain the variation of the dependent variable. At the same time, the rest is explained by other variables outside the model in this study. The results of the simultaneous determination test (R^2) can be seen in Table 2. below:

Table 2. Results of the Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.616a	0.380	0.375	0.144

a. Predictors: (Constant), Teamwork, Good Governance

b. Dependent Variable: Organizational Performance

The magnitude of R Square (R^2) is 0.380, and this means that 38% of the variation in organizational performance of the Regional Office of the Directorate General of Taxes Nusa Tenggara can be explained by variations of the two independent variables, namely Good Governance and Teamwork. At the same time, the rest is explained by other reasons from outside the model that is not included in this research model, such as leadership style, commitment, motivation, job satisfaction, and organizational culture.

DISCUSSION

The Effect of Good Governance on Organizational Performance

Research result shows that applying the principles of Good Governance has a positive and significant effect on the Organizational Performance of the Regional Office of the Directorate General of Taxes in Nusa Tenggara, meaning that the higher the application of the principles of Good Governance, the higher the organizational performance.

Mulgan (2015) explains that the publication of performance information can definitely improve the quality of government performance in encouraging greater efficiency and effectiveness in achieving goals in providing services to the community. In addition, Berggren and Bernshteyn's (2007) research shows that transparency in an organization reduces inefficiency in strategy execution and is a key factor in attracting and retaining performance.

Sedarmayanti (2013) states that absolute accountability visualizes compliance with applicable regulations and procedures, the ability to evaluate performance, openness in decision making, refers to a predetermined schedule and implements efficiency and cost-effectiveness in carrying out its duties. Accountability contains the obligation to present and report all actions and activities, especially in financial administration, to higher parties or their superiors. Public accountability demands clear and efficient task restrictions from bureaucratic officials. In line with Zumofen's (2015) research, accountability is no longer an obligation but is now part of the daily operational activities of an organization.

Rusvalita (2017) argues that the implementation of good governance principles affects organizational performance. Therefore the Directorate General of Taxes needs to optimize further the good governance that has been implemented optimally and sustainably so that the vision, mission, goals, policy directions, and strategic targets DGT can be successfully realized and consistent with the research of Larcker et al. (2007), Otman (2014), Nofianti and Suseno (2014), Azlina and Amelia (2014), Chariri (2014), Harma et al. (2015), Panjaitan (2015) and Aty Uar (2016) who argue that good governance greatly affects the success of organizational performance.

The Effect of Teamwork on Organizational Performance

Research result shows that Teamwork has a positive and significant effect on the Organizational Performance of the Regional Office of the Directorate General of Taxes Nusa Tenggara, meaning that the higher the Teamwork activity, the higher the Organizational Performance.

According to Mulyadi (2007:337), organizational performance is the success of personnel, teams, or organizations in realizing predetermined strategic goals with the expected behavior. To get good organizational performance, the organization requires good cooperation between employees. Therefore, cooperation between employees in the form of groups or teams is needed. Robbins (2006) describes how popular teams are today; evidence shows that team performance is usually superior to individual performance when the task to be performed requires various skills, judgments, and experiences.

Management has found that teams are more responsive and responsive to changing events than traditional departments or other forms of permanent groups. Teams have the ability to assemble, disperse, refocus and disband quickly. There are also team motivational traits. Employee involvement as a motivator, the team facilitates employee participation in carrying out decisions. So another explanation for the popularity of teams is that teams are an effective way for management to democratize their organizations and increase employee motivation. So with the involvement of these employees will lead to commitment in employees to the organization.

This is consistent with the research of Nzewi (2015), Zincirkiran, M. et al. (2015), and Delarue et al. (2008), which are the references in this study. However, these studies differ in terms of place and time of research, which argue that collaboration Teams greatly affect the success of organizational performance.

CONCLUSION AND IMPLICATIONS

Application of the principles of Good Governance positive and significant effect on the Organizational Performance of the Regional Office of the Directorate General of Taxes Nusa Tenggara. The higher the application of the principles of Good Governance, the higher the organizational performance. On the contrary, the lower the application of the principles of Good Governance, the lower the organizational performance of the Regional Office of the Directorate General of Taxes in Nusa Tenggara.

Teamwork has a positive and significant impact on the Organizational Performance of the Regional Office of the Directorate General of Taxes in Nusa Tenggara. The higher the teamwork activity, the higher the organizational performance. On the contrary, the lower the team collaboration activity, the lower the organizational performance of the Nusa Tenggara Regional Office of the Directorate General of Taxes.

The results of this study are expected to be input for decision-makers that the application of the principles of good governance and cooperation between employees or State Civil Apparatus (ASN) within the Regional Office of the Directorate General of Taxes in Nusa Tenggara which have been carried out properly in carrying out their duties and functions, to be maintained.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Research respondents were limited to a sample of State Civil Apparatus (ASN) in the Nusa Tenggara Regional Office of the Directorate General of Taxes. This research is likely to show different results if applied to the State Civil Apparatus (ASN) in other regional offices or all State Civil Apparatuses (ASN) at the Directorate General of Taxes because the number of samples will be different. This study does not use a moderating or intervening variable approach. Therefore, of course, it can still be studied to see the indirect effect. The research approach with this survey is felt to have many obstacles, especially in distributing and collecting questionnaires because respondents in the Nusa Tenggara Regional Tax Office have offices spread across the provinces of NTB, and the NTT time required for data collection is quite a lot. However, it has been facilitated by using Google Form to distribute the questionnaire. This research can be developed by adding open-ended questions for each question item on the questionnaire. It aims to obtain more information to enrich research data on Good Governance, Teamwork, and Organizational Performance.

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