

**THE INFLUENCE OF INTERNAL COMMUNICATION AND
TEAMWORK ON EMPLOYEE PERFORMANCE IN THE
MICROWAVE DISMANTLE PROJECT DIVISION
PT. PANCA KARSA SEJAHTERA BEKASI CITY**

Melur Sari^{1*}, Titus Indrajaya², Nurminingsih³

¹⁻³Business Administration Study Program, Universitas Respati Indonesia

E-mail: ¹⁾ melursari29@gmail.com, ²⁾ titus@urindo.ac.id, ³⁾ nings@urindo.ac.id

Abstract

Within PT. Panca Karsa Sejahtera, specifically the Division Project Dismantle Microwave, recurrent challenges have surfaced including one-sided communication from superiors to subordinates, fragmented team responsibilities becoming individual tasks, and dwindling work targets. Addressing these concerns, this study aims to investigate the relationship of internal communication, teamwork, and employee performance. This study was conducted in Bekasi City, which employs a quantitative approach with total sampling of 100 respondents and employed Structural Equation Modeling (SEM) using smartPLS Version 3 for analysis. Findings reveal that while internal communication positively influences employee performance, its statistical significance is limited. In contrast, teamwork significantly and positively impacts employee performance, while internal communication also significantly enhances teamwork. Effective internal communication is advised for streamlined workflow, and optimizing employee performance requires tailored skill training. Encouraging teamwork through training and active participation is recommended for improved performance. This study offers actionable insights for refining operations and elevating employee performance in the Division Project Dismantle Microwave.

Keywords: Employee Performance, Internal Communication, Teamwork

1. INTRODUCTION

Human resources consider employees as valuable assets that must be well managed within companies. Human resources play a vital role in managing, organizing, and utilizing human resources effectively and efficiently to achieve company goals. One factor supporting improved employee performance is establishing good communication and cohesive teamwork. Communication is a fundamental human activity that allows individuals to connect with one another.

Internal communication occurs within the company or organization itself. It involves interactions between leaders and employees, as well as among employees. Internal communication is expected to enhance employee performance for the future. This aligns with theory by Saputra (2018) which states that internal communication involves the exchange of ideas among administrators and employees in an organization's unique structure, encompassing both horizontal and vertical idea exchange, facilitating smooth operations.

PT. Panca Karsa Sejahtera was established on July 9, 2010, as a Limited Liability Company fully owned by the Director. The company is a private enterprise engaged in telecommunications infrastructure contracting, collaborating with PT Indosat Ooredoo Hutchison for about 13 years, making it one of the longest-standing vendors. Pancakarsa's services include installation, dismantling, relocation, and cleaning of traffic on Indosat's telecommunications channels. In early 2019, Pancakarsa won the

contract to dismantle Microwave Antennas (MW) in Indosat's telecommunications channels, known as Project Dismantle MW, spanning five years from 2019 to 2023. For successful project execution, clear communication from Indosat to the Division Project Dismantle MW team is crucial.

However, an issue related to internal communication is the project manager's one-way communication, leading to inadequate information flow to employees and operational disruptions. Communication from superiors to subordinates often lacks clarity regarding operational costs for field teams. The project manager's task explanations typically outline the Project Dismantle MW workflow from start to finish. The company's rules must be adhered to by every employee, with leaders at PT. Panca Karsa Sejahtera conducting regular evaluations to maintain employee discipline and motivation.

During the Dismantle MW project, numerous work barriers emerged, mainly due to poor communication among employees and superiors. Employees are required to provide progress reports to the project manager, enabling them to relay implementation updates to Indosat. To avoid miscommunication, addressing problems with strategies suggested by employees for work improvement and communicating complaints with superiors is essential. Furthermore, fear of conveying work-related issues stems from the potential blame and inadequate solutions offered by superiors.

According to (Nathania, 2017), horizontal communication involves information exchange laterally, following functional principles among individuals within an organization. Effective horizontal communication among employees aids coordination, ensuring the project's objectives are met. Beyond task coordination, horizontal communication resolves personal and work-related issues, fostering an environment where employees share information about project deadlines, targets, and related matters. Effective internal communication prevents misunderstandings and conflicts, safeguarding employee performance.

Apart from internal communication, effective teamwork is pivotal for achieving company goals. Teamwork manifests as successful work accomplishment, serving as a driving force in the Division Project Dismantle MW, encouraging each employee to contribute maximally to task completion. Issues related to teamwork within the division stem from insufficient collaboration, leading to incomplete work and underwhelming project performance. Additionally, some employees refrain from assisting colleagues, exacerbating the workload when undertaken individually.

Effective teamwork within the Division Project Dismantle MW necessitates maximizing individual capabilities to achieve the project's goals set by Indosat. Trust among employees fosters cooperation, while each employee's work integrity reinforces their responsibility for task completion. Cohesive teamwork demands mutual support among team members when needed. In project execution, high task interdependence calls for each employee's diligent work and commitment due to their work's dependence on subsequent tasks. This interdependence fosters collaborative efforts and shared responsibility, ensuring team-oriented work rather than burdening a single individual with multiple tasks.

Effective internal communication and teamwork enhance employee performance. Company success hinges on employee performance within the organization. Employee performance reflects individual characteristics in both the company and organization. Measured by the quality of completed tasks, employee

performance is evaluated against Indosat's standards. Meeting these standards denotes successful employee performance. In addition to quality, employees need to maximize work quantity to achieve site targets set by Indosat. However, in 2022-2023, the quantity of sites worked on by the Division Project Dismantle MW team declined, even falling below Indosat's targets. To ensure successful project completion and company objectives, understanding effective task cycles is crucial. Timing is vital in the telecommunications field, as failure to complete projects per SLA or given deadlines results in financial penalties and delays.

Employees in the Division Project Dismantle MW should learn to utilize leisure time for additional tasks or aiding other teams. Collaborative assistance accelerates project completion. Beyond timing, work effectiveness requires optimization, understanding resource utilization within the company for enhanced efficiency. Controlled resource utilization respects finance's operational limits, ensuring projects remain financially viable. Finance teams at any company expect minimal operational costs, making budgeting essential for expenditure during each project.

In the years 2022 - 2023, employee performance experienced a decline. The decrease in employee performance is suspected to be related to issues within the Division Project Dismantle MW at PT. Panca Karsa Sejahtera during 2022 - 2023. Regarding target achievements, several obstacles originating from the company's internal aspects to meet Indosat's monthly targets are evident, including inadequate communication and collaboration among the respective employees. The phenomenon observed is linked to inadequate internal communication among employees and between superiors and subordinates. This is evident in poor coordination between superiors and subordinates, leading to ineffective communication and subsequent employee performance decline. The problem of teamwork within the Division Project Dismantle MW at PT. Panca Karsa Sejahtera arises from insufficient responsibility and teamwork among employees.

Based on the aforementioned issues within the Division Project Dismantle MW at PT. Panca Karsa Sejahtera, namely the decrease in employee performance, several critical factors affecting this have been identified, including internal communication and teamwork. To comprehensively understand the impact, this study aims to investigate the relationship of internal communication, teamwork, and employee performance.

2. LITERATURE REVIEW

2.1. Internal Communication

Internal communication is the process of exchanging or conveying information vertically and horizontally regarding interests and solutions to issues that occur within the company's environment itself. According to Poppy Ruliana (2016), Internal Communication is the exchange of ideas between administrators and employees within a company or organization in order to achieve the organization's goals with its unique structure, and this exchange of ideas occurs horizontally, vertically, and diagonally within the organization, leading to direct work.

According to Lawrence D. Brennan (in(Effendy, 2013)), "Internal communication is the exchange of ideas between administrators and employees within a company, and this answer is complete with its unique structure (organization), and

the exchange of ideas occurs horizontally and vertically within the company or position, leading to the progress of operations and management." Meanwhile, according to Romli (2016), "Internal communication is the process of conveying messages or information that occurs among members of the organization for the organization's benefit."

According to Putranto (2012), "Internal communication fundamentally needs to have information that is appropriate to the needs (not excessive/overabundant) and also the completeness of information required by employees related to tasks, thus creating the significance of meaningful two-way communication between superiors and employees." According to Andjani & Prianti (2017), internal communication is considered one of the solutions to solve internal issues within a company. This begins with improving the relationship between employees and superiors or vice versa, as well as relationships among colleagues.

According to Saputra (2018), there are several dimensions and indicators of internal communication within an organization or company, as follows:

- a. Downward Communication: This is communication that occurs when people in management positions send messages to their subordinates to obtain feedback. The functions of downward communication from top to bottom are:
 - 1) Providing or conveying work instructions to employees
 - 2) Explanation from leaders about why a task is necessary
 - 3) Conveying information about regulations within the organization
 - 4) Providing motivation to employees to work better than before
- b. Upward Communication: This is communication that occurs when subordinates send messages to their superiors. The functions of upward communication from bottom to top include:
 - 1) Conveying information about work or tasks already carried out by subordinates
 - 2) Conveying information about work-related issues or tasks that cannot be solved by subordinates
 - 3) Providing suggestions for improvements from subordinates regarding work
 - 4) Conveying complaints from subordinates about themselves or the work they have done
- c. Horizontal Communication: This is communication that occurs among employees or departments with equivalent positions. The functions of horizontal communication within an organization include:
 - 1) Improving coordination of tasks among fellow employees
 - 2) Efforts to solve problems among fellow employees
 - 3) Sharing information among fellow employees
 - 4) Efforts to resolve conflicts among fellow employees
 - 5) Building relationships through joint activities

2.2. Teamwork

Teamwork is an activity carried out collectively or in a group with clear and organized task distribution, aiming to achieve higher and optimal performance. According to Susanti (2021), teamwork is a system that combines the work of a group supported by various skills, with clear goals, and also supported by leadership and

communication to achieve higher performance than individual performance. According to Susanti (2021), teamwork is a form of work within a group that must be well organized and managed. The team consists of individuals with different skills coordinated to work together with leadership. Strong mutual interdependence among team members exists to achieve a goal or complete a task.

Amirullah (2015) states that teamwork is a collection of individuals working together to achieve a goal. While Terricore & Luca (2020) state that teamwork is an activity managed and carried out by a group of people who join an organization or company. According to Stephen & Timothy (2008), the concept of teamwork or team is a group whose individual efforts produce higher performance than the sum of individual inputs.

As determined by Sibarani (2021), the dimensions and indicators of teamwork include:

- a. Cooperation: Cooperation is more effective when done by a team than when working individually. Indicators of cooperation are as follows:
 - 1) Shared responsibility in completing tasks
 - 2) Mutual contribution
 - 3) Maximum utilization of abilities
- b. Trust: Trust is the belief that someone is sincere in their words and actions. Indicators of trust include:
 - 1) Honesty
 - 2) Task delegation
 - 3) Integrity
- c. Unity: Unity is the level of solidarity and positive feelings within a person towards their group. Indicators of unity include:
 - 1) Interdependence in tasks
 - 2) Interdependence in results
 - 3) High commitment

2.3. Employee Performance

Employee performance is a result or measure that indicates a company is developing or succeeding if its employees can carry out tasks and duties given optimally, promptly, and efficiently to achieve the company's goals. According to Edison (2016), performance is the result of a process that is referred to and measured within a specific timeframe and is based on agreements made beforehand. Employee performance can influence a company's success. One way to assess a company's progress is by evaluating the performance of existing employees (Kurnisari, 2018).

Employee performance is actual behavior displayed by each individual as work achievements produced by employees in line with their roles within the company (Rivai, 2013). According to Hariandja (2020), performance is the work result produced by employees or the real behavior displayed in line with their roles in the organization. Meanwhile, according to Robbins & Timothy (2022), performance is a measurement of expected work results in an optimal form.

- a. According to Robbins (2021), performance indicators can be measured through the following:
- b. Quality: Performance is measured by employees' perception of the quality of work produced, with the work process approaching perfection.

- c. Quantity: The expected target exceeds the set target, and the resulting production can be in the form of completed activity cycles.
- d. Timeliness: Certain tasks are given a time frame for completion, and the level of activity is completed ahead of time, maximizing the available time for other activities.
- e. Effectiveness: The level of utilization of organizational resources such as manpower, money, and technology. It is maximized by leveraging available resources.
- f. Efficiency: Measures the degree of alignment between output generated and the use of costs as low as possible.

3. RESEARCH METHOD

This research adopts a quantitative approach, aiming to analyze data objectively and generate measurable numerical outcomes. The primary focus of this study is on employees within the Project Dismantle MW Division at PT. Panca Karsa Sejahtera, totaling 100 individuals. Information regarding the total number of employees is derived from attendance records maintained by the company's HRD manager.

In the research process, selecting an appropriate sampling method is crucial to ensure representative results. Given the relatively small population size of 100 individuals, the Total Sampling method is employed to gather data. Total Sampling, also known as a census, involves sampling the entire population. The decision to apply the total sampling method is based on the perspective of (Sugiyono, 2019), who suggests that when the population size is less than 100, this approach can provide a more accurate overview of the characteristics of the entire population.

By utilizing the total sampling method, this study seeks to offer a comprehensive insight into the characteristics, perceptions, and behaviors of employees within the Project Dismantle MW Division. The outcomes of this research are anticipated to reflect the realities present in the employee population, thus serving as a foundation for formulating precise and pertinent recommendations and improvement strategies for the company.

4. RESULTS AND DISCUSSION

4.1. Research Results

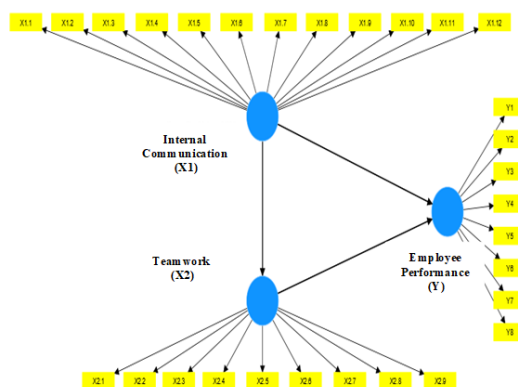


Figure 1. Structural Model
4.1.1. Evaluation of the Measurement Model (Outer Model)

a. Validity Test

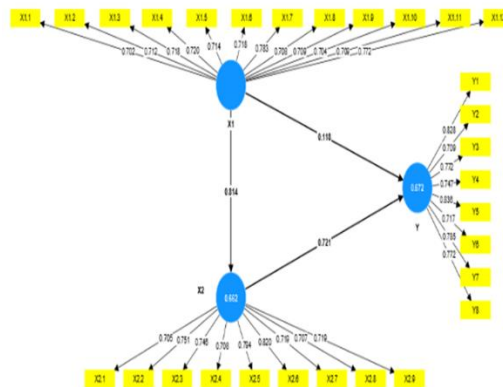


Figure 2. Loading Factor Value

In accordance with the picture above, the outer loading value is generated as in the table below:

Table 1. Result Outer Loading

Variable	Indicator	Outer Loading
Internal Communication (X1)	X1.1	0.712
	X1.2	0.712
	X1.3	0.718
	X1.4	0.720
	X1.5	0.714
	X1.6	0.718
	X1.7	0.783
	X1.8	0.702
	X1.9	0.709
	X1.10	0.704
	X1.11	0.709
	X1.12	0.772
Teamwork (X2)	X2.1	0.710
	X2.2	0.751
	X2.3	0.746
	X2.4	0.705
	X2.5	0.794
	X2.6	0.820
	X2.7	0.719
	X2.8	0.707
	X2.9	0.719
Employee Performance (Y)	Y1	0.709
	Y2	0.828

	Y3	0.772
	Y4	0.747
	Y5	0.836
	Y6	0.717
	Y7	0.785
	Y8	0.772

The table above shows that the loading factor provides a value above the recommended value of 0.5. The smallest value is 0.702 for indicator X1.1. This means that the indicators used in this study are valid or have met convergent validity.

Furthermore, reflective indicators also need to be tested for discriminant validity with the following cross loading:

Table 2. Cross Loading Result

	Internal Communication (X1)	Teamwork (X2)	Employee Performance (Y)
X1.1	0.712	0.642	0.500
X1.2	0.712	0.607	0.532
X1.3	0.718	0.573	0.468
X1.4	0.720	0.700	0.651
X1.5	0.714	0.498	0.452
X1.6	0.718	0.554	0.433
X1.7	0.783	0.506	0.464
X1.8	0.702	0.513	0.524
X1.9	0.709	0.631	0.562
X1.10	0.704	0.658	0.597
X1.11	0.709	0.522	0.397
X1.12	0.772	0.591	0.456
X2.1	0.580	0.710	0.579
X2.2	0.653	0.751	0.582
X2.3	0.600	0.746	0.589
X2.4	0.569	0.705	0.532
X2.5	0.725	0.794	0.595
X2.6	0.641	0.820	0.637
X2.7	0.589	0.719	0.614
X2.8	0.552	0.707	0.649
X2.9	0.512	0.719	0.678
Y1	0.543	0.580	0.709
Y2	0.556	0.662	0.828
Y3	0.625	0.670	0.772
Y4	0.420	0.537	0.747
Y5	0.461	0.641	0.836
Y6	0.621	0.631	0.717
Y7	0.537	0.632	0.785

Y8	0.558	0.667	0.772
----	-------	-------	-------

The table above shows that the loading factor for X1 indicators (X1.1 to X1.12) has a loading factor to the X1 construct higher than with other constructs. As an illustration, the loading factor of X1.1 to X1 is 0.702 which is higher than the loading factor to X2 (0.642), and Y (0.500). This is similar to the other indicators.

Thus, the latent constructs predict the indicators in their block better than the indicators in other blocks. Another method of looking at discriminant validity is to look at the square root value of average variance extracted (AVE). The recommended value is above 0.5. The following is the AVE value in this study:

Table 3. Average Variance Extracted (AVE) Result

	Average Variance Extracted (AVE)
X1	0.523
X2	0.551
Y	0.596

The table above provides an AVE value above 0.5 for all constructs contained in the research model. The lowest AVE value is 0.523 in construct X1 (Internal Communication).

b. Reliability Test

Table 4. Composite Reliability Test Result

	Composite Reliability
X1	0.917
X2	0.922
Y	0.929

The table above shows that the composite reliability value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the discriminant validity criteria. The lowest composite reliability value is 0.917 on construct XI (Internal Communication).

The reliability test can also be strengthened with Cronbach Alpha where the SmartPLS Version 3 output provides the following results:

Table 5. Cronbach Alpha Results

	Cronbach's Alpha
X1	0.898
X2	0.903
Y	0.917

The recommended value is above 0.6 and the table above shows that the Cronbach Alpha value for all constructs is above 0.6. The lowest value is 0.898 Internal Communication Variable (X1).

4.1.2. Structural Model Testing (Inner Model)

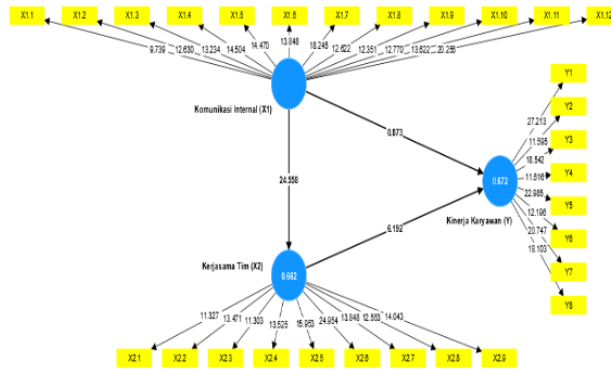


Figure 3. Validity Test Result, T Statistics

After the estimated model meets the Outer Model criteria, the next step is to test the structural model (inner model). The following is the R-Square value on the construct:

Table 6. R - Square Results

	R-square	R-Square Adjusted
Teamwork (X2)	0.662	0.659
Employee Performance (Y)	0.672	0.665

The table above gives a value of 0.662 for the Teamwork construct which means that Employee Performance is able to explain the variance of Teamwork by 66.2%. The R value is also found at 0.672 which is influenced by Internal Communication and Teamwork, which is 67.2%. Hypothesis testing is as follows:

Table 7. Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Internal Communication (X1) -> Employee Performance (Y)	0.118	0.125	0.135	0.873	0.383
Teamwork (X2) -> Employee Performance (Y)	0.721	0.717	0.116	6.192	0.000
Internal Communication (X1) -> Teamwork (X2)	0.814	0.823	0.033	24.558	0.000

- a. Hypothesis Testing 1: Internal Communication does not affect Employee Performance.

The table above demonstrates that the influence of the Internal Communication variable (X1) on Employee Performance (Y) is not significant, as the T-Statistic value is 0.873 (< 1.96). The original sample estimate value is positive, indicating a positive direction of the relationship between the Internal Communication variable (X1) and Employee Performance (Y). Thus, the hypothesis H1 in this study, which states that Internal Communication (X1) has a positive yet insignificant effect on Employee Performance (Y), is **rejected**.

- b. Hypothesis Testing 2: Teamwork has a positive and significant effect on Employee Performance.

The table above reveals that the influence of the Teamwork variable (X2) on Employee Performance (Y) is significant with a T-Statistic value of 8.192 (> 1.96). The original sample estimate value is positive at 0.721, indicating a positive direction of the relationship between the Teamwork variable (X2) and Employee Performance (Y). Thus, the hypothesis H2 in this study, which posits that Teamwork (X2) affects Employee Performance (Y), is **accepted**.

- c. Hypothesis Testing 3: Internal Communication (X1) has a positive and significant effect on Teamwork (X2).

The table above demonstrates that the influence of the Internal Communication variable (X1) on the Teamwork variable (X2) is significant with a T-Statistic value of 24.558 (> 1.96). The original sample estimate value is positive at 0.814, indicating a positive direction of the relationship between the Internal Communication variable (X1) and the Teamwork variable (X2). Thus, hypothesis H3 in this study, which states that "Internal Communication (X1) has a positive and significant effect on Teamwork (X2)," is **accepted**.

4. CONCLUSION

The findings and analysis of the Structural Equation Modeling (SEM) study lead to several key conclusions. Firstly, it is evident that internal communication does not exert a direct and significant influence on employee performance. Despite the efficient flow of communication from top to bottom within the Project Dismantle MW Division at PT. Panca Karsa Sejahtera, and the presence of favorable incentives, these factors do not directly translate into enhanced employee performance.

In contrast, the study underscores the substantial and positive impact of team collaboration on employee performance. The research demonstrates that robust teamwork plays a pivotal role in driving improved performance levels. Notably, a decline in teamwork is linked to a subsequent drop in performance. Additionally, the study highlights that effective internal communication contributes significantly to fostering positive team collaboration. By promoting seamless coordination and bolstering the coherence of team endeavors, strong internal communication positively influences the collaborative dynamics within the team.

As recommendations for action, it is advised to establish clear and explicit guidelines for employees, and to provide training opportunities that enhance technical

skills aligned with the latest technological advancements. Furthermore, conducting specialized training sessions focused on enhancing teamwork could prove beneficial in enhancing overall performance. For future research endeavors, it is suggested to incorporate additional variables such as workload and the inclination to switch jobs. This expanded scope could yield a more comprehensive and insightful understanding of the factors influencing employee performance.

REFERENCES

- Amirullah. (2015). *Pengantar Manajemen* (Amirullah, Ed.). Mitra Wacana Media.
- Andjani & Prianti. (2017). Internal Communication Towards Employee Engagement Inside Sultan Agung Islamic University. *Jurnal.Unissula.Ac.Id*.
- Edison. (2016). *Manajemen Sumber Daya Manusia* (E. Edison, Ed.). Alfabeta.
- Effendy. (2013). Pengaruh komunikasi internal terhadap kinerja karyawan. *Media.Neliti.Com*.
- Hariandja. (2020). *Kinerja Karyawan*.
- Hasibuan. (2016). *Manajemen Sumber Daya Manusia* (M. S. P. Hasibuan, Ed.). Bumi Aksara.
- Kurnisari. (2018). Pengaruh Motivasi Pelatihan dan Budaya Organisasi terhadap Kinerja Karyawan pada PT. Bank Mayapada Internasional Tbk. Kantor Cabang Manado. *Repo.Unikadelasalle.Ac.Id*.
- Mangkunegara. (2017). *Manajemen Sumber Daya Manusia* (Mangkunegara, Ed.; 7th ed.). PT. Remaja Rosdakarya.
- Nathania. (2017). Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. Damai Motor Bandar Lampung. *JURNAL E-KOMUNIKASI*.
- Panggiki, L. & L. (2019). Pengaruh Kompensasi, kerja sama tim dan kepuasan kerja terhadap kinerja karyawan pada AJB Bumiputera 1912 Cabang Sam Ratulangi.
- Poppy Ruliana. (2016). *Komunikasi Organisasi. Teori dan Studi Kasus*. Jakarta. Penerbit Rajawali Pers. *Rajawali Pers*.
- Prawirosentono. (2018). *Pengantar Bisnis Modern* (Prawirosentono, Ed.). Bumi Aksara.
- Putranto. (2012). Pengaruh Komunikasi Internal, Kompensasi Kerja, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan pada PT. Kimia Farma Plant Semarang. *Journal of Social and Politic*.
- Rivai. (2013). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktek* (R. Veithzal, Ed.). Rajagrafindo persada.
- Robbins. (2021). *Kinerja Karyawan*. *Ejournal.Ip.Fisip-Unmul.Ac.Id*, 2.
- Robbins & Timothy. (2022). *Perilaku organisasi* (D. Angelica, Ed.; 12th ed.).
- Romli. (2016). Panduan Mengelola Media Online. *Jurnalistik Online*.
- Saputra. (2014). Dimensi Komunikasi Internal. *Scholar.Unand.Ac.Id*.
- Saputra. (2018). Pengaruh Motivasi, Stres Kerja dan Lingkungan Kerja Terhadap Kinerja Guru Yayasan Perguruan Dr. Wahidin Sudirohusodo Medan. *Jurnal Manajemen Bisnis STIE IBBI*, 173.
- Sibarani. (2021). Dimensi dan Indikator Kerjasama Tim. *Openjournal.Unpam.Ac.Id*, 19.
- Stephen & Timothy. (2008). *Pengertian Kerjasama tim*. 406.

Susanti, W. & U. (2021). Penagruh Keterlibatan Kerja Karyawan, Loyalitas Kerja dan Kerjasama Tim Terhadap Kinerja Karyawan CV. Sanitary Bali Pinangsia. *Jurnal Emas*, 2, 224–234.

Terricore & Luca. (2020). *Successful teamwork* (P., L. J. Tarricone, Ed.). A case study 7.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).