The Effect of Motivation, Communication, and Teamwork on Member Performance in the Bank Mandiri Basketball Community

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Member performance plays an important role in achieving organizational objectives and ensuring the sustainability of community-based organizations. This study aims to examine the effects of motivation, communication, and teamwork on member performance in the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta. This study employed a quantitative approach using a saturated sampling technique involving 57 respondents. Primary data were collected through questionnaires consisting of 19 statements measured using a five-point Likert scale. Data were analyzed using multiple linear regression with SPSS version 25. The results indicate that motivation, communication, and teamwork have positive and significant effects on member performance. Teamwork emerged as the strongest predictor, with a standardized regression coefficient of 0.532. Furthermore, the adjusted R-squared value of 0.935 indicates that 93.5% of the variation in member performance can be explained by the independent variables. These findings highlight the importance of strengthening motivation, improving communication effectiveness, and developing teamwork to enhance member performance. This study contributes to the human resource management and organizational behavior literature and provides practical implications for improving member performance and promoting sustainable participation in sports-based community organizations.
Keywords: Motivation, Communication, Teamwork, Member Performance, Sports Community

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1. Introduction

Member performance is an essential factor in determining organizational effectiveness, sustainability, and the achievement of collective objectives. In the context of human resource management, performance reflects an individual's ability to fulfill assigned duties and responsibilities in accordance with organizational expectations. Mangkunegara (2020) defines performance as the quality and quantity of work achieved by individuals in carrying out their responsibilities. Similarly, Robbins and Judge (2019) explain that individual performance is influenced by ability, motivation, and opportunities to accomplish organizational objectives. In community-based organizations, member performance is particularly important because organizational sustainability depends on active participation, commitment, and individual contributions to collective activities (Mulyadana et al., 2023). Therefore, improving member performance represents an important consideration in managing community-based organizations.

The Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta, is a sports community consisting of Bank Mandiri employees who share an interest in basketball. However, the community continues to experience challenges related to member performance, particularly in attendance, participation, discipline, and teamwork. Based on the community's performance records in 2026, member attendance reached 83.64%, below the minimum target of 90%, while member participation reached only 78%.

Furthermore, 26 training sessions were conducted out of the 28 planned sessions, punctuality reached 81%, and team cohesion and cooperation reached 84%. These conditions indicate that the community has not fully achieved its established performance targets. Limited participation and inconsistent commitment may hinder the implementation of community activities and the achievement of collective objectives (Mawardi et al., 2024; Baihaki, 2025).

Motivation is one of the fundamental factors that may influence member performance. Motivation represents an internal or external driving force that encourages individuals to exert effort, maintain commitment, and achieve specific objectives (Rahmawan & Masruroh, 2020). Robbins and Coulter (2019) emphasize that motivation is associated with the intensity, direction, and persistence of individual efforts toward achieving established goals. In sports communities, highly motivated members are expected to demonstrate greater enthusiasm, discipline, responsibility, and willingness to participate in organizational activities. Another important factor is communication, which facilitates information exchange, interpersonal relationships, and organizational coordination. Effective communication can reduce misunderstandings and improve cooperation among organizational members, thereby supporting individual and collective performance (Haryanto & Maianto, 2024; Sitepu & Husein, 2025).

Teamwork also plays an important role in improving member performance, particularly in sports-based organizations that require coordination and collaboration. Effective teamwork enables individuals to combine their abilities, share responsibilities, provide mutual support, and pursue common objectives. Coronado-Maldonado and Benítez-Márquez (2023) highlight the importance of interpersonal relationships and collaborative processes in supporting team effectiveness. Similarly, Setiawan et al. (2024) emphasize that teamwork contributes to the effective completion of organizational responsibilities. In basketball communities, teamwork is relevant not only during training sessions and competitions but also in organizing community activities, coordinating responsibilities, and maintaining relationships among members. Therefore, effective teamwork is expected to enhance individual contributions and support the achievement of community objectives.

Previous empirical studies have examined the relationships between motivation, communication, teamwork, and performance. Haryanto and Maianto (2024), Sitepu and Husein (2025), and Baihaki (2025) reported positive and significant relationships between performance and the determinants examined in their respective studies. However, Agustina et al. (2025) found that communication did not significantly influence performance. These inconsistent findings indicate an empirical research gap that requires further investigation. Furthermore, the present study introduces a contextual contribution by examining these relationships within an employee-based sports community rather than a conventional workplace setting. The voluntary nature of community participation provides a relevant context for investigating how motivation, communication, and teamwork contribute to individual performance.

Based on these considerations, this study aims to examine the effects of motivation, communication, and teamwork on member performance in the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta. This study is expected to contribute to the development of human resource management and organizational behavior literature, particularly regarding performance determinants in community-based organizations. From a practical perspective, the findings are expected to provide managerial insights for community leaders in developing strategies to strengthen member motivation, improve interpersonal communication, enhance teamwork, and promote sustainable member participation.

2. Literature Review and Problem Statement

Human Resource Management

Human resource management (HRM) is a strategic organizational function that focuses on managing and developing individuals to achieve organizational objectives effectively and efficiently. Sabrina (2021) explains that human resources represent an essential organizational asset possessing knowledge, skills, creativity, and commitment that contribute to organizational success. Similarly, Dessler (2020) defines human resource management as a process involving recruitment, training, performance evaluation, compensation, and the management of interpersonal relationships within an organization.

In community-based organizations, human resource management emphasizes the development of individual potential, active participation, commitment, coordination, and interpersonal relationships. Therefore, motivation, communication, and teamwork represent important aspects of human resource management that may contribute to improving member performance and organizational effectiveness.

Member Performance

Performance refers to the level of individual achievement in fulfilling assigned duties and responsibilities in accordance with organizational objectives. Mangkunegara (2020) defines performance as the quality and quantity of work achieved by individuals in carrying out their responsibilities. Meanwhile, Robbins and Judge (2019) explain that performance is influenced by individual abilities, motivation, and opportunities to accomplish organizational objectives.

In community-based organizations, member performance reflects the extent to which individuals actively participate in organizational activities, fulfill their responsibilities, and contribute to collective objectives (Mulyadana et al., 2023). According to Fauzi and Widodo (2021), performance can be measured through six indicators: work quality, work quantity, discipline, time utilization, initiative, and knowledge.

Motivation

Motivation is an internal or external driving force that encourages individuals to demonstrate particular behaviors and exert effort toward achieving desired objectives. Hasibuan (2019) explains that motivation encourages individuals to work effectively, cooperate with others, and direct their efforts toward achieving satisfaction. Similarly, Robbins and Coulter (2019) define motivation as a process involving the intensity, direction, and persistence of individual efforts toward achieving specific goals.

In community-based organizations, motivation encourages members to participate actively, demonstrate commitment, and contribute to organizational activities. Based on Supriyatni and Nuryasin (2022), motivation in this study is measured through five indicators: desire for achievement, personal drives and needs, future expectations and aspirations, recognition, and engaging activities.

Communication

Communication is the process of exchanging information, ideas, opinions, and messages between individuals or groups to establish mutual understanding. Fachrezi and Khair (2020) explain that communication involves transmitting, receiving, interpreting, and providing feedback on information. Meanwhile, Firmansyah (2020) defines communication as a process of delivering messages intended to inform or influence individual attitudes, opinions, and behaviors.

Effective communication within community-based organizations facilitates information sharing, interpersonal relationships, activity coordination, and collective decision-making. According to Ginting et al.

(2023), communication can be measured through four indicators: solidarity, communication intensity and frequency, communicative actions, and communication motivation.

Teamwork

Teamwork refers to the ability of individuals to collaborate, coordinate their activities, and support one another in achieving shared objectives. Coronado-Maldonado and Benítez-Márquez (2023) emphasize the importance of collaboration and interpersonal relationships in supporting team effectiveness. Similarly, Robbins and Coulter (2019) explain that effective teams consist of interdependent individuals who contribute complementary skills and responsibilities toward common objectives.

Teamwork creates opportunities for individuals to combine their competencies, share responsibilities, and achieve collective outcomes through coordinated efforts (Siemon, 2022). According to Badriyah et al. (2022), teamwork can be measured through four indicators: shared responsibility, mutual contribution, optimal utilization of individual abilities, and effective communication.

Hypothesis Development

The Effect of Motivation on Member Performance

Motivation encourages individuals to demonstrate greater enthusiasm, discipline, persistence, and responsibility in performing organizational activities. Highly motivated members are more likely to contribute actively and maintain their commitment to achieving collective objectives. Motivation also directs and sustains individual behavior toward achieving optimal performance (Wendi et al., 2026).
Previous studies conducted by Mawardi et al. (2024), Baihaki (2025), and Sitepu and Husein (2025) demonstrated that motivation has a positive and significant effect on performance. Based on these theoretical and empirical considerations, the following hypothesis is proposed:
H1: Motivation has a positive and significant effect on member performance.

The Effect of Communication on Member Performance

Effective communication facilitates information exchange, task coordination, interpersonal relationships, and mutual understanding among organizational members. Individuals who receive accurate and comprehensive information are better able to understand their responsibilities and contribute to organizational objectives. Conversely, ineffective communication may lead to misunderstandings, conflicts, and unclear responsibilities (Baihaki, 2025; Setiawan et al., 2024).
Previous studies conducted by Haryanto and Maianto (2024) and Sitepu and Husein (2025) demonstrated that communication has a positive and significant effect on performance. However, Agustina et al. (2025) reported that communication does not significantly affect performance. Based on these theoretical considerations and inconsistent empirical findings, the following hypothesis is proposed:
H2: Communication has a positive and significant effect on member performance.

The Effect of Teamwork on Member Performance

Teamwork enables organizational members to combine their competencies, coordinate responsibilities, and provide mutual support in achieving collective objectives. Effective teamwork encourages individuals to complement one another's abilities and utilize available resources more efficiently (Haryanto & Maianto, 2024). Furthermore, effective collaboration may strengthen individual contributions and improve organizational performance (Baihaki, 2025).

Previous studies conducted by Setiawan et al. (2024) and Sitepu and Husein (2025) demonstrated that teamwork has a positive and significant effect on performance. Based on these theoretical and empirical considerations, the following hypothesis is proposed:

H3: Teamwork has a positive and significant effect on member performance.

Problem Statement

The Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta, continues to experience challenges related to member attendance, participation, discipline, and teamwork. These conditions indicate that member performance has not fully achieved the established organizational targets. Furthermore, inconsistent empirical findings regarding the determinants of performance provide a foundation for further investigation within community-based organizations.

Based on these considerations, the research problems are formulated as follows:

1. Does motivation have a significant effect on member performance?
2. Does communication have a significant effect on member performance?
3. Does teamwork have a significant effect on member performance?

This study addresses these research problems by empirically examining the effects of motivation, communication, and teamwork on member performance within the Bank Mandiri Basketball Community.

3. Method

Research Design

This study employed a quantitative research approach with an associative research design to examine the effects of motivation, communication, and teamwork on member performance. Quantitative research involves collecting numerical data and applying statistical analysis to examine relationships among variables and test research hypotheses (Arikunto, 2020). This study was conducted at the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta, Indonesia. The research model consists of three independent variables, namely motivation, communication, and teamwork, and one dependent variable, namely member performance.

Population and Sample

The population of this study consisted of all 57 members of the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta. The sampling technique employed was saturated sampling (total population sampling), in which all members of the population were included as research respondents. According to Sugiyono (2022), saturated sampling is a sampling technique in which all population members are selected as the research sample. Accordingly, the total sample consisted of 57 respondents.

3.3. Operational Definition of Variables

The operational definition of variables was established to provide measurable indicators for each research variable. According to Paramita et al. (2021), the operationalization of variables facilitates the measurement of theoretical constructs through observable indicators. The operational definitions and measurement indicators used in this study are presented in Table 1.

Table 1. Operational Definition of Variables

Variable	Indicators	Measurement Scale
Motivation (X_1) (Supriyatni & Nuryasin, 2022)	1. Desire for achievement; 2. Personal drives and needs; 3. Future expectations and aspirations; 4. Recognition; 5. Engaging activities	Likert
Communication (X_2) (Ginting et al., 2023)	1. Solidarity; 2. Communication intensity and frequency; 3. Communicative actions; 4. Communication motivation	Likert

Variable	Indicators	Measurement Scale
Teamwork (X_3) (Badriyah et al., 2022)	1. Shared responsibility; 2. Mutual contribution; 3. Optimal utilization of individual abilities; 4. Effective communication	Likert
Member Performance (Y) (Fauzi & Widodo, 2021)	1. Work quality; 2. Work quantity; 3. Discipline; 4. Time utilization; 5. Initiative; 6. Knowledge	Likert

Data Analysis Techniques

This study utilized primary data collected through online questionnaires distributed to members of the Bank Mandiri Basketball Community. Secondary data were obtained from relevant books, scientific journal articles, and organizational records to support the theoretical foundations and research context. The research instrument employed a five-point Likert scale to measure respondents' perceptions of each research variable. According to Hardani et al. (2020), the Likert scale can be used to measure individual attitudes, opinions, and perceptions regarding social phenomena.

Data were processed using Microsoft Excel 2019 and Statistical Package for the Social Sciences (SPSS) version 25. The analytical procedures included descriptive statistical analysis, validity and reliability tests, classical assumption tests, correlation analysis, multiple linear regression analysis, coefficient of determination analysis, and hypothesis testing. Descriptive statistical analysis was conducted to describe respondent characteristics and response patterns for each research variable (Sugiyono, 2022). Validity testing was performed to assess the suitability of each questionnaire item, while reliability testing was conducted using Cronbach's Alpha with a minimum acceptable threshold of 0.60. Classical assumption tests included the normality test using the Kolmogorov–Smirnov test and Normal P–P Plot, the multicollinearity test using tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values below 10, and the heteroscedasticity test using scatterplot analysis (Ghozali, 2018). Furthermore, correlation analysis was employed to determine the strength and direction of relationships among research variables, while multiple linear regression analysis was used to examine the effects of motivation, communication, and teamwork on member performance. The regression model is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y represents member performance, α represents the constant, β_1, β_2, and β_3 represent the regression coefficients, X_1 represents motivation, X_2 represents communication, X_3 represents teamwork, and ε represents the error term. The coefficient of determination (R^2) and adjusted R^2 were used to evaluate the explanatory power of the regression model. Finally, hypothesis testing was conducted using the partial t-test at a significance level of 5% ($\alpha = 0.05$). Each research hypothesis was supported when the regression coefficient was positive and the p-value was below 0.05.

4. Results And Discussion

Respondent Characteristics

Respondent characteristics were classified into three categories: gender, age, and monthly income. The demographic characteristics of the 57 respondents are presented in Table 2.

Table 2. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	46	80.7

Characteristics	Category	Frequency	Percentage (%)
	Female	11	19.3
	Total	**57**	**100**
Age	Under 25 years	8	14
	25–30 years	18	31.6
	31–35 years	16	28.1
	36–40 years	10	17.5
	Over 40 years	5	8.8
	Total	**57**	**100**
Monthly Income	Below IDR 5,700,000	4	7
	IDR 5,700,000–10,000,000	28	49.1
	IDR 10,000,001–15,000,000	18	31.6
	Above IDR 15,000,000	7	12.3
	Total	**57**	**100**

Source: Data processed using SPSS version 25 (2026).

Based on Table 2, the demographic characteristics indicate that most respondents were male, accounting for 46 respondents (80.7%), while female respondents accounted for 11 respondents (19.3%). Regarding age distribution, the largest group consisted of respondents aged 25–30 years (31.6%), followed by those aged 31–35 years (28.1%), 36–40 years (17.5%), under 25 years (14.0%), and over 40 years (8.8%). In terms of monthly income, the largest proportion of respondents earned between IDR 5,700,000 and IDR 10,000,000 (49.1%), followed by those earning between IDR 10,000,001 and IDR 15,000,000 (31.6%), above IDR 15,000,000 (12.3%), and below IDR 5,700,000 (7.0%). Overall, the respondents were predominantly male, aged between 25 and 35 years, with the most common monthly income category ranging from IDR 5,700,000 to IDR 10,000,000.

Validity and Reliability Tests

Validity and reliability tests were conducted to evaluate the quality and internal consistency of the research instrument. Validity testing was performed using the corrected item-total correlation, with a critical correlation value (r-table) of 0.260 at a significance level of 5% and 55 degrees of freedom (df = n − 2). An item was considered valid when its correlation coefficient exceeded the critical value. Meanwhile, reliability testing was conducted using Cronbach's Alpha, with a minimum acceptable threshold of 0.60 (Ghozali, 2018). The results of the validity and reliability tests are presented in Table 3.

Table 3. Results of Validity and Reliability Tests

Variable	Item	Corrected Item-Total Correlation	r-table	Validity	Cronbach's Alpha	Reliability
Motivation (X_1)	X1.1	0.828	0.26	Valid	0.911	Reliable
	X1.2	0.879	0.26	Valid		
	X1.3	0.869	0.26	Valid		
	X1.4	0.867	0.26	Valid		
	X1.5	0.851	0.26	Valid		
Communication (X_2)	X2.1	0.911	0.26	Valid	0.837	Reliable
	X2.2	0.903	0.26	Valid		
	X2.3	0.506	0.26	Valid		
	X2.4	0.923	0.26	Valid		
Teamwork (X_3)	X3.1	0.908	0.26	Valid	0.926	Reliable
	X3.2	0.837	0.26	Valid		

Variable	Item	Corrected Item-Total Correlation	r-table	Validity	Cronbach's Alpha	Reliability
	X3.3	0.931	0.26	Valid		
	X3.4	0.941	0.26	Valid		
Member Performance (Y)	Y.1	0.829	0.26	Valid	0.915	Reliable
	Y.2	0.883	0.26	Valid		
	Y.3	0.904	0.26	Valid		
	Y.4	0.91	0.26	Valid		
	Y.5	0.88	0.26	Valid		
	Y.6	0.591	0.26	Valid		

Source: Data processed using SPSS version 25 (2026)

Based on Table 3, all 19 questionnaire items have corrected item-total correlation values ranging from 0.506 to 0.941, exceeding the critical correlation value of 0.260. Therefore, all questionnaire items satisfy the established item validity criterion. Furthermore, the reliability test results indicate that motivation, communication, teamwork, and member performance have Cronbach's Alpha values of 0.911, 0.837, 0.926, and 0.915, respectively. All variables exceed the minimum reliability threshold of 0.60, indicating a high level of internal consistency. Consequently, all research instruments are considered valid and reliable for subsequent statistical analysis.

Classical Assumption Test Results

The normality test was conducted using the One-Sample Kolmogorov–Smirnov test to determine whether the residuals of the regression model were normally distributed.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		57
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.18697294
Most Extreme Differences	Absolute	.086
	Positive	.070
	Negative	-.086
Test Statistic		.086
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on Table 4, the Asymp. Sig. (2-tailed) value is 0.200, which exceeds the significance level of 0.05 (0.200 > 0.05). Therefore, the residuals are considered normally distributed, indicating that the regression model satisfies the normality assumption.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		

Model	Collinearity Statistics	
	Tolerance	VIF
X1	.197	5.085
X2	.210	4.764
X3	.136	7.360

Based on Table 5, motivation, communication, and teamwork have tolerance values of 0.197, 0.210, and 0.136, respectively, with corresponding VIF values of 5.085, 4.764, and 7.360. Since all tolerance values exceed 0.10 and all VIF values are below 10, the regression model satisfies the established multicollinearity criteria.

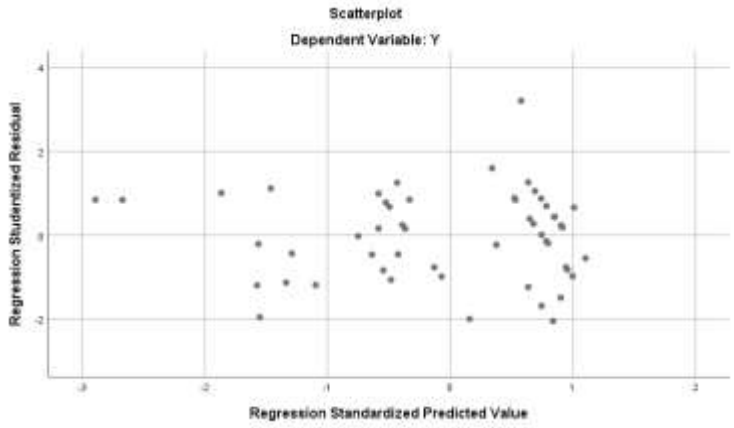


Figure 1. Heteroscedasticity Test Results

Based on Figure 1, the data points are randomly distributed around zero on the Y-axis without forming a systematic pattern. Therefore, the regression model shows no indication of heteroscedasticity.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression

odel		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.316	.932		.340	.736
	X1	.217	.093	.179	2.338	.023
	X2	.470	.117	.296	3.999	.000
	X3	.742	.128	.532	5.775	.000

Based on the multiple linear regression analysis, the following regression equation was obtained:

$$Y = 0.316 + 0.217X_1 + 0.470X_2 + 0.742X_3 + \varepsilon$$

The constant value of 0.316 indicates the predicted value of member performance when motivation, communication, and teamwork are equal to zero. The regression coefficient for motivation (X_1) is 0.217, with a t-statistic of 2.338 and a significance value of 0.023 < 0.05. These results indicate that motivation has a positive and significant effect on member performance. Therefore, H1 is supported. The regression coefficient for communication (X_2) is 0.470, with a t-statistic of 3.999 and a significance value of $p < 0.001$. These results indicate that communication has a positive and significant effect on member performance. Therefore, H2 is supported.

The regression coefficient for teamwork (X_3) is 0.742, with a t-statistic of 5.775 and a significance value of $p < 0.001$. These results indicate that teamwork has a positive and significant effect on member performance.

Therefore, H3 is supported. Furthermore, teamwork has the highest standardized regression coefficient (β = 0.532), followed by communication (β = 0.296) and motivation (β = 0.179). These findings indicate that teamwork is the most dominant predictor of member performance in the regression model.

Table 7. Coefficient of Determination Value

Model	R	R Square	Adjusted R Square
1	.969[a]	.939	.935

Based on Table 7, the multiple correlation coefficient (R) is 0.969, indicating a very strong relationship between the independent variables and member performance. The coefficient of determination analysis shows an adjusted R-squared value of 0.935, or 93.5%. This indicates that 93.5% of the variation in member performance within the Bank Mandiri Basketball Community in the Thamrin Area can be explained by motivation, communication, and teamwork, while the remaining 6.5% is attributable to other factors not included in the research model.

Discussion

The Effect of Motivation on Member Performance

The findings indicate that motivation has a positive and significant effect on member performance in the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta. This result is supported by a regression coefficient of 0.217, a t-statistic of 2.338, and a significance value of 0.023. These findings suggest that higher levels of motivation are associated with better member performance in various community activities. Motivation encourages individuals to demonstrate greater enthusiasm, discipline, commitment, and consistency in fulfilling their responsibilities and achieving collective objectives.

In the context of the basketball community, motivation is associated not only with the desire to win competitions but also with members' enthusiasm for attending regular training sessions, improving their basketball skills, maintaining discipline, and actively participating in community activities. Intrinsic motivation, such as enjoyment of basketball, personal development, health improvement, and social interaction, may encourage members to participate consistently. Meanwhile, extrinsic motivation, including recognition from community leaders, appreciation from teammates, opportunities to participate in tournaments, and pride in representing Bank Mandiri, may further strengthen members' commitment to achieving collective goals.

These findings are consistent with Robbins and Coulter (2019), who explain that motivation determines the intensity, direction, and persistence of individual efforts toward achieving specific objectives. Furthermore, the findings support previous studies conducted by Mawardi et al. (2024), Haryanto and Maianto (2024), and Sitepu and Husein (2025), which demonstrated that motivation positively and significantly affects performance. Therefore, community leaders should strengthen member motivation through recognition, personal development opportunities, and engaging community activities to encourage sustainable participation and improve member performance.

The Effect of Communication on Member Performance

The findings demonstrate that communication has a positive and significant effect on member performance in the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta. This result is supported by a regression coefficient of 0.470, a t-statistic of 3.999, and a significance value below 0.001. These findings suggest that effective communication contributes to better coordination, mutual understanding, interpersonal relationships, and individual performance within the community.

In basketball, communication represents a fundamental element because the game requires rapid decision-making, effective coordination, and mutual understanding among players. Effective communication enables

members to understand game strategies, coordinate individual responsibilities, provide instructions, and respond appropriately to changing situations. Furthermore, communication plays an important role before, during, and after basketball activities. Before competitions, communication facilitates strategic planning and role allocation. During competitions, communication supports game coordination and information exchange, while after competitions, it facilitates performance evaluation and constructive feedback. These communication processes may contribute to continuous improvement in both individual and collective performance.

The findings are consistent with Fachrezi and Khair (2020), who emphasize the importance of information exchange, interpretation, and feedback in establishing effective communication. Furthermore, these results support previous studies conducted by Setiawan et al. (2024), Baihaki (2025), and Wendi et al. (2026), which demonstrated that communication significantly affects performance. However, these findings differ from those of Agustina et al. (2025), who reported that communication had no significant effect on performance. This difference may reflect variations in organizational characteristics and operational requirements. Therefore, community leaders should promote open communication, constructive feedback, and effective information-sharing mechanisms to strengthen member coordination and performance.

The Effect of Teamwork on Member Performance

The findings reveal that teamwork has a positive and significant effect on member performance in the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta. This result is supported by a regression coefficient of 0.742, a t-statistic of 5.775, and a significance value below 0.001. Furthermore, teamwork has the highest standardized regression coefficient ($\beta = 0.532$), indicating that it is the strongest predictor of member performance among the independent variables examined in this study.

As a team-based sport, basketball requires effective collaboration, coordination, mutual trust, and shared responsibility. Individual abilities alone are insufficient to achieve optimal collective outcomes without effective cooperation among team members. Effective teamwork enables members to complement one another's abilities, coordinate their respective roles, and provide mutual support in achieving shared objectives. Moreover, teamwork may strengthen members' sense of belonging and commitment to the community. A supportive team environment encourages members to attend training sessions regularly, maintain discipline, respect individual differences, and resolve conflicts through constructive communication. These conditions may contribute to improved individual performance and overall team effectiveness.

These findings are consistent with Coronado-Maldonado and Benítez-Márquez (2023), who emphasize the importance of collaborative relationships in supporting team effectiveness. Similarly, Siemon (2022) explains that teamwork creates synergy through the integration of individual competencies and collective efforts. The findings also support previous studies conducted by Haryanto and Maianto (2024), Setiawan et al. (2024), Sitepu and Husein (2025), and Baihaki (2025), which demonstrated that teamwork positively and significantly affects performance. Therefore, community leaders should prioritize team-building activities, collaborative training, clear role allocation, and mutual trust to strengthen teamwork and improve member performance.

5. Conclusion

This study concludes that motivation, communication, and teamwork have positive and significant effects on member performance in the Bank Mandiri Basketball Community in the Thamrin Area, Central Jakarta. Motivation encourages members to demonstrate greater enthusiasm, discipline, commitment, and active participation in community activities. Effective communication facilitates information exchange, strengthens coordination, minimizes misunderstandings, and improves interpersonal relationships among members.

Furthermore, teamwork represents the strongest predictor of member performance, emphasizing the importance of collaboration, mutual trust, shared responsibility, and collective commitment in achieving organizational objectives. From a managerial perspective, community leaders should strengthen member motivation through recognition and engaging activities, improve communication through digital platforms and regular evaluations, and prioritize teamwork through collaborative training and team-building activities. These strategies are expected to support sustainable improvements in member performance and organizational effectiveness.

Despite its contributions, this study has several limitations, including its focus on a single basketball community, the inclusion of only three independent variables, reliance on respondents' subjective perceptions, and the adoption of a cross-sectional research design. These limitations may restrict the generalizability of the findings and the ability to establish causal relationships over time. Future studies are encouraged to expand the research scope by involving different sports communities and incorporating additional variables, such as leadership, organizational commitment, organizational culture, member engagement, and psychological safety. Furthermore, mixed-methods approaches combining quantitative surveys, interviews, and direct observations are recommended to provide deeper insights into member behavior. Longitudinal research designs may also provide a more comprehensive understanding of the dynamics of member performance over time.

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