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BOOK OF EXTENDED ABSTRACTS

iVCPPS 2021

1ST INTERNATIONAL VIRTUAL CONFERENCE ON PUBLIC POLICY AND SOCIAL SCIENCE

iVCPPS 2021:

REGIONAL ISSUES IN PUBLIC POLICY AND SOCIAL SCIENCE DURING COVID 19 PANDEMIC

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&
FAKULTAS ILMU SOSIAL DAN ILMU POLITIK UNIVERSITI OF AIRLANGGA (UNAIR)

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THE ROLE OF SOCIAL EXCHANGE THEORY ON INTERNAL TEAM PERFORMANCE: A CONCEPTUAL REVIEW OF MALAYSIAN SEARCH AND RESCUE (SAR) TEAM

Norsyazwani Ab Halim[1] Azlyn Ahmad Zawawi[2]

[1]*Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM) Kedah, 08400 Merbok, Kedah, Malaysia, syazwanihalim97@gmail.com*

[2]*Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM) Kedah, 08400 Merbok, Kedah, Malaysia, azlyn@uitm.edu.my*

ABTSRACT INFO

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Social Exchange Theory (SET), SAR team performance, team communication, team leadership, team time management.

Corresponding Author:

Syazwanihalim97@gmail.com

EXTENDED ABSTRACT

INTRODUCTION

Team performance in Search and Rescue (SAR) refers to the engagement of effort between SAR teams that could lead them to achieve their shared goals and objectives, saving victims' lives during the SAR mission. According to Morgeson et al. (2005), SAR team performance is all the missions and operations formally carried out by the teams that could impact the teams' goal accomplishment. There are a few critical elements to building team performance in SAR teams (Katzenbach & Smith, 1993). SET is based on the premise that a person will act in accordance with the rewards and punishment that they are most likely to receive (Cook & Rice, 2006). In that context, rewarded habits would possibly cause repetitions and vice versa. Emerson (1976) claimed that action would continue to flow only if it is contingent upon a valued return. SET was also built on the idea that, in performing behaviors, there are elements of reciprocity as an exchange rule (Cropanzano & Mitchell, 2005). In the context of team performance, this means that for any behavior performed by team members, they also hope to earn some sort of rewards in exchange. Social exchange is expected to occur when team members feel that they have received useful team inputs. For instance, team members will be more motivated to achieve performance when they feel that the other members provide quality relationships for an exchange.

Besides, SET is the idea of reciprocation in a relationship where individual actions are based on a cost-benefit analysis, which explains the relationship between teams, leaders, and organizations. SET outlines that teams expect to be treated in a particular way by the organization, and in return, they will tailor their actions based upon this perception and will act to promote the most beneficial outcome from their perspective (Colquitt et al., 2013; Rhoades & Eisenberger, 2002). SET promotes a two-way relationship, in which positive action will lead to a high level of team performance. It will then directly provide benefits for the organization too. Besides, SET also clearly expresses a useful guideline to explain the relationship between leaders and members. Hence, team performance is a combination of good feeling and positive action.

Members who feel motivated will boost the spirit of the team to contribute positive feedback to the organization. In the context of SAR, teams that are motivated will willingly carry out SAR missions at their best (Qomariah,Hermawan, Isnaini, & Naely Azhad, 2020).

PURPOSE/AIM & BACKGROUND

1. PURPOSE OF THIS STUDY

1) To provide an understanding of Social Exchange Theory.
2) To provide more extant literature on SAR team performance.
3) To provide an understanding of the role of SET on the internal factors of SAR team performance.
4) To provide an understanding of the input and output flow of SET that reflects team leaders' and team members' social exchange.

2. AN OVERVIEW OF SOCIAL EXCHANGE THEORY

SET was established by Homans (1958) and Blau (1964) in psychology, and Thibault and Kelley (1959) in sociology. SET was extended in the field of management (Cropanzano & Mitchell, 2005). SET can be defined as the area of any social form of exchange that includes tangible or intangible, material or nonmaterial goods between individuals with other individuals (Cortez & Johnston, 2020; Lee & Cadogan, 2009; Cropanzano & Mitchell, 2005). The social exchange involves actions that can be related to reward reactions from others. In short, social cost and rewards affect human decisions and behavior (Lee & Cadogan, 2009). Hence, SET highlights the reciprocal relationship between people (Lee & Cadogan, 2009). The essential belief of SET is that individuals in the team enter into and maintain the relationship with the expectation to gain a net positive value. Previous research has discovered the social exchange approach from individuals into an exchange between entities, firms, and groups (Cortez & Johnston, 2020; Lee & Cadogan, 2009; Cropanzano & Mitchell, 2005).

3. THE ROLE OF SOCIAL EXCHANGE (SET) THEORY ON THE INTERNAL FACTORS OF SAR TEAM PERFORMANCE

The social exchange theory affects SAR team performance in a couple of ways. First, it projects that internal team factors will increase the team's outputs. For instance, social exchange assumes that team members' relationship with other members (or their leaders) will cause team motivation to increase. This is logical as a team's supportive relationship is pivotal to its performance. Secondly, teams will repay what they have received. In this context, team communication and team leadership will be bartered with team performance. This is a form of social exchange. SAR teams will repay what they have received by doing their best in carrying out missions. (Sharifah, Ismail, Kadir & Nor, 2012). Therefore, based on these assumptions, social exchange theory is seen as essential to support the relationship between SAR team internal factors and SAR team performance. In the context of this paper, SAR team's internal factors will include team communication and team leadership.

i. Team Communication and SAR Team Performance

Team communication is the interaction between one individual and another in a team. Good team communication results in high team performance (Liu et al., 2020). When a SAR team can understand the instructions given by their leader, the SAR team can follow all the instructions. For instance, SAR teams must have a clear understanding of the information given by the team leaders. Examples of such information are the victims' physical state, how long the victims have been missing, and the possible routes that might have been taken by the

victims, which increases the possibility of the SAR teams in finding the victims. Teams build trust, loyalty, and mutual promise as long as the leader and members stand by the particular rules of an exchange. Hence, the members will decide to perform well for their organization. In this study, SET matches with team communication. If the team leader can transfer clear information to them, guide them, and support them, they will act their best in conducting SAR operations since a good leader will produce good followers (Gruman & Saks, 2011). When members of SAR teams expect their leader to communicate to them the vision and inspiration needed to perform and perceive team support from other team members, they will become motivated, hence, increasing their sense of trust towards the team.

ii. Team Leadership and SAR Team Performance

SET also affects SAR team performance through team leadership. In SAR, team leadership is essential as leaders are responsible for setting the team's direction and goals. When the team leader can influence the team members by giving team members guidance and direction to achieve the objectives, it leads to a rise in team performance. Therefore, SET can support the leadership-performance relationship because good leadership will produce good team performance. Team members who are satisfied with the direction and support they receive from the team leaders will feel motivated to work harder to achieve high team performance.

CONCLUSIONS

SET is the area of any social form of exchange that includes tangible or intangible, material or nonmaterial goods between individuals with other individuals. When team members receive input from the team leader, the exchange process will produce output. First, SET is the relationship between team leaders and team members. When team members have a clear understanding of team leaders' information, they will perform better. Secondly, SET is the idea of reciprocation in a relationship where individual actions are based on a cost-benefit analysis, which explains the relationship between teams, leaders, and organizations. Hence, SET predicts team behaviors as members will expect to receive good rewards in return for the good behaviors they have shown to the team. Social exchange is expected to occur when team members feel that they have received effective team leadership and team support.

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