Research Paper

Impact of Effective Teamwork on Employee Performance

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ABSTRACT

This research examined the impact of Teamwork on employee performance. The study adopted descriptive and explanatory research design. Further this study used a cross sectional survey methods using a survey questionnaires, containing 35 items with Likert Scale (Disagree -1 and 5 for Agree). A questionnaire was developed based on past literature and numerous tests were done to test the normality, reliability and validity of the data. The independent variables to measure effective teamwork are Effective communication, Team Cohesiveness, Accountability, Interpersonal skills, Leadership and Level of trust. The dependent variable used in this research is employee performance. The samples of 107 employees from an entertainment company in Kuala Lumpur capital of Malaysia were selected using simple random probability sampling technique. The collected data was analysed using descriptive means and regression via SPSS.20. This study found that all the chosen factors have significant relationship with teamwork. This research find Efficient Communication, Level of trust, Leadership and Accountability has a positive and significant impact on employee performance. While we found no significant influence of Intrapersonal skills and Cohesiveness on Employee Performance. Though this research included only one entertainment organisations, future studies may include larger sample by conducting the study on more organisations including manufacturing industry, Financial firms etc. to see the variation in the results. The future studies may compare differences based on socio-demographic profile and might examine the similarities and difference of motivational factors in different sectors in Malaysia.

Keywords: Teamwork, Employee Performance, Accountability, Efficient communication, cohesiveness, Leadership, Intrapersonal skills, Entertainment industry, Malaysia.

1. Introduction

The main purpose of the research is to examine and evaluate the influence of effective teamwork on employee performance in an entertainment industry. Identifying teamwork is a critical topic for research scholars to portray since last numerous decades. Tuckman (1965) was the pioneer for introducing a designed theory for addressing teamwork. Further, was also been highlighted by Hackman (1976). A number of studies are conducted to gauge the impact of teamwork on performance in developed as well as developing countries; Manzoor, Hafizullah, Ahmad and Hussain, 2011 Tohidi, 2010
According to Aydin and Ceylan (2009) the incentives of the teamwork for firms are quite tricky to abstract and identified which makes the topic more puzzlement for the researcher as when the teamwork is associated with the performance (Kennedy and Nilson, 2008). As seeing the paced corporate world with race of grabbing opportunities organizations has to be quite fast and efficient with their stuff and work to be in the business competition so high target make the teamwork more significant for achieving desired business targets (Becton, Wysocki and Kepner, 2002).

Research Objectives

- To examine the effect of effective communication on employee performance
- To examine the effect of level of trust on employee performance
- To examine the effect of interpersonal skills on employee performance
- To examine the effect of team cohesiveness on employee performance
- To examine the effect of accountability on employee performance
- To examine the effect of leadership on employee performance

2.0 Literature Review

Salas et al (1992) has defined a team as a distinguishable set of two people or more who dynamically, interdependently and adaptively interact toward a valued objective/mission/goal, which have been assigned each to perform a particular function or role with a limited life-span of membership (Mathieu et al, 2000). Larson and Lafasto (1989) defined team as a unit of two people or more who coordinate and interact to complete and achieve one common and specific goal.

While looking into the perspective of Teamwork, Tuckman (1965) offered a development of a team model. The four-stage model converted to be a well-recognized for its ‘form, storm, norm, perform, in sequence. These stages today are referred as idealized; these would have considerable faces validity as a common sequence. While in Shared mantle models, The term “Team” defined by Salas, Dickinson, Converse, and Tannenbaum (1992) as the elite set of two or more humans that interact adaptively, interdependently and dynamically to a mutual and treasured goal, purpose, or objective which been allocated and given a precise roles or tasks to execute and who have a restricted life span of attachment. Further, Theoretical work on agent teamwork characterizes team behaviour as taking the sequent structures: initially, the agents have to share the aim that desire to accomplish, share the total strategy they trail simultaneously and at point share knowledge of the environment in that they performing. In addition, The Belbin team role theory was expanded through a number of years at Henley Management College and is built on empirical observations on team behaviour. The developers of the Belbin theory found that there were a number of different functions that had to be taken care of in order to have a productively functioning team. Belbin presents 9 roles of teamwork as the base for its theory (Godskesen, 2009). MBTI (Myers-Briggs Type Indicator) instrument has been developed by Isabel Briggs Myers and Katharine Briggs Built on Carl Jung’s Theory of Psychological types. MBTI outcomes may assist team members for a better understanding of his/her team works. Learning about personality type may also raise the quality of interactions with team members. The consulting literature working with MBTI team building seems to propose each personality type contribute to make for teamwork. Last but not the least, The T7 model of team effectiveness has been developed by Lombardo and Eichinger (1995), in which emphasizes on the major factors believed to influence collaboration within and among teams, it presents seven elements which beginning all with the letter “T” and categorized the team into: factors of internal teams (Thrust, Trust, Talent, Teaming skills, and Tasks skills) and the factors of external team (Team leader fit and Team support from organization).

Referring to the literature review and findings, and after critically analysing some of the key teamwork frameworks, this study proposes the conceptual framework illustrated below.
The central features with life in any organisation are communication and considered a critical factor to create and sustain improvements (Amy, 2008). According to Merriam-Webster (2009) as the process where the exchange of information through a common system of symbols, signs or behaviour between individuals for the favour of employee to perform better (Joanne, 2010). Therefore, for an effective communication, numerous factors should be considered as will help to achieve an effective communication.

**H1: Effective Communication has a significant positive impact on Employee Performance**

Fry (2006) has pointed out the meaning of leadership as the use of strategy as for the purpose of growth and development by leading to offer inspiring motives to enhance the employees’ potential for growth and development (Belonio, 2012). Leadership is considered primarily as an input to team process and performance, focused on the importance of functional leadership in teams Day, Gronn, Salas, 2004).

**H2: Leadership has a significant positive impact on Employee Performance**

The importance of trust in team effectiveness is very significant and the relation is positive (Mickan, Rodger, 2000) and also added that behavioural basis of teamwork is generated by trust and results a synergy in the organization and a better employee performance. The trust ability originated from competence and self-knowledge, it must slowly be built-up through members of the team who competencies is different, priorities and assumptions, through establishing and developing the confidence in each-others’ competences and reliability (Mickan, Rodger, 2000). As existing of trust will not simply improve team performance nor will it improve always within team relation when trust presents, where an excuse of trust will cause a lack of questioning

**H3: Trust has a significant positive impact on Employee Performance**

The concept of accountability is to ensure that all employees have the ultimate understanding of what their superior or managers expect from them, and how excellence in action it looks like, accountability has been built by managers into their routine schedule and managers prefer to hold accountable employees. The main goal of accountability is not to place blame or deliver punishment but is to improve performance. If the organization lack accountability then the alignment of the system of accountability isn’t structured well enough (Haneberg, 2012).

**H4: Accountability has a significant positive impact on Employee Performance**

Mudrack (1989) have described the group cohesiveness as the ones whose members are bonded to one another and the group as a whole “one that sticks together”. Cohesiveness has
been constructed based on the bonds of interpersonal attraction, spirit, or sense of belongingness. Studies show the higher cohesiveness the higher employee productivity, and tend to defend the norm of the group, participate readily (Evans & Dion, 1991).

**H5: Team cohesiveness has a significant positive impact on Employee Performance**

According to Scher et al (2013) interpersonal skills influence the performance of the employees, and noted that in determining a successful career, the ability of interpersonal skills is vital to be effectively interacted, as without interpersonal skills a person can struggle which may negatively impact on the career (Zainal et al, 2015). To increase productivity and reduce conflicts; a positive interpersonal skills must be exist and be high among employees (Kanthasamy, 2009). Scher, R. K., Rich, P., Pariser, D., & Elewski, B. (2013, June). The epidemiology, etiology, and pathophysiology of onychomycosis. In Seminars in cutaneous medicine and surgery (Vol. 32, No. 2, pp. 2-4). Frontline Medical Communications.

**H6: Interpersonal skills has a significant positive impact on Employee Performance**

### 3. Methodology

**Research Design**

A combination of descriptive and explanatory research has been used in this study. Descriptive is used for traits of the demographical surveying of a certain group such (gender, age, income, marital status) and the information is to be studied at measuring trends overtime, and an advance data analysis such drawing correlations (Penwarden, 2014). Explanatory research (causal research) is quantitative in nature and used in this research as it explained and test cause-and-effect between dependant variables and independent variables and explained how ID and DV will come together and interact (Hassan, 2014).

**Research Methods**

For this research, a quantitative method will be used as it allows the research of collecting a large number of data, and testing hypothesis and theories which is appropriate for the question to answer (Creswell, 2003). Also it can be a great value by attempting to draw significant outcomes from a large body of qualitative data.

**Data Collection Methods**

For this research primary data have been used as it considered as current and to the researcher it can give a better realistic view concerning the topic. Furthermore, primary data considered to be original and considered high accuracy relevant to the topic. Also as collected from the concerned party it considered highly reliable. Primary data can include a very wide geographical coverage, as it can be collected across national borders via emails, posts, and also telephone (Hox and Boeije, 2005)

**Sample size and sampling technique**

For this research a simple random probability sampling technique is used by choosing a basic component in search a way that every component in the population has an equal chance to be chosen. A simple random sample out of bias (Mugo, 2002) and accordingly the target population for this research, The sample size is 107 employees from an organization in Malaysia. The sample size is quite enough to find the impact of teamwork on employee performance.

**Ethical issues**
This research took a special consideration in context of ensuring privacy of the respondents as the designed questionnaire for this research will not comprise of any question that would harm the integrity and privacy of the respondents. Neither any of the respondents has been forced to answer the questionnaire. Summing up all this research will give special attention and consideration to be in accordance with ethicalities.

**Data Analysis Plan**

In this research, a quantitative data has been used, the SPSS.19. (Statistical package for Social Student) is most appropriate as it analyses the quantitative data collected and convert it into tables and graphs and that is the purpose and the usage of SPSS.19. After examining the relationship between the mentioned Independent variables and Dependent variable (Effective Teamwork) through correlation analysis and for examining the strength of impact of Independent Variable (Effective Teamwork) on Dependent Variable (employee performance), regression analysis has been used as a gauge to scrutinize it(Blumenstein and Boyle, 2014).

**4. Finding and Analysis**

**Descriptive Statistics**

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>EFF.COM</td>
<td>107</td>
<td>1.00</td>
<td>5.00</td>
<td>3.9439</td>
<td>.62634</td>
</tr>
<tr>
<td>TRUST</td>
<td>107</td>
<td>1.17</td>
<td>5.00</td>
<td>3.8224</td>
<td>.59973</td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td>107</td>
<td>1.00</td>
<td>5.00</td>
<td>3.8093</td>
<td>.60338</td>
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<tr>
<td>ACCOUNTABLE</td>
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<tr>
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<td>.60360</td>
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<tr>
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</table>

The table above indicated that effective team was the most crucial factor that enhances the team effectiveness with the highest mean value ($\mu=3.9$, SD=0.63), followed by cohesiveness ($\mu=3.85$, SD=0.61), accountability ($\mu=3.83$, SD=0.61), interpersonal skills ($\mu=3.83$, SD=0.65), trust ($3.82$, SD=0.60) and leadership ($\mu=3.81$, SD=0.60) respectively;

**Correlation**

Based on the table below, All the dimensions of Effective Teamwork have a positive and strong relationship with the Employee Performance. Overall, Effective Teamwork has a positive and significant relationship with a Pearson Correlation Coefficient of $r=.723, .972, .812, .940, .915$, and $.802$.

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Table 2: Correlation Analysis
The Table 3 shows the model fitness. Therefore this model is a good fit since the adjusted R-square is 0.967(96.7%). This means the effective team variables such as cohesiveness, effective communication, interpersonal skills, leadership, accountability and trust represents 96.7% variance in employee performance. The model shows that Durbin Watson is 2.151 indicating there is no auto correlation.

Table 3 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.984a</td>
<td>.969</td>
<td>.967</td>
<td>.10916</td>
<td>2.151</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), COHESIVE, INTER.SKILL, EFF.COM, LEADERSHIP, ACCOUNTABLE, TRUST
b. Dependent Variable: PERFORMANCE

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Table 4 Coefficients*-Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardize Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
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</table>

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Referring the table 4, there is a positive and significant influence of effective communication on employee performance. Since the Beta coefficient is 0.117 with a p value of 0.012 (which is less than 0.05) means it has a weak but significant impact on employee performance. This finding is similar to previous such as (Femi, 2014; Moghimi, Chamanzamin, & Shaghaghi, 2013). A positive and significant influence of trust on employee performance since Beta coefficient is 0.962 with a p value of 0.000 which means it has a very strong and significant influence on employee performance. Leadership has a negative and significant impact on employee performance as Beta coefficient is \(-0.231\) and a p value of 0.001 which indicates that effectiveness of leadership increases it will causes a decrease of employee performance. There is a positive and significant influence of accountability on employee performance. Since the Beta coefficient is 0.245 with a p value of 0.003 (less than 0.05) which means it has a positive and significant impact on employee performance. Lastly, a negative impact of interpersonal skills and cohesiveness on employee performance and not significant as Beta coefficient of Interpersonal skill is \(-0.086\) with a p value of 0.270 and Beta coefficient of cohesiveness is \(-0.018\) with a p value of 0.712 which indicate that interpersonal skills and cohesiveness are not significant and has no effect on employee performance as Similar findings of cohesiveness such as (Gulley, Devine, & Whitney, 1995).

This means all the hypotheses are accepted except H5 - Team cohesiveness and H6 - interpersonal skills suggesting that these two attributes which were found in past literature has a strong influence on team effectiveness and performance, we couldn't establish such relation in this study. Therefore further research could be undertaken to validate our findings in terms of the rejected hypotheses.

5. Conclusion and Recommendations

Conclusion

Based on the findings, there is a positive and significant relationship between effective communication and employee performance. Therefore, effective communication in the entertainment industry is an essential tactic that has been performed which can extract the ultimate of the employee to help the both organization and the employees to achieve their ultimate goal. Level of trust has a positive and significant relationship with employee performance as referring to the findings. Building trust is building the confidence in each other's competencies and reliabilities, thus, the existence of trust among team members constructs synergy in the organization and a better performance of its employees as trust in based on the reliability and the competencies. Based on the findings, there is a positive and significant relationship between interpersonal skills and employee performance. Leadership has a positive relationship with employee performance. Leadership is an important element of the design of the organization; leadership can be the turning point from failure to successfulness. Based on the findings, there is a positive and significant relationship between accountability and employee performance. Cohesiveness has a significant and positive relationship with employee performance. Cohesiveness shows how employee perform in harmony together, cohesiveness is the spirit and the sense of belongingness where the employee feels safe which will construct the motive to take a step ahead and be ready to participate in action towards the goals of the organization.
Recommendation

As for future research and since the study has been done on an entertainment industry in Malaysia it is recommended further studies across the country. Further study could focus also on another industry or multi-industries research on effective teamwork and may be beneficiary for organizations as well as employees and managers. Lastly it is recommended to increase the sample population as it would give more accurate result.

REFERENCE


Godskesen. M, 2009, IMPROVING TEAMWORK ABILITIES ACROSS CULTURAL DIFFERENCES


