

## The Impact of Teamwork on Work Performance of Employees: A Study of Faculty Members in Dhofar University

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**Abstract:** In today's communities, individuals have been focusing on achieving the occupational purposes and goals at work place individually more than focusing on the concept of teamwork. Noticeably, the importance of teamwork as an essential tool in work environment seems to be neglected by both employers and employees which has lead them to deficient performance and poor productivity in their jobs. Therefore, this research paper seeks to examine the impact of teamwork on occupational performance. The objective of this research was to highlight the effects of teamwork on faculty members in Dhofar university and their performances and also to examine the factors associated with the concept of teamwork in job environment. This study focuses on analyzing the impact of teamwork on the employees of Dhofar university. Several factors related to teamwork were analyzed, such as the concept of trust, leadership and structure and performance evaluation and rewards. The results reveal that is a strong and significant connection between the independent variables viz. teamwork, climate of trust, leadership and structure, performance evaluation and rewards and the performance of the faculty members of Dhofar university in Sultanate of Oman.

**Keywords:** Teamwork, employee performance, trust, leadership, rewards.

**JEL Classification:** M12, J21, J29, J32

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### I. Introduction

#### 1.1 Background of the Study

Team can be defined as a group of individuals who work collectively to achieve the same purposes and goals to provide an excellent quality of services. Teamwork has the ability to enable the members of the team to have a higher level of emotional security, self-confidence and the ability to plan and decide with others positively. Also, it helps in creating a healthy work environment with workable agendas, creative activities, positive strategies and values. On the other hand, the absence of teamwork's concepts and strategies can lead to occupational failure, disappointment, low morale and poor productivity which threatens the entity of the organization. The employees who work in an organization that does not have a strong concept of teamwork, usually fail to deliver the expected results and to achieve the goals and visions of that organization. The presence of teamwork concept is a necessary rule to help the employees in working together towards common aims and goals creatively. The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgement and opinion. The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management (Vašková, 2007). The success of any organization or institution requires the positive force of teamwork because it helps the employees to empower and develop themselves and their potentials, as well as learning the proper strategies to achieve the required tasks efficiently. Also, the positive interaction and collaboration among employees allow them to have a better understanding of the significance of teamwork in building up the human civilization and helping the human beings to achieve the common goals and purposes that they all need. According to Wageman (1997) "Company's teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control and company's success is scrutinized by top management to achieve the desired goals". Most of the successful companies do not hire an individual who cannot work on teams to solve conflicts and achieve various tasks, and that proves the importance of teamwork as an essential skill in the work environment. The concept of teamwork has been applied in human's lives long time age in order to solve various forms of struggles, achieve the basic life requirements and needs, and to make smarter decisions for the benefit of all groups of people. So, teamwork can be also described as a strong power given by a group of individuals to make better decisions efficiently.

Teamwork helps in developing the skills and perspectives of the employees through the automatic exchange of positive opinions, feedbacks, experiences and viewpoints between the members of the team, and this process creates a constant development regarding the services of the organization and employees' occupational performances. Hence organizations should enhance the concept of teamwork among its employees to increase the level of productivity and creativity in order to earn competitive advantages and enhance each employee's performance. Additionally, the core value of teamwork is the reduction of workload which helps the employees to perform better without any kind of work pressure because the tasks were distributed equally among all the members of that team. Some of the organizations in today's industries are not developing due to inadequate teamwork among the employees which certainly affects the performance of that organization and its employees in the long run. Huge amount of resources is also wasted because of teamwork inadequacies which directly threatens the organization's development.

### **1.2 Statement of the Problem**

"Faithful believers are to each other as the bricks of a wall, supporting and reinforcing each other" (Prophet Muhammad, Al-Bukhari). This indicates that individuals need each other to accomplish and achieve what they cannot do without each other. Today, many people have forgotten the importance of teamwork in their personal lives in general and in the work environment particularly, although all the religious principles have emphasized on how teamwork is essential to achieve the best results and to maintain every human's right equally by dividing the tasks and duties. The absence of teamwork strategy and concept in the workplace has led to low levels of productivity, efficiency and creativity in the industries. Therefore, this study aims to highlight the impact of teamwork, leadership, trust and performance appraisal and rewards on the occupational performance of faculty members of Dhofar University

### **1.3 Objectives of the Study:**

- To highlight the main factors associated with teamwork.
- To define the effects of teamwork, leadership, trust and performance appraisals on the performance of faculty members of Dhofar University

### **1.4 Significance of the Study:**

This study tries to emphasize on the significance of teamwork and its effects on employees' performance in the workplace. This research study will be an important endeavor in helping both employers and employees to promote the concept of teamwork in the work environment due to its influential effects on the performance and productivity of the organization and workers. Also, it can serve other researchers who want to re-investigate the lack of teamwork concepts in today's organizations.

### **1.5 Hypothesis:**

H<sub>0</sub>: There is no significant relationship between teamwork, leadership and structure, climate of trust, performance evaluation and rewards and employee performance.

H<sub>1</sub>: There is a significant relationship between teamwork, leadership and structure, climate of trust, performance evaluation and rewards and employee performance

## **II. Review of Literature**

### **2.1 Teamwork and Employee Performance**

The impact of teamwork on employees' occupational performance has been a major topic of many researches done by academics and practitioners in the previous years (Jones et al, 2007). The reason behind this attention is the fact that the practical concept of teamwork has a strong influence on the performance of any organization and the employees who work in it. Teamwork was defined and deliberated by some researchers as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the performances of the workers there. There are several causes and reasons that clarify and highlight the link between teamwork and the level and quality of the performance in workplace. Jones et al (2007) state that understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance. Team members enhance the skills, knowledge and abilities while working in team (Froebel and Marchington, 2005). Researchers and experts indicate that effective behaviors and concepts related to teamwork can increase the level of improvement of employees' performance and their productivity as well as enhancing the ability of solving conflicts and facing the urgent and sudden challenges at work.

Teamwork can be accurately defined as a group of individuals who work cooperatively to achieve a specific task or goal. This skill has become appreciated that many large organization have designed special tests to determine the abilities of their employees to work on teams. Therefore, teamwork ability became an essential skill that every worker must have in order to be accepted in the job. The idea or concept of teams has been applied many centuries ago during the establishment and development of human civilization, that is why it is a very valuable and important concept in any occupational and developmental process. Teamwork is a precise organizational measure that shows many different features in all types of organizations including non – profit (Mulika,2010). Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Some companies have started to apply team-based strategy in their work performance to maintain the productivity of their workers and to emphasize on the importance of working together as one united entity to achieve the objectives and goals of the organization in the best way possible. Team-based strategy means a basic method followed by the members of an organization to work in teams to finish the required tasks. As a result of such strategies applied in workplaces, the managers of such organizations are clarifying the significance of teamwork and its ability to create a better work environment for the workers and increase the level of creativity, productivity and the success of the entire entity.

Cohen (1999) says that teams are replacing individuals as the basic building blocks of organization. In this century, the teamwork skill has been taught as an essential educational concept at schools, so that students learn the proper strategies to develop professional skills as part of their educational process. The important professional skills such as solving conflicts, communication, collaboration and positive interaction skills are noticeably being defined by managers as an important requirement for the work environment. So, the employers and managers are always looking for individuals who can collaborate and work on teams as a critical skill in every working environment.

## **2.2 Leadership and Structure:**

Team can't function if they can't agree on who is to do what and ensure all members share the work load. Agreeing on the specifics of work and how they fit together to integrate individual skills require leadership and structure, either from management or from team members themselves. Several studies have been conducted on leadership behavior and team effectiveness. Burns (1978) distinguished between transactional leadership and transformational leadership. Bucic, Robinson and Ramburuth (2010) found that the leader does have an effect on the team, and also that the leader's leadership style (transformational, transactional or ambidextrous) is critical to team level learning and performance. Leadership qualities that influence goal achievement include the ability to create a clear vision, the ability to understand organizational culture, the ability to focus on performance development and the ability to encourage innovation (Gomez, 2017). Leadership styles effect both employee contentment as well as employee performance. Contented team members are more likely to seek ways to contribute professionally to the team goals. A transformational style of leadership backed by well-defined roles and responsibilities of team members is crucial for the success of a team. An effective leader will motivate, guide, inspire and challenge his team to achieve greater levels of success. Team structure is also a crucial component affecting a team's success According to Mickan and Rodger (2000), there are two main team structures that an organization forms to meet its objectives: functional teams and project teams. Functional teams are responsible for various function such as marketing and finance and they are defined as permanent members of the organization who are responsible for the execution and achievement of the vision of the organization and solving serious conflicts and struggles. Project teams, on the other hand, the set up to achieve certain specific objectives. They are temporary in nature and the team members usually return to their occupational routines when the task is achieved.

## **2.3 Team Trust:**

The concept of team trust appears when the members of a team believe in each other's competence and occupational abilities. Based on a study conducted on the subject, Rodger and Mickan (2000) concluded that there is a positive relationship between the trust and team performance. Team trust has the power to strengthen the behavioral concepts and beliefs of teamwork, also to empower individuals' personalities and develop their skills and talents. Such magical power has a positive impact on the performances of employees. Every member of the team must be responsible for building the concept of trust with other members within the workplace while creating a trustable work environment is one of the essential responsibilities of the organization. The key of constant development and high-performances in working environment is the comfortable feelings and ability to cooperate between the team's members. The concept of cooperation can only exist if the trust comes to be an essential principle of the team foundation. Trust creates a very positive and healthy working environment where the team members can discuss and suggest any subject or thought comfortably without being afraid to be judged or criticized.

#### **2.4 Performance Appraisal and Rewards:**

A performance appraisal is a systematic general and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Performance appraisals are often seen as a method for providing feedback and rewards for meeting performance goals, all of which have been linked to motivations in previous research. In most organizations, individuals are appraised without specific mention of their team involvements, and bonuses and other rewards are based on these individual appraisals. In fact, many employees serve on teams, but their performance on the team may or may not even come up specifically in their performance appraisal (Brown, 2009). It is important that individuals' accomplishments in teams be an integral part of their annual performance appraisals. According to Rabey (2003) recognition and rewards are the primary focus if the individuals who are working in teams. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the team goals which are connected with the company's strategic plan, building of employee performance and fair payment methods. (Manzoor et al, 2011). According to Herzberg (1987), reward and recognition can provide both intrinsic and extrinsic motivation. Dunford (1992) found that recognition and rewards improve employees' performance. Hence, performance appraisal and rewards have been recognized as an important factor affecting employee performance.

#### **2.5 The Effectiveness of Teams:**

There is no doubt that teams have a powerful impact on the performance of the employees and the future of the organization. The studies that have been conducted on the subject indicate that the concept of teams is valuable and helpful to facilitate the developmental process in the organization and to enhance employees' performance (Oseiboakye, 2015). Simply, the main purpose of teamwork is to apply an effective method in order to improve the occupational performance of employees and their personal skills and talents that serve the requirements of the job. Bacon and Blyton (2006) identified the two essential factors that promote the communication skills between team's members and enhance their performance regarding the concept of teamwork, which are: self-management team and interpersonal team skills. According to Tarricone & Luca (2002) in their case study on successful teamwork, the effective teams can be accurately defined as: "Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment". Many studies have shown that employees who work on teams can be more productive than others who work individually (Jones et al, 2007). The reason why an individual becomes more productive working on teams, is that he/she acquires or enhances the beneficial occupational skills through unlimited learning, cooperating, and exchanging thoughts and various experiences. Teamwork thus, is an essential element for the development and function of an organization or institution

#### **2.6 Factors Associated with Teamwork:**

It is not easy to build a competent teamwork due to the modern technological challenges and the increasing competition between industries. The various forms of challenges that have appeared recently because of the developments in all field, make it harder to build a strong structure of teamwork in organizational environment. The most efficient elements to overcome such difficulties regarding teamwork are positive communication, confidence, and productive leadership. It is nearly impossible to build up an efficient teamwork without these factors. The following elements are quite important regarding the competence and efficiency of teamwork:

- Trust among all team members.
- Well-Preparation to engage in various debates around ideas.
- Learning to commit to decisions and plans of action.
- Effective leadership and structure of teams with well-defined roles and responsibilities of team members.
- Proper performance evaluation of team members and rewards and recognition for outstanding work.
- Focusing on achieving collective results.

### **III. Research Methodology**

#### **3.1 Type of Research**

This study is categorized under a descriptive research. A descriptive research approach was used to analyze the subject using in-depth data and to describe it from different angles.

#### **3.2 Population**

The target population for the study are the faculty members of Dhofar university.

### 3.3 Sample and Sampling Technique

A sample size of 100 respondents was drawn from the population of faculty members in Dhofar university. The questionnaires were distributed to the faculty members in all the colleges of Dhofar university. Purposive sampling was applied to select respondents based on their expertise in the subject being researched. Convenience Sampling was also applied to choose respondents among employees based on their ability and willingness to answer the questionnaire.

### 3.4 Data Collection

The type of data, sources of data, and instrument for data collection and procedure for data collection are mentioned below:

#### 3.4.1 Type of Data

An ordinal data was used in this study because the responses to the questionnaire were based on a rating scale and could be ranked.

#### 3.4.2 Source of Data

Primary data was collected and obtained from the distributed questionnaires. This was sourced from the faculty members of Dhofar university. This study depended on the primary data because it helps to investigate about what is happening on the ground and also to suggest helpful findings and recommendations.

#### 3.4.3 Instrument for Data Collection

Questionnaire was the major instrument used to collect the required data for the research and it was used to maintain the truthfulness and honesty of the database regarding the study.

##### 3.4.3.1 Instrument Validity

The research was designed to be able to ensure validity and reliability in all the aspects of the study. It was ensured that proper understandings of the questions in the questionnaire were made to the participants.

##### 3.4.3.2 Instrument Structure to Meet Research Objectives

The questions in the questionnaire were simple and direct based on the objectives of the research. The survey was clear and easy to understand to ensure that participants are able to provide helpful data to meet the objectives of this study.

#### 3.4.4 Procedure for Data Collection

The required data was collected from a number of employees at Dhofar university. Questionnaires were distributed to the faculties in the colleges of Commerce, Engineering and Arts and Applied Sciences and the researcher delivered and collected the results of questionnaires personally. Convenience Sampling technique was used because questionnaires were delivered to all respondents who were easily accessible to the researcher.

### 3.5 Method of Data Analysis

Quantitative data analysis was applied in the study. Correlation and ANOVA were used to find the relationship between the independent and dependent variables and the impact of the independent variables on the dependent variable i.e., employee performance

## IV. Analysis & Interpretation

The demographic variables were analysed and their descriptive statistics were calculated. After descriptive statistics, correlation and multiple regression tests are applied to find the relationship between dependent and independent variables.

**Table 1:** Demographic Profile of Respondents

Demographic Distribution of the respondents Variables	Number	Percent
<b>Age (in years)</b>		
26-35	27	27.00
36-45	42	42.00
46-55	21	21.00
56 and above	10	10.00
<b>Gender</b>		
Male	73	73.00
Female	27	27.00

<b>Education</b>		
Masters	17	17.00
Ph.D	83	83.00
<b>Experience</b>		
0-5 years	19	19.00
5-10 years	32	32.00
10-15 years	35	35.00
More than 15 years	14	14.00

From Table 1, it is seen that 27 % of the respondents were in the age group of 26-35 years while 42% of the respondents are in the age group of 36-45 years. 21 % of respondents are in the age group of 46-55 years while 10% of the faculty were above the age of 56 years.

73 % of the respondents are male and 27 % are female. Most of the respondents surveyed are male. 17 % of respondents are master degree holders while 83% respondents are Ph.D holders.

19% of the faculty members had an experience between 0-5 years while 35 % had a rich experience ranging between 10 – 15 years

**Table 2:** Correlation Analysis:

	Teamwork	L & S	Trust	P.A & Rewards	E.P
Teamwork	1				
Leadership & Structure	0.807	1			
Trust	0.71	0.647	1		
Performance appraisal and Rewards	0.439	0.471	0.377	1	1
Employee Performance	0.819**	0.475**	0.647**	0.170**	1

Notes: \*\* Correlation is significant at the 0.01 level (2-tailed) a. Predictors: (Constant) Teamwork, Leadership and Structure, Trust, Performance Appraisal and Rewards b. Dependent Variable: Employee Performance

The correlation analysis between Teamwork and Employee Performance shows that the correlation coefficient (r) is 0.819. This demonstrates that there is a highly positive and very significant relationship between Teamwork and Employee performance.

The correlation coefficient (r) between Leadership and Structure and Employee performance is .807. This reveals that there is a very significant correlation between these two variables.

The correlation analysis to find out relationship between Trust among team members and Employee Performance reveals that the correlation coefficient (r) between these two variables is .710 , which in turn indicates a positive and significant relationship .

The correlation analysis employed to find out the relationship between Performance appraisal and rewards and Employee performance shows that the correlation coefficient (r) is .439. This shows a moderate and positive relationship between these two variables.

On the basis of these results, hypothesis H<sub>0</sub>: “There is no significant relationship between teamwork. leadership and structure, climate of trust, performance evaluation and rewards and employee performance” is **rejected** at 0.01 levels

**Table 3:** ANOVA Table

R	R Square	Adjusted R Square		Std. error of the estimate	
0.823 <sup>a</sup>	0.722	0.708		0.764	
ANOVA <sup>b</sup>	Sum of squares	Df	Mean Square	F	Sig.
Regression	247.850	4	62.562	121.45	0.000
Residual	103.680	195	0.514		
Total	351.530	199			

a. Predictors: (Constant) Teamwork, Leadership and Structure, Trust, Performance Appraisal and Rewards b. Dependent Variable: Employee Performance

From Table 3, it seen that Regression Coefficient ‘R’ = .823 or 82.3% of relationship exists between the independent variables and the dependent variable. The coefficient of determination ‘R<sup>2</sup>’ = .722 which shows that 72.2% of variation in employee performance is explained by teamwork, leadership structure, trust and performance appraisal and rewards.

The F value is 121.45 and is significant because the significance level is = 0.000 which is less than P ≤ 0.05. This implies that the overall regression model is statistically significant, valid and fit. The regression

model implies that all independent variables are explaining that is a positive and significant relationship with dependent variable.

**Table 4:** Coefficients of Regression Table of Independent Variables with DV

	Unstandardized coefficient s		Standardized Beta coefficient	t	Sig.
	B	Std. Error			
Constant	10.816	1.14		8.93	
Team Work	0.23	0.046	0.295	4.23	0.000
Leadership and Structure	0.34	0.068	0.361	4.58	0.000
Performance Appraisal & Reward	0.27	0.051	0.308	4.40	0.000
Trust	0.31	0.038	0.352	4.45	0.000

The above table presents coefficient of regression between teamwork, leadership and structure, performance appraisal and rewards, trust and the dependent variable that is employee performance at a confidence interval level of 95%. The t – value for teamwork is 4.23 (p value of 0.000) is greater than the critical value. Similarly, t- values for leadership, performance appraisal and trust are 4.58, 4.40 and 4.45 respectively (p value of 0.000) which are greater than the critical value. Since the calculated values are greater than the critical value, hence the alternate hypothesis that is “there is a significant relationship between teamwork, leadership and structure, climate of trust, performance evaluation and rewards and employee performance” is accepted.

### V. Conclusion

The research study revealed that teamwork, leadership and structure, team trust and performance appraisal and rewards have a significant and positive impact on the performance of faculty members in Dhofar University. The regression analysis and ANOVA also show that there is a significantly strong relationship between the set of four independent variables and the dependent variable employee performance. Teamwork was found to be the most significant independent variable having the most significant impact on performance, followed by trust among team members, effective leadership in the team and proper system of performance appraisal and rewards. The regression coefficient R has the value 0.823 which shows 82.3% proportion of variability between the independent variables and the dependent variable. Coefficient of determination R<sup>2</sup> is .722 which shows that 72.2 % variation in dependent variable employee performance is explained by independent variables. The calculated t – values for the variables are also greater than the critical value. Overall the results revealed that teamwork, leadership and structure, team trust and appraisal and rewards and the dependent variable employee performance are positively correlated. This study aims to highlight the negative consequences of the absence of teamwork concept in some of the organizations that have neglected its significant role as an essential skill that helps in developing and enhancing organizational and individual performances in all work environments. There is an obvious connection between teamwork and the level and quality of productivity and occupational performance in workplaces as indicated by several previous studies (Manzoor et al, Mulika, Oseiboakye). Strong leadership and an environment of trust among team members come across as significant factors which can help increase the level of employee performance. There are several other factors which may impact the performance of academicians, and these need to be investigated further. The factors identified by this study can be used as a template by university administrators in their quest to achieve academic excellence in their respective institutions.

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