

The Effect of Team Work on Employees Job Performance; (The Empirical Assessment of Bank sectors, Afghanistan)

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Abstract: *The current study was based on analyzing effect of teamwork on employee job performance, as teamwork is considered to be a crucial factor for achieving organizational goals. A questionnaire was distributed among 210 employees from different Banks in Kabul Afghanistan to analyze their teamwork experience. SPSS tool was used to analyze the data in which simple linear regression, correlation and reliability statistic test was used. It was found that teamwork has significant effect on employee's performance. Future research should investigate the ways in which teamwork interest can be moderated by characteristics of the task and the group, preferably those characteristics that personal have some control over to facilitate teamwork experience.*

Key Words: *Teamwork, Employee performance, Esprit de corps, Team Trust and Reward and Recognition.*

1. INTRODUCTION:

It is frequently contended by both corporate experts and business professionals that organizations can expand and recover their enactment by using and developing various work teams, the use of teams with high level of output initiated in Japanese companies, and it is now extensively known that teamwork is serious for achieving organizational success. Firms reports descriptions regarding some of profits of groups, including bigger contribution and participation, enlarged consideration to development and better employee contentment (Wellins, 1994). There are much clarifications that has been explained by several of scholars regarding teamwork some of definition are; work teams come in variety of types and sizes, cutting across different exchange, function, inner processes and external linkages. Teams and teamwork benefits to endorse and encourage profound knowledge that happens over communications, difficulties resolving, discussion, collaboration and cooperation. The learning strategies indorse the structure of awareness as they're fixed in a societal experiences with a team atmosphere (Vygostsky, 1978). Team work is well-defined by (Scamati, 2001)" as a supportive process that permits ordinary individuals to attain unexpected result" (Harris & Harris, 1996) also clarify that a team work has a joint objective or determination where team member can grow operative, common relations to accomplish group goal.

2. PROBLEM STATEMENT:

There are many reasons in banks based in Kabul that effect employee performance such as salary, compensation, and rewards, most especially the security is a significant factor that effect employees toward greater performance, Keeping other factors constant this study attempts to examine weather teamwork in banks contribute employees performance. The challenge and contest for firms presently is to transport rapidly and compliantly new superiority merchandises and services, until to respond competently to superior or greater, motivating and stimulating stresses from customers. Because personal's is working in banks of Kabul are from different demographics due to which there is high level of distrust and other barriers, Therefore in particular scenario this study emphases on the degree to which team work can improve employee's performance in administrations principally in banks of Kabul Afghanistan.

3. RESEARCH QUESTION:

1. To what extents can team work, improve distinct employee's performance in an institution or enterprises?

4. OBJECTIVES OF THE STUDY:

The core aim of the study remained to inspect or observe the effect of team work on employee's outcomes in certain nominated Banks in Kabul Afghanistan. But more precisely, the study will inspect for resulting bellow:

1. The effect of team work on individual's presentation and productivities in business/enterprises.
2. The degree to which EDC amongst the participants of a team can influence separate personnel's enactment.
3. The extent to which trust can influence individual's performance.
4. The degree to which R & R can effect individual's outcome.

5. SIGNIFICANCE OF THE STUDY:

Assuming the reality that this research is appropriate and relevant because Banks and all institution have been longing and have huge desire for innovation and changes specially in performance of individuals that will allow them improve the level of production, reduce cost and exploit income, the results and conclusions will be important and will much important to all stakeholders in the organizations specially in bank sectors. The consequence of the research will be of countless advantages to the administration of organization that it will give them the chance of sighted how team work works and the assistance gain-able from the result. The result of this revision will also be supportive and valuable to individuals of several institution and administrations, particularly the Banking sector, in that will empower their passion and desire in the progression. Team work and other aspect touching or influencing it have been originate to be definitely connected to the employees outcomes, this should be a foundation of reinforcement to an extensive range of workers particularly those show are yet familiarize team work in their administrations. The result of this study will additional exposed up the essential for investigation in this zone of study.

6. LITERATURE REVIEW & THEORETICAL FRAMEWORK:

Teamwork and Employee Performance in an Organization

Teamwork normally contains pools of reliant workforces who work supportively to attain teamwork results or consequences (Parker & Wall, 1998). Operative team implementations can improve the motivational belongings of effort and intensification job gratification along with employee's performance. However, the job fulfilment of team participants is determined by numerous features such as the arrangement of the team, group procedures within the team, and the nature of the work itself (Campion et al., 1993). Since these aspects or factors operate in combination, there is no simple process through which team work effects employee performance. Team work refers to a group of individuals who work interdependently to solve problems or carry out tasks (Keller, 2001).

Effect of Esprit de Corps on Employee Performance

This section of the paper initiates by exploring the more old-style or we can say traditional style of administrative concept of managerial characteristics and how that communicates to the concept of Esprit de Corps in a managerial context. Houston (2000) in the Harvard Business review published an article titled "Let's Put More Esprit in De Corporation." In this Article he deliberates what he observes and observes to be marks of strong point and fitness in a corporation of the numerous issues he classifies as significant to vigorous administrations, esprit de corps is at the highest & top of the list. According to Albert and Whetten (1985) in their influential study well-explained administrative identity as presence what is essential, unique and persistent to the business or institution. Thoroughly linked to this thought of administrative identity remain the concepts of organizational appearance and values.

Effect of Team Trust on employees Performance

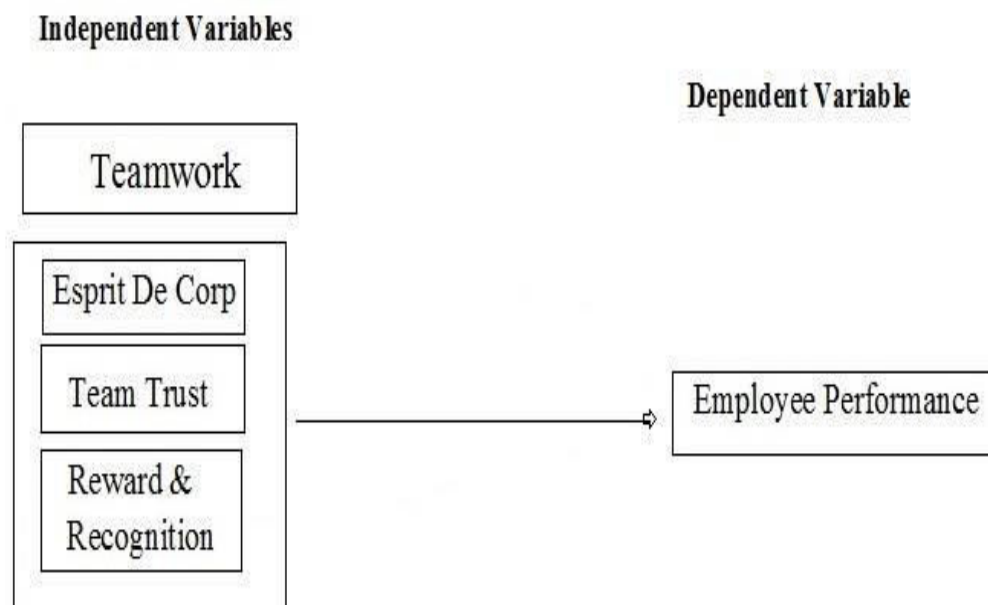
Up To date no description of trust has been generally accepted. Despite the alterations of opinion, numerous matters seem common across explanations, According to Rousseau et al, 1998 note from micro emotional theories (e.g. McAllister, 1995, Lewicki and Bunker, 1996; Zand, 1972) to social/economics approaches. Optimistic

expectations toward the performance, attitude and behaviors of other and willingness to become vulnerable to other and serious elements to define trust (Barber, 1983; Cummings & Bromiley, 1996). In the most definitions trust seems related to specific attributions about others individuals intentions and motives underlying their behavior (Smith and Barclay, 1997). For Example for Lewicki and Bunker (1996) trust comprises “Affirmative hopes or expectation about others.” Interdependence promotes and encourage interaction and enhance communication between team workers. Trust amongst team individuals originates when individuals of the team mature the self-assurance or courage on one another competences, skills and abilities.

Effect of Recognition and Reward on Employee performance

Many studies showed to test Herzberg’s 2 Factor theory maintained to claim that the number one instigator is not cash, but a common sense of accomplishment or attainment and acknowledgement for a task-well-done (Idemobi, 2010). Many firms appraisal an individual’s output only once a year and allocated tributes at each time. To stimulate and inspire workforces to achieve at their highest level competence, administrators must distinguish their accomplishments and development more than once a year. According to Rabey (2003), Acknowledgement and reward are the chief emphasis of people who are working in teams. To this end, perspective and strategic mind managers who are performing in extreme level of organizations know and continually capture the welfares of the team. The reward and recognition programs assist as the most contingent and depending factor in keeping employees or staff self-esteem high and passionate.

7. THEORETICAL FRAMEWORK AND HYPOTHESES:



Based on extensive literature review the theoretical framework is as follows.

Research Hypotheses

H₀₁: Teamwork has insignificant effect on employee’s performance.

H_A₁: Teamwork has significant effect on employee’s performance.

Research Methodology

The Research is descriptive and has been based on quantitative in nature, the study aims to examine the effect of teamwork on employees performance, the data for this study has been collected through adopted questionnaire from bank sector Afghanistan, the population for the study is all 17 banks operating in Kabul Afghanistan, which its data

has been collected by the help of convenient sample technique. For this study descriptive statistics, regression analysis, correlation and reliability test has been used for better analysis of the study.

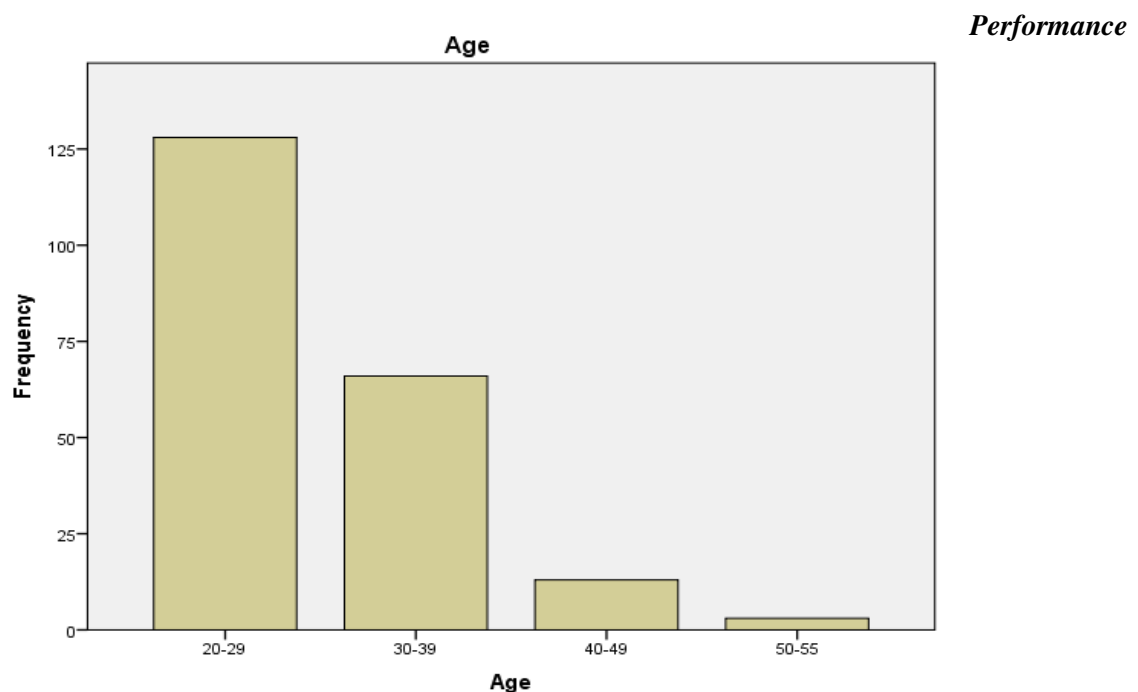
Measurement:

Data collection through the survey is an appropriate technique since it allows the researcher to target a large number of elements in the population and thus reliable and valid information collected from the selected sample can be generalized over the entire population (Kerlinger & Lee, 2000). In order to investigate the employee performance and team work primary data has been collected. A questionnaire has been used to collect primary data from banks. A rating scale with anchors from strongly agree to strongly disagree have been used as an option for each statement. 1. Strongly Agree, 2. Agree, 3. Neither Agree nor Disagree, 4. Disagree, 5. Strongly Disagree.

Team Work

The instruments for Team Work was taken from “The Study of Teamwork and its Effects towards Loyalty in Hotel Industry in Klang Valley, Malaysia” by Abdullah, R., Samsudin, M. M., Armia, R. N., Derani, N., Nair, G. K. S., & Ayob, R. (2012). Total 5 items scale was used in order to examine the amount of team work. The reliability of the original study was .81 for the job stress construct.

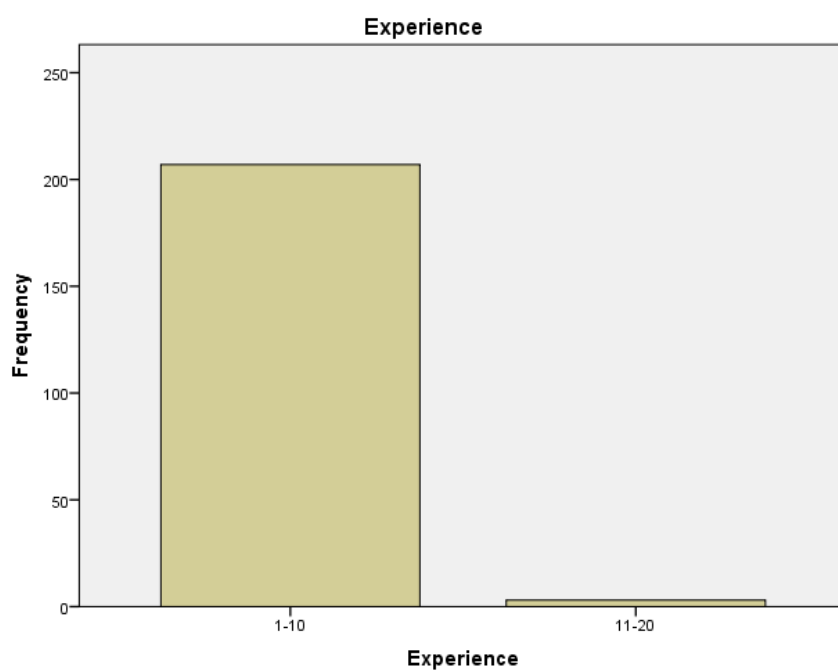
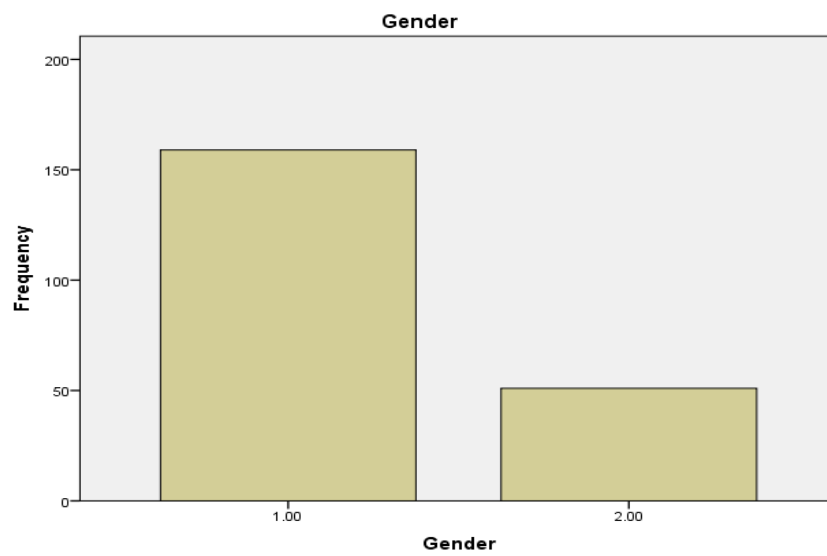
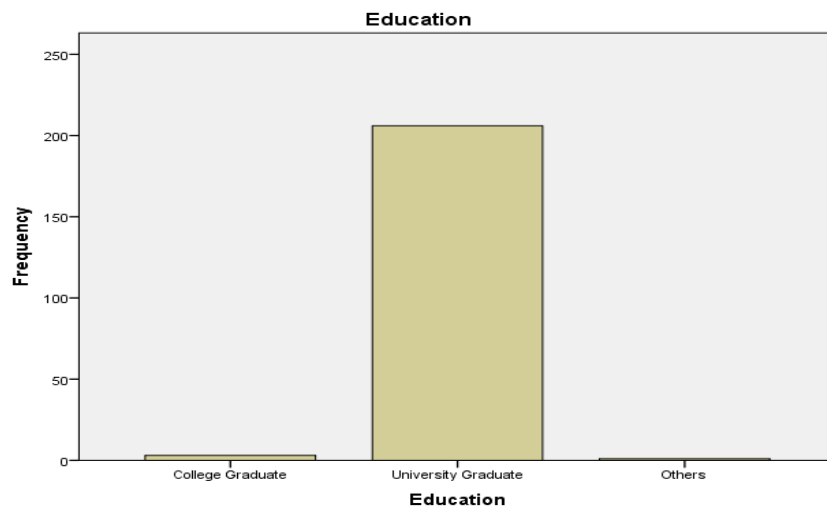
Employees



The instrument for Employee Performance was taken from “Effect of training on employee’s performance” by Aidah Nassazi (2013). A 5 items scale was used in order to check how much employee performance can be increase in a team. The reliability of the scales utilized in the present research was tested by the Cronbach’s alpha test in SPSS. In this present research Cronbach’s Alpha is more than .70 which shows that the instruments used are reliable enough to carry out the research. The results are shown in the table;

Reliability Statistics	
Cronbach's Alpha	N of Items
.728	5

8. RESULTS: *Demographics*



Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.490 ^a	.241	.226	.35359
a. Predictors: (Constant), Team Trust, Team Work, Espirit De Corp, Reward & Recognition			

Regression coefficient $R = .490$ shows that the relationship exists between the independent variable (I.V) and dependent Variable (D.V). The coefficient of determination R Square .241 shows that the difference in employee's performance is described by TW, EDC, TT and R & R. The value of adjusted R Square which is .226 shows that 22.6% change in employee performance is made by independent variables.

Annova

Model		Sum of Squares	Mean Square	F	Sig.
1	Regression	8.118	2.030	16.233	.000 ^b
	Residual	25.630	.125		
	Total	33.748			

- Dependent Variable: Employee Performance
- Predictors: (Constant), Team Trust, Team Work, Espirit De Corp, Reward & Recognition

Annova table, the F value is 16.233 and is insignificant because the significance level is 0.000 which is less than $P \leq 0.05$. The suggestion of this is that the complete regression model is statistically insignificant, valid and fit. Additionally, this result shows that all the independent or descriptive variables have an affirmative and insignificant relationship with the dependent variable.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
	(Constant)	2.329	.357		.000
	TW	.020	.033	.038	.549
	EDC	-.078	.063	-.081	.218
	R & R	.154	.068	.152	.024
	TT	.384	.061	.432	.000

From this table, by looking at the value of sig. which is less than 0.05 which means that we reject H_0 and accept H_1 which was there is a relation between the two variables. Now to find out whether the relation is positive or not we will check the value of beta as it is negative this means that the relation between the two variables of the current study is negative. From the table it is quite clear that a 1% increase in team work will increase employee performance by 43.2%.

Correlations

		Teamwork	Employees Performance
Teamwork	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
	N	210	210
Employees Performance	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	

	N	210	210
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlations table show the relationship between teamwork and employees performance presents the correlation matrix of the employee teamwork (TW), Employees performance, The analysis shows that there is positive relationship of different degrees between the variables at both 0.01 and 0.05 levels of significance. ($P < 0.01$).

9. DISCUSSION, CONCLUSION AND RECOMMENDATIONS:

Discussion

This study has been examined the relationship between teamwork, esprit d corps, team trust and reward and recognition, and employee performance in a bank sector. The study was designed to make use of quantitative techniques, 210 questionnaires was borrowed for obtaining relevant data from individuals who are currently working within bank sectors of Kabul Afghanistan, over all Cronbach's alpha reliability of the questionnaire items were found (.728), which were satisfactory and valid enough for data collection. The descriptive statistics shows that majority of participants were male. The hypothesis for this research study were analyzed through SPSS version 21.0.

10. CONCLUSION:

Employees may be capable to advance their performance by increasing the number of team work and taking action to increase the performance level of individuals, this study found that teamwork, esprit de corps, team trust and reward and recognition has a positive effect on employee's performance. Various test such as multiple regression model were implemented in SPSS which shows the positive strong relationship between four independent variables. Hence we know when an employee obtains sufficient opportunities for teamwork, His/hers performance automatically and repeatedly improves and it's also accompanied by job satisfaction.

11. RECOMMENDATIONS:

As teamwork can enhance the overall performance of employees, organizations are supposed to design team keeping in view the characteristics that effect of teams output positively. Organizations should prepare their employees to work in teams as it is a requirement in the corporate world today. For team performance, better Esprit D crop, Team Trust, Reward and Recognition are removal of task conflict and are important, this would result in employee performance.

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