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The Impact of Teamwork in Developing the Organization Performance: A Case Study of

Al-Muhaidib Aluminium Factory: Abha, Saudi Arabia.

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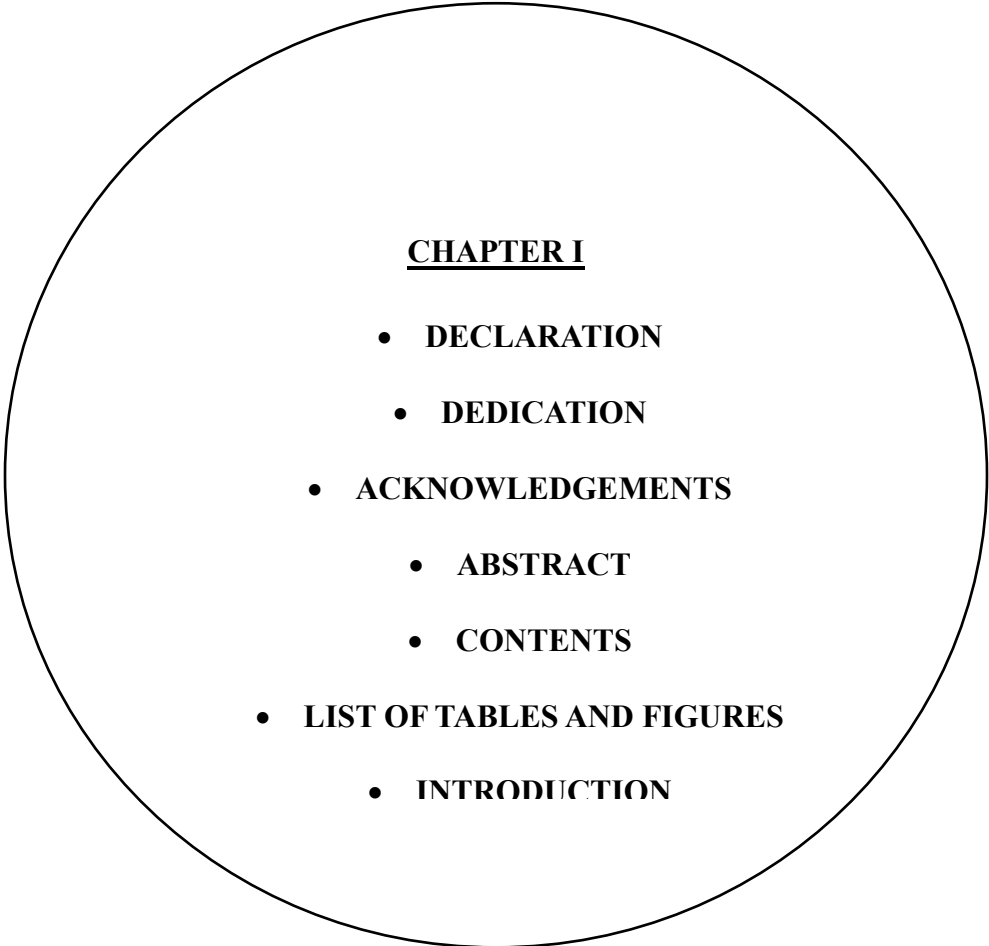
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Year: 2024





CHAPTER I

- **DECLARATION**
- **DEDICATION**
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DECLARATION

I hereby declare that this research, submitted to MidOcean University as partial fulfilment of the requirement for the master's degree of business administration, has not been submitted to any other university for any degree. I also certify that the work described herein is entirely my own, except for quotations and summaries sources of which have been duly acknowledged.

This research may be made available within the university library and may be photocopied or loaned to other libraries for the purpose of consultation.

4 April 2024

Kamel Omar Ramdan Rashwan

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DEDICATION

IN THE NAME OF ALLAH, MOST GRACIOUS, MOST MERCIFUL.

“Just as We have sent among you a messenger from yourselves reciting to you Our verses and purifying you and teaching you the Book and wisdom and teaching you that which you did not know * So remember Me; I will remember you. And be grateful to me and do not deny me” [Surat Al-Baqarah 151-152]

Specially dedicated to my family: My beloved Father (MR. Omar Rashwan), my keen Mother (Ghadah Kamel), my two brothers (ENG. Shadi & ENG. Ramdan), my two sisters (DR. Dalal & DR. Rahaf) and my beloved fiancée (Ameni Omrane).

ACKNOWLEDGEMENTS

First and foremost, all praise to Almighty ALLAH who gave me the health, patience, knowledge, and power to reach this stage of my studies and completing my master's degree. Whom with his will gives me the opportunity to complete this research I could never have accomplished this without the faith I have in the Almighty. All thanks to my family for their love and support throughout my life. Thank you both for giving me strength to reach for the stars and chase my dreams.

I would like to sincerely thank my supervisor Dr. Waleed for his guidance and support throughout this study. I sincerely appreciate the time you spent with me to share your knowledge and experiences.

To all my friends, thank you for your encouragement and understanding in so many moments of my conflicts. Your friendship makes my life a wonderful experience. Can not list all the names here, but you are always on my mind.

All thanks to MidOcean University for accepting me as a student and giving me the opportunity to finish my master's degree.

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ABSTRACT

Objective: This study mainly aims to measure the impact of teamwork on the organization's performance by studying the case of Al-Muhaidib Aluminum Factory in a city of Abha which is located the south region of the Kingdom of Saudi Arabia, and how the role of management affects improving the performance of the organization and employees.

Methodology: To complete this study, the study followed the descriptive approach, which included creating an electronic survey. This survey consisted of three main axes and included 15 closed-ended questions that used a five-point Likert scale. This survey targeted workers at the Al-Muhaidib Aluminum Factory in the city of Abha of all ages, specializations, and nationalities. The total number of the study sample reached 104 employees.

Most Important Results and Recommendations: The Most important results that's come out from this study is that the teamwork affects positively the performance of the organization and there are some styles of leadership used by the managers on the organization that affects positively the organization performance, while there are negative effects of poor leadership on the work environment as many previous studies agreed with that. The organization can overcome the lack of cooperation between the employees by motivating and give them Confidence. Based on these results the study recommends the following, some types of policies that encourage teamwork inside the organization should be implemented, the entire efficacy and productivity of the organization can be improved in this way. Establishing a work environment where people are cooperative and happy with their tasks is crucial. The results confirmed the necessity of providing the team elements formation (motivation, confidence, skills Team, mission skills) for building and institutionalizing effective teams to achieve organizational goals.

INTRODUCTION

1.1 Background

In today's business environment, employees have been focusing on achieving the occupational purposes and goals at organizations individually more than focusing on the concept of teamwork. Therefore, the importance of teamwork as an essential tool in a work environment has been neglected by both employers and employees which has led both to insufficient performance and poor productivity in their organization. (Sanyal & Hisam, 2018) [1].

In this era of increased competition, some teams' leaders and organization management recognize that, the importance of teamwork more than ever before. Teamwork can get the best out of individuals through collaboration. (Manzoor, HafizUllah, Hussain, & Ahmed, 2011) [2].

The group of individuals who work collectively to achieve the same purposes and goals to provide an excellent quality of services is the definition of team. Working as a team can help team members become more emotionally stable, self-assured, and capable of making constructive plans and decisions with others. Additionally, it facilitates the development of a constructive work environment with achievable goals, imaginative activities, and uplifting tactics and ideals. (Sanyal & Hisam, 2018) [1].

Conversely, the lack of teamwork concepts and techniques can result in low morale, poor productivity, dissatisfaction, and occupational failure, all of which pose a threat to the organization. When employees operate in an organization lacking a strong cooperation culture, they typically fall short of meeting expectations and accomplishing the firm's objectives. The existence of a teamwork idea is a prerequisite for assisting staff members in collaborating creatively toward

shared objectives. When a team member's expertise, judgment, and opinion are needed for a task, the team performs better than an individual. (Sanyal & Hisam, 2018) [1].

Teamwork helps in developing the skills of constructive criticism, ideas, experiences, and points of view among team members, teamwork aids in the development of employees' skills and perspectives. This process also leads to an ongoing improvement in the organization's services and employees job performances. (Sanyal & Hisam, 2018) [1]. Therefore, this study seeks to examine the impact of teamwork on organization performance.

1.2 Study Organization

Study is arranged in a way that lets the readers comprehend the purpose of this research from the start to the end. There are four chapters in this research which are the introduction, the theoretical framework of the study, methodological procedures, and references & appendix.

Chapter I talks about the background and introduction of the study which gives the reader the essential thought of the study. This chapter comprises the declaration, dedication, acknowledgements, contents, list of tables and figures and abstract.

Chapter II contains theoretical framework of the study where it demonstrates the past investigations and previous studies of the research from articles, books and web-sites asset on Impact of teamwork effectiveness on organizational performance.

Chapter III discusses the methodology and procedure of the project and how the tests will be conducted, furthermore this chapter discusses the results, recommendation, and the summary of the study.

Chapter IV contains the references and the appendix used in the study.

CHAPTER II
THE THEORETICAL FRAMEWORK OF THE
STUDY

- **Section One: Study's Problem and importance**
- **Section Two: Teams**
- **Section Three: Teamwork and Employee**
Performance

2.1 Chapter Overview

Studying the impact of teamwork on the performance of the organization and the performance of employees is one of the most important topics that have been studied in recent decades, and despite its modernity, it has spread widely throughout the world. Its importance and positive role have been proven in many fields, but its role in improving the performance of organizations has not been adequately addressed. This chapter of the study reviews the problem of the study and its importance, the goals it seeks to reach, the questions it aims to answer, and the theories on which it is based.

Section One: Study's Problem and importance

2.2 Study Problem

In the current environment of organizational competition, all organizations, regardless of size, strive to increase productivity to succeed and preserve a positive reputation. Organization also wants to be able to track the resources they use and the products and services they generate at the end of the day. (Agarwal & Adjirackor, 2016) [3].

Even when an organization employs a big number of people, its productivity remains extremely poor, and its products remain unchanged. This can happen since there isn't any teamwork in these kinds of businesses, it may be because of the following problems: Lack of Teamwork in the Organization, Poor Leadership Styles in the Organization, Poor Leadership of the Work Teams, Lack of Motivation of the Workforce and Prevailing Conditions that hinder growth in an organization. (Agarwal & Adjirackor, 2016) [3].

This suggests that people depend on one another to accomplish and achieve things that they would not be able to do alone. Even though all religious principles emphasize the importance of teamwork in achieving the best results and maintaining every person's right equally through task and duty division, a lot of people today have forgotten the importance of teamwork in their personal lives in general and in the work environment in particular. (Sanyal & Hisam, 2018) [1].

2.3 The Importance of the Study

The importance of this study lies in two aspects:

2.3.1 The Theoretical Significance:

The theoretical significance of this study is to highlight the value of cooperation and teamwork and how it affects employee's productivity and performance in the organization. Given that collaboration and teamwork have a significant impact on both employee and organizational performance and productivity, this research study will be a valuable tool for employers and employees alike in promoting the idea of cooperation in the workplace. It can also benefit other Arab scholars who wish to reexamine why modern businesses lack teamwork concepts as there are not enough studies about this issue in the Arab World.

2.3.2 The Practical Significance:

The Practical Significance of this study is mainly in its treatment of the topic of teamwork within organizations, and the most important the impact on the performance of the organization, and how the communication between employees and superiors have a positive impact in overcoming crises and reducing their resulting effects and the level of performance in the organizations. It also focusses on the topic of developing the concept of teamwork between

employees and its impact in the organization in term of quality and efficiency and warning them of the effects of lack of cooperation among them. It is also looking for a practical solution to helps organizations' performance through cooperation among employees, which is considered one of the most important challenges that organizations face. It is also hoped that the results of this study will contribute to highlighting the positive effects of cooperation between employees in the organization, and the impact of the lack of cooperation among them. It is expected that organizations and employees will benefit from the results of this study.

2.4 Objectives of the Study

This study's main objective is to find out how teamwork affects an organization's production and performance. The following is a list of the study's particular goals:

1. Determine the effect of teamwork on organizational performance.
2. Investigate the ways of leadership styles used by the organizations affect organizational performance.
3. Determine the effect of poor leadership on work team's leadership.
4. Investigate the benefits of motivation to the workforce.

2.5 Study Questions:

This study aims mainly to answer this question: What is the impact of teamwork on the organization?

It also aims to answer the following questions:

1. What is the effect of teamwork on the performance of the organization?

2. What are the styles of leadership used by the managers on the organization that affect the organization performance?
3. What is the effect of poor leadership on the work environment?
4. What are the benefits of motivation on the work environment?
5. How can the organization overcome the lack of cooperation between the employees?

2.6 Research Hypothesis

1. There is a significant relationship between teamwork, leadership, structure, climate of trust, performance evaluation and rewards and employee performance.
2. Teamwork has a positive effect on employee performance.
3. Employee rewards & recognition have a positive effect on employee performance.
4. Teamwork has a positive impact in the organization performance and productivity.
5. The poor leadership has a negative impact on the employee's performance.

Section Two: Teams

2.7 Theoretical Framework

2.7.1 Section Overview

Teams are one of the most important factors that make up any organization, and they can be defined as: two or more individuals that communicate, influence, and hold one another accountable for accomplishing shared goals. This study addresses the role of teams in forming the organization and their impact on the organization. This study also addresses the role of teams in forming the organization and their impact on the organization, also the concept of teams and their types in organizations, and their role in the organization.

2.7.2 Team Concept

Teams view themselves as social entities inside an organization. Every team has a job to do, whether it's putting together a product, offering a service, running a submarine, or coming to a crucial decision. The interdependence of team members and their shared desire for cooperation to accomplish a goal hold them together. For members of a team to coordinate and share goals, communication of some kind is essential. Members of the team also affect one another; however, some have a greater influence than others on the objectives and actions of the group. They have cross-functionality as well. (Syed, 2009) [4].

Since all teams are made up of individuals who have a common bond, they are all groupings. However, not every group consists of individuals; some are merely collections of people. For instance, because they have little to no work, employees that get together for lunch are

rarely referred to as teams. interdependence (everyone might just as well eat lunch by themselves) and a lack of motivation other than their interpersonal relationships. (Syed, 2009) [4].

2.7.3 Types of Teams and Other Groups in Organizations:

Teams and other groups in organizations come in a variety of forms. Within the organization, permanent work teams oversee a particular set of responsibilities. For example, because employers communicate and plan work directly with one another, most departments are regarded as permanent teams. Employers with varying skill sets collaborate on work processes more and more. By assembling surgical teams of nurses, radiologists, anesthesiologists, pharmacologists, and other professionals, some institutions have taken a step in this direction. These individuals had previously held specialized positions inside departments. They now collaborate on a certain task process. (Syed, 2009) [4].

By creating a team-based organization, some businesses go significantly farther with this team-focused approach. Instead of using specialized departments as their primary work units, self-directed work teams (SDWTs) structured around work processes are heavily relied upon by team-based businesses. Since these teams operate with a good degree of autonomy, the executive team doesn't require constant reporting or direct oversight. (Syed, 2009) [4].

They have cross-functionality as well. This means that SDWTs rely on individuals with a variety of complimentary abilities, knowledge, and experience, as opposed to traditional departments where staff members have similar competencies (such as marketing, engineering, etc.). (Syed, 2009) [4].

Workers frequently participate in auxiliary teams that run concurrently with their more regular roles inside the company. Circles of quality belong to this group. Small teams of workers known as quality circles get together a few times a week to discuss issues related to productivity and quality, provide ideas to management, and keep an eye on how these answers are being implemented and working in their respective fields. Colleagues from the same work unit commonly participate in quality circles, which are permanent in nature. (Syed, 2009) [4].

Organizations use both temporary and permanent teams to finish short-term initiatives and make decisions. Employers combine workers from different departments to create a new product, address a client's issue, or look for business prospects. Ad hoc teams, sometimes known as task forces, are short-term groups that investigate a specific issue and dissolve after a decision is made. (Syed, 2009) [4].

Section Three: Teamwork and Employee Performance

2.7.4 Section Overview

Teams are considered one of the most important components in today's corporate world. As a result, employee productivity and the company's overall performance are suffering. Thus, the main purpose of this research is to investigate the importance of cooperation in the workplace and find out what is needed to create an ideally productive and efficient team in the workplace.

2.7.5 Teamwork and Employee Performance

In the past few years, academics and practitioners have conducted numerous studies on the influence of teamwork on employees' occupational performance (Jones, A., Richard, B., Paul, D., Sloane K., and Peter, ,2007) [6]. The practical idea of cooperation has a significant impact on the performance of any organization and its personnel, which is why it is receiving this attention. (Sanyal & Hisam, 2018) [1].

According to some experts, teamwork is a critical professional skill that is required to activate and improve employee performance inside an organization as well as to accomplish and reach the plans, aims, and objectives of the latter. The relationship between teamwork and the caliber of work performed in the workplace is explained and brought to light by several factors. (Sanyal & Hisam, 2018) [1].

According to (Jones et al ,2007) [6] it's critical to comprehend how teamwork affects performance because, according to some researchers, it's a major factor in raising an organization's performance. When working as a team, members improve their abilities, knowledge, and skills (Froebel and Marchington, 2005) [8]. Effective teamwork behaviors and concepts have been

shown by researchers and professionals to boost employee performance and productivity, as well as improve employees' capacity to resolve disagreements and take on unexpected and urgent difficulties at work. (Sanyal & Hisam, 2018) [1].

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. Managers are clearly defining critical work environment requirements as essential professional abilities including conflict resolution, communication, teamwork, and positive interaction. As a result, managers and employers are constantly searching for people who can work well in teams and collaborate; these are essential skills in any organization. (Sanyal & Hisam, 2018) [1].

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Without a question, teams have a significant influence on both the present and future of the company as well as employee performance. Research on the subject shows that the idea of teams is beneficial and useful for accelerating organizational development and improving worker performance (Oseiboakye, 2015) [7].

Simply, the primary goal of teamwork is to use an efficient technique to enhance employee job performance as well as their individual abilities and skills that meet job criteria. The two key

components that improve a team's performance in terms of the notion of teamwork and foster communication among its members are interpersonal and self-management team abilities, according to Bacon and Blyton (2006) [9].

As stated by Tarricone and Luca (2002) [10] in their case study on successful teamwork, "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." This definition accurately characterizes effective teams. (Sanyal & Hisam, 2018) [1].

According to studies, workers who collaborate in teams can produce more than those who work alone (Jones et al, 2007) [6]. Working in teams helps people become more productive because they may learn new things, collaborate with others, and share ideas and experiences, all of which help them develop the useful occupational skills they need. As a result, teamwork is crucial to the growth and operation of any institution or organization. (Sanyal & Hisam, 2018) [1].

Building a professional workforce is difficult because of the hurdles posed by current technology and the growing industry competitiveness. The numerous obstacles that have emerged recently because of advancements in every discipline make it more difficult to establish a solid framework for teamwork in an organizational setting. The best strategies for overcoming these obstacles to teamwork are effective leadership, self-assurance, and constructive communication. Without these components, developing an effective partnership is almost hard. The following components are crucial for the effectiveness and competency of teamwork:

1. confidence between every team member.

2. Being ready to participate in a variety of intellectual discussions.
3. Acquiring the ability to stick to choices and strategies.
4. Efficient team management and organization with well-defined roles and duties for each team member.
5. Appropriately assessing team members' performance and recognizing and rewarding exceptional effort.
6. Concentrating on attaining group outcomes.

Section Four: Previous Studies

2.8 Previous Studies

The study of the impact of teamwork on organizational performance has changed the concepts of many companies around the world. Despite the novelty of the topic, there are some studies that address the issue of the impact of teamwork on the performance of organizations, how to develop it, and how to get the best out of the employees to improve the organization performance. In this section, the study reviews some studies that address the topic of impact of teamwork on organizational performance.

2.8.1 (Sanyal & Hisam, 2018) [1] Study:

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

The research study found that the performance of faculty members at Dhofar University is significantly and favorably impacted by teamwork, leadership and structure, team trust, and performance appraisal and awards. The results of the ANOVA and regression analysis also demonstrate a statistically significant strong correlation between the dependent variable, employee performance, and the set of four independent variables. It was discovered that the most significant independent variable with the greatest impact on performance was teamwork. This was followed by member trust, strong team leadership, and an appropriate mechanism for performance evaluation and incentives. With a coefficient of regression of 0.823, the proportion of variability between the independent and dependent variables is 82.3%. The dependent variable, employee performance, has a 72.2% variation that can be explained by independent variables, according to

the coefficient of determination (R^2), which is .722. Additionally, the computed t-values for the variables exceed the crucial value. Overall, the data showed a favorable correlation between the dependent variable, employee performance, and teamwork, leadership and structure, team trust, and appraisal and rewards. This study attempts to draw attention to the detrimental effects of a lack of collaboration concepts in some organizations that have overlooked their important function as a necessary skill that aids in the development and improvement of individual and organizational performances in all work situations. Numerous earlier research has demonstrated a clear link between cooperation and the quantity and caliber of productivity and occupational performance in the workplace. Effective leadership and a culture of trust within the team are recognized as important elements that can raise employee performance. There are several additional variables that could affect academicians' performance, and more research is required on these. University administrators can use the factors found in this study as a template to help them in their pursuit of academic success in their institutions.

2.8.2 (Abuzid & Abbas, 2017) [5] study:

Study Title: Impact of Teamwork Effectiveness on Organizational Performance vis-à-vis Role of Organizational Support and Team Leader's Readiness.

According to the statistical findings, "team skills" come first, then "trust, motive force, and finally mission skills." This illustrates how crucial it is to provide team members with primary care during the formation of the team for them to function well in groups. The relative mission skills demand that surfaced at the end may have resulted from the organization's inability to maintain accurate records of member performance. A strong and direct influence (0.76) was found when examining the relationship between team components and performance, emphasizing the

importance of taking care of each component to produce successful outcomes. Based on these results, the first hypothesis regarding the characteristics of the components of successful teams and their influence on performance can be verified, apart from mission skills, which demonstrated significance at the level of (0.01) but not at the level of (0.05). The correlation between the role of organizational support and the achievement of successful teamwork is substantial (0.49), indicating that the teams need the support of the organization to be effective. On the other hand, the indirect statistical significance was suggested by the finding (0.18) of the mediating role of organizational support on the team elements and performance. Consequently, we may validate the second hypothesis concerning the intermediary function of the organization's backing in the correlation between the constituents of proficient teams and their output. Similarly, we discovered a statistically significant outcome with a negligible effect (0.15) of the team leader's preparedness on the components of the team's efficacy. This could be because group behavior is inherently dependent on the harmony and compatibility of its members. Additionally, it was observed that the team leader's preparedness had a negligible effect on the mediating role of the relationship between the performance with (0.039) and the aspects of team effectiveness. There was statistical significance despite the indirect association and limited impact. This validates the second hypothesis, which is that team leader readiness plays a mediating role in the relationship between successful research teams and their performance. However, a comprehensive study is needed to limit this impact statistically and measure different metrics.

2.8.3 (Agarwal & Adjirackor, 2016) [3] Study:

Study Title: Impact of Teamwork on Organizational Productivity in some Selected Basic School in the ACCRA Metropolitan Assembly.

The study demonstrates a substantial positive correlation between employee performance and the independent variables-teamwork, esprit de corps, trust within the team, and rewards and recognition. However, there was a strong correlation between worker performance and collaboration. The findings indicate that an increase in cooperation, esprit de corps, team trust, and rewards and recognition will lead to a 70.5% rise in organizational productivity; the remaining 29.5% may be the consequence of other factors not considered for this study. Teamwork, esprit de corps, trust within the team, rewards and recognition, and recognition all had an impact on employee performance by 62%, 15.2%, 13.3%, and 10.7%, respectively. In contrast to other factors, the overall results showed that teamwork, which is a prerequisite for higher productivity, better or equalized performance, competitive advantage, and increased product quality and quantity, significantly boosts organizational productivity. Employers can boost employee performance by encouraging more teamwork and taking steps to elevate each worker's performance, but to be successful in this, they must focus on the quantity and kind of teamwork that is provided. Within the organization, teamwork activities are incredibly helpful and have a direct impact on employee performance. An employee's performance naturally improves, and job satisfaction increases when they receive enough opportunities for teamwork, which may also ensure that skills are better utilized. This could lessen the likelihood that a worker will leave their position.

2.8.4 (Manzoor, HafizUllah, Hussain, & Ahmed, 2011) [2] Study:

The Study Title: Effect of Teamwork on Employee Performance.

The study discovered that employee performance is significantly improved by recognition and awards, esprit de corps, cooperation, and trust. The multiple regression model demonstrates

the substantial correlation between the dependent variable, employee performance, and the collection of four independent variables—teamwork, esprit de corps, team trust, and recognition & rewards. Nonetheless, it was discovered that the most important independent variable, teamwork, had a strong correlation with the dependent variable, employee performance. The coefficient of determination (R^2), which indicates that 73.1% of the variation in D.V. is explained by I.V.s, and the regression coefficient R , which displays the value of 0.859, indicates that 85.9% of the fluctuation between IVs and DV. The dependent variable of employee performance was explained by the independent variables of teamwork, esprit de corps, team trust, recognition, and rewards in proportions of 62%, 15.2%, 13.3%, and 10.7%, respectively. Overall, the findings showed a favorable correlation between the dependent variable, employee performance, and teamwork, esprit de corps, team trust, recognition, and awards. It has been discovered that, when done well, teamwork is quite important. Additionally, it was discovered that teamwork programs improved employee performance, which benefits the company by increasing productivity, improving organizational performance, giving it a competitive edge, and producing more and higher-quality products. The study's conclusions also show that there is a positive link between (I.V.s) and (D.V). Companies may be able to boost productivity by encouraging more teamwork and intervening to help employees perform at a higher level, but to be successful in this, they must also take into consideration the quantity and kind of teamwork that is provided. Within the company, teamwork activities are highly advantageous and have a direct impact on worker performance. When a worker has enough opportunity to collaborate with others, their performance naturally improves, and they will also be happier in their current position. Enhancing teamwork could guarantee optimal skill utilization. This could lessen the likelihood of quitting your work. The research study's findings amply demonstrated the substantial and positive association between

(I.V.s) and (D.V.s), as well as the good effects of teamwork, esprit de corps, team trust, and rewards and recognition on worker performance.

CHAPTER III

Methodology and Research Methods

- **Section Five: Methodology Procedures**
- **Section Six: Results of the Field Study**
- **Section Seven: Analysis of the Results and the**

Section Five: Methodology Procedures

3.1 Section Overview

The second chapter of the study has been finalized, which dealt with the theoretical framework and previous that related to the study title. The current part deals with the methodology followed by the researchers in preparing this study. This part can be classified as the most important part of the study, as it deals with the most important practical stages undertaken by the researchers to achieve the objectives of the study.

This part begins by talking about the approach used to study the topic of the study, then the study tool that was chosen, verifying the validity and reliability of this tool, and how to apply it to the sample in question. Then comes the presentation and analysis of the results to verify the validity of the research hypotheses.

This part has been divided into three main chapters. The first chapter deals with the methodological procedures of the study, and the results of the study are presented in the second chapter, while the third chapter will deal with the analysis of these results and the resulting perceptions.

3.2 Methodology and Research Methods

This study is categorized under descriptive research. It is an approach that is compatible with the objectives of the study, as it is an approach that is adopted the idea of collecting accurate information about a specific topic, then analyzing and interpreting it, and then developing results and solutions. This approach includes the use of a survey and then analyzing its results using statistical analysis tools with the aim of studying the role and effectiveness of teamwork in improving the performance of organizations, and how teamwork maintains and develops the organization and has a positive impact on it.

3.3 Study Tools

To reach the objectives of this study, the study used statistical analysis tools. These tools include setting and publishing an electronic survey targeting workers at the Al-Muhaidib Aluminum Factory in the city of Abha, Kingdom of Saudi Arabia. Only closed-ended questions were relied upon in this survey, and on a five-point Likert scale, to obtain accurate answers. As for how the survey was prepared, it was prepared by applying Google Forms as it is one of the best methods for collecting data and is easy to deliver to all participants. The survey consisted of two main sections, the first section included personal and job characteristics, while the second section included study questions that were divided into three axes: team members, teamwork and organization performance, and the role of management in improving the performance of employees and the organization. A copy of the survey can be found in Appendix No. (1). The survey was distributed electronically to the primary and final study samples through social media platforms. After collecting the required data and conducting validity and reliability tests, this data was analyzed using SPSS.

3.4 Validity and Reliability of the Study Tool

The process of verifying the validity and reliability of the study tool is an integral part of any study. This process mainly aims to verify the validity of this tool to measure what it aims to measure, and the extent to which the same results can be achieved continuously using the same method in the same circumstances. To verify the validity of the study tool, the study used the following two methods:

- 1- *Face Validity*: Face Validity includes presenting the survey to several experienced arbitrators to ensure the linguistic integrity of the items and their suitability to measure what they were designed to measure. The study presented the survey to three arbitrators with experience in the field of administration and linguistic, Appendix No. (2) Each of them made a few comments and recommendations that the study took into consideration, and some paragraphs were deleted and modified according to what the arbitrators recommended.
- 2- *Internal Consistency Validity*: The process of measuring the validity of internal consistency means verifying the consistency of each statement with the total score of the axis listed under it, and then measuring the correlation of each axis with the total score of the survey. This process was carried out statistically by using the SPSS statistical program after the survey was distributed to an experimental sample of 29 people, and the validity of the internal consistency of the questionnaire was calculated using the Pearson correlation coefficient.

Table No. (1-3) Correlation coefficient for the first axis statements with the total score of the survey.

No.	Statements	Correlation Value	Probability Value (Sig.)
1	Team members have absolute clarity about their role in the team.	0.707**	<.001
2	There is an effective mechanism within the team for conflict resolution.	0.742**	<.001
3	Team members are supportive of each other's role.	0.502**	0.006
4	Team members are held accountable for the decisions they make.	0.722**	<.001
5	My team members know sufficiently about other departments within the organization.	0.732**	<.001

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

The results presented in Table No. (1-3) show that all correlation coefficients for the first axis statements and the total score for the axis are statistically significant, and this confirms their validity for measuring what they were designed to measure.

Table No. (2-3) Correlation coefficient for the second axis statements with the total score of the survey.

No.	Statements	Correlation Value	Probability Value (Sig.)
1	My department encourages teamwork to develop the organization Performance.	0.778**	<.001
2	Working in the team inspires me to do my best for the organization.	0.667**	<.001
3	My team makes sure that our work helps the organization achieve its goals	0.694**	<.001
4	My team reviews results and performance frequently to make sure we're doing high quality work for the organization.	0.765**	<.001
5	My team are strongly committed to achieving a high performance for the organization.	0.848**	<.001

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

The results presented in Table No. (2-3) show that all correlation coefficients for the second axis statements and the total score for the axis are statistically significant, and this confirms their validity for measuring what they were designed to measure.

Table No. (3-3) Correlation coefficient for the third axis statements with the total score of the survey.

No.	Statements	Correlation Value	Probability Value (Sig.)
1	The management provides clear goals for our group.	0.779**	<.001
2	The management allows me the freedom to do my job as I feel best.	0.805**	<.001
3	The management have the necessary technical ability to lead our group.	0.811**	<.001
4	The management gives me opportunities to develop and grow.	0.901**	<.001
5	The management seeks to share important information with me in a timely manner.	0.882**	<.001

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

The results presented in Table No. (3-3) show that all correlation coefficients for the third axis statements and the total score for the axis are statistically significant, and this confirms their validity for measuring what they were designed to measure.

Table No. (4-3): Shows the correlation coefficients for the survey's axes.

Axes No.	Survey Axes	Correlation Value	Probability Value (Sig.)
1	Team Member.	0.787**	<.001
2	Teamwork and organization Performance.	0.780**	<.001
3	The role of management that affects employee and organization performance.	0.884**	<.001

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

The results presented in Table No. (4-3) show that the correlation coefficients of the axes and the total score of the survey are all statistically significant, this confirms its validity to measure what it was designed to measure.

To verify the stability of the study tool, and to measure the stability of the survey used in this study in its final form and the stability of its axes, the Cronbach's Alpha reliability coefficients were calculated for the exploratory sample consisting of (29) people, and the following table shows these coefficients:

Table No. (5-3): Reliability coefficients for the survey axes.

Axes No.	Survey Axes	Reliability coefficients Cronbach's Alpha
1	Team Member.	0.685
2	Teamwork and organization Performance.	0.696
3	The role of management that affects employee and organization performance.	0.591
Reliability coefficients Cronbach's Alpha		0.749

It is noted from the table above that all the reliability coefficients for the various axes and the overall score of the scale are high. The Cronbach's Alpha coefficient for the survey reached 0.749, which indicates high reliability of the survey.

After verifying the validity and reliability of the knowledge tool, the final version of the survey appendix No. (1) is approved and began disseminating it to the actual sample.

3.5 Study Limitation

This study includes three different limitations, which are as follows:

3.5.1 Spatial Limitation:

This limitation includes publishing an electronic survey to the targeted participants who work in Al-Muhaidib Aluminum Factory in the city of Abha, located in the south region of the Kingdom of Saudi Arabia.

3.5.2 The Human Limitation:

The human limitation includes publishing the survey to the targeted participants, who are workers in Al-Muhaidib Aluminum Factory in the city of Abha of all ages, genders, and positions. The number of participants was 104 employees. The participants were informed of the nature and objectives of the study before participating in it, and that their identities will remain confidential and will be used for the purpose of collecting data only.

3.5.3 The Time Limitation:

The time limitation includes publishing the survey and collecting and analyzing data within a period not exceeding thirty days from the first third of the year 2024.

Section Six: Results of the Field Study

3.6 Section Overview

This study essentially measures the impact of teamwork on improving the organization's performance. It aims to study the impact of employee participation in decision-making and the extent of employees' understanding of the concept of teamwork. It also measures the extent to which management participates with its employees in making decisions and completing their work as they see it best for them.

The study decided to prepare an electronic survey consisting of three main axes to study the topic comprehensively. The target group was the workers in the Al-Muhaidib Aluminum Factory in the city of Abha in the Kingdom of Saudi Arabia, and the total number of the study sample reached 104.

The use of the statistical method in any study is a means to ensure the achievement of the desired goals of its application. Therefore, the study data were processed statistically using the Statistical Package for the Social Sciences (SPSS) program, using the following statistical methods:

1. Frequency and percentages of the study sample members and survey topics.
2. Graphical forms to represent the sample.
3. Arithmetic means and standard deviations of the resolution axes.

3.7 Results of the Field Study

3.7.1 Results of the Primary Data for the Study Sample

Table (6-3): Distribution of the study sample by gender

Gender	Frequency	Percentage
Male	66	63.5 %
Female	38	36.5 %
Total	104	100 %

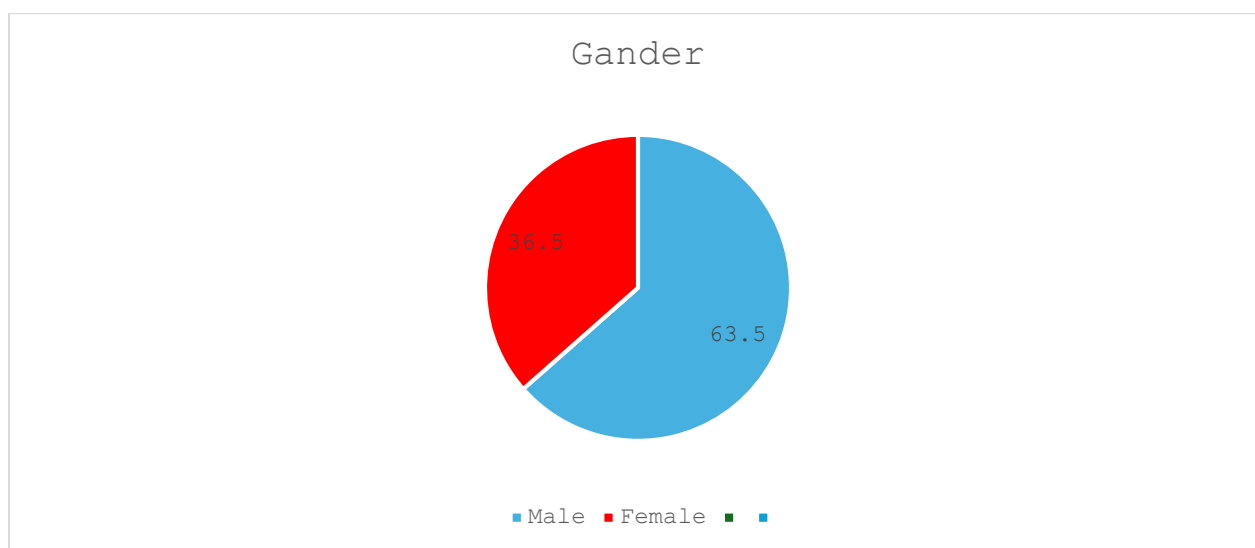
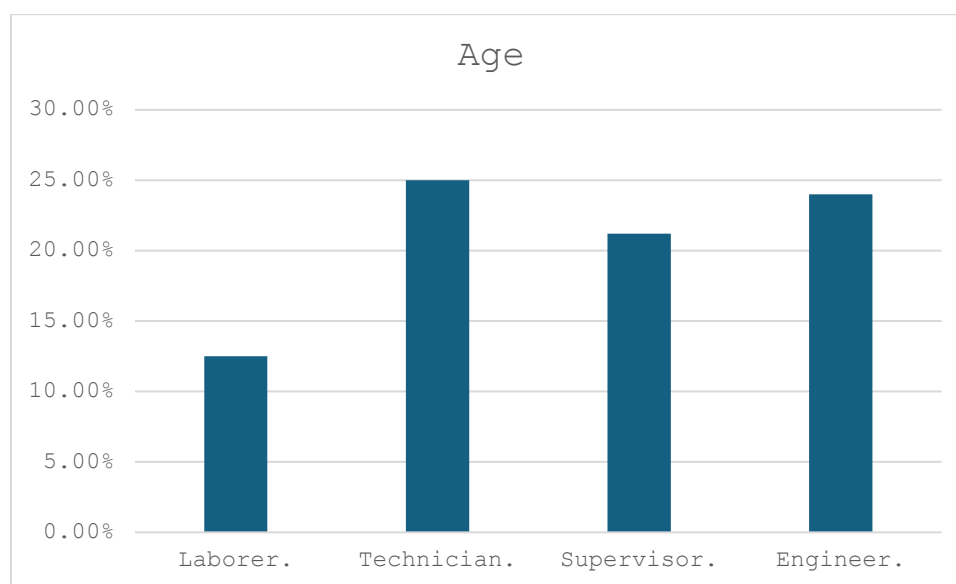


Figure No (1): Gender.

It is observed from Table (6-3) and Figure No. (1), most of of the research sample members were male, at 63.5%, and female, at 36.5%.

Table (7-3): Distribution of the study sample by age

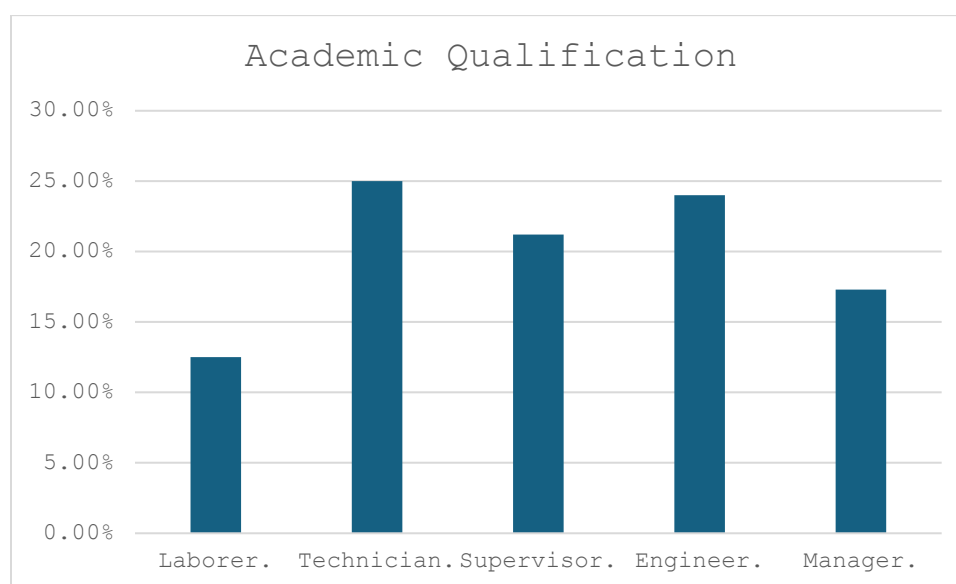
Age	Frequency	Percentage
Less Than 30 years.	25	24 %
30 - 39 years.	61	58.7 %
40 - 49 years.	15	14.4 %
50 years and more.	3	2.9 %
Total	104	100 %

**Figure No (2): Age.**

It is observed from Table (7-3) and Figure No. (2), that the majority of the research sample members are in the age group of (30 to 39) years by 58.7%, the age group (less than 30 years) by 24 %, and the age group (40 to 49 years) by 14.4 %, while the lowest percentage is for the age group of 50 years and over, which amounted to 2.9%.

Table (8-3): Distribution of the study sample according to academic qualification.

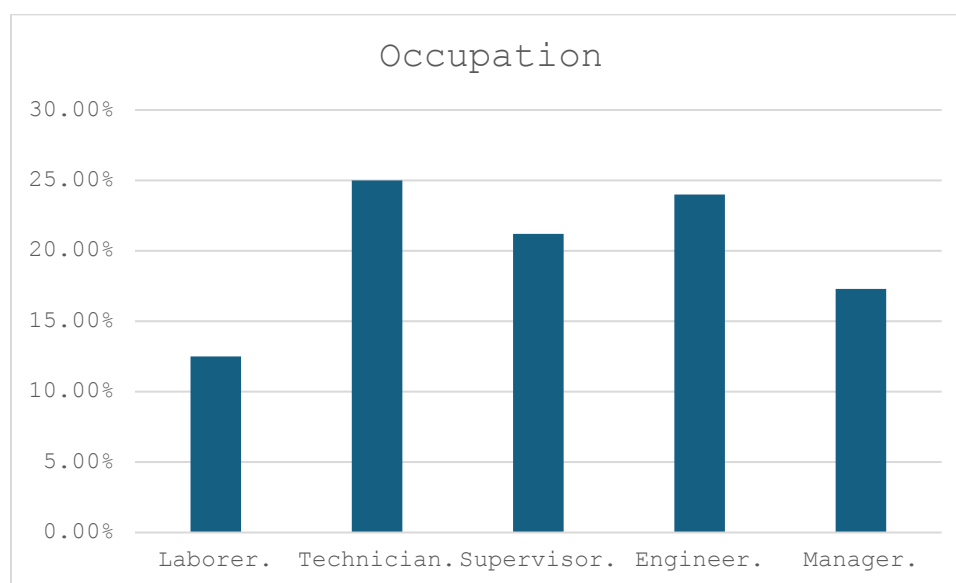
Academic Qualification	Frequency	Percentage
High School.	9	8.7 %
Diploma.	8	7.7 %
Bachelor.	55	52.9%
Master.	22	21.2 %
PHD.	10	9.6 %
Total	104	100 %

**Figure No (3): Academic Qualification.**

It is noted from Table (8-3) and Figure No. (3), that the majority of the research sample members have a bachelor's academic qualification, at a rate of 52.9 %, while the lowest percentage is for a Diploma, which is 7.7%.

Table (9-3): Distribution of the study sample according to profession.

Occupation	Frequency	Percentage
Laborer.	13	12.5 %
Technician.	26	25 %
Supervisor.	22	21.2 %
Engineer.	25	24 %
Manager.	18	17.3 %
Total	104	100 %

**Figure No (4): Occupation.**

It is noted from Table (9-3) and Figure No. (4), that the majority of the research sample members are technicians, at a rate of 25 %, while the lowest percentage is laborer, which is 12.5%.

Table (10-3): Distribution of the study sample according to the number of years of experience.

Work Experience	Frequency	Percentage
Less than 10 years.	56	53.8 %
11 - 15 years.	23	22.1 %
16 - 20 years.	17	16.3 %
More the 20 years.	8	7.7 %
Total	104	100 %

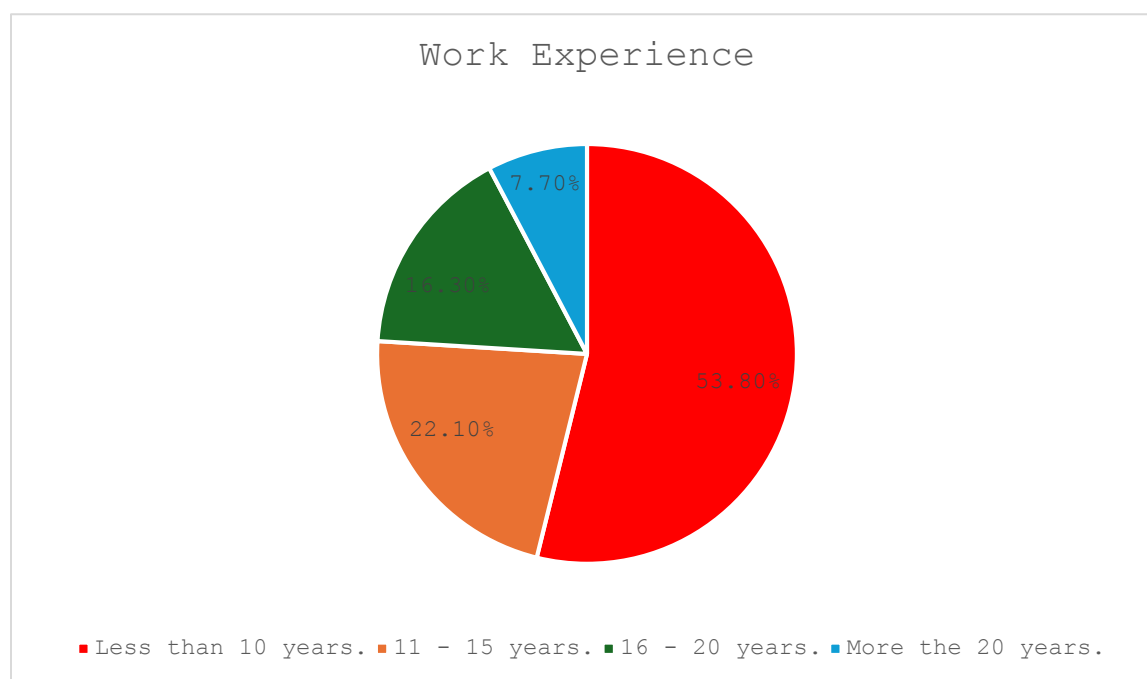


Figure No (5): Work Experience.

It is noted from Table (10-3) and Figure No. (5), that the majority of the research sample members have 10 years or less of experience at a rate of 53.8 %, while the lowest percentage have more than 20 years of experience at a rate of 7.7 %.

3.7.2 Results of the Research Questions

First Question: How far does the employee know about team concepts, their role among the team and the mechanism of conflict resolution? To answer this question, frequencies, percentages, arithmetic means, and standard deviations were calculated as describe below:

Table (11-3): Team Member.

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Means	SD	Degree of approval	Ranking
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%				
Team members have absolute clarity about their role in the team.	50	48.1*	41	39.4	10	9.6	1	1.0	2	1.9	1.69	0.837	Strongly Agree	4
There is an effective mechanism within the team for conflict resolution.	40	38.5	46	44.2	14	13.5	3	2.9	1	1.0	1.84	0.837	Agree	3
Team members are supportive of each other's role.	49	47.1	43	41.3	10	9.6	2	1.9	0	0.0	1.66	0.732	Strongly Agree	5
Team members are held accountable for the decisions they make.	41	39.4	36	34.6	23	22.1	3	2.9	1	1.0	1.91	0.904	Strongly Agree	2
My team members know sufficiently about other departments within the organization.	33	31.7	41	39.4	19	18.3	9	8.7	2	1.9	2.10**	1.010	Agree	1
General Mean of the Axis.	1.84											Strongly Agree		

***Highest Percentage. **Highest Arithmetic Means**

Table No. (11-3) shows the percentages, arithmetic means, and degree of workers' agreement with the statements that measure the extent of their understanding of the concept of the team, their role within the team, and the conflict resolution mechanism. Where the highest percentage of agreement is for the statement (Team members have absolute clarity about their role in the team.) at a percentage of 48.1 %. While the lowest percentage of agreement is for the statement (My team members know sufficiently about other departments within the organization.) with a percentage of 31.7 %.

The arithmetic means for the degrees of agreement ranged between (1.66 – 2.10), where three statements receive a degree of (Strongly agree), except for two statements that obtained a degree of (Agree). The highest of which is for the statement number (5) which states (My team members know sufficiently about other departments within the organization.), as it obtained the highest arithmetic mean and its value (2.10). While statement No. (3) which states (Team members are supportive of each other's role.) receive a score of (Strongly Agree) with an arithmetic means of (1.66) which is the lowest arithmetic means. While the general means of the axis is (1.84) with a score of (Strongly Agree).

Second Question: What is the impact of teamwork on the performance of the organization?

To answer this question, frequencies, percentages, arithmetic means, and standard deviations were calculated as describe below:

Table (12-3): Teamwork and organization Performance.

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Means	SD	Degree of approval	Ranking
	Fr	%	Fr	%	Fr	%	Fr	%	Fr.	%				
My department encourages teamwork to develop the organization Performance.	56	53.8	31	29.8	15	14.4	2	1.9	0	0.0	1.64	0.799	Strongly Agree	4
Working in the team inspires me to do my best for the organization.	58	55.8*	31	29.8	11	10.6	4	3.8	0	0.0	1.63	0.827	Strongly Agree	5
My team makes sure that our work helps the organization achieve its goals.	47	45.2	41	39.4	13	12.5	1	1.0	2	1.9	1.75	0.865	Strongly Agree	3
My team reviews results and performance frequently to make sure we're doing high quality work for the organization.	48	46.2	35	33.7	15	14.4	3	2.9	3	2.9	1.83**	0.980	Strongly Agree	1
My team are strongly committed to achieving a high performance for the organization.	43	41.3	46	44.2	9	8.7	5	4.8	1	1.0	1.80	0.863	Agree	2
General Mean of the Axis.	1.73											Strongly Agree		

***Highest Percentage. **Highest Arithmetic Means**

Table No. (12-3) shows the percentages, arithmetic means, and degree of workers' agreement with the statements that measure the impact of teamwork on the performance of an organization. Where the highest percentage of agreement is for the statement (Working in the team inspires me to do my best for the organization.) at a percentage of 55.8 %. While the lowest percentage of agreement is for the statement (My department encourages teamwork to develop the organization Performance.) with a percentage of 29.8 %.

The arithmetic means for the degrees of agreement ranged between (1.63 – 1.83), where four statements receive a degree of (Strongly Agree), except for one statement that obtained a degree of (Agree). The highest of which is for the statement number (4) which states (My team reviews results and performance frequently to make sure we're doing high quality work for the organization.), as it obtained the highest arithmetic mean and its value (1.83). While statement No. (2) which states (Working in the team inspires me to do my best for the organization.) receive a score of (strongly agree) with an arithmetic means of (1.63) which is the lowest arithmetic means. While the general means of the axis is (1.73) with a score of (strongly agree).

Third Question: What is the role of management that affects employee and organization performance?

To answer this question, frequencies, percentages, arithmetic means, and standard deviations were calculated as describe below:

Table (13-3): Role of management that affects employee and organization performance.

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Means	SD	Degree of approval	Ranking
	Fr .	%	Fr .	%	Fr .	%	Fr .	%	Fr .	%				
The management provides clear goals for our group.	47	45.2*	38	36.5	14	13.5	5	4.8	0	0.0	1.78	0.859	Strongly Agree	4
The management allows me the freedom to do my job as I feel best.	34	32.7	34	32.7	24	23.1	7	6.7	5	4.8	2.18*	1.113	Strongly Agree & Agree	1
The management have the necessary technical ability to lead our group.	35	33.7	45	43.3	16	15.4	6	5.8	2	1.9	1.99	0.950	Agree	5
The management gives me opportunities to develop and grow.	35	33.7	35	33.7	27	26.0	6	5.8	1	1.0	2.07	0.958	Strongly Agree & Agree	2
The management seeks to share important information with me in a timely manner.	35	33.7	37	35.6	24	23.1	7	6.7	1	1.0	2.06	0.964	Agree	3
General Mean of the Axis.	2.016											Agree		

***Highest Percentage. **Highest Arithmetic Means**

Table No. (13-3) shows the percentages, arithmetic means, and degree of workers' agreement with the statements that measure the role of management that affects employee and organization performance. Where the highest percentage of agreement is for the statement (The management provides clear goals for our group.) at a percentage of 45.2 %. While the lowest percentage of agreement is for the statement (The management allows me the freedom to do my job as I feel best.) with a percentage of 32.7 %.

The arithmetic means for the degrees of agreement ranged between (1.78 – 2.18), where four statements receive a degree of (Agree), and three statements that obtained a degree of (Strongly Agree), while two statements receive an equal percentage of the scores of (Strongly Agree & Agree). The highest of which is for the statement number (2) which states (The management allows me the freedom to do my job as I feel best.), as it obtained the highest arithmetic mean and its value (2.18). While statement No. (1) which states (The management provides clear goals for our group.) receive a score of (strongly agree) with an arithmetic means of (1.78) which is the lowest arithmetic means. While the general means of the axis is (2.016) with a score of (Agree).

Section Seven: Analyze the Results and the Suggested Vision

3.8 Analyzing the Results

The main objective of this study is to investigate the impact of teamwork in improving the performance of the organization, the Al-Muhadib Aluminum Factory in the city of Abha in the Kingdom of Saudi Arabia is taken as a study sample. In order to reach this goal, the study uses a descriptive approach, and an electronic survey is designed and distributed to 104 workers at Al-Muhadib Aluminum Factory. The previous chapter reviewed the results of the survey, while the current chapter will comment on these results, and will includes the most important abstracts from this study and the most important recommendations of the study.

The first part of the survey aims to test the first research hypothesis, which states the extent to which employees understand the concept of a team and its positive impact on their performance. it is clear from Table No. (11-3) that the majority of participants understand the concept of teamwork, and they agreed that teamwork positively affects their performance, which is consistent with the results of the study (Manzoor, HafizUllah, Hussain, & Ahmed, 2011) [2]. These results answer the study question: How does understanding teamwork lead to the organization's performance? As for the clarity of the individual's role in the team, 91 of the participants agreed that they understand their role well, at a rate of 87.5 %, which is an excellent percentage that indicates the extent to which employees understand their role in the team. One of the challenges that some workers in any organization face is the team's support for each other, but 92 participants agreed that they support each other at the Al-Muhadib Factory, at a rate of 88.4 % which is exlent percentage indicates that they support each other. The results of this axis as a whole make it clear that the first research hypothesis is correct.

On the other hand, the second axis of the survey aimed to test the second research hypothesis, which states that teamwork has a positive effect on the organization's performance. Returning to Table No. (12-3), the majority of the participants agreed in this study that teamwork is at the heart of improving the factory performance, and that the presence of the concept of teamwork improves the performance of the organization and individuals, which answers the study question: What is the impact of teamwork on the organization's performance? As for the individual's work in the team that increases their productivity, more than 85% of the participants agreed that their work within the team increases their productivity and improves the factory's performance, which indicates the importance of teamwork for any organization. These results are consistent with the study (Agarwal & Adjirackor, 2016) [3]. Although more than two-thirds of the participants agree that teamwork positively affects their performance and the performance of the organization, a very small percentage, reaching 15%, consider them neutral in this matter. This is one of the most prominent challenges that any facility faces, which is clarifying the positives of teamwork to all employees and urging them. Accordingly, the results of this axis demonstrate the validity of the second research hypothesis.

As for the third and final axis of the questionnaire, it aimed to test the third research hypothesis, which stipulates the role of management in improving the performance of the organization and individuals. It is clear from Table No. (13-3) that the majority of participants agreed that the management, have an effective and positive role in improving the factory's performance and in improving their performance as individuals, which answers the study question: How can management improve the performance of the factory and employees? As for the extent of management's tolerance in leaving employees to work freely, the majority of participants agreed that management allows them to work with almost absolute freedom, which is consistent with the

study (Abuzid & Abbas, 2017) [5]. Therefore, the majority of participants agreed that management at Al-Muhaidib Factory is a positive and fertile environment for improving their performance. The results of the third axis as a whole show the validity of the third research hypothesis.

It is clear from the results of the survey's axes as a whole that teamwork has an effective role in improving the performance of the Al-Muhaidib Aluminum Factory in the city of Abha, through the management interest in the concept of teamwork and giving freedom to employees to work in a way that suits them and motivating them to work as a team. All these results answer the study question: How does teamwork affect the organization's performance?

3.9 Summary of the Results

The results of this study can be summarized as follows:

- 1- The teamwork affects positively the performance of the organization.
- 2- There are styles of leadership used by the managers on the organization that affects positively the organization performance.
- 3- There are negative effects of poor leadership on the work environment.
- 4- There are so many benefits of motivation on the work environment.
- 5- The organization can overcome the lack of cooperation between the employees.
- 6- Efficient team management and organization with well-defined roles and duties for each team member.
- 7- Confidence between every team member will improve the performance.
- 8- Employee rewards & recognition have a positive effect on employee performance.

3.10 Recommendations

After reviewing previous studies and analyzing the results of this study, the study decided to answer the study question: (How can teamwork improve the organization's performance?) Through some of these recommendations:

Such type of policies o that encourage teamwork inside the organization should be implemented in public sector organizations. The entire efficacy and productivity of the organization can be improved in this way. Establishing a work environment where people are cooperative and happy with their tasks is crucial. Employees will be able to perform to the best of their abilities in their positions in this way. The research study makes a compelling case for the necessity of collaborative activities in the workplace. Employee performance can be improved in this way.

The results confirmed the necessity of providing the team elements formation (motivation, confidence, skills Team, mission skills) for building and institutionalizing effective teams to achieve organizational goals. Data availability Scientific evidence about the importance of team effectiveness factors to achieve harmony among team members. It also contributed to confirming the mediating role for the variables (organizational support, management role), to influencing employees to do their best to achieve a high level of performance.

CHAPTER IV

STUDY REFERENCES

- **Section Eight: Study References**
- **Section Nine: Study Appendix**
- **Section Ten: Study Abstract in Arabic**

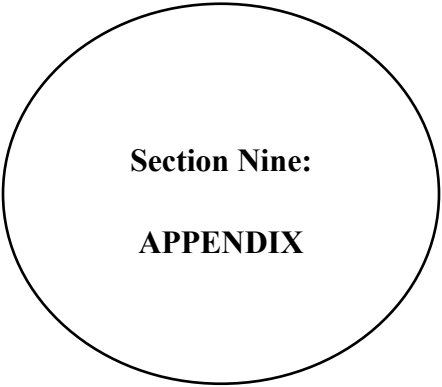
Section Eight:

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Section Nine:

APPENDIX

4.2 Appendix

4.2.1 Appendix No.1

Survey Arbitration Form

In the name of GOD, the most gracious, the most merciful

Survey Arbitration

The Honorable Mr/Mrs/Miss _____ the Respected.

The researcher is conducting a study entitled (The Impact of Teamwork in Developing the Organization Performance: A Case Study of Al-Muhaidib Aluminium Factory Abha, Saudi Arabia). It is a study that adopts the descriptive approach to measure the role of teamwork in improving the performance of employees and the performance of the Al-Muhaidib Aluminum Factory in the city of Abha, and how teamwork contributed positively to improving the performance of employees and the performance of the factory in general. This is to complete the requirements for obtaining a master's degree in business administration - College of Management – MedOcean University. To achieve the objectives of this study, this survey is designed and consisting of three main axes:

The First Axis: deals with the concept of the work team.

The Second Axis: deals with the impact of teamwork on the organization's performance.

- The Third Axis: It deals with the impact of management on the performance of employees and the organization.

Therefore, I kindly ask you to read these paragraphs and express your opinion on their suitability to the subject of the study, the extent to which they belong to the dimension in which they were included, and the extent of their linguistic clarity, with great thanks and appreciation for your kind cooperation and assistance.

Researcher

Kamel Omar Ramdan Rashwan.

The Arbitrator Information

Name	Scientific Title	Occupation	Scientific Specialization	Signature

Date of Arbitration 00/00/2024

General Information.

1. Gender.

Male, Female.

2. Age.

Less Than 30 years, 30 to 39 years, 40 to 49 years, 50 years and more.

3. Qualification.

High School, Diploma, Bachelor, Master, PHD, Other.

4. Occupation:

labourer, Technician, Supervisor, Engineer, Manager, Other.

5. Work Experience.

Less than 10 years, 11 to 15 years, 16 to 20 years, More the 20 years.

The First Scope.

Team Member.

1. Team members have absolute clarity about their role in the team.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

2. There is an effective mechanism within the team for conflict resolution.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

3. Team members are supportive of each other's role.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

4. Team members are held accountable for the decisions they make.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

5. My team members know sufficiently about other departments within the organization.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

The Second Scope.

Teamwork and organization Performance.

1. My department encourages teamwork to develop the organization Performance.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

2. Working in the team inspires me to do my best for the organization.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

3. My team makes sure that our work helps the organization achieve its goals.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

4. My team reviews results and performance frequently to make sure we're doing high quality work for the organization.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

5. My team are strongly committed to achieving a high performance for the organization.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

The Third Scope.

The role of management that affects employee and organization performance.

1. The management provides clear goals for our group.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

2. The management allows me the freedom to do my job as I feel best.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

3. The management have the necessary technical ability to lead our group.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

4. The management gives me opportunities to develop and grow.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

5. The management seeks to share important information with me in a timely manner.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

4.2.2 Appendix No.2

Table (14.4) The Arbitrators List

Name	Scientific Title	Occupation	Scientific Specialization	E-mail
Reem Al-Kharish	Lecturer	Lecturer, translator, and linguistic proofreader.	languages and Translation	Reem.Alkhoraish@gmail.com
Khalid Galil	Engineer	Electrical Engineer	Electrical Engineering	Kd.abdelgalil@gmail.com
Shady Omar	Engineer	Assistant Solution Manager		srashwan@aljeel.com

ملخص الدراسة باللغة العربية

الهدف: تهدف هذه الدراسة بشكل رئيسي إلى قياس اثر العمل الجماعي على اداء المنظمة بدراسة حالة مصنع المهيذب

للألمنيوم بمدينة أبها في جنوب المملكة العربية السعودية، وكيف يؤثر دور الإدارة في تحسين اداء المنظمة والموظفين.

المنهجية: لإتمام هذه الدراسة، اتبعت الدراسة المنهج الوصفي، والذي تضمن إنشاء استبانة إلكترونية. وقد تكونت هذه الاستبانة

من ثلاثة محاور رئيسية، وتضمنت ١٥ سؤالاً مغلقاً استخدم فيها مقياس ليكرت الخماسي. وقد استهدفت هذه الاستبانة العاملين

في مصنع المهيذب للألمنيوم في مدينة أبها من جميع الأعمار والتخصصات والجنسيات، وقد بلغ العدد الكلي لعينة الدراسة

١٠٤ موظفاً.

أهم النتائج والتوصيات: من أهم النتائج التي خرجت بها هذه الدراسة أن العمل الجماعي يؤثر ايجاباً على أداء المنظمة، وأن

هناك بعض أساليب القيادة التي يستخدمها المديرون في المنظمة تؤثر سلباً على أداء المنظمة، في حين أن هناك آثار سلبية

لضعف القيادة على بيئة العمل وهذا ما اتفقت عليه اغلب الدراسات السابقة. ويمكن للمنظمة التغلب على نقص التعاون بين

الموظفين من خلال تحفيزهم ومنحهم الثقة. بناءً على هذه النتائج اقترحت الدراسة ما يلي، ينبغي تنفيذ بعض أنواع السياسات

التي تشجع العمل الجماعي داخل المنظمة، ويمكن تحسين فعالية وإنتاجية المنظمة بالكامل بهذه الطريقة. يعد إنشاء بيئة عمل

يكون فيها الأشخاص متعاونين وسعداء بمهامهم أمراً بالغ الأهمية. وأكدت النتائج ضرورة توفير تكوين عناصر الفريق (الدافع،

الثقة، مهارات الفريق، مهارات المهمة) لبناء ومأسسة فرق فعالة لتحقيق الأهداف التنظيمية.



جامعة ميد أوشن

كلية الإدارة

قسم/ إدارة أعمال

أثر العمل الجماعي في تطوير أداء المنظمة: دراسة حالة مصنع المهيدب للألمنيوم: أبها، المملكة العربية السعودية.

إعداد الطالب:

كامل عمر رمضان رشوان

إشراف:

د. وليد عبدالجواد سليمان صديق

د. الفیصل عبدالحمید محمد

العام الدراسي:

2024