

Midocean University
College of Management
Business Administration Department



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

Al-Muhaidib Aluminium Factory: Abha, Saudi Arabia.

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

Prepared by:

Kamel Omar Ramdan Rashwan

(232000571)

Supervised by:

Dr. Waleed Abdel-Jawad Sulaiman Siddiq

Dr. Al-Faisal Abdul- Hamid Muhammed

1- Introduction:

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 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).

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 out the best outcome from individuals through collaboration. (Manzoor, HafizUllah, Hussain, & Ahmed, 2011).

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).

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).

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). Therefore, this study seeks to examine the impact of teamwork on organization performance.

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).

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).

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).

3-The Importance of the Study

The importance of this study lies in two aspects:

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.

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.

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.

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?

6-Theoretical Framework and Previous Studies

6.1 The Theoretical Framework.

6.1.1 Team Concept:

Teams are made up of two or more individuals that communicate, influence, and hold one another accountable for accomplishing shared goals. Teams also 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).

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).

6.1.2 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).

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).

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).

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).

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).

6.1.3 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). 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).

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).

According to (Jones et al ,2007) 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). 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).

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).

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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).

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).

As stated by Tarricone and Luca (2002) 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).

According to studies, workers who collaborate in teams can produce more than those who work alone (Jones et al, 2007). 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).

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.

6.2 Previous Studies

6.2.1 (Sanyal & Hisam, 2018) 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 0.722. 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 have 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.

6.2.2 (Abuzid & Abbas, 2017)

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.

6.2.3 (Agarwal & Adjirackor, 2016) 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.

6.2.4 (Manzoor, HafizUllah, Hussain, & Ahmed, 2011) 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.

7-Theoretical premises of study

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.

8-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.

9-Study Tools

It is planned that the results of this study will be proven by using statistical analysis tools, which is an electronic survey targeting workers in the Al-Muhaidib Aluminum Factory in the city of Abha in the Kingdom of Saudi Arabia. All the survey questions will be of the closed type of questions. This survey will also be prepared using Google Forms.

This application was chosen specifically for its accuracy in collecting data and ease of communicating it to all participants. After that, the survey will be shared through social media platforms. After collecting the required data, and carrying out validity and reliability tests, this data will be analyzed using SPSS.

10-Study Limitation

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

10.1 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.

10.2 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. All participants will also be 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.

10.3 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.

11-Proposed Categorization According to the Time Plan

1. Research Title: The Impact of Teamwork in Developing the Organization Performance: A Case Study of Al- Muhaidib Aluminium Factory: Abha, Saudi Arabia.
2. Introduction.
3. Study problem.
4. The importance of the study.
5. Objectives of the study.
6. Study questions.
7. Previous studies and theoretical framework.
 - i. Team Concept.
 - ii. Types of Teams and Other Groups in Organizations.
 - iii. Teamwork and Employee Performance.
 - iv. Previous Studies about the Impact of Teamwork on the Organization
 - v. Performance.
8. Practical Study and its Methodological Procedures.
 - i. Methodological Procedures for the Study.
 - ii. Results of the Field Study.
 - iii. Analysis of Results and Proposed Visualization
9. Study Appendices.
 - i. Study References.
 - ii. Study Appendices.
 - iii. Conclusion of the Study in English.
 - iv. Conclusion of the Study in Arabic.

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