

**RELATIONSHIP BETWEEN EFFECTIVENESS OF TEAMWORK
AND WORK PERFORMANCE AMONG NURSES**

Nurfarahin Binti Mohd Zahari

Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development

2011

ACKNOWLEDGEMENT

Thanks to ALLAH s.w.t because of His blessings, I can finally successfully complete my Final Year Project. First of all, I would like to dedicate my sincere appreciation to my Supervisor, Dr. Hasbee bin Hj Usop for his great effort, invaluable assistance and guidance throughout the completion of this study.

Besides that, I would like convey my deepest gratitude to all the employees in the selected organization for their kindness and contributions throughout the distribution and collection of questionnaire in completing my Final Year Project.

Special thanks also to my beloved dad, Mr. Mohd Zahari bin Yusop, and my beloved mom, Noorainee binti Romli, and all my family members for their support and encouragement until the completion of this project.

I would also like to thank my course mates and students of Human Resource Development Program batch 2008/2009 for the contribution of ideas in this study and for their cooperation and assistance throughout this study.

In addition, I would like to acknowledge the effort and support of the lecturers and staffs at Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak. Last but not least, I would like to dedicate my sincere thanks to all the people who have been involved in this study.

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ABSTRAK

KAJIAN PERHUBUNGAN ANTARA KEBERKESANAN KERJA BERKUMPULAN DAN PENCAPAIAN KERJA DALAM KALANGAN JURURAWAT

Nurfarahin Binti Mohd Zahari

Kajian ini bertujuan untuk mengkaji perhubungan antara keberkesanan kerja berkumpulan dan pencapaian kerja dalam kalangan jururawat dan mengkaji faktor-faktor yang mempengaruhi keberkesanan kerja berkumpulan. Kajian ini dijalankan di sebuah hospital umum di Semenanjung Malaysia dan seramai 143 orang responden telah terlibat dalam kajian ini menerusi teknik persampelan rawak secara strata. Kajian rintis telah dijalankan ke atas dua puluh orang responden yang terpilih. Keputusan kajian rintis yang menggunakan kaedah *Alpha Coefficient* ialah 0.858. Dalam kajian ini, analisa statistik seperti frekuensi, peratusan ANNOVA dan ujian korelasi pearson telah digunakan untuk menganalisis data. Hasil dapatan kajian mendapati bahawa tiada perbezaan dalam pencapaian kerja dalam kalangan jururawat berdasarkan umur dan latar belakang pendidikan. Walaubagaimanapun, hasil kajian mencatatkan bahawa terdapat perbezaan dalam pencapaian kerja dalam kalangan jururawat berdasarkan jabatan. Selain itu, hasil dapatan kajian ini menunjukkan bahawa terdapat hubungan yang sederhana positif antara kepimpinan dan pencapaian kerja pekerja ($r = 0.474$, $p = 0.000$) dan juga antara kejeleketan kumpulan dan pencapaian kerja pekerja ($r = 0.403$, $p = 0,000$). Di samping itu, keputusan kajian juga menunjukkan bahawa terdapat hubungan yang lemah dan positif antara komunikasi dan pencapaian kerja pekerja ($r = 0.321$, $p = 0.000$). Keputusan kajian juga menunjukkan bahawa terdapat hubungan yang kuat dan positif antara sikap pekerja dan pencapaian kerja pekerja ($r = 0.653$, $p = 0.000$). Secara keseluruhannya, kajian ini telah menunjukkan bahawa terdapat korelasi penting dalam perhubungan antara keberkesanan kerja berkumpulan dan pencapaian kerja dalam kalangan jururawat yang berkerja di sebuah hospital umum di Semenanjung Malaysia. Melalui kajian ini, Pengamal Sumber Manusia juga dapat melihat betapa pentingnya keberkesanan kerja berkumpulan untuk meningkatkan tahap pencapaian kerja seseorang. Kajian ini juga membantu Penagamal Sumber Manusia untuk bertindak dengan lebih berhati-hati dalam mempraktikkan budaya dan proses kerja berkumpulan dalam sesuatu organisasi supaya para pekerja dapat menyesuaikan diri dengan budaya tersebut. Keputusan kajian ini juga dapat membatu organisasi untuk mengenal pasti faktor-faktor yang mempengaruhi keberkesanan kerja berkumpulan supaya organisasi tersebut dapat melaksanakan budaya dan proses kerja berkumpulan dengan lebih efektif dimana dalam masa yang sama dapat meningkatkan kualiti dan produktiviti pekerja. Kajian ini menyumbang kepada hasil dan ilmu pengetahuan yang baharu di mana ianya memberikan keuntungan kepada pihak pengurusan. Pihak pengurusan dapat menggunakan maklumat tersebut dengan bijaksana dan efektif.

ABSTRACT

RELATIONSHIP BETWEEN EFFECTIVENESS OF TEAMWORK AND WORK PERFORMANCE AMONG NURSES

Nurfarahin Binti Mohd Zahari

This study was aimed at determining the relationship between the effectiveness of teamwork and work performance among nurses and the factors that influenced the effectiveness of teamwork. This study was conducted in a general hospital in Peninsular Malaysia and 143 staff nurse were selected to participate in this study through the used of stratified random sampling method in order to obtain the sample. Reliability test was carried out for twenty respondents and gave the result of Alpha Coefficient as 0.858. Statistical analysis such as frequency, percentage, ANNOVA and Pearson Correlation were used in order to analyze the data. The results showed that there was no significant difference in work performance among nurses based on age and education background but there was significant difference in work performance among nurses based on department. Besides that, the findings of this study also revealed that there was a moderate positive relationship between leadership and employee's work performance ($r = 0.474$, $p = 0.000$) and also between team cohesiveness and employee's work performance ($r = 0.403$, $p = 0,000$). Furthermore, the results also showed that there was a weak positive relationship between communication and employee's work performance ($r = 0.321$, $p = 0.000$). Finally, the results found that there was a strong positive relationship between attitudes of employee and staff's work performance ($r = 0.653$, $p = 0.000$). The outcome of this study indicated that there was significant correlation between the relationship of the effectiveness of teamwork and work performance among nurses who worked at the general hospital at Peninsular Malaysia. Through the findings of this research, Human Resource Practitioner might realize that the effectiveness of teamwork was so important in order to increase and improve employee's work performance. This research would also help the Human Resource Manager to act more carefully in applying teamwork culture and process in the organization so that the employees can adapt with that culture. The findings of this research would also help the organization to identify the factors that can influence the effectiveness of the teamwork so that the organization can effectively implement teamwork culture and process in the organization in order to improved employee's quality and productivity. This study contributes new knowledge and findings which would benefit the management. Management can use the information wisely and effectively.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter discusses the background of the study. It provides a description of the background to the problem or issue intended to be addressed in the study. The important aspects that are included in this chapter are the problem statement, research objectives, research questions, significance of the study, limitation of the study and definitions of the terms. Definitions of the terms will include conceptual and operational definitions. The chapter ends with a short summary.

1.1 Background of the study

In the Malaysian context, there are many government sectors and private sectors that have started to practice and implement the concept of teamwork in their planning and management strategy in order to increase and provide good quality services and products to their customers. The magnitude of a relationship in an organization whether it is strong or not can be seen in the teamwork and it can also affect the work performance of the employees in the workplace.

In an organization, team spirit should be implemented in order for the employees to complete their works and make their works to become more effective. According to McShane & Von Glinow (2005), a development of team is a formal activity to increase development and function in a team. Development of team is also to improve relationship and social interactions between individual (Payne, 2001). As the development of team is very important, the focus of development of team is to achieve the objectives and mission and to accomplish the task given. It will also affect the profit, productivity and services in an organization. Teamwork is an important component of patient safety. According to Calman and Hine (1995), researcher and medical professionals agree that patient treatment and safety is improved through interdisciplinary teamwork.

As regards to teamwork, the need for teamwork in the operation room environment has been emphasized because the ability to orchestrate smooth actions and a scheduled flow of operations requires simultaneous collaboration by variety of professionals with complementary and overlapping skills and mutual understanding of their work (Crowell, 2000). In nursing teamwork, joint responsibility, intellectual participation and commitment to the common goal in pooling the employees, special skills and time have been emphasized and valued (Malloch, Sluyter and Moore, 2000). In addition, teamwork has also been seen as a useful method of nursing because it leads to active communication between health care professionals, thereby improving job satisfaction (Kennedy, Ferri and Sofer, 2004).

According to Newstrom and Davis (1997), when their work is interdependent, they perform as a task team and seek to develop a cooperative and supportive state called teamwork and when the members of a task team know their objectives, contribute responsibly and enthusiastically to the task, and support one another, they are exhibiting teamwork. According to McGreevy (2006), teamwork is a good thing

and that executives should work in teams and the employers stress the importance of employees working as a team and advertise for staff with proof of team working competencies. In an organization, the employees should work as a team because their works are always related with each other and they always deal with people around them. Therefore, the employees should be flexible in order to make themselves feel more comfortable in the team.

Therefore, all the members in the team should have the important elements such as leadership, communication, attitudes of the employees and so on. Leadership is one of the important elements that influence the teamwork because as a leader, he or she needs to lead and set the team's directions. The attitudes and behavior of leaders play an important role in shaping employees attitudes such as job satisfactions and commitments towards their team (Daft, 2008). Every leader has their own styles of leadership that can apply in a team in order to make the team to become more effective and at the same time will improve their work performance. They behave in different ways depending on their individual differences as well as their follower's need and the organizational situation (Daft, 2008). Observations of performance in the operation theatre show that breakdowns in team working, leadership, communication, lack of situation awareness and poor decision making are not uncommon and can lead to poor outcomes of patients (Edmondson, 2003).

Furthermore, communication is also important in order to make sure that all the information given will be received by all the team members. According to Daft (2008), communication can be defined as the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence people. The team members should interact and communicate with each other in order to achieve the mission and vision. Communication can also involve verbal and non verbal. Furthermore, communication across multiple units, physicians, nurses and others become vital to ensuring that accurate and complete information is

available, properly exchange and regularly updated (Salas, Sims, Klein and Burke, 2003).

The employees also play an important role in order to make the teamwork become effective. They need to give their full cooperation and attention towards the team. All the members in the team need to be involved in the teamwork and interact with each other. They should show positive attitudes in order to make the teamwork become more effective. The team members should not be selfish and keep all the information they have to themselves. They should share the information they have in order to gain and obtain more information to complete their tasks. With all these positive attitudes, their work performance will be increased and at the same time, it will lead to the achievement of the company's goals.

Furthermore, team cohesiveness also contributes to the work performance. Members of highly cohesive team are concerned about the team's welfare. They always interact with each other and spent more time with their team members. As they interact, they will deeply know each other. It will help them to become more committed and give their full cooperation in order to complete their task. It will reduce their workload at the same time as they work as a team. They will always enjoy being together and feel happy when the team succeeds.

Therefore, the teamwork is very important in the organization in order for the employees to accomplish their job and task at the right time and the standard that has been set. All this elements should be more focused in order to produce the effectiveness of teamwork to achieve the organization goals and objective. According to Heap (1996), development of teamwork activity will boost the level of cooperation in a team. Heap (1996) also suggest in order to accomplish the task given, it needs the spirit of teamwork and high commitment from the team members and shared vision for what it wants to be achieved.

1.2 Statement of the problem

In Malaysia, teamwork has become an important aspect and has been emphasized in many organizations in order for the organization to achieve their goals, mission and vision. However, there are a lot of complaints and dissatisfaction from the employees when they work in a team. According to Daft (2008), the members of the team are not really united by a common purpose or a need to work together to achieve results. The implications from the employees' dissatisfaction towards their teamwork have created problems such as the increment in the job rotation, stress, absenteeism, lack of enjoyment when they work in a team and so on. It is hard for the manager in the organization to create an effective teamwork. In addition, it will also affect the organization and lead to company loss because of the low productivity, services and quality of work in the teamwork.

Furthermore, people in an organization fail to demonstrate teamwork because they have assigned to work on a team that is not really a team. To be a team, they must be focused on a familiar task or goal but they are not really united by a common purpose or a need to work together to achieve results (Boller, 2005). According to Daft (2008), simply organizing people into teams does not guarantee their effectiveness. Besides, personality conflict and individual differences in work styles can disrupt the team (Schermerhorn, 2008).

Furthermore, according to Boller (2005), people do not understand or embrace teamwork philosophy. According to Tjosvold, Moy and Sasaki (1999), less clear is the underlying nature of this productive teamwork. In the workplace, the compensation, recognition and advancement programs based on individual achievement rather than team efforts. They simply do not know how to work in a team. Therefore, this study will help to address these issues and identify the factors that are related to the effectiveness of the teamwork. In addition to that, the teamwork

culture will become more effective to be implemented in an organization in order to improve employee's work performance.

1.3 Objective of the study

1.3.1 General objective

This study is to determine the relationship between effectiveness of teamwork and work performance among nurses.

1.3.2 Specific objectives

Specifically, the objectives of this study are as follows:

- 1) To determine any significant difference in work performance among nurses based on age.
- 2) To determine any significant difference in work performance among nurses based on education background.
- 3) To determine any significant different in work performance among nurses based on departments.
- 4) To determine the relationship between leadership with nurses work performance.
- 5) To determine the relationship between communication with nurses work performance.
- 6) To determine the relationship between attitudes of employees with nurses work performance.
- 7) To determine the relationship between team cohesiveness with nurses work performance.

1.4 Research Questions

These are research questions that are significant to be answered by this study:

- 1) Is there any significant difference in work performance among nurses based on age?
- 2) Is there any significant difference in work performance among nurses based on education background?
- 3) Is there any significant difference in work performance among nurse based on departments?
- 4) Is there any relationship between the leadership with nurses work performance?
- 5) Is there any relationship between communications with nurses work performance?
- 6) Is there any relationship between the attitudes of employees with nurses work performance?
- 7) Is there any relationship between team cohesiveness with nurses work performance?

1.5 Research hypothesis

The following null hypotheses are formulated from the objective of the study:

- Ho1: There is no significant difference in work performance among nurses based on age.
- Ho2: There is no significant difference in work performance among nurses based on education background.
- Ho3: There is no significant difference in work performance among nurse based on departments.

Ho4: There is no significant relationship between the leadership with nurses work performance.

Ho5: There is no significant relationship between communications with nurses work performance.

Ho6: There is no significant relationship between the attitudes of employees with nurses work performance.

Ho7: there is no significant relationship between the team cohesiveness with nurses work performance.

1.6 Conceptual framework

Independent variables

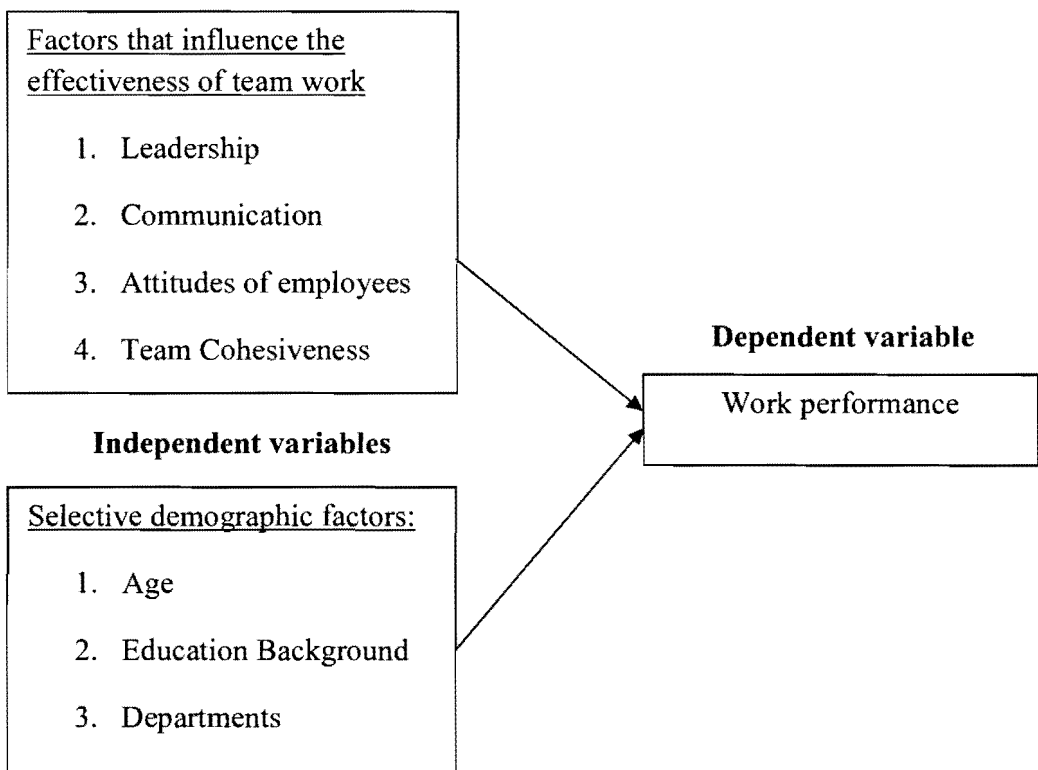


Figure 1.1: Conceptual Framework

Based on the objectives of the study, the conceptual framework for this study is shown in the Figure 1.1. The factors that influence the effectiveness of the team work are leadership, communication, attitudes of employees and team cohesiveness. These factors formed the independent variables for this study which are tested against the dependent variable which is the work performance. Furthermore, there are three selective demographic factors that are also being studied which include age, education background and departments. These selected demographic factors are taken in order to determine if there are any influences on the effectiveness of team work towards work performance.

1.7 Significance of the study

Katzenbatch and Smith (1993) summarize the advantages of teamwork. Firstly, teams bring together complimentary skills and experience that exceed those of any individual on the team. This fact enables team to react to multifaced challenges like innovation, quality and customer service. After completing this research, the relationship between the effective teamwork factors with the work performance among the nurses in a general hospital will be clearly shown. It is very important for the management because it provides detailed information regarding the factors associated with the work performance. In other words, this study contributes new knowledge and findings which would benefit the management. Management can use the information wisely and effectively.

Furthermore, this study will enable the researcher to learn about the application of team effectiveness concept and other relevant information which can be applied in this study. It can give great opportunity for the researcher to learn how to use the quantitative method, which allows the use of questionnaire to gather data from the employees. Data that have been collected by using quantitative research

method will produce higher level of reliability and validity of research findings (Fraenkel & Wallen, 1993).

Moreover, the result and findings of this study can be used as a basis to improve the organizational policy for a better one. All of the business strategies can be carried out based on the policy formed. Thus, the accomplishment of the strategies is greatly dependent on the efficiency of the policy. One of the policies in this particular general hospital is teamwork. It is one of the important aspects that should be given more focus as it contributes to the work performance.

Moreover, in supporting the theories, concept and models which are used in this study or generated in the past researches can be considered to be more concrete and helpful in the present study. Besides that, the theories, concepts and models used can increase the understanding on how the theories are related to the research.

Furthermore, Human Resource practitioner plays an important role to enhance the team effectiveness in the organization. They help promote and create the conditions for employees to work in a team. This study will help the Human Resource Practitioner in determining the team process factors that affect team effectiveness. This study will also help the organization to form a team in order to boost organizational performance and achieve organizational goals.

1.8 Limitations and scope of the study

This study is only conducted in one of the general hospital in Peninsular Malaysia. The information that are obtained will be limited and specifically for that organization and cannot be generalized. It is because the results are obtained from small sample group of supporting staff that comes from one organization and industry only. Therefore, the results are not complete enough to reflect the whole of health providers as organizations in Malaysia.

Furthermore, one of the other limitations of this study is that this study is only focusing on four aspects of the independent variable which are leadership, communication, attitudes of employees and team cohesiveness. These four spotlights are examined to prove their connections with the work performance of the staff. However, it has to be acknowledged that there are other elements that can exert different level of pressure in affecting the work performance such as team culture, team working environment, and support from top management.

Finally, the research only used questionnaire as the instrument for collecting data. The questionnaire detail and in depth that used in this study is Likert Scale types which gives the degree of perception by respondents. Therefore, respondents cannot give their in-depth ideas or opinions in responding to the questions asked. Moreover, the accuracy of the data collected strongly depends on the honesty and conscientiousness of the respondents in answering the questionnaires.

1.9 Definitions of terms

The relevant terms in this study are defined first conceptually and then operationally as follows:

1.9.1 Team

According to McShane and Von Glinow (2005), a team is a combination of two or more individuals that interacts and influences each other, responsible in order to achieve the organizational mission and objectives and can be looked at as a social entity in the organization.

Team in this research refers to a group of individuals that work and need each other in order to form a successful teamwork to accomplish the task given in the organization.

1.9.2 Teamwork

Teamwork is defined as an action that people do which can be demonstrated either in a group or in a team, requires a common focus, share goals and missions (Boller, 2005). According to Zander (1994), teamwork is a group or set of people who always communicate and interact with each other and do their jobs together by executing their own roles to achieve the target.

In this study, teamwork is defined as a group of team that have been developed by two or more people that always interact and communicate between each other in order to achieve their target, mission and vision.

1.9.3 Team effectiveness

Zenger, Musslewhite, Kathleen & Perin (1994) state that the effectiveness of the teamwork as a team or group in the success in the form of accomplishment of mission, increase of performance and productivity.

In this study, team effectiveness refers to the ability of the team or group in an organization to make an effort to achieve their specific mission and achieved the organization goals.

1.9.4 Leadership

Daft and Marcic (2009) stated that leadership can be defined as “the ability to influence people toward the attainment of organizational goals”. Leadership is the

process of influencing and supporting others to work enthusiastically toward achieving objectives (Newstrom & Davis, 1997).

In this study, leadership is defined as the process of influencing, supporting, planning, directing, organizing and monitoring all the activities in the team or group so that the entire task given can be accomplished without any problems.

1.9.5 Communication

According to Adams & Galanes (2006), communication is a process of creating, sending, receiving and interpreting messages between people.

In this study, communication is defined as the process of changing, sending or receiving information between people in a group or team so that information that is received from the other team members can be used in order to accomplish the task given.

1.9.6 Attitudes of employees:

Attitudes of employees are defined as the predisposition to respond that exerts an influence on a person's response to a person, a thing, an idea, or a situation (Dubrin, 2002).

In this study, attitudes of employees refer to how employees behave in a group, how employees make themselves available in a group, how employees work as a team and how they perceived teamwork as their work culture.

1.9.7 Team Cohesiveness:

Team cohesiveness is the extent to which members are attracted to the team and motivated to remain in it (Daft, 2008).

In this study, team cohesiveness refers to members of the team who are highly committed to the team, concerned about the team's welfare, giving more time to be spent together, greater interaction between team members.

1.10 Summary

This chapter relates to the introduction of this study on the relationship between the effectiveness of teamwork and work performance. Firstly, this research explains the background of the study on the effective teamwork factors and work performance which leads to the formulation of the study. Then, the next part is the statement of problem which discusses more on the problems. Next, general, specific objectives and research hypotheses are stated. After that, a conceptual framework is produced to facilitate the understanding on the purpose of the study. Significance, limitations and scope of the study are identified as well. Lastly, the conceptual and operational definitions of the terms are given. The next chapter will discuss about the literature review of the study.