



**Faculty of Cognitive Sciences and Human Development**

**TEAMWORK AND EMPLOYEE JOB PERFORMANCE IN  
FINANCIAL INSTITUTION, KUALA LUMPUR**

**NUR AMIRA IZATY BINTI AZMAN  
(57141)**

**Bachelor of Science with Honours (Human Resource Development)  
2019**

UNIVERSITI MALAYSIA SARAWAK

Grade:     A    

**Please tick one**

Final Year Project Report

Masters

PhD

**DECLARATION OF ORIGINAL WORK**

This declaration is made on the 24th day of MAY year 2019.

**Student's Declaration:**

I, NUR AMIRA IZATY BINTI AZMAN , 57141, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT, hereby declare that the work entitled, Teamwork and Employee Job Performance in Financial Institution, Kuala Lumpur is my original work. I have not copied from any other students' work or from any other sources with the exception where due reference or acknowledgement is made explicitly in the text, nor has any part of the work been written for me by another person.

24 MAY 2019

\_\_\_\_\_

  
\_\_\_\_\_  
Nur Amira Izaty Binti Azman (57141)

**Supervisor's Declaration:**

I, ASSOC. PROF. DR. SOPIAN BIN BUJANG , hereby certify that the work entitled, Teamwork and Employee Job Performance in Financial Institution, Kuala Lumpur was prepared by the aforementioned or above mentioned student, and was submitted to the "FACULTY" as a \*partial/full fulfillment for the conferment of (HUMAN RESOURCE DEVELOPMENT), and the aforementioned work, to the best of my knowledge, is the said student's work

Received for examination by:

  
\_\_\_\_\_  
(ASSOC. PROF. DR SOPIAN BIN BUJANG)

24 MAY 2019

Date: \_\_\_\_\_

I declare this Project/Thesis is classified as (Please tick (√)):

- CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)\*
- RESTRICTED** (Contains restricted information as specified by the organisation where research was done)\*
- OPEN ACCESS**

I declare this Project/Thesis is to be submitted to the Centre for Academic Information Services (CAIS) and uploaded into UNIMAS Institutional Repository (UNIMAS IR) (Please tick (√)):

- YES**
- NO**

### Validation of Project/Thesis

I hereby duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic and research purposes only and not for other purposes.
- The Centre for Academic Information Services has the lawful right to digitize the content to be uploaded into Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis if required for use by other parties for academic purposes or by other Higher Learning Institutes.
- No dispute or any claim shall arise from the student himself / herself neither a third party on this Project/Thesis once it becomes the sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student himself/herself without first obtaining approval from UNIMAS.

Student's signature: \_\_\_\_\_  
Date: 24 MAY 2019

Supervisor's signature: \_\_\_\_\_  
Date: 24 MAY 2019

Current Address:

Notes: \* If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the date of restriction indicated, and the reasons for the confidentiality and restriction.

**TEAMWORK AND EMPLOYEE JOB PERFORMANCE IN  
FINANCIAL INSTITUTION, KUALA LUMPUR**

NUR AMIRA IZATY BINTI AZMAN

(57141)

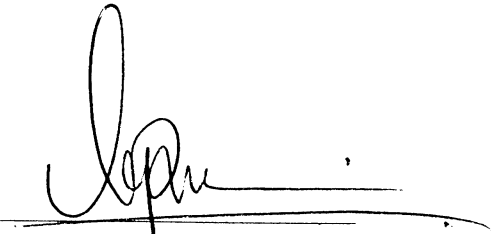
Bachelor of Science with Honours (Human Resource Development)

**Faculty of Cognitive Sciences and Human Development**

**2019**

The project entitled 'Teamwork and Employee Job Performance' was prepared by Nur Amira Izaty Binti Azman and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfilment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

Received for examination by:



(AP DR Sopian Bin Bujang)

Date:

24 May 2019

<p><b>Gred</b> A</p>
--------------------------

## TABLE OF CONTENTS

	<b>PAGES</b>
Table of Content	
List of Figures	i
List of Tables	iv
<b>CHAPTER ONE – INTRODUCTION</b>	
1.0 Introduction	1
1.1 Background of the study	1
1.2 Statement of problem	3
1.3 Objectives of the study	
1.3.1 General Objective	5
1.3.2 Specific Objective	5
1.4 Hypothesis	6
1.5 Conceptual Framework	6
1.6 Definition of Terms	
1.6.1 Teamwork	7
1.6.2 Leadership	7
1.6.3 Communication	7
1.6.4 Reward and Recognition	8
1.6.5 Accountability	8
1.6.6 Team Trust	8
1.6.7 Employee Job Performance	9
1.7 Significance of study	9
1.8 Summary	10

## CHAPTER TWO - LITERATURE REVIEW

2.0	Introduction	11
2.1	The Concept of Teamwork	
2.1.1	The Concept of effectiveness in Teamwork	11
2.2	Communication Channels	13
2.2.1	The pyramid of Channel Richness	13
2.3	The John Adair and Situational Leadership Model	15
2.3.1	The Situational Leadership Model	16
2.4	Reinforcement Theory and The Types of Trust	17
2.4.1	Type of Trust	18
2.5	Discussion of the Past Study regarding to the dimension of Teamwork	19
2.5.1	Leadership	19
2.5.2	Team Trust	20
2.5.3	Accountability	20
2.5.4	Communication	20
2.5.5	Reward and Recognition	21
2.5.6	Employee Job Performance	21
2.6	The Relationship between Teamwork and Employee Job Performance	22
2.6.1	Teamwork has a significant positive impact on Employee Performance	22
2.6.2	Accountability has a significant positive impact on Employee Performance	22
2.6.3	Reward and recognition has a significant positive impact on Employee Performance	23
2.6.4	Leadership has a significant positive impact on Employee Performance	23
2.6.5	Team trust has a significant positive impact on Employee Performance	23
2.6.6	Communication has a significant positive impact on Employee Performance	24
2.7	Summary	24

## **CHAPTER THREE - RESEARCH METHODOLOGY**

3.0	Introduction	25
3.1	Research Design	25
3.2	Population and Sampling	26
3.3	Instrumentation	28
3.4	Validity and Reliability	31
3.5	Pilot Study	34
3.6	Procedures for Data Collection	36
3.7	Procedures for Data Analysis	37
3.8	Ethics	39
3.9	Conclusion	40

## **CHAPTER FOUR- FINDINGS AND DISCUSSION**

4.1	Introduction	41
4.2	Demographic Characteristics of Respondents	41
4.2.1	Age	41
4.2.2	Gender	42
4.2.3	Race	43
4.2.4	Education Background	43
4.2.5	Working Experience	44
4.2.6	Position	45
4.2.7	Department	45
4.3	Normality Analysis	46
4.4	Pearson Correlation	47
4.4.1	Relationship between Communications with Employee Job Performance	47



4.4.2	Relationship between Leadership with Employee Job Performance	50
4.4.3	Relationship between Reward and Recognition with Employee Job Performance	51
4.4.4	Relationship between Trust with Employee Job Performance	53
4.4.5	Relationship between Accountability with Employee Job Performance	55
4.4.6	Summary of Pearson Correlation	57
4.5	Multiple Regression	58
4.6	Summary of the Hypothesis Testing	62
4.7	Summary Chapter	64

## **CHAPTER FIVE – CONCLUSION**

5.1	Introduction	65
5.2	Summary of the Problem and Result	65
5.3	Summary of the Methodology	66
5.4	Limitation of Study	67
5.5	Contribution of the Study	68
5.5.1	Human Resource Practitioners	68
5.5.2	The Organization	68
5.5.3	Body of Knowledge	69
5.6	Recommendation and Direction for Future Research	71
5.7	Conclusion	71

## **REFERENCE**

## **APPENDICES**

## LIST OF FIGURES

<b>Figure 1.1</b>	
Conceptual Framework	6
<b>Figure 2.2.1</b>	
The pyramid of Channel Richness	13
<b>Figure 2.3.1</b>	
The Situational Leadership Model	16
<b>Figure 2.4.1</b>	
Type of Trust	18
<b>Figure 3.2.1</b>	
Morgan Sample Size	27
<b>Figure 3.6.1</b>	
Six Steps of Data Collection	36

## LIST OF TABLES

<b>Table 3.3.1</b>	
List of Variables included in Questionnaire that will be adapted	29
<b>Table 3.3.2</b>	
Five-Point Likert Scale	31
<b>Table 3.4.1</b>	
Coefficient alpha ( $\alpha$ ) value and Reliability	32
<b>Table 3.4.2</b>	
The Value of Cronchbach`s Alpha from the past research	33
<b>Table 3.5.1</b>	
The Result of Pilot Test for 30 Employees in Kuala Lumpur	35
<b>Table 3.7.1</b>	
Narrative of Pearson Correlation`s `r` Value	38
<b>Table 4.2.1</b>	
Distribution of Respondents by Age	41
<b>Table 4.2.2</b>	
Distributions of Respondents by Gender	42
<b>Table 4.2.3</b>	
Distribution of Respondents by Race	43
<b>Table 4.2.4</b>	
Distribution of Respondents by Education Background	43
<b>Table 4.2.5</b>	
Distribution of Respondents by Working Experience	44

<b>Table 4.2.6</b>	
Distribution of Respondents by Position	45
<b>Table 4.2.7</b>	
Distribution of Respondents by Department	45
<b>Table 4.3.1</b>	
The Result of Normality Test	47
<b>Table 4.4.1.1</b>	
Relationship between Communications with Employee Job Performance	48
<b>Table 4.4.2.1</b>	
Relationship between Leadership with Employee Job Performance	50
<b>Table 4.4.3.1</b>	
Relationship between Reward and Recognition with Employee Job Performance	52
<b>Table 4.4.4.1</b>	
Relationship between Trust with Employee Job Performance	54
<b>Table 4.4.5.1</b>	
Relationship between Accountability with Employee Job Performance	55
<b>Table of 4.4.6.1</b>	
Summary of Pearson Correlation	57
<b>Table 4.5.1</b>	
Variables that Entered (Enter Model)	58

<b>Table 4.5.2</b>	
Model Summary	58
<b>Table 4.5.3</b>	
ANOVA Analysis	59
<b>Table 4.5.4</b>	
Coefficient Analysis for all the Predicted and Dependent Variables	59
<b>Table 4.5.5</b>	
Hypothesis Tests' Results	60
<b>Table 4.5.6</b>	
Summary of the Hypothesis Testing	62

## ACKNOWLEDGEMENT

Thanks to Allah s.w.t because of His blessing, I can finally successfully complete my Final Year Project. First of all, I would like to dedicate my sincere appreciation to my Supervisor, AP Dr Sopian Bujang for his great effort, invaluable assistance and guidance throughout the completion of this study. Besides, I would like to 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 (FYP).

Special thanks also to my uncle, Haji Nasir Bin Yusof who is one of my respondents in this study, my beloved dad, Azman Bin Yusof and my beloved mom, Salmiah Binti Shamsudin 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 in Human Resource Development program who are the supervisees under AP Dr Sopian Bujang 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 Serawak especially to Dr Nur Fatiha Binti AbdullahBandar who is our FYP Coordinator. Last but not least, I would like to dedicate my sincere thanks to all the people who have been involved in this study.

## ABSTRACT

### *TEAMWORK AND EMPLOYEE JOB PERFORMANCE IN FINANCIAL INSTITUTION, KUALA LUMPUR*

*Nur Amira Izaty Binti Azman*

This study was aimed at determining the significant relationship between Teamwork (Leadership, Communication, Reward and Recognition, Trust and Accountability) and Employee Job Performance in Financial Institution. This study was conducted in Kuala Lumpur and there were 260 respondents through the convenience sampling method in order to obtain the sample. Statistical analysis such as frequency, percentage, Pearson Correlation and Multiple Regression were used in order to analyse the data. The result showed that there were positive significant relationship between the dimension of teamwork and employee job performance in Pearson Correlation test result. Based on the findings, there was strong positive significant relationship between Communications ( $r = 0.621$ ,  $p = 0.000$ ) and Reward and Recognition ( $r = 0.616$ ,  $p = 0.000$ ) with Employee Job Performance while there was moderate positive significant relationship between Leadership ( $r = 0.574$ ,  $p = 0.000$ ), Trust ( $r = 0.593$ ,  $p = 0.000$ ) and Accountability ( $r = 0.534$ ,  $p = 0.000$ ) with Employee Job Performance. The findings also showed the value of R square indicated the percentage of 48.8% in the variance of Employee Job Performance that the dimension of teamwork explained collectively thus it showed that there was a significant relationship between the factors contributed to the Employee Job Performance which indicated the p value was 0.000 and it less than 0.001 in Sig. (Two Tailed). Through the findings of this research, human resource practitioners might realize that the dimension of teamwork was so important in order to increase and improve employee job performance. Besides, findings contribute to the body of knowledge and also the organization. In addition, this study contributed to the management which could use the information effectively and it was important to sustain the good networking relationship among the employees in the workplace. It also provide to the empirical evidence for the literature and add insights to training and development. This study has filled the gap of the problem statement such as theoretical model, theoretical concept, empirical concept and practical concept.

## ABSTRAK

### *KERJA BERPASUKAN DAN PRESTASI KERJA PEKERJA DI INSTITUSI KEWANGAN, KUALA LUMPUR*

*Nur Amira Izaty Binti Azman*

Kajian ini bertujuan untuk menentukan hubungan yang signifikan antara Kerja berpasukan (Kepimpinan, Komunikasi, Ganjaran dan Pengiktirafan, Amanah dan Akauntabiliti) dan Prestasi Kerja Pekerja di Institusi Kewangan. Kajian ini dijalankan di Kuala Lumpur dan terdapat 260 responden melalui kaedah sampling kemudahan untuk mendapatkan sampel. Analisis statistik seperti kekerapan, peratusan, Korelasi Pearson dan Regresi Pelbagai telah digunakan untuk menganalisis data. Hasil kajian menunjukkan terdapat hubungan yang signifikan antara dimensi kerja berpasukan dengan prestasi kerja pekerja dalam hasil ujian Korelasi Pearson. Berdasarkan hasil kajian, terdapat hubungan yang kuat dan positif signifikan antara Komunikasi ( $r = 0.621, p = 0.000$ ) dan Ganjaran dan Pengiktirafan ( $r = 0.616, p = 0.000$ ) dengan Prestasi Kerja Pekerja sementara terdapat hubungan yang sederhana dan positif signifikan antara Kepemimpinan ( $r = 0.574, p = 0.000$ ), Amanah ( $r = 0.593, p = 0.000$ ) dan Akauntabiliti ( $r = 0.534, p = 0.000$ ) dengan Prestasi Kerja Pekerja. Hasil kajian juga menunjukkan nilai R square menunjukkan peratusan 48.8% dalam varians Prestasi Kerja Pekerja yang dimensi kerja berpasukan dijelaskan secara kolektif sehingga menunjukkan bahawa terdapat hubungan yang signifikan antara faktor yang menyumbang kepada Prestasi Kerja Pekerja yang menunjukkan nilai p adalah 0.000 dan ia kurang daripada 0.001 di Sig. (Dua Tailed). Melalui penemuan kajian ini, Pengamal Sumber Manusia menyedari bahawa dimensi kerja berpasukan sangat penting untuk meningkatkan prestasi kerja pekerja. Selain itu, penemuan menyumbang kepada hasil dan ilmu pengetahuan yang baru dan juga organisasi. Di samping itu, kajian ini menyumbang kepada pengurusan yang boleh menggunakan maklumat dengan berkesan dan penting untuk mengekalkan hubungan rangkaian yang baik dalam kalangan pekerja di tempat kerja. Tambahan pula, kajian ini membangunkan bukti empirikal dan menambah pengetahuan mengenai latihan dan pembangunan. Kajian ini telah memenuhi jurang pernyataan masalah seperti model teoritis, konsep teori, konsep empirikal dan konsep praktikal.



# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

The chapter will discuss the background of the study and it provides a description of the background to the problem or issue intended to be addressed in the study. The important elements in this chapter include the problem statement, objective of the study, research hypothesis, conceptual framework, definition of terms, and significance of study. The chapter ends with a short summary.

### 1.1 Background of the Study

Hollenbeck, Baersma and Shouten (2012) in their study revealed that, it was 20% of work was team based while it has increased in 2010 which was to 80%. It was also supported by Colbry, Hurwitz and Adair (2014) which stated the nature of work has changed from the individual to collaborative as the need for integration of expertise across multiple area grows, knowledge increase and specialization narrow. The positive force of teamwork lead to the success of institution or organization with the good learning and strategies to complete the task efficiently thus it would improve and develop the employees' potential which was mentioned by Sanyal and Hisam (2018).

When the teams functions properly, it will produce result beyond the capacities of the individual members when the ideas were combined varied individual perspective thus will enhance the energy, interpersonal relationship, team harness social collaboration and also engagement among the team members as eloquently stated by Whitley (2018). The specific contexts that were specific to the work or task which implicate the inclusion of practical training was also important in the consolidation of group members that acquire cooperative skills like communicative as mentioned by Jacobson, Nissling, Skar and Archer (2017).

Besides, Kozarevic, Peric and Delic (2013) indicated that, there must be effective utilisation of internal resources in the Financial Institution and the employees should be capable to develop their potential so that the performance will improve thus sustain in the competitive advantage which was under the global recession conditions. The Financial Institution as the backbone of the financial system and the overall economy as mentioned by Sowmya and Pachanatham (2011) which was cited by Kozarevic, Peric and Delic (2013).

In addition, Farh, Seo and Tesluk (2012) stated that, teamwork just not about working in a big team but it created the togetherness to enhance the quality and productivity of the task. According to the News by Eva Del Rio (2017), the trust within the team would create good networking relationship for people to get to know each other which also be the purpose and goal of the company. Apart from that, Crawford and Lapine (2013) have stated that, the dimension of teamwork was to produce the better organizational performance while an integration of employees with supervisors was important aspects of teamwork and they were responsible to perform in their task.

One of the most desired attribute, like an employer wished to have in modern day organization can be described as the importance of teamwork that can be achieved at its best when all the working elements of the organization perform together which was also called the employee job performance (West, 2012). For instance, the companies like McDonalds and Toyota who were rewarding their employees in group work orientation from years and also can be called as the market leaders in their respective industries. So, the core competency resulting in a sustainable competitive advantage from years can be achieved by the concept and practised of teamwork that has been utilized in such sectors as studied by Talib, Rehman and Qureshi (2013).

Meanwhile, according to the theoretical studies, written by Robbins and Hunsaker (2006) which was entitled “The Tips for Managing People at Work (p. 232)”, the overall team performance can be achieved when the importance of measuring individual contributions to the teams because successful of teams referred to the members who collectively felt responsible for the performance of their team members.

Moreover, Sanyal and Hisyam (2018) mentioned that the individual who cannot work in team would not be hired by the organization because the various task and conflicts regarding to job in the workplace need the great teamwork which as an essential skill in the work environment. The great and positive effects on team work which the involvement of employees in team allocation can create the trust, safety among employees, and improve the interpersonal relationship and organizational commitment as studied by Ciasullo, Cosimato, Gaeta and Palumbo (2017). The employees' performance can be measured by several factors such as compared the complete job to the set target while the ability of employees to complete task accurate according to the quality of the work planned and also the task should be submit on time given which was mentioned by Shiqian (2018).

## **1.2 Problem Statement**

There is big crisis that has happened thus affect our economy which also created a significant impact on the Financial Institution due to the global financial crisis in 2007-2008, when the average Financial Institution asset quality deteriorated sharply due to the recession and its impact on loan performance as studied by Kozarevic, Peric and Delic (2013).

There were three gap such as theoretical gap, empirical gap and also practical gap in this problem statement. So, the performance goals can be achieved with consistently high performance if it will become the real team when they set the common characteristics of team itself as mentioned by Robbins and Hunsaker, (2006). The empirical gap for this study can be explained by Tinuke (2013), he stated that the lack of communication, personal conflict, overemphasis on give or take relationship and also teams are not trusted enough to make major decision were some challenges arising in the workplace.

Besides, there was also still lack of research studies on how team work and participation can influence performance which can be found from Project Management Literature in Malaysia as studied by Ping and Ching (2015).

There was hard to achieve the best result because the members of the team were not really united by a common of purpose or a need to work together so it will lead to the employee dissatisfaction toward their teamwork which have created problems such as absenteeism, lack of enjoyment when they work on team, stress, the increment of job rotation and so on which was mentioned by Daft (2008).

On the other hand, according to Jusuh, Abidin and Amlus (2014), the employee may leave an organization thus it have created the big problems such as job or workplace were not expected, interdepartmental lack of teamwork and cooperation occurred. So, if the situations continuously happened without appropriate teamwork among the employees, there was no guarantee that new staff will stay for a long if the management practises and organizations' leadership were never resolved.

Moreover, Peters, Basit and Hassan (2017) stated that, the variables such as reward and recognition and team trust only have the significant positive impact on employee performance while personality, communication and leadership are insignificant effect on the employee performance in the Private Organizations, Malaysia. The private sector contributed 69.2% of GDP in 2015 and it has significant role in Malaysia economy growth as studied by Ruban (2016). However, the researcher initiated to do the research by focusing in Financial Institution which the variables on communication, leadership, reward and recognition, team trust and accountability. Teamwork activities should exist and be taken more seriously in all organizational environments which was strongly recommended by this study (Ruban, 2016).

In the theoretical gap, Paris et.al (2000) analysed that, group theories influence understanding of human teamwork into the following categories such as sociotechnical approaches, ecological approaches, human resource approaches, technological approaches, social psychological approaches, lifecycle approaches, task-oriented approaches and integrative approaches while Canon-Bowers et al. (1995) divide human teamwork into three dimensions such as cognition, skills and attitudes which both of these statement cited by Sycara and Sukthankar (2006).

Meanwhile, the practical gap in this problem statement can be seen regarding to the research of teamwork in Malaysia but it was conducted in entertainment industries as mentioned by Salman and Hasaan (2016). However, they stated that the sample size should be increase and focus to other industries for the further study.

The self-diagnosing checklist may tell why it was happened if the team improvement effort were not living up to the expectations. This situations happened because few organizations were totally pleased with the result of their team improvement efforts produced as mentioned by Heathfield (2018). Besides, Khan and Mashikhi (2017) in their study revealed that teamwork has been seen the least observed phenomenon in Financial Institution which was somehow undermined the expected employee performance.

### **1.3 Objective of the Study**

#### **1.3.1 General Objective:**

To investigate the relationship between the Teamwork and the Employee Job Performance

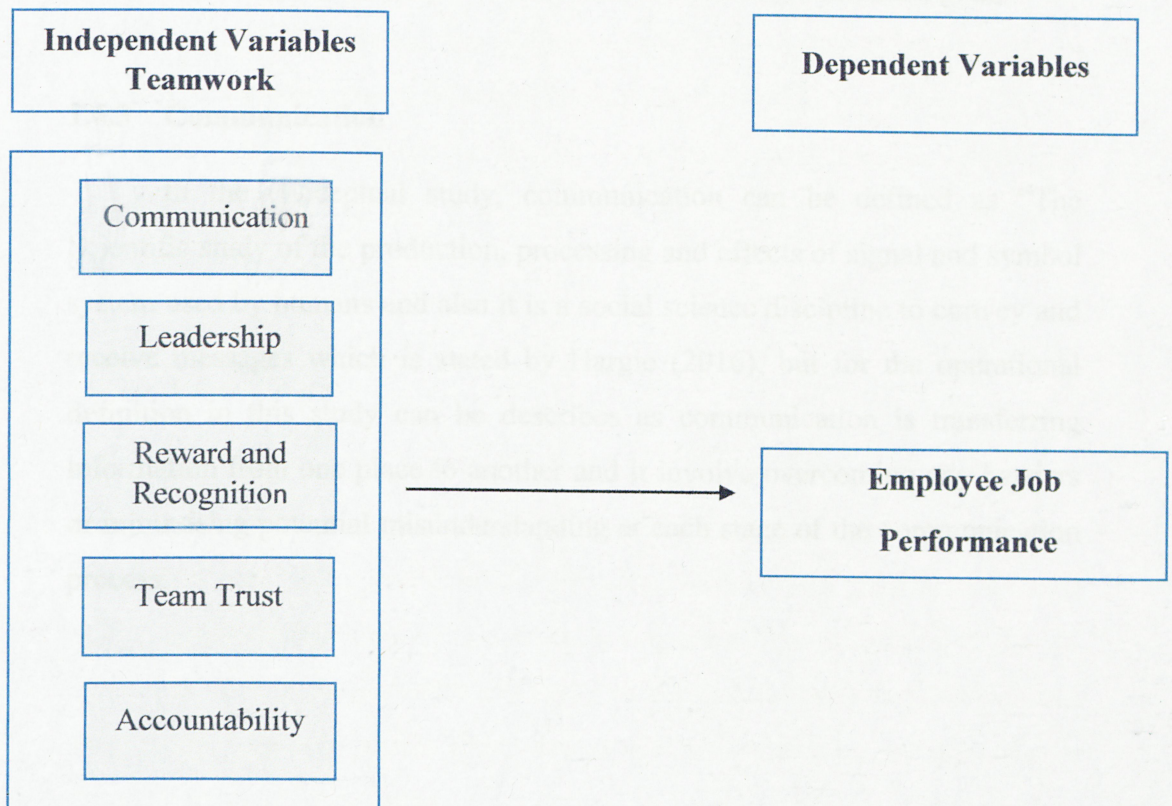
#### **1.3.2 Specific Objective:**

1. To investigate the relationship between the Communication and the Employee Job Performance
2. To investigate the relationship between the Leadership and the Employee Job Performance
3. To investigate the relationship between the Reward and Recognition and the Employee Job Performance
4. To investigate the relationship between the Team Trust and the Employee Job Performance
5. To investigate the relationship between the Accountability and the Employee Job Performance.
6. To determine the factors contributed to the Employee Job Performance

## 1.4 Hypothesis

- H1: There is a significant relationship between the communication and the employee job performance
- H2: There is a significant relationship between the leadership and the employee job performance
- H3: There is a significant relationship between the reward and recognition and the employee job performance
- H4: There is a significant relationship between team trust and the employee job performance
- H5: There is a significant relationship between the accountability and the employee job performance
- H6: There is a significant relationship between the factors contributed to the employee job performance

**Figure 1.1: 1.5 Conceptual Framework**



## **1.6 Definition of Terms**

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

### **1.6.1 Team Work**

According to Boakye (2015), teamwork can be describe as the broader concept of team performance which includes individual-level task work and it is interdependent components of performance that are required to effectively coordinate the performance of multiple individuals. However, for the operational definition is teamwork is the cooperation of group that will contribute to the effectiveness of the job performance, develop role clarity, goal clarity to improve the great business relationship.

### **1.6.2 Leadership**

In the conceptual study, leadership is a social influence process that lead the organization goals which the leader seeks the voluntary participation of subordinates in an effort as indicated by Wamy (2014) while the operational definition is leadership can influence the subordinates to follow their instruction and motivate a group of people to act towards achieving a common goal.

### **1.6.3 Communication**

In the conceptual study, communication can be defined as “The Scientific study of the production, processing and effects of signal and symbol system used by humans and also it is a social science discipline to convey and receive messages which is stated by Hargie (2016), but for the operational definition in this study can be describes as communication is transferring information from one place to another and it involve overcoming any barriers or minimising potential misunderstanding at each stage of the communication process.

#### **1.6.4 Reward and Recognition**

In the conceptual study, rewards will contribute the best effort to generate innovative ideas and also to enhance the company performance both financially and non-financially which it is the most important element to engage the employees as studied by Iqbal, Karim and Haider (2015). Recognition refers to a process giving special attention to a high level of accomplishment or performance and it also a process of acknowledging as mentioned by Mabaso and Dlamini (2018). The operational definition in this study is reward can be describe as in return for their service to the organization and to reinforce for desirable behaviour of employers or subordinates while recognition is the public acknowledgement of person's status or merits such as service, achievements, virtues and many more.

#### **1.6.5 Accountability**

Jamal, Essawi and Tilchin (2014) stated that accountability can rely on one another to keep performance commitment which should serve as constitutive element of a successful organization strategy and it can be determined as an obligation or willingness to accept responsibility for actions. However, in this study as the operational definition, accountability can be describe as the acceptance of responsibility for the workers to accomplish the task given and to disclose the results in a transparent manner which also important for the obligation of an individual or organization to account for its activities.

#### **1.6.6 Team Trust**

Barnard, Fletcher and Steyn (2018) analysed that, trust can be describes as the expectations of others' behaviour or a belief in others' competencies and also a function of the predictability thus it would be less anxiety and stress among the members when there is trust. In this study, the operational definition of trust is when it can provides a sense of safety and the team feel comfortable to open up, take appropriate risks, and expose vulnerabilities because trust is essential to an affective team.