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Effect of Teamwork on Employee Performance of Public Sector Universities in Peshawar

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Article Details

ABSTRACT

Key Words: Teamwork, Employee Performance, Organizational Performance, Tuckman's Stages

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Modern society strongly focus on personal achievement and pride at workplace. Consequently, the teamwork concept is neglected by the employees and managers. This shift has led managers to underestimate the essence of teamwork which negatively impact the productivity and performance. This study seeks to explore that teamwork has impact on the performance of organization. The objective was to explore factors influencing teamwork, examine the dual effects of teamwork on employees, highlighting both positively and negatively and to explore the teamwork effects on the performance of the organization. This study investigates the impact of teamwork on the performance of organization on the employees of three public universities in Peshawar. Employee were selected based on convenience sampling technique and management in the organization were selected based on purposive sampling technique. For the data collection adopted questionnaire was used. To investigate the relationship between three variables this study used correlation techniques that were Teamwork employee and Organization Performance. The finding of this study shows that teamwork and various aspect of team performance enhance organizational performance. Some contradictions were observed as we celebrate team effort but award individual level recognition and rewards. The result shows a significant positive impact of teamwork on the performance of organization and employee performance although due to effort and reward incongruence issues of free-riding and effort restriction due to low motivation occurs.

INTRODUCTION

Many researchers and practitioners have conducted studies related to the impact of teams on the performance of employees and organizations across the world (A. Jones et al., 2007). The main reason for this awareness is the opinion that the performance of employees or organizations can be affected by teams' development. Some researchers deliberated that teamwork is very important in achieving the goals of the organization and evoking the performance of subordinates. Some researchers suggest that there is a relationship between teamwork and performance of organization. Many researchers and scholars suggest that effective teamwork can accelerate organizational performance especially when it faces new challenges. Understanding the importance of teamwork some researchers suggested that for the improvement of a firm's performance the team, is a driving force (A. Jones et al., 2007).

Most researchers define organization is a place in which two or more than people or employees work together to achieve or accomplish their goals. This definition also leads to the teamwork concept and there is no conflict in authors to say that teamwork is like employees working in a group to accomplish their goals (Hanaysha& Tahir, 2016) (Akbar, Ahmad, & Yosafzai, 2023). The concept of teamwork is that people work together with coordination and cooperation, as in the sports team, marketing team, and sales team, etc. Teamwork has become very valued in today's world and the special ability of employees can measure by large cooperation for that they developed a specific test. Nowadays, teamwork has important for organization and they think it an important goal, the common belief is that teamwork encourages cooperation and ownership sense in employees (Adeleke, 2008) (Tariq, 2018). Generally speaking, there are five stages of team development comprising of forming, storming, norming, performing and adjourning respectively. These stages are essential aspects of team development (Abudi, G. 2010) as show in figure below.

FIGURE 1: STAGES OF TEAM DEVELOPMENT ADAPTED FROM ABUDI, G. (2010)



Teamwork has been practiced from many years as long as that anyone remembers and there is some organization that cannot be used team in one sense or another. Nowadays we mostly hear about the marketing team, management team and sales team and sometimes the whole

organization is considered as a team and moving towards teamwork to achieve its goals. And that's why now managers or employers advertise about teamwork and forced an employee to work as a team to achieve organizational goals (Richard, 1991) (Yousafzai, Khan, & Khan, 2017). Workers are very prominent and important that was half a century ago. The concept of modern or contemporary firm models having an increasing amount of teamwork came during the era of world war in today's world of competition and modernism, collaborative work among employees or one and two, in the effort of different countries to unite their soldiers and people.

Team work has been there since antiquity. In management field the teamwork was introduced due to Hawthorne study, a study conducted in 1920 to 1930, that entitled or highlighted the positive impact of teamwork in workplace setting. When the firm recognized the importance of teamwork, they shifted from a typical assembly line to the new or contemporary organizational high-performance model or teamwork model. Individuals are also important but efficient and effective teamwork moves or go beyond one person's achievement or accomplishment. Those managers are a liability for any firm that is not honest, respectful, principled, good listener, committed, encouraging and enthusiastic. Keeping hardworking and attracting team members is the primary key to success for the firm. For success, teamwork is essential or required while lacking cooperation in the firm is worst or fatal for any workplace. The main thing is selecting the right member for the team, selecting the wrong person will create the problem and would fail no matter if they work hard. A wrong selection will lead to failure (Luthans, F et al., 2015).

The organization reckons that their workers or employees are important resources, their satisfaction and dissatisfaction matters a lot within the firm or workplace (Shah, Hayat, Tariq, Khan, & Wang, 2021). Some worker or employees feel good in the team form of the workplace and some likes to work alone or individually (Luthans, F et al., 2015). ; Yousafzai, Nawaz, & Khan, 2022). Employees or firm working in the team their productivity and performance are more or better than working as an individual. Team can be defined as two or more than two people work together or with cooperation to achieve the collective and firm goals in order to deliver the best quality of services. Employees working in teams or groups bring a strong sense of the solution, workable plans, powerful feelings, direction, and clear strategic customer focusses while no team or team with no cooperation and communication with each other brings negative motivation, decrease morale and disillusionment within the organization. They can't deliver properly and not reach the results or outcomes which are assigned to them (Luthans, F et al.,

2015).

Nowadays the managers or employers realize that for the success and growth of organization teamwork is the main factor (Mateen & Ali, 2020). There are some factors that are also associated with the team because without these factors team can't move forward or to some extent, they stop their operations. Communication, trust, coordination, team spirit, cooperation, and reward and recognition are the main factors in teamwork. These factors also improve the morale of the workers. Through coordination and collaboration, a team or group can increase or expand the output of employees and firms (A. Ullah, Ghuttai, Ullah, Rehman, & Tariq, 2025; Yousafzai, 2019). Those employees working or participating in a team they become standard for the workplace or firm. Teamwork is the main source of the utilization of manpower and potentially it increases or expands the outcomes or output of employees, for all these the upper-level manager support is important (Alie, Beam, & Carey, 1998) (Yousafzai, Khan, & Shah, 2021).

In today advanced era, the managers are focusing on teamwork and they assigning more team or group projects to a worker with the opportunity to develop their skills and improve their knowledge (Hartenian, 2003) (Arif, Ullah, & Bibi, 2023). Definition of team “A team consist of group of people working together to achieve a common goals” “a teamwork is a small number of individuals with balance skills who are committed to a common approach, performance and purpose for which they hold themselves mutually accountable”. The first aspect of teamwork is “A team without a goal cannot operate” (Katzenbach & Smith, 2001) (U. Ullah, Ghutai, & Tariq, 2025). Employees working in a team gives better outcomes as compared to doing it individually (A. Jones, Richard, Paul, Sloane, & Peter, 2007) (U. Ullah, Ghutai, & TariqYousafzai, 2024). In Pakistan, very fewer researches or few numbers of researches are conducted on teamwork mostly in KPK, its mean teamwork is now in introduction phase in this country or region and now managers and firms are focusing and giving preference to teamwork or assign task in the team format. This research study highlights the importance of teamwork in Pakistani institutions.

The study strives to find that factors like trust, reward, recognition, debates (communication), holding each other accountable and focusing on collective goals are associated with teamwork and the aim of this study to find out effect of teamwork on employee performance and the firm. The area for this research is Peshawar, KPK, three universities are the targeted population for this study and data is collected from these institutes. Three variables are the part of this study one independent and two dependent variables. Teamwork is independent variables (I.V) and employee and organization performance are dependent variables (D.V) various other

factors are also part of this study already mentioned in this study. This study is driven by many main objectives, consisting of: To point out the positive or negative effect of teamwork on employee performance. To identify the negative or positive effect of teamwork on organizational performance. In the pursuit of these objectives, the following research hypothesis were set: there is a significant effect of teamwork on employee performance. There is a significant effect of teamwork on the organization or firm performance. The study will help the firm to know about the outcome and will promote teamwork for better results.

Two or more people are better than a single one because if one partner should fall, another one will support him to rise up, but if a single fall down no one is there to support him/her. So, it's mean that the team can accomplish or achieve what a single or individual cannot do it. In today advanced society, people are much emphasis on personal achievement and pride at the firm or workplace, where the concept of teamwork seems to be overlooked by employees and manager, due to this manager see less essence or importance of teamwork as the main tool of performance which lead them to worst performance and output in the market. Therefore, the research study seeks to point out or identify, the effect of teamwork on employee and organizational performance.

RESEARCH METHODOLOGY

RESEARCH STRATEGY AND DESIGN

The study is classified under descriptive research. The quantitative method was used for collecting the data. The descriptive method was used because it describes the data and subject from various angles and also gives an in-depth view of data. The hypothesis is developed in this research. The survey method is used for data collection. The questionnaire is the main tool for data collection.

RESEARCH CONTEXT

The topic of this research is the effect of teamwork on employee performance. The 3 universities of Peshawar are areas of this research includes the University of Peshawar, The University of Agriculture and UET (University of Engineering and Technology) Peshawar.

POPULATION

The population comprised of this research includes the BPS16 to BPS20 grade employees (Management and administration staff) of three universities in Peshawar includes The University of Peshawar, University of engineering and technology Peshawar and The University of Agriculture Peshawar. The target population for this research was 300 employees the data was

collected from 40% of the total population. Respondent age ranged from 25 to 60. Although the majority were in their 35 to 50.

SAMPLE SIZE

A total of 120 questionnaires were distributed among the staff members of universities. A 40 closed-ended questionnaire was distributed in each university. The response rate was above 95 percent and all respondents respond properly. The male respondents were 97 and the female respondents were 23.

SAMPLE TECHNIQUE

The sampling technique used in this research was a convenient sampling technique (also called it grab sampling, accidental sampling, and opportunity sampling). Convenient sampling is non-probability sampling. In this sampling, the sample is drawn from that part which is close to hand mean easy access or easy to contact or to reach while taking sample and this method is helpful in pilot testing. In this, data are collected from those who are willing or available to participate. The advantage of this method is extremely easy, speedy, cost-effective and easy access and time-saving due to this it is the most option of the majority of the researchers.

PARTICIPANTS SELECTION

The participants for this research were the employees of three universities BPS16 TO BPS20 grades employees (Management and Administration staff). 300 was the total number of the population while 120 were a participant of this research. In these 97 were male participants and 23 were female participants.

DATA COLLECTION METHOD OR INSTRUMENTATION

Questionnaire (A set of written and printed questions with choices of answers, used for statistical study or survey) was the main instrument for this research. Close-ended questionnaires were distributed among the participants. Close-ended questions were used as an instrument for data collection in this research. After collection of data then after that data was uploaded to SPSS (statistical package for social science) software and normality or reliability of data was calculated. After the data get normal then different statistical test was applied for the analysis of data.

PILOT TESTING

Pilot testing (pilot testing just a pretest or type of rehearsal of your research in which you get approach to the small number of the participant before you conduct the whole study) was done and for that 30 questionnaires were used and after the reliability of data further data was collected.

DATA ANALYSIS

After the collection of data, data was interpreted in SPSS (statistical packages for social science) and then the reliability test was run on it. And also, regression was also applied to data. Descriptive and correlation analysis of data was done by using SPSS software.

RESULTS

This part contains the details about the descriptive analysis of different demographic attributes of the particular study; the sample has consisted of 120 of the respondents. This study includes information regarding gender, experience, age, and marital status of respondents. 120 questionnaires were distributed among the employees of three universities Peshawar, Pakistan. Different level of an employee includes management and administrative staff of the universities. In this study, teamwork was taken as an independent variable whereas dependent variables included employee performance and organizational performance. Data was collected from Peshawar University, Agriculture University, and UET Peshawar, and the questionnaire used for the study was adopted from (Salman & Hassan, 2015), which contains three variables consist of a total 23 items. 5-point Likert scale was used to develop all the questions of the study. Teamwork was taken as an independent variable consist of 9 items and the dependent variables employee performance consist of 6 items and organization performance consists of 8 items. All the items were taken on the basis of 5 points Likert scale (5= strongly agree, 4= agree. 3= neutral, 2= disagree, 1= strongly disagree).

TABLE 1. DESCRIPTIVE STATISTICS-GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	97	81	81	81
Female	23	19	19	100
Total	120	100	100	

The above table 1. contains information about gender distribution, which includes 81% of males and 19 were females. The percentage clearly shows that males were more in number than females. The following table tells us about the descriptive statistics of age for this study.

TABLE 2. DESCRIPTIVE STATISTICS-AGE

	Frequency	Percent	Valid percent	Cumulative
30 to 40	31	26	26	26

41 to 50	66	55	55	81
51 to 59	23	19	19	100
Total	120	100	100	

In the above table 2. gives information about the different ages of the respondents. The maximum percentage was 41 to 50 age group of the respondents and that was 55%, 26 % percent of respondents belonged to the age of 30 to 40 age group, and 19% of respondents had belonged to the age group of 51 to 59.

TABLE 3. DESCRIPTIVE STATISTICS-EXPERIENCE

	Frequency	Percent	Valid percent	Cumulative
7 years	21	17.5	17.5	17.5
10 years	69	57.5	57.5	75
More than 10 years	30	25	25	100
Total	120	100	100	

Table 3. shows the information about the descriptive analysis of the experience of the respondents of the study. 17.5% of respondents had 7 years of experience, 57.5 % had 10 years of experience, and 25 % of respondents had the experience more than 10 years. Which means that the majority of respondent belonged to the experience category of 10 years.

RELIABILITY

The test was performed by using SPSS software. The given table shows the value of Cronbach alpha for the variables used in this study. The results of a reliability test are as follows.

Table 4. Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.921	23

The reliability test results show that all the items used in the different variables, particularly for this study have a value of more than 0.7, which are the criteria for the validity of the instrument. Cronbach's alpha simply shows how much your data is consistent in a given study, it also tells about how much the items are closely related to each other. In the above table, the results clearly depict that the value of Cronbach's alpha is 0.921, which is more than 0.7; it reveals that the items

of different variables of this study are highly consistent.

CORRELATION

Correlation is the measurement of the strength of the relationship between two or more variables. A high or strong correlation shows that the relationship of the variables is highly associated, whereas low or weak co-relation shows that the relationship between the variables used in the study is weakly or hardly associated. The range of the correlation lies between -1 to +1, which indicates that the variables are negatively or positively correlated to each other and if the values are 0.00 it means that the variables used in the study have no relationship. The table 5. show correlation between variables that used in this research study.

TABLE 5. CORRELATION

	Team Work	Employee Performance	Organizational Performance	Sig
Teamwork	1			
Employee performance	.793**	1		0.00
Organization Performance	.779**	.751**	1	0.00

The correlations results show that all variables included in this current study are positively correlated. The relationship between all the variables is positive and in line with the hypothesis of this study. Moreover, there is positive correlation between the teamwork and the employee performance with a value.793, it means that the degree of association among team and employee performance is 79 percent. The degree of association among teamwork and organizational performance is .779 which means that there is 77 percent of the degree of association among teamwork and organizational performance. Whereas the degree of association among employee performance and the organizational performance is 75 percent. All the variables are positively correlated with each other and the value of significance if 0.00 and which is not more than 0.05 so it means that independent variable (teamwork) and dependent variables (Employee performance & Organizational performance) are significantly correlated with each other.

REGRESSION ANALYSIS

To check the relationship between the variables regression analysis is used, it can be used to check relationship between one or more independent variables and the dependent variables. Under this study regression analysis was used to test relationship between independent (teamwork) and dependent variables (employee performance & organizational performance). The analysis are shown in the below table.

TABLE 6. REGRESSION ANALYSIS

Model Summary		
No.	Items	Values
1	R	.779
2	R Square	.607
3	Adjusted R Square	.604
4	F-Value	182.390
5	Sig (p-value) ANOVA	0.000

The above analysis show the different values of adjusted R Square, R Square, R, F value and the significant P-Value of ANOVA derived from variance table also called ANOVA table. In the above model summary, the value of r represents a simple correlation and the value is .779, which means that the value of R is high so there is a high degree of correlation. The value of R square represents the variation in the dependent variable due to the independent variable. The regression results show that the value of R square is .607 which means that the variation independent variable is 60 percent due to the independent variables and which can be considered to be moderate. After the removal of various variances, the value of adjusted R is obtained which is .604. the value of F or F stats is 182.390 and the output of significance p-value which is taken from the ANOVA is 0.000, it means that the model is a good fit. The detail of different coefficients is given below.

TABLE 7. COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	T
1	(Constant)	4.481	1.158		3.871
	Teamwork	.521	.037	.793	14.146

The unstandardized coefficient in the above table shows variance level of dependent variable with independent variable when independent variable is constant. The finding reveals that employee performance increase by .521 for every equivalent improvement in teamwork. The teamwork independent variable has a positive B-value. P-value for independent variable is 0.00 which is less than 0.05 and the p-value is significant. The analysis show that there is a positive influence of independent variable teamwork on the dependent variable Employee performance. To check the first Hypothesis that reveals independent variable has significant effect on the dependent variable,

p-value for teamwork and employee performance is 0.000 which is less than 0.05 that reveals to accept the H:1 which states teamwork on the employee performance has significant effect.

TABLE 8. COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.860	1.346		8.066	0.00
Teamwork	.578	.043	.779	13.505	.000

The unstandardized coefficients in the above table shows that variance level of the dependent variable with independent variable when independent variable is held to be constant. Outcome of coefficients indicates that for a similar increase in Teamwork the increase in the level of organizational performance is .578. Teamwork (independent variable) has a positive B-value. The p-value for independent variable is 0.00 which is less than 0.05 and P-value is significant. The finding reveals that independent variable has positive effect on the dependent variable. To check the H:1 that reveals independent variable has significant effect on dependent variable, p-value for the teamwork and the organizational performance is 0.000 which is less than 0.05 so it shows that to accept the H:2 which shows that teamwork on the organizational performance has significant effect. All the results strongly reveals that the effect of the independent variable on the dependent variables was found significant also there was a significant and positive relationship between the independent variable and the dependent variables.

DISCUSSION

In today world, people are mostly focused on individual work or working as an individual to take credit individually and want to be successful alone. And due to this thinking, people's minds are getting change and moving toward a greedy society. But for a better society, we must focus on teamwork or group work, because teamwork is the only way that collectively moves for organizational goals or firm goals. Teamwork is important for achieving the goals and objectives of the firm or workplace. The teamwork also built trust and spirit among the employees to achieve the common goal of the group. In the contemporary world, everyone wants to work individually and take credit alone but teamwork is more productive as compared to individual people. To achieve a competitive advantage in the market, teamwork plays a vital role in this achievement, teamwork also plays an important role in better service delivery and quality. Teamwork creates an environment of motivation and trust within the firm and also improved the relationship between team members.

Teamwork is also beneficial in solving the conflict between team members, management and other members of the firm. The decision making the quality of person or member is facilitated by teamwork or group work, and its confidence level improves and it can easily focus on matter and take decisions. The productivity and output of the firm and as well as employees or worker performance boost or increase by teamwork. In all these things some factors associated with teamwork like trust, reward, and recognition and debate between members. And these factors are beneficial for teamwork and employee; it increases the morale of employees. And nowadays most organization focuses on teamwork and they prefer teamwork instead of individual performance. The three universities (Peshawar, Agriculture and UET Peshawar) are working on the team and now them promoting teamwork among employees for a better result in the future.

They are implementing teamwork form of working as a weapon or mean to improve employee and firm performance. Teamwork has an effect on both firm and employee performance. The data was collected from these three universities as mentioned above in which 30 questionnaires (closed-ended) were distributed among the staff for checking the reliability of the data. The reliability was more than 0.5 which means that data was reliable for further tests. 120 questionnaires were distributed as a whole for more data in these universities, After the collection of data the analysis was done by computer software SPSS. After putting the data regression test was run on it. The finding or result was significant and it shows that teamwork is a significant impact on the firm and employee performance. All the tests were run and the analysis shows that teamwork has an effect on employee and firm performance.

CONCLUSION

Based on the outcomes or findings of this study, it shows that the teamwork has a strong impact and its effect on the employees and firm or workplace performance as suggested or conducted before by early researchers or practitioners. It does not just impact or effect of teamwork but has a positive significant effect on employee and firm performance. On all those finding and results this study also concluded that teamwork has a significant positive effect on the team. All those who are working in teams or are thinking of implementing teamwork will be successful in the future. Trust, loyalty, and motivation among employees will be improved.

RECOMMENDATION

For motivation and trust-building, the firm needs to engage their workers in debates and meeting to share their ideas with confidence and without any hesitation. Firm need to implement teamwork practically in the workplace. Organization needs to overcome those constrain which

are interfering in open communication among employees. Employees need to show their hidden talent and share their experience with a team or group member to enhance the confidence and motivation of members. Employees should share their problems and organizational with each other that will help them in team trust and boosting performance. Those policies should be adopted which encourage the worker to work in a team and work for organizational goals. For teamwork developing different conferences, seminars and training sessions should be arranged by the firm. Workers need to work in a team if they want to increase or improve their skills and knowledge.

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