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# Effect of Teamwork on Employee Performance

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## **Abstract**

*This research study analyzes the effect of teamwork on employee performance about the staff members of Higher Education Department of Khyber Pakhtoon Khawa (KPK), Peshawar Province of Pakistan. Several measures of employee performance were analyzed including esprit de corps, team trust and recognition and rewards. There is clear evidence that teamwork and other measures of employee performance are positively related with employee performance. The self-administered questionnaires were distributed within the Directorate of Higher Education, (KPK) Peshawar, including four Government Degree Colleges (GDC's) of boys and girls located in Peshawar and Kohat area. The research study uses regression and*

*correlation techniques in order to analyze the relationship between two variables that is Teamwork and Employee Performance. The result of the study shows that there is a significant positive impact of predictors on the response variable. The study recommends that to adapt teamwork activities in order to enhance the employee performance. Future research areas have also been indicated in this study.*

**Keywords:** Employee performance, teamwork, team trust, esprit de corps & recognition & rewards

## 1. Introduction

In this era of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization (Alie, Beam & Carey, 1998). It is the mean of improving man-power utilization and potentially raising performance of individual. With a support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that employee working within the team can produce more output as compared to individual (Jones, Richard, Paul, Sloane & Peter, 2007). In Pakistan a very small number of researches were conducted on teamwork. So this research study highlights the importance of employee teams within the Pakistani organizations. Research study uses new model employee performance to find out the impact of teamwork, esprit de corps (team spirit), team trust and recognition and rewards on employee performance. The purpose or objectives of this study are as to find out the effect of teamwork, esprit de corps, team trust, recognition and rewards on employee performance and also to find out the relationship between employee teamwork and employee performance. This study may also add up to the literature of organisational behaviour (OB) and human resource management (HRM) in eastern work setting. Teamwork is taken in this study as an independent variable (I.V) whereas employee performance is taken as a dependent variable (D.V). Various other measures of employee performance are also included in the research study, which are esprit de corps, team trust, and recognition & rewards.

## 2. Literature Review

### Teamwork and Employee Performance

According to Cohen and Bailey (1999) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Team's enables people to cooperate, enhance individual skills and provide constructive feedback with out any conflict between individuals (Jones et al., 2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2005).

Organizations which emphasize more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen & Bailey, 1999). One research study concluded that to teach individuals on how to work in teams is not an easy task because to teach individuals regarding to work in teams is inappropriate (Crosby, 1991). Bacon and Blyton (2006) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). One research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees (Ingram, 2000). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee learning (Washer, 2006). According to Ingram (2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable. Profitability is the key factor that will allow organizations to continue to compete successfully in a tough, competitive and global business arena. So the first hypothesis of the research study is as follows:

H1: Teamwork has significant positive effect on employee performance.

### **Esprit De corps**

Esprit De corps is the feeling and viewpoint that employee holds about the group. Esprit de corps is also known as team spirit in which employee shares their problem with each other with in the organization (Jaworski & Kohli, 1993). One research study concluded that team is prepared by group of people who jointly depended on one another in order to achieve team objective. Team spirit is composed of group members' feelings, beliefs and values. Additionally, team spirit in the organization is the key to achieve common goal of the team (Boyt, Lusch & Mejza, 2005). Esprit de corps is the key for success in the organization (William, Swee-Lim & Cesar, 2005). Another researcher considers esprit de corps as a valuable asset for team members as well as an organization (Homburg, Workman & Jensen, 2002). One research study find out the positive correlation exist between esprit de corps and employee job satisfaction level. Researcher further suggested that increase in team spirit will result in better employee performance (Boyt, Lusch & Naylor, 2001). On the other hand, research study was conducted in Korean hospitals which indicate that esprit de corps has been negatively recognized by physicians (Hwang & Chang, 2009). In Pakistan the concept of esprit de corps is

not much popular. Most of the employees pursue their individual tasks rather than group (Trimizi & Shahzad, 2009). The second hypothesis of this research study is as follows:

H2: Esprit de corps has significant positive effect on employee performance.

### **Team Trust**

Trust among the team members comes when member of the teams develop the confidence in each other competence. One research study concluded that trust among the team members develop the unique skills and coordination of individuals (Erdem, Ferda, Ozen & Janset, 2003). According to Mickan and Rodger (2000) there is positive relationship between the team performance and trust. Trust generates the behavioural basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organization. Organization should transform the trustworthy behaviour for measurement into performance appraisal system to promote the organizational values (Erdem et al., 2003). According to Manz and Neck (2002) high performance teams within the organization exist when there is cooperation and unity exists between members. Reducing mistakes, quality out puts, increased in productivity and customer satisfaction are the variety of criteria through which the performance of the team is evaluated (Mickan & Rodger, 2000). Cooperation of the team members can only be created when the trust comes to be most important value of the team culture. Trust provides an atmosphere for the team members where members can discuss their mistakes, accept criticism and freely express their feelings so this leads to more synergy (Edmondson, 1999). So the third hypothesis of this research study is as follows:

H3: Team trust has positive significant effect on employee performance.

### **Recognition & Rewards**

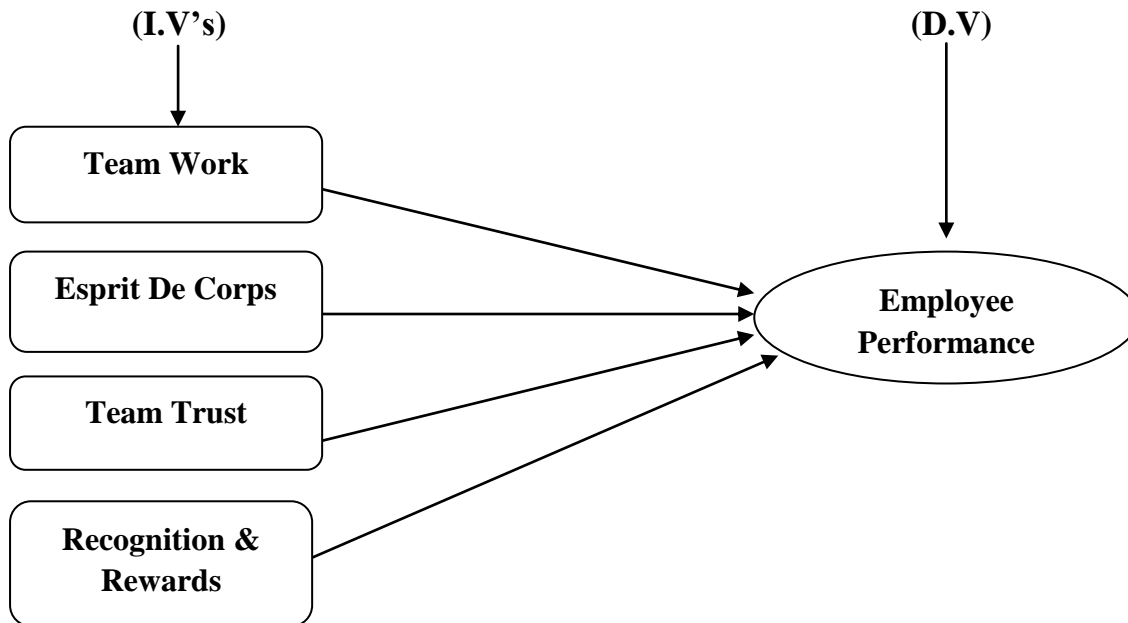
According to Rabey (2003) recognition and rewards are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team member's hidden working potential otherwise managers may lose them. According to (Staniforth, 2000) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of employee performance and fair payment methods. After implementation of above captioned concern, managers are able to establish their teams. Periodically monitoring the team work activities in order to check its effectiveness should be the primary focus of every business strategy (Musselwhite, 2001). Researcher further suggested that team work is a fragile process which needs to be handle carefully in a supportive organizational environment. Anderson & West (2002) argue that effective organizational environment is one in which employee communicate, participate and work in trustable atmosphere. According to Herzberg (1987) reward and recognition can provide both intrinsic and extrinsic motivation. Herzberg (1968) reported that extrinsic rewards are the main factor to provide employee movement in positive manner. According to Dunford (1992) recognition

and rewards improves employee performance. So the fourth hypothesis of the research study is as follows:

H4: Employee rewards & recognition has significant positive effect on employee performance.

### Conceptual Framework

Based on literature review the conceptual framework is as follows; namely, TERT model.



### 3. Research Methodology

This research study was based on quantitative research technique. The study was conducted to investigate the effect of teamwork on employee performance. The data was collected from Directorate of Higher Education (DHE), Khyber Pakhtonkhwa (KPK) Peshawar, including four Government Degree Colleges (GDC) of boys and girls located in Peshawar and Kohat area. During the research study, researcher's interference was minimal, unit of analysis was individual and type of study was cross sectional. Questionnaires were distributed among the employees and their views had been taken. In this study collected data was uploaded on computer in SPSS (Statistical Package for Social Sciences) version 16.0 software and normality of data was calculated. When the data was transformed and got normal, then different statistical tests were applied, on the data for analysis. Through those statistical analysis, correlation and regression of teamwork and employee performance has been measured. In order to analyze the two variables: employee teamwork and employee performance, firstly descriptive analysis were measured and then correlation and regression was calculated between D.V employee performance and I.V employee teamwork, esprit de corps, team trust and recognition and rewards.

**Questionnaire:**

The instruments used to gather the data was questionnaire. The questionnaire items of this research study were taken from the study of (Mulika, 2010; Jaworski & Kohli, 1993; Beer, 1984) and some items were borrowed from Team Effectiveness Questionnaire (TEQ) 2.0 and Team Assessment Questionnaire (TAQ), STEPPS 0.6.1. The reliability and validity of the questionnaire items were re-examined and found to be good. The questionnaire consists of 2 parts with section “A” and section “B”. Section “A” consisted of item seeking demographic data such as age, gender and management level with no score attached to it. Section “B” consists of the items, which collect information about the teamwork, esprit de corps, team trust and recognition and rewards (I.V’s) and its effects on employee performance (D.V). Section “B” of the questionnaire measured on five point Likert scale ranging from (1=strongly disagree to 5=strongly agree).

**Population:**

The population for this study was comprised on upper, middle and lower staff members of DHE, KPK Peshawar and four GDC’s of boys and girls located in Peshawar and Kohat city. From four GDC’s two Colleges were taken from Peshawar, which include one boys and one girls college and other two colleges of boys and girls each were taken from Kohat city for data collection. In DHE department Peshawar total staff members were 50. The total staff members in GDC’s of boys and girls Peshawar were 62 and 40 respectively. Staff members in GDC’s of boys and girls Kohat were 60 and 30 respectively. Total population consisted of 242 staff members which taken part in this survey study.

**Sample Design:**

The total 242 questionnaires were distributed among the staff members of HE department Peshawar and four (GDC’s) of boys and girls located in Peshawar and Kohat area. In DHE Peshawar 50 questionnaires were distributed and 50 usable questionnaires were returned, giving a response rate of 100%. In DHE Peshawar 47 respondents are male and 3 respondents are female. In GDC Peshawar of boys and girls, total 102 questionnaires were distributed and 84 usable questionnaires were returned giving a response rate of 82.35%. The male respondents were 62 and female respondents were 22. In GDC Kohat of boys and girls, total 90 questionnaires were distributed and 66 usable questionnaires were returned giving a response rate of 73.3%. The male respondents were 61 and female respondents were 05. Total 200 out of 242 usable questionnaires were returned, on scrutiny, giving a response rate of 82.6% which is termed as good. The final sample consists of 200 staff members including male and female of HE and (GDC’s). Respondents ranged in age from their early 20s to over 50, although the majorities were in their 30s and 40s. The Male represents 170 of the total sample 200 which shows 85%, and Female represents 30 of the total sample 200 which represents 15%. There were more men than women in the sample.

**4. Data, Presentation, Analysis & Interpretation**

The research study has used SPSS version 16.0 software to analyze the collected data. First of all, demographic variables were analyzed and their descriptive statistics were calculated. After

descriptive statistics correlation and regression is calculated between dependent and independent variables.

**Table 1**

*Age and Gender Cross Tabulation*

**Age \* Gender Cross tabulation**

Count				
		Gender		Total
		Male	Female	
Age	20-28	69	13	82
	29-39	77	11	88
	40 and above	24	6	30
<b>Total</b>		<b>170</b>	<b>30</b>	<b>200</b>

The above table shows the cross tabulation of age and gender, which show male and female respondent's age and gender. The Male represents 170 of the total sample 200 which shows 85%, and Female represents 30 of the total sample 200 which represents 15%. There were more men than women in the sample.

**Table 2**

*Management Level and Gender Cross Tabulation*

**Management Level \* Gender Cross tabulation**

Count				
		Gender		Total
		Male	Female	
Management Level	Top	10	0	10
	Medium	42	10	52
	Low	118	20	138
<b>Total</b>		<b>170</b>	<b>30</b>	<b>200</b>

Table 2 shows the cross tabulation of management level of staff members of HE, four GDC's and gender. The management level comprised on employee Government Basic Pay Scale (BPS) level that is 17 Grade to 19 and above Grade. Top level staff members were included in Government BPS-19 Grade and above, Middle level staff members were categorized in BPS-18 Grade and Lower level staff members were categorized in BPS-17 Grade. Top level staff members were 10 in which all were male, out of 200 which represent 5% of the total. Medium level staff members were 52 in which male represents 42 and female represents 10 out of 200 which shows 26% of the total. Low level staff members were 138 in which male represents 118 and female represents 20 out of 200 which shows 69% of the total.

**Table 3**
*Descriptive Statistic of Age, Gender & Management Level*
**Descriptive Statistics**

	N	Range	Sum	Mean	Std. Deviation	Variance
Age	200	2.00	348.00	1.7400	.70347	.495
Gender	200	1.00	230.00	1.1500	.35797	.128
Management Level	200	2.00	528.00	2.6400	.57625	.332
Valid N (listwise)	200					

Table 3 shows the descriptive statistic of age, gender and management level. The range, sum mean, standard deviation and variance of age, gender and management level is calculated in the above table.

**Table 4**
*Reliability Statistics*

Variables	Cronbach's Alpha	N of Items
Teamwork	.935	05
Esprit de corps	.958	05
Team trust	.913	05
Rewards & Recognition	.943	05
Employee Performance	.954	05

Inter-item reliability coefficient i.e. Cronbach's alpha for different variables are mentioned above. To delete an item from questionnaire, Cronbach's alphas ranged between 0.790 – 0.826 (Sekaran, 2003). So therefore, the above captioned reliability statistics value of five variables shows that there is no any problem of deletion of questionnaire items.



## Correlation Analysis

The research study finds out the Pearson correlation between employee performance and teamwork, esprit de corps, team trust and recognition and rewards.

**Table 5**

*Correlation Matrix*

		Correlations				
		Teamwork	Employee Performance	Esprit De corps	Team Trust	Rewards & Recognition
<b>Teamwork</b>	<b>Pearson Correlation</b>	1	.819**	.427**	.710**	.439**
	<b>Sig. (2-tailed)</b>		.000	.000	.000	.000
	<b>N</b>	200	200	200	200	200
<b>Employee Performance</b>	<b>Pearson Correlation</b>	.819**	1	.475**	.647**	.471**
	<b>Sig. (2-tailed)</b>	.000		.000	.000	.000
	<b>N</b>	200	200	200	200	200
<b>Esprit Decorps</b>	<b>Pearson Correlation</b>	.427**	.475**	1	.331**	.170*
	<b>Sig. (2-tailed)</b>	.000	.000		.000	.016
	<b>N</b>	200	200	200	200	200
<b>Team Trust</b>	<b>Pearson Correlation</b>	.710**	.647**	.331**	1	.377**
	<b>Sig. (2-tailed)</b>	.000	.000	.000		.000
	<b>N</b>	200	200	200	200	200
<b>Rewards &amp; Recognition</b>	<b>Pearson Correlation</b>	.439**	.471**	.170*	.377**	1
	<b>Sig. (2-tailed)</b>	.000	.000	.016	.000	
	<b>N</b>	200	200	200	200	200

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 5 demonstrates the correlation matrix of the employee teamwork (TW), employee performance (EP), esprit de corps (EDC), team trust (TT) and recognition and rewards (R & R). The analysis shows that there is positive significant and strong correlation exists between these variables at 0.01 and 0.05 levels.

### Regression Analysis

The research study uses multiple regression analysis in order to analyze impact of independent variables on dependent variable. The multiple regression model is as under:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots (1)$$

Where Y is Employee Performance (dependent variable)

$\alpha$  is constant

X is other factors affecting Performance

$\beta$  is the regression coefficient which may be positively or negatively affecting dependent and independent variables.

$$EP = \alpha + \beta_1 TW + \beta_2 EDC + \beta_3 TT + \beta_4 R\&R + \varepsilon \dots \dots \dots (2)$$

Where EP = employee performance (dependent variable)  $\beta_{1TW}$  = teamwork (I.V)  $\beta_{2EDC}$  = esprit de corps (I.V),  $\beta_{3T\&T}$  = team trust (I.V)  $\beta_{4R\&R}$  = rewards and recognition (I.V).

**Table 6**

*Model summary of employee performance, teamwork, esprit de corps, team trust and rewards*

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	257.950	4	64.488	120.140	.000 <sup>a</sup>
	Residual	104.670	195	.537		
	Total	362.620	199			

a. Predictors: (Constant), Rewards & Recognition, Esprit De corps, Team Trust, Teamwork

b. Dependent Variable: Employee Performance

The F value is 120.140 and is significant because the significance level is = .000 which is less than  $P \leq 0.05$ . This implies that over all regression model is statistically significant, valid and fit. The valid regression model implies that all independent variables are explaining that there is a positive and significant relationship with dependent variable.

**Table 7**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 <sup>a</sup>	.711	.705	.73264

a. Predictors: (Constant), Rewards & Recognition, Esprit De corps, Team Trust, Teamwork

Regression coefficient 'R' = .843 or 84.3% relationship exist between (I.V's) and (D.V). The coefficient of determination 'R<sup>2</sup>' = 0.711 which show that 71.1% of variation in employee performance is explained by teamwork, esprit de corps, team trust and rewards.

**Table 8**

*Table summary of coefficient of teamwork, esprit de corps, team trust, rewards and employee performance.*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.174	.201		-.866	.387
	Teamwork	.615	.059	.620	10.494	.000
	Esprit De corps	.174	.049	.152	3.568	.000
	Team Trust	.149	.048	.133	3.095	.002
	Rewards and Recognition	.111	.057	.107	1.941	.050

a. Dependent Variable: Employee Performance

In the above table the regression coefficient for teamwork of the employee ( $\beta_1$ ) = .620 which implies that one percent increase in employee teamwork increases 62.0 percent in employee performance level if other variables are kept controlled. The T value is 10.494 which is significant at .000 because significance level is less than  $P \leq .05$ . It implies that the alternate hypothesis should be accepted that is: Teamwork has significant positive effect on employee performance. The regression coefficient ( $\beta_2$ ) = .152 or 15.2 % which implies that one percent increase in esprit de corps brings on the average 15.2% increase in employee performance level if other variables are kept controlled. The T value is 3.568 which is significant at .000 level which is less than the  $P \leq .05$ . It implies that the alternate hypothesis should be accepted that is: Esprit de corps has positive significant effect on employee performance. The regression coefficient for team trust of the employees ( $\beta_3$ ) = .131 or 13.1 % which means that once percent increase in team trust increase 13.1% in employee performance if other variables are kept constant. The T value is 3.095 which is significant at .002. So research study accepted the alternative hypothesis that is team trust has significant positive effect on employee performance. The regression coefficient for employee rewards & recognition of an employees ( $\beta_4$ ) = .107 or 10.7 % which means that once percent increase in employee rewards increases 10.7% in employee performance if other variables are kept constant. The T value is 1.941 which is significant at .05 level. So again alternative hypothesis should be accepted that is: recognition & rewards has significant positive effect on employee performance.

**Table 9**
*Multicollinearity Diagnostic between Dependent and Independent Variables*
**Collinearity Statistics**

Variables	Tolerance	VIF
(Constant)		
Teamwork	.425	2.355
Esprit de corps	.816	1.226
Team trust	.490	2.041
Rewards & Recognition	.798	1.253

The above table shows the multicollinearity statistics. The tolerance value less than 0.20 or 0.10 indicates a multicollinearity problem (O'Brien & Robert, 2007). In the above table the tolerance values of all (I.V's) are .425, .816, .490 and .798 which shows that the tolerance level is moderate and good. The reciprocal of the tolerance is known as the Variance Inflation Factor (VIF). The VIF 5 or 10 and above indicates the multicollinearity problem (O'Brien & Robert, 2007). In the above table VIF values of (I.V's) are 2.355, 1.226, 2.0411 and 1.253 which shows that the VIF level is also good and there is no any problem of multicollinearity.

**Table 10**

Model	Eigen Value	Condition Index		Variance Proportions			
			Constant	TW	EDC	TT	R&R
1	4.714	1.000	.00	.00	.00	.00	.00
2	.109	6.575	.11	.08	.19	.30	.02
3	.092	7.146	.02	.01	.43	.01	.49
4	.047	9.979	.68	.15	.17	.21	.30
5	.037	11.224	.19	.76	.20	.48	.18

**a. Dependent Variable: Employee Performance**

Eigenvalues close to 0 indicate dimensions which explain little variance. In above table value of 2, 3, 4 and 5 are near to zero which shows little variance in these variables. The condition index summarizes the findings, over 15 indicate a possible multicollinearity problem and a condition index over 30 suggests a serious multicollinearity problem. In above table values of condition index are in range of 1.00 to 11.224 which shows that there is very little multicollinearity issue between (D.V) and (I.V's).

## 5. Discussion, Conclusion, Recommendations & Future Research Area

### Discussion

This study examines the relationship of teamwork, esprit de corps, team trust, recognition and rewards and employee performance. For obtaining data, questionnaire was borrowed from (mulika, 2010) study. Some questionnaire items were also borrowed from Team Effective questionnaire (TEQ) 2.0 and Team Assessment Questionnaire (TAQ) STEPPS 0.6.1. Questionnaire was distributed among the staff members of HE department Peshawar and four GDC of boys and girls located in Peshawar and Kohat area. The random sampling was done

who responded 82.6%. After screening data, forty two participants were found missing. Over all Cronbach's alpha reliability of the questionnaire items were found (.90) and were satisfactory and valid enough for data collection. The descriptive statistics shows that the majority of participants were male with age of early 20's to 40 years and above. The hypotheses of the research study were analyzed through SPSS version 16.0. Hypothesis one states that teamwork has significant positive effect on employee performance and was found significant in this study. The result of hypothesis one is consistent with previous study of (Cohen & Manion, 1999; Frobel & Marchington, 2005) which stated that those organizations which focus more on teams have results in increased employee performance and greater productivity. This study also support the concept thus, employee of HE department can enhance their performance by teamwork. Hypothesis two state that esprit de corps has positive effect on employee performance and was found to be significant. The result of the hypothesis two is consistent with the study of (Lusch & Naylor, 2001; Boyt, Lusch & Mejza, 2005) which stated that team spirit will result in better employee performance and team spirit is the key to achieve common goal of the team respectively. Hypothesis three states that team trust has positive significant effect on employee performance and also found to be significant. This finding also was supported by (Mickan & Rodger, 2000; Manz & Neck, 2002). Hypothesis four states that employee rewards & recognition has significant positive effect on employee performance and also found to be positive in this study. This result was supported by the previous study of (Rabey, 2003) which stated that recognition and rewards are the main focus of the individuals who are working in teams. The overall, regression value of teamwork, esprit de corps, team trust and rewards and recognition was .843 which demonstrates that 84.3% impact of (I.Vs) on employee performance (D.V) in HE department.

## Conclusion

The research study found that teamwork, esprit de corps, team trust and recognition and rewards has a significant positive effect on employee performance. The multiple regression model shows the significantly strong relationship between set of 4 independent variables namely teamwork, esprit de corps, team trust, recognition & rewards and dependent variable that is employee performance. However, Teamwork was found to be the most significant independent variable having strong relationship with the dependent variable of employee performance. The regression coefficient R shows the vale 0.859 which shows 85.9% proportion of variability between IV's and DV and coefficient of determination  $R^2$  .731 which shows 73.1% variation in D.V explained by I.V's. The independent variables that teamwork, esprit de corps, team trust, recognition & rewards explained 62%, 15.2%, 13.3% and 10.7% of variation respectively towards dependent variable of employee performance. Overall, the results revealed that teamwork, esprit de corps, team trust, recognition & rewards and dependent variable employee performance were positively correlated. Teamwork found to be of significant importance if properly implemented. Moreover, Teamwork programs were found to have a positive impact on the employee performance which brings benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity. Findings of the study also demonstrate that the there is positive correlation exist between (I.V's) and (D.V).

Employers may be able to improve their performance by increasing the volume of teamwork and taking action to raise the performance level of the individual, but to succeed in this they also need to pay attention to the quantity and type of teamwork offered. Teamwork activity within the organization is very much beneficial and its effect directly on employee performance. When employee acquired adequate opportunities of teamwork his/her performance is automatically improve and inversely he/she will satisfied with job. Teamwork could ensure that skills were better utilized. This might reduce the propensity to quit from job. The result of the research study clearly evidenced that there is strong and positive relationship between (I.V's) and (D.V) and teamwork, esprit de corps, team trust and recognition and rewards has a significant positive effect on employee performance.

### **Recommendation**

In public sector organizations, such type government policies should be adapted which support team efforts inside the organization. In this way overall organizational productivity and effectiveness can be enhanced. It is important to develop such an atmosphere where employees are well satisfied with their jobs and cooperative with each other. In this way employees will be in position to utilize their full potential in their jobs. The research study strongly suggests that the teamwork activities must exists in the organizational environment. In this way employees' performance can be enhanced.

### **Future Area for Research**

The area for further research is, an in-depth analysis of more public and private organizations to comprehend some other factors contributing towards the employee performance.

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