

A STUDY ON IMPACT OF TEAMWORK ON EMPLOYEES' PERFORMANCE

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ABSTRACT

In today's society most of them are focusing on their individual goals rather than focusing on teamwork. The main aim of the study is to determine the factors of teamwork and impact of those factors on employees' performance. The data is collected by distributing questionnaire to employees who are working in IT sector. The methods used are descriptive statistics, correlation and regression analysis was used to analyze the data. Several factors related to teamwork are analyzed and the results revealed that there is strong and significant correlation between these variables. Regression analysis is used for finding the impact and it proved that there is significant impact of teamwork factors on employees and organizational performance.

Keywords: Teamwork, Employees' Performance, Organizational Performance.

Introduction

In today's world most of the organizations are striving towards their goals by increasing their productivity due to globalization. Thus, for the company's growth teamwork plays an important role in every organization.

Before learning about the team we must know about the team and then teamwork.

Teamwork is the collaborative effort of a team to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal.

Teamwork plays very important role in every business organization. Teams don't work well without teamwork! Teamwork is important for the success of all businesses. To have a meaningful and lifelong career, you need to work well with others which is why teamwork is so important in the professional world.

Good teamwork is essential in all organizations. It signifies that:

- People are working towards a shared purpose and common goals and
- In so doing they are sharing their varied skills in complementary roles and in cooperation with each other.

Organizations are much more likely to perform well when their people work effectively as a team. This is because good teamwork creates synergy – where the combined effect of the team is greater than the sum of individual efforts. Working together a team can apply individual perspectives, experience, and skills to solve complex problems, creating new solutions and ideas that may be beyond the scope of any one individual.

As well as enhancing organizations' performance good teamwork benefits individuals too. It enables mutual support and learning, and can generate a sense of belonging and commitment.

The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. The backward development in organizations today can be attributed to inadequate teamwork among workers in an organization which in the long run affects the performance of the

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organization. Huge amount of money is also lost due to teamwork inadequacies which to say the least, drains the organization's meager resources with its far-reaching and attendant consequences on the development of the organization. Employees are the people who are responsible for the success of the organization. So, my study helps us to determine the impact of teamwork on employees' performance.

The considerations that the concept of employee performance encompasses will vary from job to job and often, if not usually include very job-specific parameters, e.g., ratio of calls to sales or a surgeon's operating room mortality rates per angioplasty.

Employees performance can be measured by the following methods such as:

- Quality
- Efficiency
- Effectiveness
- Productivity
- Wellbeing
- Punctuality

Showik Sanyal and Mohammed Wanique (2018) studied on "impact of teamwork on work performance of employees: Dhofar University" focused on several factors related to teamwork are analyzed such as trust, leadership and structure, performance evaluation and rewards. They used correlation and ANOVA model to find relationship between those variables. The results revealed that there is strong and significant relationship between variables and teamwork. Strong leadership and an environment of trust among team members come across as significant factors which can help increase the level of employees performance.

Onyekwelu Njideka Phina, Anah Stanley Arinze and Onwuchekwa Faith Chidi (2018) study focused on "effect of teamwork of employees performance: Medium scale industries" they focused on factors related to teamwork. They used correlation and regression analysis for analyzing the results. The results of the study showed that there is significant impact of teamwork on employees' performance. He recommended that managers should Endeavour to ensure that each team of the organization should compose of the necessary skills that will enable the team to perform effectively without having too much of any of the skills in the team to the disadvantage of the other necessary skills.

Dr. Sheeba Khan and Mr. Layal Said al Mashikhi (2017) study focused on "impact of teamwork on employee performance in banking sector." The correlation research design was used to analyze the data collected. They used correlation and regression analysis to find out the relationship between teamwork and employee performance. The results showed that there is positive relationship between teamwork and employee performance. The main reason behind this was that the increase in collaboration tends to increase the number of ideas and this increases the effectiveness in task assigned to them. Thus, it can be said that teamwork is significantly related with the employee's performance.

Research Methodology

Objectives of the Study

The following are the objectives of the study:

- To identify the factors associated with teamwork.
- To examine the positive or negative effects of teamwork factors on employees' performance.
- To examine the impact of teamwork factors on organisational performance.

Need for the Study

Teamwork plays very important role in every organization. Teams don't work well without teamwork! Teamwork is important for the success of all businesses. So this study helps us to determine the impact of teamwork on employee performance.

Scope of the Study

The scope is confined to analyze the impact of teamwork on employees' performance only in IT sector and in Hyderabad only. The results will be subject to IT sector only and it can't be generalized to other sectors.

Sources of Data

Primary Data: The questionnaire is distributed to the employees of IT companies and data.

Sample and Sampling Technique

A sample size of 100 respondents was drawn from the population of faculty members in Vistara Private Limited. The questionnaires were distributed to the faculty members in all the colleges of Vistara Private Limited. Purposive sampling was applied to select respondents based on their expertise in the subject being researched. Convenience Sampling was also applied to choose respondents among employees based on their ability and willingness to answer the questionnaire.

Instrument for Data Collection

Questionnaire was the major instrument used to collect the required data for the research and it was used to maintain the truthfulness and honesty of the database regarding the study.

Method of Data Analysis

Quantitative data analysis was applied in the study. Correlation and ANOVA were used to find the relationship between the independent and dependent variables and the impact of the independent variables on the dependent variable i.e., employee performance.

Sample Size and Sampling Technique

A sample of 103 respondents has been taken for the study. The sample focuses on the employees of IT companies. Convenience sampling is used to choose respondents.

Hypotheses

H₁: There is significant impact of teamwork factors on employees' performance. H₂: There is significant impact of team work factors on organisational performance.

Statistical Tools and Techniques

- Descriptive statistics
- Percentage analysis
- Correlation
- Regression analysis.

Limitations of the Study

- The information is collected from Questionnaire so it may be biased.
- The time limit was also a big constraint for completing the project.
- The study is limited to only IT sector.

Data Analysis & Interpretation

Demographic Profile Age

Table 1: Age of Respondents

Age	No.of Respondents	Percentage
Below 20	35	34%
20-40	42	40.8%
40-60	25	24.3%
Above 60	1	1%

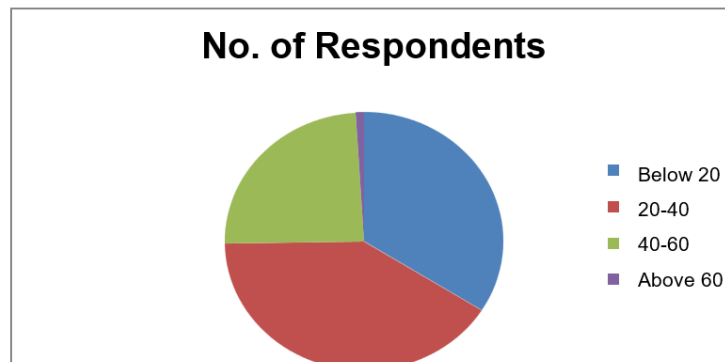


Figure 1: Age of Respondents

Interpretation

The above table shows that no. of respondents between below 20 are 35(34%), between 20-40 are 42(40.8%), between 40-60 are 25 (24.3%) and the no. of respondents above 60 are 1(1%).

Gender

Table 2: Gender of Respondents

Gender	No.of respondents	Percentage
Male	49	47.6%
Female	54	52.4%

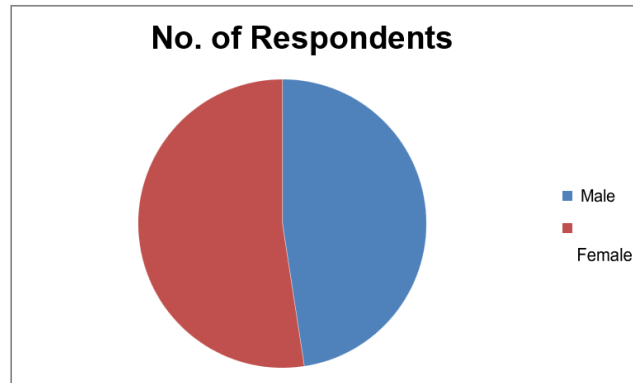


Figure 2: Gender of Respondents

Interpretation

The above table shows that out of 103 respondents 49 are male and 54 are female.

Experience

Table 3: Experience of Respondents

Experience	No. of Respondents	Percentage
Fresher	4	3.9%
Less than 2years	13	12.6%
2-3 years	23	22.3%
3years and above	63	61.2%

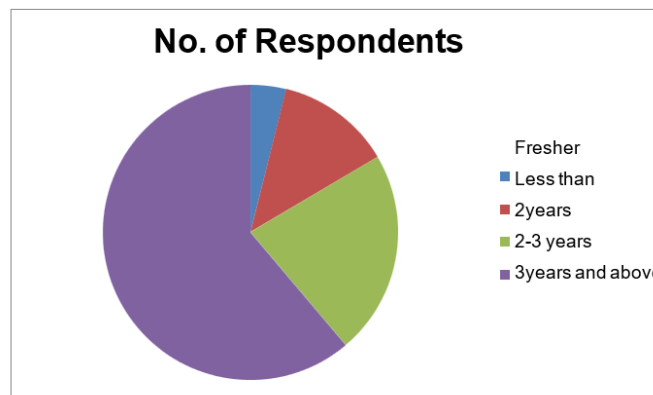


Figure 3: Experience of Respondents

Interpretation

The above table shows that out of 103 respondents, experience of respondents freshers are 4(3.9%), less than 2years are 13(12.6%), 2-3 years are 23(22.3%) and the experience of respondents 3 years and above are 63(61.2%).

Monthly Income

Table 4: Monthly Income of Respondents

Income level	No. of Respondents	Percentage
Less than 20000	9	8.7%
20000-50000	36	35%
50000-1lakh	35	36.9%
1lakh and above	20	19.4%

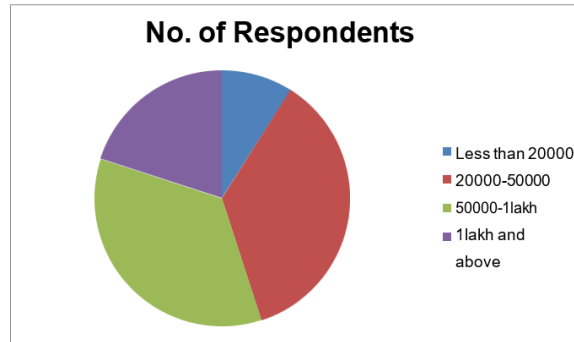


Figure 4: Monthly Income of Respondents

Interpretation

The above table shows that out of 103 respondents, the monthly income of the respondents between less than 20000 are 9(8.7%), between 20000-50000 are 36(35%), between 50000- 1lakh are 35(36.9%) and the monthly income of respondents between 1lakh and above are 20(19.4%).

Factors Related to Teamwork

Trust

Table 5: Trust among Team Members

Trust Exists among team Members	No. of Respondents	Percentage
Strongly agree	18	17.48%
Agree	81	78.64%
Neutral	1	0.97%
Disagree	2	1.94%
Strongly Disagree	1	0.97%

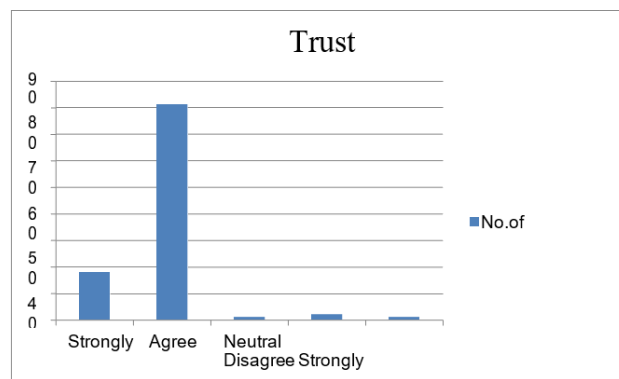


Figure 5: Trust among Team Members

Interpretation

The above table shows that out of 103 respondents, 18(17.48%) respondents strongly agree that there should be trust exist between team members, 81(8.64%) respondents agreed, 1(0.97%) respondent is neutral, 2(1.94%) respondents disagreed and 1(0.97%) respondent strongly disagreed.

Uniqueness

Table 6: Uniqueness among Team

Uniqueness among Team	No. of Respondents	Percentage
Strongly agree	32	31.07%
Agree	64	62.14%
Neutral	4	3.88%
Disagree	1	0.97%
Strongly Disagree	2	1.94%

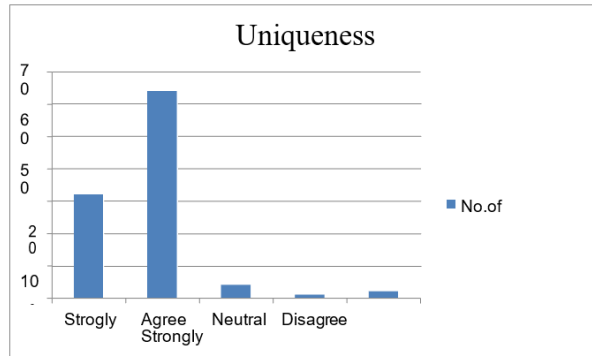


Figure 6: Uniqueness among Team

Interpretation

The above table shows that out of 103 respondents, 32(31.07%) respondents strongly agree that there should be uniqueness among the team members, 64(62.14%) respondents agreed, 4(3.88%) respondent are neutral, 1(0.97%) respondent disagreed and 2(1.94%) respondents strongly disagreed

Leadership

Table 7: Leadership Qualities

Leadership Qualities	No. of Respondents	Percentage
Strongly agree	43	41.75%
Agree	52	50.49%
Neutral	5	4.85%
Disagree	2	1.94%
Strongly Disagree	1	0.97%

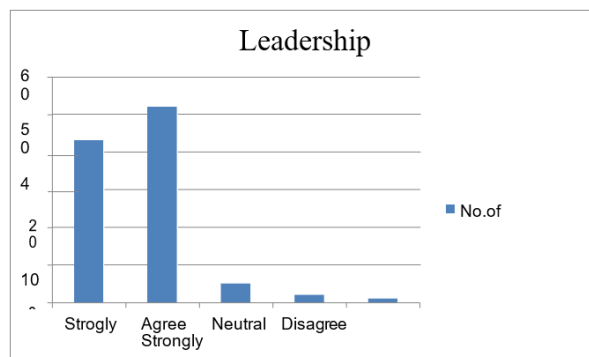


Figure 7: Leadership Qualities

Interpretation

The above table shows that out of 103 respondents, 43(41.75%) respondents strongly agree that there should be leadership qualities among the team members, 52(50.49%) respondents agreed, 5(4.85%) respondent are neutral, 2(1.94%) respondents disagreed and 1(0.97%)

Commitment

Table 8: Commitment to Work in Teams

Commitment to Work in Teams	No. of Respondents	Percentage
Strongly agree	37	35.92%
Agree	59	57.28%
Neutral	4	3.88%
Disagree	1	0.97%
Strongly Disagree	2	1.94%

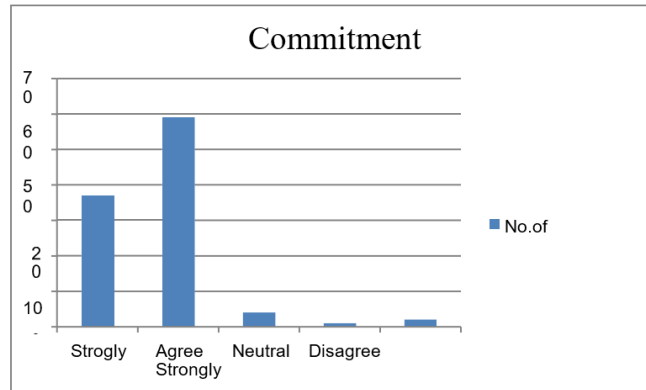


Figure 8: Commitment to Work in Teams

Interpretation

The above table shows that out of 103 respondents, 37(35.92%) respondents strongly agree that there should be commitment among the team members, 59(57.28%) respondents agreed, 4(3.88 %) respondent are neutral, 1(0.97%) respondent disagreed and 2(1.94%)

Focus

Table 9: Focus on Work

Focus on Work	No. of Respondents	Percentage
Strongly agree	62	60.19%
Agree	38	36.89%
Neutral	0	0.00%
Disagree	2	1.94%
Strongly Disagree	1	0.97%

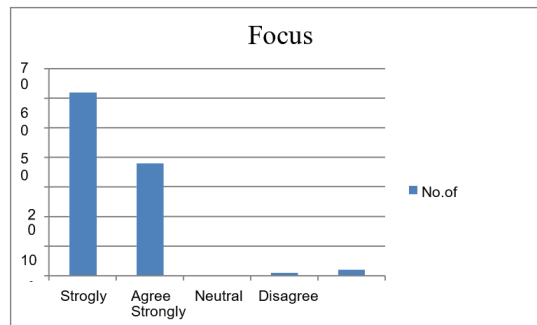


Figure 9: Focus on Work

Interpretation

The above table shows that out of 103 respondents, 62(60.19%) respondents strongly agree that there should be focus on the work in the team, 38(36.89%) respondents agreed, 0 (0%) respondent neutral, 2(1.94%) respondents disagreed and 1(0.97%) respondent strongly disagreed.

Diverse Cultures and Talents

Table 10: Diverse Cultures and Talent in Teams

Diverse Cultures and Talents in Teams	No. of Respondents	Percentage
Strongly agree	27	26.21%
Agree	68	66.02%
Neutral	5	4.85%
Disagree	1	0.97%
Strongly Disagree	2	1.94%

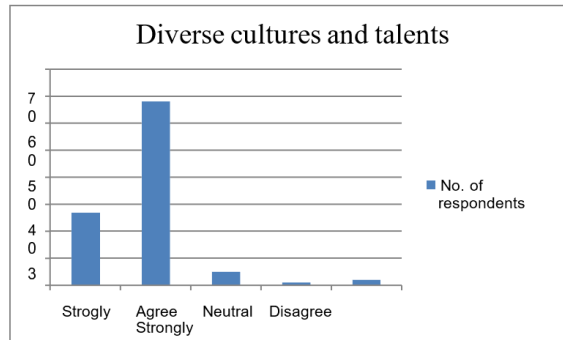


Figure 10: Diverse Cultures and Talent in Teams

Interpretation

The above table shows that out of 103 respondents, 27(26.21%) respondents strongly agreed that there are diverse cultures and talents in a team which may improve their work, 68(66.02%) respondents agreed, 5(4.85%) respondent are neutral, 1(0.97%) respondent disagreed and 2(1.94%) respondents strongly disagreed.

Effective Communication

Table 11: Effective Communication between Team Members

Effective Communication between Team Members	No. of Respondents	Percentage
Strongly agree	56	54.35%
Agree	42	40.78%
Neutral	2	1.94%
Disagree	2	1.94%
Strongly Disagree	1	0.97%

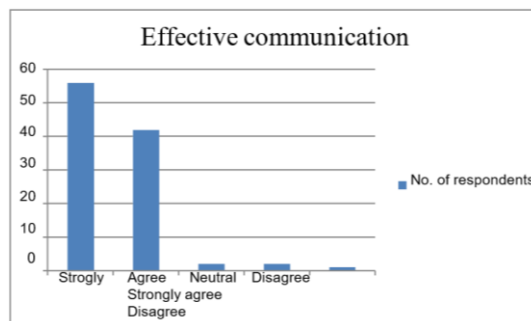


Figure 11: Effective Communication between Team Members

Interpretation

The above table shows that out of 103 respondents, 56(54.35%) respondents strongly agree that there should be effective communication among the team members, 42(40.78%) respondents agreed, 2(1.94%) respondents are neutral, 2(1.94%) respondents disagreed and 1(0.97%) respondent strongly disagreed.

Shared Experiences and Values

Table 12: Shared Experiences and Values among Team Members

Shared Experiences and Values among Team Members	No. of Respondents	Percentage
Strongly agree	23	22.33%
Agree	69	66.99%
Neutral	8	7.77%
Disagree	1	0.97%
Strongly Disagree	2	1.94%

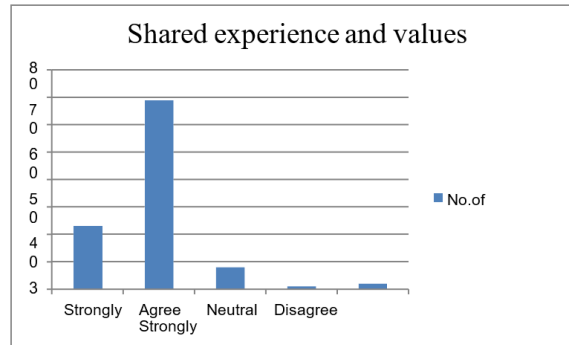


Figure 12: Shared Experiences and Values among Team Members

Interpretation

The above table shows that out of 103 respondents, 10(22.33%) respondents strongly agree that there are shared experiences and values among the team members, 69(66.99%) respondents agreed, 8(7.77%) respondents are neutral, 1(0.97%) respondent disagreed and 2(1.97%) respondent strongly disagreed.

Accountability

Table 13: Accountability Exists in Team

Accountability Exists in Team	No. of Respondents	Percentage
Strongly agree	15	14.56%
Agree	62	60.19%
Neutral	22	21.36%
Disagree	3	2.91%
Strongly Disagree	1	0.97%

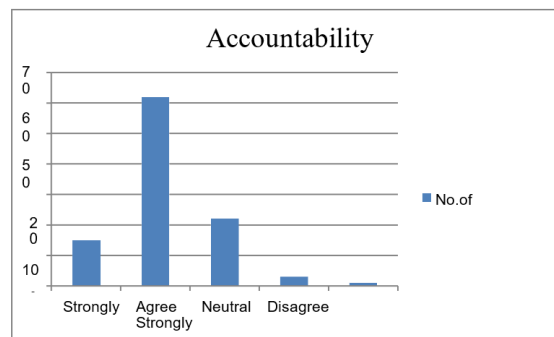


Figure 13: Accountability Exists in Team

Interpretation

The above table shows that out of 103 respondents, 15(14.56%) respondents strongly agree that accountability exists among the team members, 62(60.19%) respondents agreed, 22(21.36%) respondents are neutral, 3(2.91%) respondents disagreed and 1(0.97%) respondent strongly disagreed.

Recognition

Table 14: Recognition of People Work in Team

Recognition of People Work in Team	No. of Respondents	Percentage
Strongly agree	10	9.71%
Agree	77	74.76%
Neutral	12	11.65%
Disagree	1	0.97%
Strongly Disagree	3	2.91%

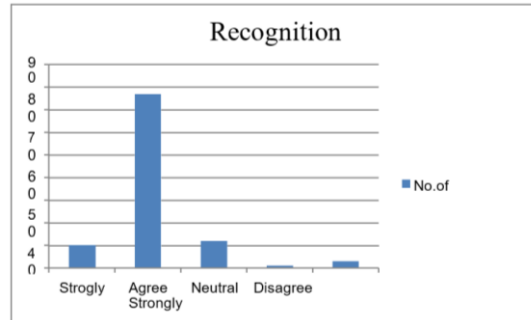


Figure 14: Recognition of People Work in Team

Interpretation

The above table shows that out of 103 respondents, 10(9.71%) respondents strongly agree that there should be recognition of the people among the team members, 77(74.76%) respondents agreed, 12(11.65%) respondents are neutral, 1(0.97 %) respondent disagreed and 3(2.91%) respondents strongly disagreed.

Factors Influencing Teamwork

Table 15: Means and standard deviation of factors

Factors	Mean	Standard deviation
Trust	4.091	0.586
Uniqueness	4.194	0.728
Leadership	4.30	0.739
Commitment	4.242	0.747
Focus	4.533	0.698
Diverse cultures and talents	4.135	0.715
Effective communication	4.456	0.725
Shared experiences and values	4.067	0.718
Accountability	3.844	0.738
Recognition	3.873	0.71

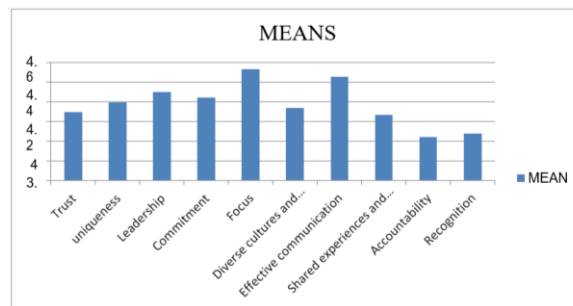


Figure 15: Means of Factors

Interpretation

The above figure shows the means of various factors, we can say that the factor focus has more mean that is 4.53 so it is concluded that focus is more influencing factor.

Employees' Performance

- **Employees Broaden their Skills and Knowledge**

Table 16: Employees Broaden their Skills and Knowledge

Employees broaden their skills and knowledge	No. of Respondents	Percentage
Strongly Agree	15	14.56%
Agree	83	80.58%
Neutral	2	1.94%
Disagree	2	1.94%
Strongly Disagree	1	0.97%

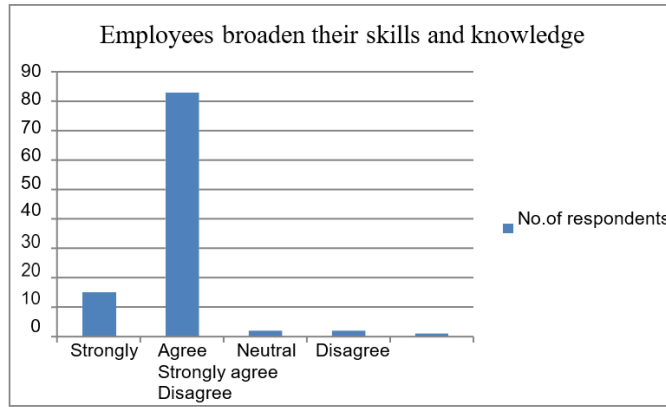


Figure 16: Employees Broaden their Skills and Knowledge

Interpretation

The above table shows that out of 103 respondents, 15(14.56%) respondents strongly agreed that employees broaden their skills and knowledge, 83(80.58%) respondents agreed, 2(1.94%) respondents are neutral, 2(1.94%) respondents disagreed and 1(0.97%) respondent strongly disagreed.

- **Managers Rewards and Recognize Employees who are Working in Teams**

Table 17: Managers Rewards and Recognize Employees who are Working in Teams

Managers Rewards and Recognize Employees who are Working in Teams	No. of Respondents	Percentage
Strongly Agree	24	23.30%
Agree	61	59.22%
Neutral	14	13.59%
Disagree	2	1.94%
Strongly Disagree	2	1.94%

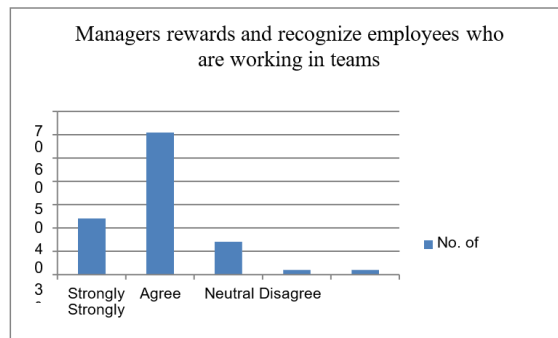


Figure 17: Managers Rewards and Recognize Employees who are Working in Teams

Interpretation

The above table shows that out of 103 respondents, 24(23.30%) respondents strongly agreed that managers rewards and recognize employees who are working in teams, 61(59.22%) respondents agreed, 14(13.59%) respondents are neutral, 2(1.94%) respondents disagreed and 2(1.94%) respondents strongly disagreed.

- **Increases Efficiency of Employees who are Working in Teams**

Table 18: Increases Efficiency of Employees who are Working in Teams

Increases Efficiency of Employees who are Working in Teams	No. of Respondents	Percentage
Strongly Agree	27	26.21%
Agree	68	66.02%
Neutral	5	4.85%
Disagree	2	1.94%
Strongly Disagree	1	0.97%

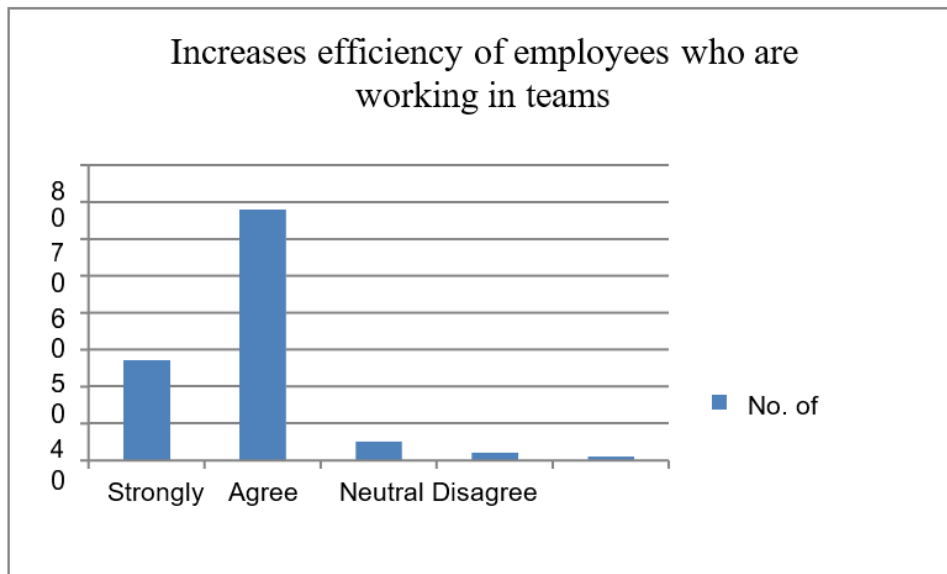


Figure 18: Increases Efficiency of Employees who are Working in Teams

Interpretation

The above table shows that out of 103 respondents, 27(26.21%) respondents strongly agreed that increases efficiency of employees who are working in teams, 68(66.02%) respondents agreed, 5(4.85%) respondents are neutral, 2(1.94%) respondents disagreed and 1(0.97%) respondent strongly disagreed.

- All the members of the team have an equal opportunity for participation to develop skills and knowledge

Table 19: All the Members of the Team have an Equal Opportunity for Participation to Develop Skills and Knowledge

All the members of the team have an equal opportunity for participation to develop skills and knowledge	No. of Respondents	Percentage
Strongly Agree	22	21.36%
Agree	59	57.28%
Neutral	18	17.48%
Disagree	2	1.94%
Strongly Disagree	2	1.94%

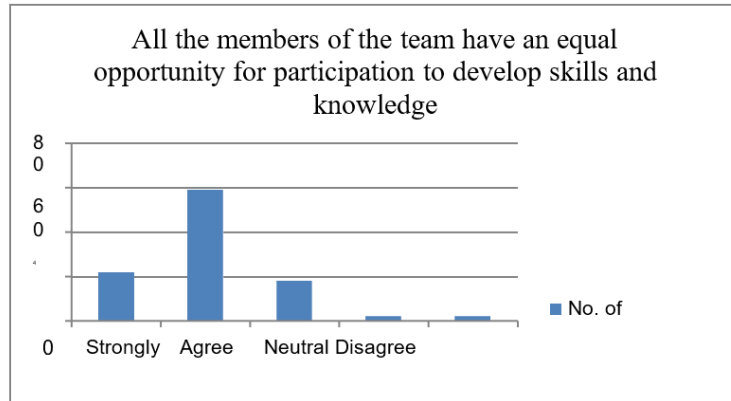


Figure 19: All the Members of the Team have an Equal opportunity for Participation to Develop Skills and Knowledge

Interpretation

The above table shows that out of 103 respondents, 22(21.36%) respondents strongly agreed that, all the members of the team have an equal opportunity for participation to develop skills and knowledge, 59(57.28%) respondents agreed, 18(17.48%) respondents are neutral, 2(1.94%) respondents disagreed and 2(1.94%) respondents strongly disagreed.

- **Able to perform effectively and understand complete job description**

Table 20: Able to Perform Effectively and Understand Complete Job Description

Able to perform effectively and understand complete job description	No. of Respondents	Percentage
Strongly Agree	15	14.56%
Agree	66	64.08%
Neutral	19	18.45%
Disagree	2	1.94%
Strongly Disagree	1	0.97%

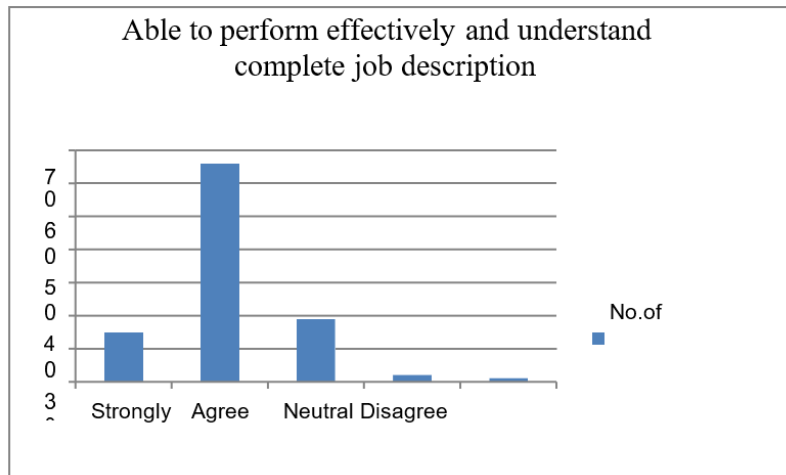


Figure 20: Able to Perform Effectively and Understand Complete Job Description

Interpretation

The above table shows that out of 103 respondents, 15(14.56%) respondents strongly agreed that, Able to perform effectively and understand complete job description, 66(64.08%) respondents agreed, 19(18.45%) respondents are neutral, 2(1.94%) respondents disagreed and 1(0.97%) respondent strongly disagreed.

• **Understanding of job Performance Requirements that you all Expect to Meet**

Table 21: Understanding of Job Performance Requirements that you all Expect to Meet

Understanding of job performance requirements that you all expect to meet	No. of Respondents	Percentage
Strongly Agree	10	9.71%
Agree	58	56.31%
Neutral	29	28.16%
Disagree	3	2.91%
Strongly Disagree	3	2.91%

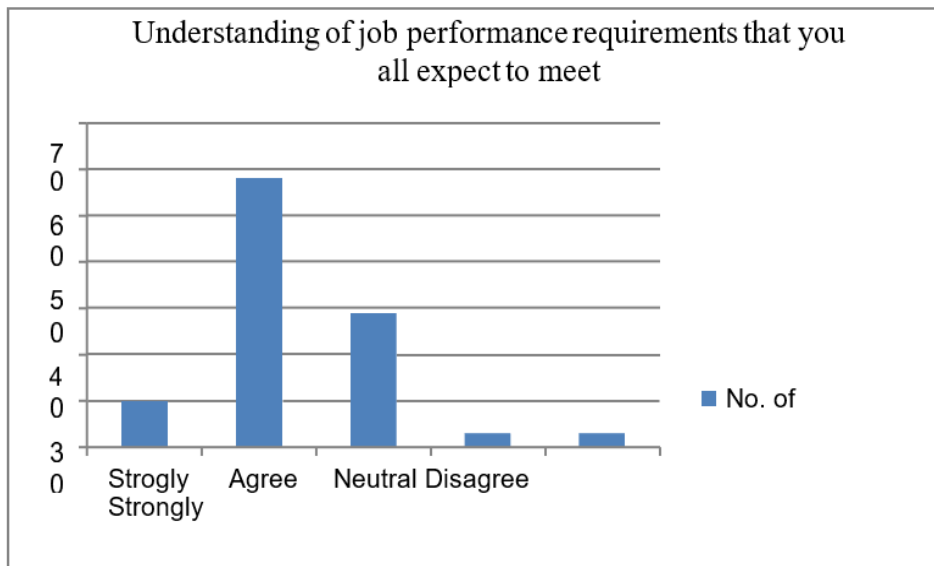


Figure 21: Understanding of Job Performance Requirements that you all Expect to Meet

Interpretation

The above table shows that out of 103 respondents, 10(9.71%) respondents strongly agreed that, Understanding of job performance requirements that you all expect to meet, 58(56.31%) respondents agreed, 29(28.16%) respondents are neutral, 3(2.91%) respondents disagreed and 3(2.91%) respondents strongly disagreed

Means and Standard deviations of employees' performance

Table 22: Means and Standard deviations of employees' performance

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard deviation
Employees broaden their skills and knowledge	15	83	2	2	1	4.058	0.574
Managers rewards and recognize employees who are working in teams	24	61	14	2	2	4	0.792
Increases efficiency of employees who are working in team	27	68	5	2	1	4.145	0.677
All the members of the team have an equal opportunity for participation to develop skills and knowledge	22	59	18	2	2	3.941	0.802
Able to perform effectively and understand complete job description	15	66	19		1	3.893	0.699
Understanding of job performance requirements that you all expect to meet	10	58	29	3	3	3.670	0.809

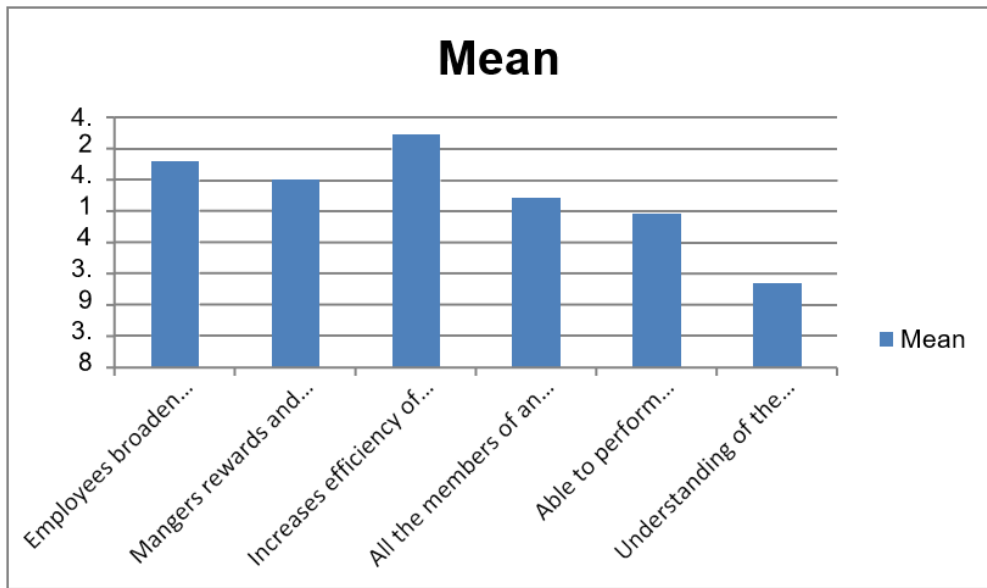


Figure 22: Means of Employees' Performance

Interpretation

The above figure shows that the means of the employees' performance, the mean of employees broaden their skills and knowledge is 4.058, the mean of manager rewards and recognize employees who are working in teams is 4, the mean of increases efficiency of employees who are working in team is 4.14, the mean of all the members of the team have an equal opportunity for participation to develop skills and knowledge is 3.94, the mean of able to perform effectively and understand complete job description is 3.89, the mean of understanding of job performance requirements that you all expect to meet is 3.67.

Correlation of Teamwork Factors and Employees' Performance

		m1
Pearson Correlation	m1	1.000
	Trust	.633
	Uniqueness	.563
	Leadership	.547
	Commitment	.546
	Focus	.579
	Diverse cultures and talents	.557
	Effective communication.	.592
	Shared experiences and practices.	.600
	Accountability	.492
	Recognition	.538

Figure 23: Correlation of Teamwork Factors and Employees' Performance

Interpretation

The above figure shows the correlation of teamwork factors on employees' performance, from that it is clear that all are positively correlated. So, it is concluded that all the teamwork factors have positive effect on employees' performance

Regression of Teamwork Factors and Employees Performance

Hypothesis

H₀: There is no significant impact of teamwork factors on employees' performance. H₁: There is significant impact of teamwork factors on employees' performance.

Model Summary

Table 23: Model Summary of Regression of Teamwork Factors and Employees' Performance

Model	R	R square	Adjusted R square	Standard error of the estimate	R square change	F change	df1	df2	Sig. F change
1	.819 ^a	.671	.635	.03029	.671	18.757	10	92	.000

a. Predictors: teamwork factors

ANOVA^a

Table 24: ANOVA Analysis of Regression of Teamwork Factors and Employees' Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.207	10	1.721	18.757	.000 ^b
	Residual	8.439	92	.092		
	Total	25.646	102			

a. Dependent variable: employees' performance

b. Predictors: teamwork factors

Interpretation

The above table shows that regression of teamwork factors and employees' performance, significance value is 0.00 which is less than 0.05(0.00<0.05) so we can reject H₀. Hence it can be concluded that there is significant impact of teamwork factors on employees' performance.

Findings

- It was found that trust, uniqueness, leadership, commitment, Focus, Diverse cultures and talents, effective communication, shared experiences and practices, accountability and recognition are the factors associated with teamwork.
- It was found that most of respondents agree that teamwork factors improve their performance.
- It was found that teamwork factors have positive effect on employees' performance.
- It was observed that there is an impact of teamwork factors on employees' performance.

Suggestions

Based on the analysis of data, the results and the discussion of the results, the conclusions that were drawn, we were able to make the following recommendations:

- Team members abilities have positive effect on employees performance in an organization. Managers should therefore endeavour to ensure that each team compose of the necessary skills that will enable the team to perform effectively without having too much of each skill to the disadvantage of others.
- Team's esprit de corps is a situation in which a group of people jointly depend on one another. This should be strengthened by making sure that people of like minds are put together in a team so that the organization can enjoy the full potential of such teams.
- Team trust has the highest coefficient in the model thus showing the relative importance of trust in a team. When all appearances of mistrust, distrust and suspicion are reduced, the right atmosphere for increased/enhanced productivity from the employees will prevail.
- Recognition and reward in a team should be encouraged by the organization but caution must be exercised to ensure that cooperative efforts rather than competitive ones are recognized and appreciated to achieve the desired optimal performance from the employees.

Conclusion

Teamwork plays a very significant role in every organization. Teams bring greater success to the organization and every organization wants to develop teams. Teams don't work well without teamwork. So teamwork is essential in any organization. The research study concludes that trust, uniqueness, leadership, commitment, focus, diverse cultures and talents, effective communication, shared

experiences and values, accountability and recognition are the factors that are associated with the teamwork. The teamwork factors are positively correlated with the employees' performance. The study also indicates that there is a significant impact of team work on employees' performance. The study also concluded that there is significant impact of teamwork factors on organizational performance.

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