

Impact of Effective Teamwork on Employee Performance: The case of the Telecommunication Companies in the Kingdom of Bahrain

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Abstract - Every company sets specific goals and objectives to realize. The success of the company in realizing these objectives and goals relies on many factors. One of these factors is the good and effective performance of its employees. Nowadays, there is a fierce competition among companies working in the same field and in the same market place. Therefore, there is greater emphasis upon the personal achievement of the working staff at work place; in which the effectiveness of teamwork is thought to have an impact upon the employee performance. The paper attempts to investigate the impact of effective teamwork (effective communication, level of trust, interpersonal skills, team cohesion, accountability) on employee performance in the telecommunication companies in the Kingdom of Bahrain. It also seeks to identify the extent of teamwork effectiveness in the telecommunication companies in the Kingdom of Bahrain. Moreover, it tries to identify the level of performance of the employees in the telecommunication companies in the Kingdom of Bahrain. The study belongs to the descriptive studies and it uses the quantitative approach. It uses the questionnaire form as the study tool. The sample consists of 200 members of those working at the telecommunication companies in the Kingdom of Bahrain. The data collected is analyzed by means of the Social Sciences (SPSS) version 22, where descriptive statistics, Pearson correlation analysis, mean scores and regression analysis are employed. The results show that the effectiveness of teamwork and employee performance in the telecommunication companies in the kingdom of Bahrain are high. Moreover, the results indicate the presence of a significant impact for teamwork variables (effective communication, level of trust, interpersonal skills, team cohesion), on employee performance, in the telecommunication companies in Bahrain.

Keywords: Employee Performance, Teamwork, Telecommunication Sector

INTRODUCTION

Every company sets specific goals and objectives to realize. The success of the company in realizing these objectives and goals relies on many factors. One of these factors is the good and effective performance of its employees. Nowadays, there is a fierce competition among companies working in the same field and in the same market place. Therefore, there is greater emphasis upon the personal achievement of the working staff at work place; in which the effectiveness of teamwork is thought to have an impact upon the employee performance.

A team refers to a group of people working together with the same goal of accomplishing the same objectives and goals for the good of the both customers and companies as well. The essence of teamwork adopts the principle of reducing and breaking workload into pieces of work for everyone to take part. The efficient and good team building within any company can lead to improving the overall performance in delivering the service or the product to customers creating an atmosphere of belonging, with the ability to find solutions, under the auspices of clear strategic values that concentrates on customers. On the contrary, the poor building of teams may lead to negative motivation, disillusionment, and low morale within the organization, failing to deliver the expected and hoped for results (Stephani & Gilang, 2017).

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In this age of augmented competition, leaders and managers have recognized the importance of teamwork. Teamwork can increase the outputs of individuals through cooperation and communication. It is the method of enhancing work force use and levitation of performance of every single person within the team. Single employees work confidently in a team and this strengthens their information and improve their skills (Al Salman & Zubair, 2017). Recent studies show that working in teams could lead to more productivity as compared to working individually (Jones, Richard, Paul, Sloane, & Peter, 2017). This change of working in teams instead of working alone requires employees to co-operate, segment information, defy differences and substitute personal concerns for the sake of the whole team, and therefore the organization, where they work (Jalal & Putri, 2015).

Generally, the collaboration amongst the members of a team represents a supportive force for teamwork in any business organization, such as the telecommunication companies in the kingdom of Bahrain, as it enables workmates to work together, side by side, towards realizing the organizational performance-related objectives. In this sequence, teams provide its members with the chance to inspire each other and to utilize the collaboration existing between the single individuals in a team. In addition, working together with other members in a team also allows coworkers to recognize the importance of teamwork, as well as its impact upon their performance. Therefore, companies ought to employ a general outlook and attitude of teamwork to be able to gain its benefits. This encourages the presence of an effective teamwork environment that will enable these business organization and institutions to gain competitive advantage as it creates a real base for generating new ideas and for realizing employee satisfaction, increasing the overall productivity of the organization (Abdulle & Aydintan, 2019).

The increasing global competition in our current age of globalization, where there is no barriers among countries in terms of business, leads to imposing great pressures upon companies as well as raising the customer expectations from these companies. This requires companies to pay greater attention to the prospect of teamwork within these companies. This is not only confined to the development of new products, but to the capability of adopting new technologies and improving the quality of the products or services provided to customers in order to be able to compete effectively and successfully. Apparently, there is adequate evidence proving that the issue of the presence of teamwork and its impact upon the performance of employees in an organization has not attracted much research interest, irrespective of its importance (Iftikhar, 2017).

In the field of telecommunications, it is clear that there is strong competition amongst the companies working in this field in the Kingdom of Bahrain such as Zain, Batelco and STC Bahrain. These telecommunication companies should concentrate more on the issue of teamwork to increase the performance of the single employees. Once, it considers the importance of the existence of such effective teamwork, the telecommunication company can then win the competitive advantage over other competing companies. Therefore the main aim of this study is to examine and evaluate the impact of effective teamwork on employee performance.

PREVIOUS RESEARCH

Nowadays, organizations around the world understand the importance of having effective teamwork. They believe that this could result in the presence of high levels of employee performance inside these organizations, where teams can expand the outputs of every single individual. It is true that the main goal of any organization is to increase its overall performance. This could be realized by means of the competent performance of employees working in the organization (Tahir, Yousafzai, Jan, & Hashim, 2018).

The inauguration of performance management originally appeared to work as a management tool that would manage and correct the problems that organizations had in terms of performance. According to Isaac Gomez (2016), it is impossible to increase the organizational performance, realize wanted result and gain the competitive privilege over other competitors in the same industry without the competent and actual performance of employees. In this respect, it is important to utilize the human resources available in the organization effectively and successfully to improve the total performance of the organization, represented in its employees (Hanaysha, 2016). Reviews of former journal indicate the presence of so many organizational factors that affect the performance of the organization. These include many aspects like teamwork, training, and employee empowerment, where all of them can affect the employee performance, and then the organizational performance, as well (Gomez, 2017).

Teamwork is defined as "a group of people working together with the aim of achieving a mutual objective" (Hanaysha, 2016). In addition, "Teamwork is a mutual effort in which each person delivers his or her individual efforts and views to the effectiveness of overall group" (Iftikhar, 2017). (Katzenbach, Jon; Smith, Douglas, 2015) refers to teamwork as "a group of members working accurately on a certain and anticipated goal making use of their skills and knowledge". In addition, teamwork is seen as a collection of two or more individuals sharing work and accountabilities with the purpose of realizing a specific set goal. Thus, teamwork refers to employees combining efforts to realize a mutual objective through focusing on the benefit of the whole group instead of the interests of the single individuals (Chukwudi, 2015).

Many scholars around the world agree that organizations accomplish their objectives or goals only by means of individuals. However, their mostly important achievement stay in the goals realized by teams (Desmond , 2017).

The presence of teamwork in the organization facilitates cooperation among employees, which, in turn, improves their integrated skills and allows useful responses among them without any dispute. Moreover, in teamwork, employees are empowered, which allows make to be independent. Being independent represents the cornerstone of job satisfaction and reduction of stress level (Oso, 2016). In an environment where there is a dominance of belief, honesty, and trust, employees feel free to the generation of new and creative ideas. They concentrate only on the achievement of the ultimate goal regardless of who innovates or who comes first (Aydin & Ceylan, 2019). Increasing employee performance, achieving higher productivity and competence, and having the capability of solving problems quickly relies on the existence of effective teamwork (Banwo, Du, & Onokala, 2015). Employee performance refers to how workers behave in the workplace and how well they do their job duties in light of the set performance targets, seeking to work efficiently and professionally, provide good value to customers, and minimizes waste (Donohoe, 2019).

It is related to employees' achievement of tasks and goals in accordance with the standards and criteria defined by the organization, where they receive praise and recognition based on their performance with the defined performance standards (Sendawula, Kimuli, Bananuka, & Muganga, 2018). According to Darden and Babin (1994), employee performance refers to a rating system that many organizations use to evaluate the abilities and competence of their employees. Otieno, Wangithi, & Njeru, (2015) states that the highly trained employees represent a superior source for organization through which they can attain high performance and productivity enabling it to win the competitive advantage against other competitors (Otieno, Wangithi, & Njeru, 2015). According to Men (2015), employee performance is important to every organization, where its success relies on the creativity, innovation, loyalty and training of the employees (Men, 2015). Additionally, better employee performance is an important factor for a country in having balanced economy. This is because high performance leads to the improvement of the living standards of employees, since their salaries increase due to their good efficient performance in their organization. Therefore, their consumption of goods and their purchasing activities increase which benefits the cycle of economy for the whole society (Hwang, 2018).

The literature investigating the relationship between teamwork and employee performance is growing and most of it shows a positive association (Hwang, 2018). The concentration on teamwork reflects the belief that the organizational market value relies less on the tangible resources of the organization, but rather its intangible resources, particularly teamwork (Stiles & Kulvisaechana, 2015). Organizations that have teams normally attract and keep the best employees, which, in turn, create high performance levels providing the organizations with high profits. In western society, evidences show that there is a direct correlation between higher organizational performance and effective teamwork (Guchait, Lei, & Tews , 2016). Teamwork is an essential element in the fluent functioning inside an organization, where team members develop their knowledge, skills, and abilities when they are working in teams (Froebel & Marchington , 2015). Moreover, teams offer greater participation, challenges and sense of achievement. 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, more profitable (Wadhwa & Verghese, 2015).

Kemanci (2018) stated that the impact of teamwork on the enhancement of employee performance could not be overstressed, particularly in an age of economy featured by increased competition due to globalization. According to him, teamwork increases the competence and effectiveness of team members. Teamwork provides individuals with the spirit of belonging and possessions. It also enables them to exert the utmost efforts to realize the organizational performance-related goals. Furthermore, teamwork brings about diverse skills and talents. These diverse talents and skills found in a team, inspires and helps the progress of individual development for every single member working in the team (Kemanci, 2018).

Abdulle and Aydintan (2019) carried out a study entitled "The effect of teamwork on employee performance in some selected private banks in Mogadishua Somalia" in which they sought to investigate the impact of teamwork, in terms of trust, cohesiveness, spirit de corps, and knowledge sharing, on employee performance in some selected private banks in Mogadishu, Somalia. The study employed the descriptive research method and was applied on a sample of 222 respondents, using a questionnaire form. After receiving the responses of the respondents, the researchers used the Statistical Package for Social Science (SPSS) to analyze them. The study reached the result that the teamwork measure (trust, cohesiveness, spirit, esprit de corps, and knowledge sharing), which represent the variables of the study, have a significant and positive impact on the performance of employees. Therefore, the researchers recommended establishing an environment of trust, cohesiveness, spirit, esprit de corps, and knowledge sharing within organizations to achieve better employee performance (Abdulle & Aydintan, 2019).

The study of Phina, et al., (2018) investigated the influence of teamwork upon employee performance within an organization. The study was applied on some chosen medium scale enterprises in the state of Anambra State, Nigeria.

The study used the descriptive research method, and a five a five point modified Likert scale questionnaire to elicit the primary data from the respondents who represented the study sample. The study sample included 295 senior staff of the organizations investigated. After obtaining the responses of the study respondents, the responses were analyzed by means of SPSS, utilizing the usage of Pearson correlation, summary statistics, and multiple regression analysis. The researchers used the summary statistics of percentages to find answers to the research questions, whereas they used correlation coefficient and multiple regression analysis to test the hypotheses. The results indicated the coefficients of the single forecasters of employee performance and their t- values, including team esprit de corps, team members' abilities, accountability and reward and team trust, had varying degrees of positive association with employee performance, representing the dependent variable. Consequently, the study recommended that managers should make sure that every team in the organization includes the necessary skills that enable every single team member to act effectively and successfully (Phina, Arinze, Chidi, & Chukwuma, 2018). Sanyal & Hisam, (2018) tried to inspect the influence of teamwork on work-related performance. They sought to inspect the factors related to the notion of teamwork in job environment. These factors included trust, leadership, structure, rewards, and performance evaluation. The study adopted the descriptive research approach and it was implemented on a sample consisting of 100 respondents out of the entire population of faculty members in the University of Dhofar. The researcher devised a questionnaire to be the study tool for collecting the primary data from the sample participants. After the analysis carried out to the data gathered, the researcher found out some important results. The study revealed that there is a significant association amongst the independent variables representing the factors of teamwork, including leadership, trust, and performance evaluation, structure, and rewards, from one side, and performance, from the other side, as shown by the faculty members of the University of Dhofar in the Sultanate of Oman (Sanyal & Hisam, 2018).

Hari Prasad Gautam (2018) carried out a study entitled "Team Effectiveness and Perceived Employees' Performance in Nepalese Service Sector". The study shows that team plays a significant role on employees' performance that leads to organizational performance. To create and implement team effectively, management system must be designed to fit the team environment to enhance the productivity. Various factors such as supportive environment, team rewards and cohesiveness affects the team effectiveness which eventually leads to better employee performance. The study investigated the key factors affecting team effectiveness and employees performance in Nepalese service sector. Total 150 questionnaires had been distributed to the selected employees 100 questionnaires were used for further analysis. Convenience sampling technique has been applied. The results indicates that all the six dimensions of team effectiveness such as Supportive Environment, Team Reward, Team Skill, Role Clarity, Leadership and Team Cohesiveness have positive relationship with Employees Performance in Nepalese Service Sector Organizations. Team Skill and Role Clarity is the two highest influencer towards Employee Performance where as Supportive Environment and Team Cohesiveness have least impact on Employees performance. Remaining variables such as leadership and team reward have moderate impact. The study emphasizes the importance of team effectiveness and its' impacts on employees performance and its relevance in shaping the cognitive states of employees involved in a team. Management of organization must recognize the team and its members and provide a mediating link between team and organization.

Khan & Mashikhi (2017) carried out a study under the title of "Impact of Teamwork on Employees Performance". The study's chief aim was to explore the impact of teamwork on employee performance in the Oman banking sector. The researcher adopted the descriptive research method in their study. The study sample included (120) employees working at a bank in Oman. They devised a questionnaire covering all the research questions and hypotheses, which was distributed to the sample participants to get the primary data necessary for achieving the objectives of the study. In consequence of obtaining the primary data, the used various statistical tests to treat this data, including correlation and regression analyses. They used the correlation analysis to inspect the association between teamwork and employee performance, whereas they used regression analyses and mean scores to prove if independent variables used as teamwork measures, represented in team members' knowledge sharing influences employee performance or not. Accordingly, the study concluded that teamwork has a significant positive impact on employee performance (Khan & Mashikhi, 2017).

Iftikhar and Manzoor, (2017) did a study called "Effect of Teamwork, Employee Empowerment and Training on Employee Performance", in which they studied the direct impacts of employee empowerment, teamwork, and training on employee performance in the telecom sector in Islamabad, in Pakistan. The study belong to the descriptive research studies.

The researchers used a five- response questionnaire, based on Likert model, as the study instrument to collect data from the study sample. This sample included 150 respondents, whom the questionnaires were distributed on to fill in. To analyze the data gathered from the sample, the researchers used the multiple linear regression through using SPSS. The outcomes of the study indicated that there is a positive influence for teamwork on the performance of employees. In addition, employee empowerment shows a positive influence on employee performance. Consequently, the study ended recommending that it is highly essential for every organization to apply such practices so that they could improve

the total productivity of the organization as well as winning the competitive advantage over other competitors existing in the market (Iftikhar & Manzoor, 2017). Septiani and Gilang, (2017) conducted an empirical study aiming at finding out the impact of teamwork upon employee performance in the state-owned companies in Bandung, Indonesia. The study used both descriptive and causal research methods. The researcher obtained the data required through devising a questionnaire that was disseminated on the sample participants, in addition to the interviews. These represented the primary data of the study. They also utilized secondary data like literature books and the company documents. They used the simple random sampling method to select a sample of 92 respondents. To analyze the data collect, they used descriptive analysis, simple linear regression, and coefficient of determination using SPSS in processing data.

The result of this study indicate that teamwork has an impact on employee performance with a percentage of 23.5%, whereas other factors have an impact on employee performance with a percentage of 76.5% (Septiani & Gilang, 2017). Zubair (2016) carried out an empirical study seeking to inspect the influence of teamwork on employee performance. The study utilized both descriptive and explanatory research designs. The independent variables of the study chosen to measure effective teamwork included effective communication, cohesiveness, accountability, interpersonal skills, leadership and level of trust. On the other hand, the dependent variable was employee performance. The sample of the study consisted of 107 employees selected from an entertainment company located in the city of Kuala Lumpur, the capital of Malaysia by means of the simple random probability sampling technique.

The researcher used a cross sectional survey questionnaire, containing 35 items, and based on with Likert five- response Scale. The questionnaire was developed relying on previous literature. After obtaining the primary data from the sample respondents, the researcher used SPSS.20 to analyze it using descriptive means and regression, in addition to the many tests done to test the normality, reliability and validity of the data.

The outcomes of the study revealed that all the chosen factors have important relationship with teamwork. Precisely, the study showed that effective communication, trust, leadership and accountability has a positive and significant influence upon the performance of employees. On the other hand, the results indicated that there was no significant impact of the intrapersonal skills and cohesiveness upon the performance of employees. The study recommended that future studies should incorporate other motivational factors in different sectors in Malaysia to examine (Zubair , 2016). In the study entitled "Impact of Effective Teamwork on Employee Performance", Walid Al Salman (2016) examined the impact of Teamwork on employee performance. The study adopted descriptive and explanatory research design. Further this study used a cross sectional survey methods using a survey questionnaires, containing 35 items with Likert Scale (Disagree - 1 and 5 for Agree). A questionnaire was developed based on past literature and numerous tests were done to test the normality, reliability and validity of the data. The independent variables to measure effective teamwork are Effective communication, Team Cohesiveness, Accountability, Interpersonal skills, Leadership and Level of trust. The dependent variable used in this research is employee performance. The samples of 107 employees from an entertainment company in Kuala Lumpur capital of Malaysia were selected using simple random probability sampling technique. The collected data was analyzed using descriptive means and regression via SPSS.20. This study found that all the chosen factors have significant relationship with teamwork. This research find Efficient Communication, Level of trust, Leadership and Accountability has a positive and significant impact on employee performance. There was no significant influence of Intrapersonal skills and Cohesiveness on Employee Performance. The study suggested that future studies may compare differences based on socio-demographic profile and might examine the similarities and difference of motivational factors in different sectors in Malaysia.

Mba Okechukwu Agwu (2015) carried out a study entitled "Teamwork and Employee Performance in The bonny Nigeria Liquefied Natural Gas Plant". The study discussed teamwork and employee performance in the bonny Nigeria liquefied natural gas plant. It views teamwork as work groups with a common purpose for the achievement of specific goals/tasks. It assumes that teamwork can expand the output of individual employees' through collaboration. The research question addressed the extent of the relationship between teamwork and employee performance (increased employee motivation/commitment and productivity) in the bonny NLNG plant. The place of study is the bonny NLNG plant while the duration of study is between September, 2014 and August, 2015. A descriptive research design was used in executing the study, using 370 randomly selected NLNG plant operators for questionnaire administration. The sample size of 370 was determined from a population of 4,895 plant operators using Yamane 1964 sample size determination formula at 5% level of significance for sampling error. Data collected were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between teamwork and employee performance in the bonny NLNG plant thus recommends: sustenance of current team building efforts, regular appraisal of employees' job skill requirements, and regular staff training/development and regular improvement of employees' condition of service.

Emmanuel Osei Boakye (2015) carried out a study named "The impact of teamwork on employee performance". The study believes that in today's society, there have been so much emphasis on pride and personal achievement at work

place; where by the concept of teamwork seems to be overlooked by managers and employees. Due to this management, sees less essence of teamwork as a major tool of performance which has lead them to poor performance and productivity in the industry market. Therefore the study seeks to identify the impact teamwork has on organizational performance. The objective of this study was to identify factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on organization performance.

This research study analyzes the impact of teamwork on organizational performance on the employees of Komfo Anokye Teaching Hospital and Ejisu Government Hospital. Several measures of team performance were analyzed including team trust, recognition and rewards. Convenience sampling technique was used to select the employees while purposive sampling technique was used to select management in the organization. A self-structured questionnaire was used in the data collection. The research study used correlation techniques in order to analyze the relationship between two variables that was Teamwork and Organization Performance. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance.

Sheikh Raheel Manzoor, Hafiz Ullah, and Murad Hussain (2011) carried out a study under the title of "Effect of Teamwork on Employee Performance" 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, recognition and rewards. The results showed a 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 adapting teamwork activities in order to enhance the employee performance.

The literature discussed above, in relation to the impact of effective teamwork on employee performance provides the researchers with full insight of the nature of this impact as discussed in the previous studies. These prior studies makes it obvious that there is a positive significant association amongst teamwork and the performance of employees in the majority of these studies. Such a positive significant impact is mentioned in the studies of Abdulle and Aydintan (2019), of Phina, et al., (2018), Sanyal & Hisam, (2018), Khan and Mashikhi (2017), Iftikhar and Manzoor, (2017), Septiani and Gilang, (2017), and Zubair (2016). All these studies indicated that teamwork has a positive significant impact upon the performance of employees in the different organization invested in these studies. Nevertheless, not all the studies investigated the teamwork influence upon employee performance through using the same factors of teamwork. Some concentrated on factors such as trust, cohesiveness, spirit, and knowledge sharing. This is clear in the study of Abdulle and Aydintan (2019), for instance. Other studies discussed factors like trust, leadership and structure, rewards, and performance evaluation such as the study of Phina, et al., (2018). Others like Zubair (2016) focused on factors such as effective communication, cohesiveness, accountability, interpersonal skills, leadership and level of trust, which is similar to this study. Concerning the gap in literature in relation to the impact of teamwork on employee performance is that the lack of agreement on the common factors of teamwork to be used as standard measures that state the presence of teamwork inside organizations. The second gap in the literature reviewed is that the previous literature investigated the impact of teamwork on employee performance in many different organizations, yet none of them explored it in the telecommunication companies, which is the research area of this study.

In terms of the contribution of this study in the literature related to the impact of teamwork on employee performance, this study provides a new area of investigation as it is applied in the telecommunication sector in the Kingdom of Bahrain. Additionally, it adopts using a combination of teamwork factors that could be used in measuring its effectiveness in organizations. These factors could represent standard measures in this respect. This makes the results reached in this study more beneficial to other researcher doing future studies in the same area of research. In addition, the empirical nature of the study enables it to provide numeric results that are trustworthy. Furthermore, the application of the study on the telecommunication companies in the Kingdom of Bahrain adds to its important contribution since this sector represents a main pillar of the economy of Bahrain. In accordance to the phase of the literature review carried out, it is understood that the knowledge domain of team effectiveness and employee performance are actually confronted with increasing complexity. This is to say that in spite of the availability of research about this knowledge area, there is still certain shortcomings in this domain of knowledge. These shortcomings occur in terms of investigating the relationship between effective teamwork and employee performance in the telecommunication sector, especially in the kingdom of Bahrain, as well as the other Gulf States. There is a scarcity in the writings that address effective teamwork and employee performance criteria in the GCC countries in general and in the kingdom of Bahrain in particular. Prior research only

showed interest in certain teamwork factors including the key elements to successful teamwork represented in trust, communication and effective leadership; a focus on common goals with a collective responsibility for success (or failure). However, without trust and communication the team will have difficulty functioning effectively. This is the gap the study tried to fill through concentrating on five definite factors of teamwork effectiveness, including effective communication, level of trust, interpersonal skills, team cohesiveness and accountability.

Many studies investigated impact of teamwork on employee performances. These include the studies of Abdulle and Aydintan (2019), of Phina, et al., (2018), Sanyal & Hisam, (2018), Khan and Mashikhi (2017), Iftikhar and Manzoor, (2017), Septiani and Gilang, (2017), and Zubair (2016). All these studies indicated that teamwork has a positive significant impact upon the performance of employees in the different organization invested in these studies. It is with setting, this paper proceeds to examine the impact of teamwork on employee performance. The rest of the paper is organized as follows: Section 3 explains the research method and describes the data used in the study, section 4 describes the model and discusses the results, section 5 concludes.

RESEARCH METHOD AND DATA DESCRIPTION

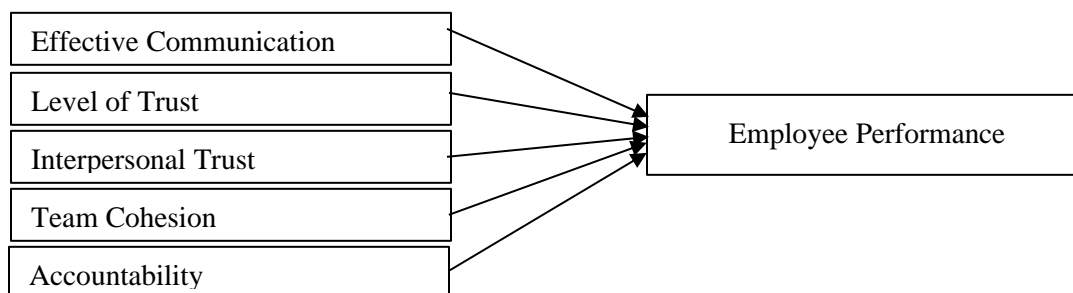
The paper followed a descriptive studies as it explores the influence of teamwork effectiveness on employee performance; therefore, the researcher has decided to use the quantitative approach in this study, which has a descriptive nature. The population of this study includes all employees working in the telecommunication companies in Bahrain. The total number of the targeted population of the major three telecommunication companies in the Kingdom of Bahrain, namely Zain, Batelco, and Stc Bahrain is around 9123, Zain with 7000, Batelco with 1300 and Stc Bahrain with 823. . In this study, the researcher has chosen to use the simple random sampling in selecting the respondents of this study sample. The sample size of this study is determined in light of the total population by means of the Raosoft sample calculation model, in which the sample is estimated electronically using a margin of error of 5%; and a confidence level of 90%. According to the Raosoft sample calculation, the sample size is 263 because the whole population of is 9143 employees. The table below shows the distribution of respondents;

Table 1: Distribution of Respondents

| Call center | Population | Determination of | Sample |
|-------------|------------|----------------------------|--------|
| Batelco | 4,340 | $(4,340/9,143) \times 263$ | 125 |
| Zain | 2,614 | $(2,614/9,143) \times 263$ | 75 |
| Viva (STC) | 2,189 | $(2,189/9,143) \times 263$ | 63 |
| Total | 9,143 | | 263 |

MODEL DESCRIPTION

The literature reviewed in chapter two of the current study has provided the researcher with a comprehensive overview of the factors determining the effectiveness of teamwork in an organization. These factors differs from a study to another. Yet, the majority of the studies tackled this issue indicate that these factors include effective communication, presence of trust, interpersonal skills, team cohesion, and accountability. This has provided the researcher with the required knowledge in terms of what factors to investigate in relation to teamwork effectiveness in the telecommunication companies in the kingdom of Bahrain. The conceptual framework is detailed out in the figure below;



In order to evaluate the impact of effective teamwork on employee performance in the telecommunication companies in the Kingdom of Bahrain the following Hypothesis was framed to test the model.

H1: There is a significant impact for effective teamwork on employee performance, in the telecommunication companies in Bahrain.

In light of the different constructs implied in team effectiveness, the following sub-hypotheses are proposed:

- H1a: There is a significant impact for effective communication on employee performance, in the telecommunication companies in Bahrain.
- H1b: There is a significant impact for level of trust on employee performance, in the telecommunication companies in Bahrain.
- H1c: There is a significant impact for interpersonal skills on employee performance, in the telecommunication companies in Bahrain.
- H1d: There is a significant impact for team cohesive on employee performance, in the telecommunication companies in Bahrain.
- H1e: There is a significant impact for accountability on employee performance, in the telecommunication companies in Bahrain.

This study explores the relationship between teamwork as the independent variable of the study, and employee performance as the dependent variable. In terms of teamwork effectiveness, many factors measure this effectiveness. These factors are effective communication, level of trust, interpersonal skills, team cohesion and accountability. This means that the independent variable of the study has five sub variables. Consequently, this study would explore the impact of effective communication, level of trust, interpersonal skills, team cohesion and accountability on the employee performance..

EMPIRICAL RESULTS

Hypothesis Testing Results

Here, the researcher employs the simple linear regression to test the relationship amongst effective teamwork as the independent variable and employee performance as the dependent variable. Through the outcomes of this test, the researcher can decide whether there is a relationship between these two variables or not, as well as the kind of this relationship.

Table 2: Simple Linear Regression between Effective Teamwork and Employee Performance in the Telecommunication Companies in the Kingdom of Bahrain

| Beta | R | R Square | Adjusted R Square | t | sig |
|-------|--------|----------|-------------------|--------|-------|
| 0.917 | 0.917a | 0.832 | 0.837 | 23.623 | 0.000 |

The table 2 above of the simple linear regression indicates the outcomes between the independent variable (effective teamwork) and the dependent variable (employee performance). The analysis shows that the value of beta for one thing which is 0.917. Such a value indicates that the changes in effective teamwork by one unit are met with changes in employee performance by 0.917 unit. In addition, the value of R square value is (0.832). This value indicates that 83.2% of changes taking place in the employee performance are attributed to the effectiveness of teamwork. In other words, effective teamwork is responsible for 83.2% of modifications taking place to employee performance in the telecommunication companies in the kingdom of Bahrain. Moreover, the strength of the association between the two research variables is illustrated through the adjusted R square value, which is (0.837). This value shows that the strength of this association is about 83.7%. Furthermore, the sig value, which is most important, is found to be under 0.01 as it is (0.000). This indicates that effective teamwork in the telecommunication companies in the kingdom of Bahrain significantly affects employee performance at 1%. Consequently, the researcher can conclude that “There is a significant impact for effective teamwork on employee performance, in the telecommunication companies in Bahrain”.

These results come in line with the results of the studies of Stiles & Kulvisaechna, (2015), Wadhwa & Verghese, (2015), Guchait, Lei, & Tews, (2016), Khan & Mashikhi (2017), Iftikhar and Manzoor, (2017), Hwang, (2018), Phina, et al., (2018), Sanyal & Hisam, (2018) and Abdulle and Aydintan (2019) concerning the presence of significant impact for effective teamwork on employee performance.

Testing the sub- alternative hypotheses

In order to test the sub- alternative hypotheses, the researcher employed the multiple regression to examine the relationship between the five sub-variables of effective teamwork and employee performance in the telecommunication companies in the kingdom of Bahrain.

Table 3: Multiple Regression between Effective Teamwork Variables and Employee Performance in the Telecommunication Companies in the Kingdom of Bahrain

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| Constant | 0.221 | 0.181 | | 1.321 | 0.213 |
| Effective communication | 0.171 | 0.061 | 0.178 | 2.756 | 0.008 |
| Level of trust | 0.174 | 0.062 | 0.132 | 2.128 | 0.009 |
| interpersonal skills | 0.156 | 0.054 | 0.188 | 2.546 | 0.008 |
| team cohesion | 0.198 | 0.086 | 0.169 | 2.170 | 0.003 |
| accountability | -0.041 | 0.065 | -0.041 | -0.387 | 0.678 |

From table 3 as shown above, the results of the multiple regression carried out to the effective teamwork variables and employee performance in the telecommunication companies in the kingdom of Bahrain, the researcher can conclude that;

The first sub- hypothesis stating, "There is a significant impact for effective communication on employee performance, in the telecommunication companies in Bahrain" is accepted since the value of sig (0.008), which is below 0.01.

The second sub- hypothesis stating, "There is a significant impact for level of trust on employee performance, in the telecommunication companies in Bahrain" is accepted since the value of sig (0.009), which is below 0.01.

The third sub- hypothesis stating, "There is a significant impact for interpersonal skills on employee performance, in the telecommunication companies in Bahrain" is accepted since the value of sig (0.008), which is below 0.01.

The fourth sub- hypothesis stating, "There is a significant impact for team cohesion on employee performance, in the telecommunication companies in Bahrain" is accepted since the value of sig (0.003), which is below 0.01.

The fifth sub- hypothesis stating, "There is a significant impact for accountability on employee performance, in the telecommunication companies in Bahrain" is rejected since the value of sig (0.687), which is above 0.01.

These results come in line with the results of the studies of Wadhwa & Verghese, (2015), Khan & Mashikhi (2017), Iftikhar and Manzoor, (2017), Hwang, (2018), Phina, et al., (2018), Sanyal & Hisam, (2018) and Abdulle and Aydintan (2019). Along with the results of this study, they indicate that the presence of a significant impact for the teamwork variables, (effective communication, level of trust, interpersonal skills, team cohesion and accountability), on employee performance.

SUMMARY AND CONCLUDING REMARKS

To sum up, the previously detailed findings the study found that there is a significant impact for effective teamwork on employee performance, in the telecommunication companies in Bahrain". There is a significant impact for effective communication on employee performance, in the telecommunication companies in Bahrain". "There is a significant impact for level of trust on employee performance, in the telecommunication companies in Bahrain". "There is a significant impact for interpersonal skills on employee performance, in the telecommunication companies in Bahrain". "There is a significant impact for team cohesion on employee performance, in the telecommunication companies in Bahrain". "There is no significant impact for accountability on employee performance, in the telecommunication companies in Bahrain" Based on the findings mentioned above, the researcher could reach some conclusions. First, there is a presence of effective practices of teamwork in the telecommunication companies in Bahrain. These include the presence of high levels of communication, trust, interpersonal skills, team cohesion and accountability. Second, the existence of a high level of communication, trust, interpersonal skills, and team cohesion among team members has proved to be important as there are significant impacts for them all on employee performance, in the telecommunication companies in Bahrain. Moreover, It has become clear that the performance of employees in the telecommunication sector can be improved through obtaining high levels of communication, trust, interpersonal skills and team cohesion within the teams working in the telecommunication companies.

Based on the five conclusions driven from the study as indicated in the previous section, the researcher would like to present the following consistent main recommendations. Teamwork effectiveness significantly affect the level of performance of employees. The five sub-variables of effective teamwork, including effective communication, level of trust, interpersonal skills, team cohesion and accountability, has a significant correlation (at 1%) with employee performance. Stiles & Kulvisaechna, (2015) explains that the concentration on teamwork reflects the belief that the organizational market value relies less on the tangible resources of the organization, but rather its intangible resources, particularly teamwork. Organizations that have effective teams normally attract and keep the best employees, which, in turn, create high performance levels providing the organizations with high profits. Froebel & Marchington (2015)

suggest that teamwork is an essential element in the fluent functioning inside an organization, where team members develop their knowledge, skills, and abilities when they are working in teams. Kemanci, (2018) suggested that when forming a team, it should include different skills, where it can bring about diverse skills and talents together. The combination of the diverse talents and skills within a team, inspires and helps the progress of individual development for every single member working in the team and, in turn, this enables them to exert the utmost efforts to realize the organizational performance-related goals. The results suggest that communication team should be open and honest, where team members are prepared to engage in debate around ideas and they can even disagree without it being taken personally. Abdulle and Aydintan (2019) suggests that having such effective communication within a team leads to improving the performance level in the organization. Therefore, communication among team members should be given its due attention to realize success. The trust factor provides an atmosphere for the team members to discuss their mistakes, accept criticisms and freely express their feelings, which enhances synergy, where team trust generates the behavioural basis of teamwork, which results in organizational synergy and better performance. Zubair (2016) and Sanyal & Hisam, (2018), suggest that the presence of a high level of mutual trust between team members enhances their individual performance, which, in turn, improves the organizational performance. The results suggest that team members should be able to work through differences of opinion without damaging relationships utilizing their skills to do their jobs effectively. Khan & Mashikhi (2017) suggest that developing good interpersonal skills within a team are a perquisite, where individual members should have a positive inclination towards exchanging skills to improve the employee performance of the whole team and the organization. In addition, the results suggest that the team members should be sure about what is expected of them and they should take pride in a job well done. When team members choose consensus decision-making, all members should adhere to it, doing it effectively. Abdulle and Aydintan (2019), suggest that developing a high level of team cohesion should be highly considered by managements because it would leave a positive impact upon the improvement of employee performance.

The results found that the team members consider how their actions will affect others when deciding what to do and members should always display high levels of cooperation and mutual support. Team members should always work to ensure they are using best practice methods. Phina, et al., (2018) explains that accountability within a team is a necessity. It should be part of the culture dominating within a team. Once developed correctly, it would have a positive impact upon improving employee performance. Level of performance of the employees in the telecommunication companies in the Kingdom of Bahrain should be fostered. The results of the study indicate the team members play a major role in the organizational performance. Therefore, there should always be an improvement of skills among employees in achieving team goals as well as organization's objectives. This is because the team has a direct positive impact on organizational performance. Iftikhar, (2017) suggest that employees should adopt the belief of working collectively rather than working individually. Moreover, It is found in the results of the study indicated that there should be some focus on the improvement on how the teamwork brings various specializations within the organization together and how they ensure effective utilization of organizational resources.

Otieno, Wangithi, & Njeru, (2015) suggests that the combination and coordination between different specializations in the team enables the team and the organization to fully utilize the resources available in the organization. This increases the overall performance of the team members, where they can attain high performance and productivity enabling the organization to win the competitive advantage against other competitors

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