

The Impact of Teamwork on Work Performance of Employees: A Study with reference to Meerut Region

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ABSTRACT

In today's society, there have been so much emphasis on pride and private fulfillment at workplace; where by way of the idea of teamwork seems to be unnoticed via managers and employees, due to this management sees much less essence of teamwork as a major device of overall performance which has led them to terrible performance and productiveness in the industry market. Therefore the study seeks to perceive the influence teamwork has on organizational performance. This research study analyzes the affect of teamwork on the performance of employees in professional colleges in Meerut region. Several measures of team overall performance were analyzed which include team ability, team trust, team loyalty, recognition and rewards. Convenience sampling technique was used to choose the personnel while purposive sampling approach was used to pick management in the organization. A self-structured questionnaire used to be used in the data collection. The research study used correlation methods in order to analyze the relationship between four variables that used to be Teamwork and Organization Performance. There was once clear proof that teamwork and other measures of team overall performance are positively associated with organisation performance. The end result of the study suggests that there was once a significant positive affect of teamwork on organizational performance. As a descriptive survey, an object structured instrument which was once developed by means of the researcher to replicate the Five (5) points modified Likert scale of strongly agree, agree, neutral, disagree, strongly disagree was once used to elicit data from the respondents who have been generally senior employee of the organizations chosen for the study. Major tools of analysis were precise statistics, Pearson correlation and multiple regression analysis. Whereas precise data of percentages have been used to reply the research questions, correlation coefficient and multiple regression analysis have been used to verify the claims of the hypotheses. All tests have been carried out of 0.05 degree of significance.

Keywords: Teamwork, employee performance, trust, leadership, rewards.

1. Introduction

1.1 Background of the Study

Team can be defined as a group of people who work jointly to gain the identical purposes and desires to provide an outstanding quality of services. Teamwork has the capacity to allow the participants of the team to have a greater degree of emotional security, self-confidence and the potential to design and determine with others positively. Also, it helps in developing a healthful work environment with manageable agendas, innovative activities, wonderful strategies and values. On the different hand, the absence of teamwork's concepts and strategies can lead to occupational failure, disappointment, low

morale and negative productiveness which threatens the entity of the organization. The personnel who work in an organization that does not have a strong idea of teamwork, normally fail to deliver the anticipated outcomes and to achieve the goals and visions of that organization. The presence of teamwork concept is a crucial rule to assist the personnel in working together in the direction of common targets and goals creatively. The work performance of the team is greater than individual overall performance when the work requires a broader scope of knowledge, judgement and opinion. The benefit of teamwork is extensive productivity increase in the spheres that require creative solving of exceptional tasks, a high degree of adaptability and operational management (Vašková, 2007). The success of any business enterprise or organization requires the fine force of teamwork because it helps the employees to empower and boost themselves and their potentials, as well as learning the suitable techniques to attain the required duties efficiently. Also, the fine interaction and collaboration among personnel permit them to have a better grasp of the significance of teamwork in constructing up the human civilization and assisting the human beings to attain the common goals and purposes that they all need. According to Wageman (1997) 'Company's teamwork is the only way anything gets accomplished with high-quality and effectivity and a important reason why economic growth is under control and company's success is scrutinized by top management to obtain the desired goals'. Most of the successful companies do no longer employ an person who cannot work on teams to resolve conflicts and attain a number tasks, and that proves the significance of teamwork as an vital ability in the work environment. The concept of teamwork has been utilized in human's lives long time ago in order to solve a number of types of struggles, gain the fundamental life requirements and needs, and to make smarter selections for the benefit of all groups of people. So, teamwork can be additionally described as a strong strength given through a team of people to make better selections efficiently. Teamwork helps in growing the abilities and perspectives of the employees via the automatic alternate of high-quality opinions, feedbacks, experiences and viewpoints between the contributors of the team, and this procedure create a steady improvement related to the services of the company and employees's occupational performances. Hence companies should beautify the idea of teamwork among its personnel to enlarge the level of productivity and creativity in order to earn competitive benefits and beautify each employee's performance. Additionally, the core value of teamwork is the reduction of workload which helps the employees to function better besides any type of work pressure because the duties had been allotted equally among all the contributors of that team. Some of the companies in today's industries are no longer growing due to insufficient teamwork amongst the personnel which in reality affects the overall performance of that enterprise and its employees in the long run. Huge quantity of resources is additionally wasted because of teamwork inadequacies which immediately threatens the organization's development.

Teamwork is viewed as work group with a common motive for the success of goals/task (Harries and Harries, 1996). It implies consequently that individuals work in a cooperative environment in the pastime of a common aim through sharing knowledge, skills and being bendy enough to serve a couple of roles. It is a means of enhancing manpower utilization and probably raising performance of now not simply the individuals but the organisation ultimately, due to the fact it can enlarge the output of individuals through collaboration. Thus, personnel who work in team become the preferred for the business enterprise (Alie, Bean and Carey, 1998). Nowadays, managers who understand the value are assigning more team initiatives to employee with opportunities to strengthen their expertise and improve their abilities (Hartenian, 2003). Teamwork has the potential of improving the performance of person employees and that of the organization, though, it wishes to be nurtured over time (Ingram, 2000). As have been explained by using Robbins and Judge (2007), a work group is a team of personnel that have interaction with every other mainly to share facts and make decisions that assist individual members in carrying out their responsibilities while a work group is a group of employees whose individual efforts result in a overall performance that is larger than the sum of their individual inputs. They added that teamwork helps personnel to cooperate, enhance their skills, provide remarks and reduce individual conflicts. It has been broadly mentioned that the shift from working by myself to working in teams, require personnel to cooperate, share information, confront differences and sublimate personal interests for the greater right of the team. Teams can also therefore be portrayed as fine work companies whose effectiveness rests on the degree of motivation, coordination and cause and whose synergy produces an energy/creativity which is beyond them as individuals, hence, teams should possess a definable membership, team consciousness

and a sense of shared purpose (Adair, 1988). Within the context of teamwork and employee overall performance in an organization, we intend to discover the affect of the following as the components of the group and their affect on employee's job performance: abilities of members, esprit de corps, team have faith as nicely as awareness and reward. Perceptive managers known and constantly capture the benefits of the team. As teams exhibit the collective strength of the person members, they enhance the motivation and morale of individual as well. This in turn will create a high performance organization that is flexible, environment friendly and most importantly, profitable. Profitability is the key element that will enable organization to proceed to compete effectively in a tough, competitive and international business arena

1.2 Statement of the Problem

'Faithful believers are to each other as the bricks of a wall, supporting and reinforcing each other' (Prophet Muhammad, Al-Bukhari). This indicates that individuals need each other to accomplish and achieve what they cannot do without each other. Today, many people have forgotten the importance of teamwork in their personal lives in general and in the work environment particularly, although all the religious principles have emphasized on how teamwork is essential to achieve the best results and to maintain every human's right equally by dividing the tasks and duties. The absence of teamwork strategy and concept in the workplace has led to low levels of productivity, efficiency and creativity in the industries. Therefore, this study aims to highlight the impact of teamwork, loyalty, trust and performance appraisal and rewards on the occupational performance of faculty members of professional colleges in Meerut

There is sufficient evidence to prove that teamwork and its effect on employees's performance in an organization, has not attracted much research interest. This could be seen from the few available empirical works on the subject matter. Apart from this, the popular independent variables that have been used as components of teamwork to predict employee job performance from the few available studies, ranges from interpersonal skills to communication without consideration for the abilities of the members of the team, esprit de the corps, recognition and reward, etc, as factors that could better predict job performance of a teamwork. For example, Walid and Zubair (2016) studied the impact of effective teamwork on employee performance in a public sector organization in Malaysia, using communication, interpersonal skills, team cohesiveness and accountability as predictors of performance in a teamwork. Also, Agwu (2015) carried out a study on teamwork and employee performance in the Bonny Nigeria. Liquefied Natural Gas Plant, Rivers State of Nigeria. The study measured teamwork against motivation/commitment, it also measured the relationship between teamwork and increased employee productivity. This obvious gap has given impetus to this present study which has been designed to show how members' abilities in a team, level of trust for one another, esprit de corp, recognition and reward, can enhance the performance of the team in an organization.

1.3 Objectives of the Study:

The main objective of the study is to evaluate the effect of teamwork on employees's performance, in professional colleges in Meerut as the study area. Specifically however, the study examines:

1. The effect of team members's abilities on employee performance.
2. The effect of team members's loyalty on employee performance.
3. The effect of team members's trust on employee performance.
4. The effect of recognition and reward on employee performance.

1.4 Research Questions

The following research questions were considered very germane to the study and therefore they were raised to guide it.

1. How significant is the effect of team members's abilities on employee performance?

2. How significant is the effect of team members's loyalty on employee performance?
3. How significant is the effect of team members's trust on employee performance?
4. How significant is the effect of team members's recognition and reward on performance?

1.5 Research Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and strengthen the analysis:

1. Team members's abilities do not have any significant effect on employees's performance.
2. Team members's loyalty does not have any significant effect on employees's performance.
3. Team members's trust does not have any significant effect on employees's performance.
4. Team members's recognition and reward do not have any significant effect on employees's performance.

1.6 Limitations to the Study

The study was limited by the difficulties associated with the collection of primary data in this part of the world where companies always associate primary data collection to increase in levies, rates and taxes. Nevertheless, we used experience and subtle persuasion to overcome such problems and those of 'refuse to answer' that is, the hard cores that we encountered in the process of data collection. There was also the problem of very few available empirical works in the area as could be seen in our empirical review section of our literature review.

1.7 Significance of the Study:

This study tries to emphasize on the significance of teamwork and its effects on employees's performance in the workplace. This research study will be an important endeavor in helping both employers and employees to promote the concept of teamwork in the work environment due to its influential effects on the performance and productivity of the organization and workers. Also, it can serve other researchers who want to re-investigate the lack of teamwork

2. Review of Literature

2.1 Teamwork and Employee Performance

The have an impact on of teamwork on employees's occupational overall performance has been a essential topic of many researches carried outthrough academics and practitioners in the previous years (Jones et al, 2007). The cause in the back of this interest is the fact that the realisticidea of teamwork has a sturdy influence on the overall performance of any company and the personnel who work in it. Teamwork was once definedand deliberated by way of some researchers as an vital occupational skillthat is necessary to accomplish and acquire the visions, goals, plans and goals of the business enterprise and to activate and enhance the performances of the people there. There are various causes and reasonsthat clarify and highlight the link between teamwork and the level and exceptional of the performance in workplace. Jones et al (2007) state that understanding the influence of teamwork on performance is importantdue to the fact teamwork is viewed by some researchers as one of the key using pressure for enhancing a firm's performance. Team membersenhance the skills, knowledge and skills while working in team (Froebel and Marchington, 2005).Researchers and experts indicate that nicebehaviors and ideas associated to teamwork can increase the level of improvement of employees' overall performance and their productivity as properly as enhancing the capacity of solving conflicts and dealing with the urgent and unexpected challenges at work. Teamwork can be accuratelydescribed as a team of individuals who work cooperatively to acquire a specific project or goal. This ability has become preferred that many largecompany have designed unique tests to determine the competencies of their personnel to work on teams. Therefore, teamwork ability became an vital ability that every employee should have in order to be

well-known in the job. The notion or thinking of groups has been applied many centuries in the past for the duration of the establishment and development of human civilization, that is why it is a very valuable and necessary idea in any occupational and developmental process. Teamwork is a precise organizational measure that suggests many distinctive facets in all sorts of corporations inclusive of non – profit (Mulika,2010). Conti and Kleiner (2003) suggested that teams offer greater participation, challenges and feelings of accomplishment. Some companies have started out to follow team-based strategy in their work performance to maintain the productivity of their employees and to emphasize on the importance of working together as one united entity to reap the targets and goals of the company in the high-quality way possible. Team-based strategy capacity a basic approach followed by using the contributors of an company to work in groups to end the required tasks. As a end result of such techniques applied in workplaces, the managers of such agencies are clarifying the magnitude of teamwork and its ability to create a higher work surroundings for the people and increase the level of creativity, productivity and the success of the entire entity. Cohen (1999) says that teams are changing people as the fundamental constructing blocks of organization. In this century, the teamwork skill has been taught as an indispensable educational thinking at schools, so that college students analyze the suitable strategies to develop professional abilities as section of their educational process. The important expert competencies such as fixing conflicts, communication, collaboration and fantastic interplay skills are exceedingly being described by way of managers as a necessary requirement for the work environment. So, the employers and managers are continually searching for folks who can collaborate and work on groups as a fundamental talent in each working environment.

2.2 Leadership and Structure:

Team can't characteristic if they can't agree on who is to do what and make sure all participants share the work load. Agreeing on the specifics of work and how they in shape together to combine man or woman skills require management and structure, both from management or from crew contributors themselves. Several research have been carried out on management conduct and group effectiveness. Burns (1978) amazing between transactional management and transformational leadership. Bucic, Robinson and Ramburuth (2010) determined that the leader does have an effect on the team, and also that the leader's management fashion (transformational, transactional or ambidextrous) is essential to group level studying and performance. Leadership characteristics that impact purposes success encompass the capability to create a clear vision, the capability to apprehend organizational culture, the potential to focus on performance development and the capability to motivate innovation (Gomez, 2017). Leadership patterns impact each employee contentment as well as employee performance. Contented group individuals are greater probable to be looking for approaches to make a contribution professionally to the team goals. A transformational style of management backed via well-defined roles and responsibilities of group participants is crucial for the success of a team. An fine chief will motivate, guide, inspire and task his team to attain higher tiers of success. Team shape is also a indispensable factor affecting a team's success. According to Mickan and Rodger (2000), there are two primary group buildings that an employer forms to meet its objectives: useful teams and task teams. Functional groups are responsible for various function such as advertising and finance and they are described as everlasting participants of the organization who are accountable for the execution and success of the imaginative and prescient of the agency and fixing serious conflicts and struggles. Project teams, on the different hand, the set up to achieve sure specific objectives. They are brief in nature and the crew members generally return to their occupational routines when the venture is achieved.

2.3 Team Trust:

The idea of crew believe appears when the members of a group trust in each other's competence and occupational abilities. Based on a study conducted on the subject, Rodger and Mickan (2000) concluded that there is a advantageous relationship between the have confidence and group performance. Team trust has the power to fortify the behavioral concepts and beliefs of teamwork, also to empower individuals' personalities and develop their abilities and talents. Such magical energy has a positive have an impact on on the performances of employees. Every member of the crew must be responsible for constructing the concept of have confidence with different participants inside the administrative center while growing a trustable work surroundings is one of the fundamental obligations of the organization. The key of

constant development and high-performances in working environment is the comfortable emotions and ability to cooperate between the team's members. The notion of cooperation can solely exist if the trust comes to be an fundamental principle of the team foundation. Trust creates a very tremendous and wholesome working surroundings the place the group individuals can discuss and suggest any concern or notion with no trouble barring being afraid to be judged or criticized.

2.4 Performance Appraisal and Rewards:

A overall performance appraisal is a systematic familiar and periodic process that assesses an character employee's job overall performance and productiveness in relation to positive pre-established standards and organizational objectives. Performance appraisals are frequently viewed as a technique for providing remarks and rewards for meeting performance goals, all of which have been linked to motivations in preceding research. In most organizations, persons are appraised besides unique point out of their crew involvements, and bonuses and other rewards are based totally on these person appraisals. In fact, many personnel serve on teams, but their overall performance on the team can also or may additionally not even come up especially in their performance appraisal (Brown, 2009). It is necessary that folks ,accomplishments in groups be an vital phase of their annual performance appraisals. According to Rabey (2003) attention and rewards are the most important center of attention if the persons who are working in teams. Managers must sketch and format an appropriate reward system for the worker and motivate their participation in team tasks They must also set the crew dreams which are connected with the company's strategic plan, building of worker overall performance and fair feemethods. (Manzoor et al, 2011). According to Herzberg (1987), reward and awareness can grant each intrinsic and extrinsic motivation. Dunford (1992) discovered that cognizance and rewards enhance employees' performance. Hence, overall performance appraisal and rewards have been recognized as an necessary thing affecting employee performance.

2.5 The Effectiveness of Teams:

There is no doubt that teams have a effective have an effect on on the performance of the employees and the future of the organization. The studies that have been conducted on the problem point out that the notion of groups is valuable and helpful to facilitate the developmental technique in the organization and to beautify employees' overall performance (Oseiboakye, 2015). Simply, the primary reason of teamwork is to apply an effective technique in order to improve the occupational performance of employees and their personal competencies and skills that serve the requirements of the job. 1st Baron Beaverbrook and Blyton (2006) identified the two critical factors that promote the communication skills between team's individuals and beautify their overall performance involving the notion of teamwork, which are: self-management team and interpersonal group skills. According to Tarricone & Luca (2002) in their case find out about on successful teamwork, the advantageous teams can be precisely defined as: 'Successful teamwork depends upon synergism current between all group participants growing an surroundings the placethey are all inclined to make contributions and participate in order to promote and nurture a positive, high quality crew environment'. Many studies have shown that personnel who work on groups can be more productive than others who work in my opinion (Jones et al, 2007). The motive why an person turns into greater productive working on teams, is that he/she acquires or enhances the really helpful occupational competencies through unlimited learning, cooperating, and exchanging ideas and various experiences. Teamwork thus, is an fundamental component for the improvement and characteristic of an enterprise or institution

3. Research Methodology

3.1 Type of Research

This study is categorized under a descriptive research. A descriptive research approach was used to analyze the subject using in-depth data and to describe it from different angles.

3.2 Population

The target population for the study are the faculty members of professional colleges in Meerut.

3.3 Sample and Sampling Technique

A sample size of 81 respondents was drawn from the population of faculty members in professional colleges in Meerut. The questionnaires were distributed to the faculty members in all the professional colleges in Meerut. 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.

3.4 Data Collection

The type of data, sources of data, and instrument for data collection and procedure for data collection are mentioned below:

3.4.1 Type of Data

A nominal and ordinal data was used in this study because the responses to the questionnaire were based on a rating scale and could be ranked.

3.4.2 Source of Data

Primary data was collected and obtained from the distributed questionnaires. This was sourced from the faculty members of professional colleges in Meerut. This study depended on the primary data because it helps to investigate about what is happening on the ground and also to suggest helpful findings and recommendations.

3.4.3 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.

3.4.3.1 Instrument Validity

The research was designed to be able to ensure validity and reliability in all the aspects of the study. It was ensured that proper understandings of the questions in the questionnaire were made to the participants.

3.4.3.2 Instrument Structure to Meet Research Objectives

The questions in the questionnaire were simple and direct based on the objectives of the research. The survey was clear and easy to understand to ensure that participants are able to provide helpful data to meet the objectives of this study.

3.4.4 Procedure for Data Collection

The required data was collected from a number of employees in professional colleges in Meerut. Questionnaires were distributed to the faculties in the colleges of Commerce, Engineering and Technology and Management and the researcher delivered and collected the results of questionnaires personally. Convenience Sampling technique was used because questionnaires were delivered to all respondents who were easily accessible to the researcher.

3.5 Method of Data Analysis

Quantitative data analysis was applied in the study. Correlation, Regression 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's performance

4 Analysis and Interpretation

The demographic variables were analysed and their descriptive statistics were calculated. After descriptive statistics, correlation and multiple regression tests are applied to find the relationship between dependent and independent variables.

Demographic Profile of Respondents

Table 1: Gender

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid Male | 24 | 29.6 | 29.6 | 29.6 |
| Female | 57 | 70.4 | 70.4 | 100.0 |
| Total | 81 | 100.0 | 100.0 | |

Table 2: Age Group (In Years)

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 21-30 | 11 | 13.6 | 13.6 | 13.6 |
| 31-40 | 37 | 45.7 | 45.7 | 59.3 |
| 41-50 | 18 | 22.2 | 22.2 | 81.5 |
| 51-60 | 15 | 18.5 | 18.5 | 100.0 |
| Total | 81 | 100.0 | 100.0 | |

Table 3: Qualification

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|-----------|---------|---------------|--------------------|
| Valid Post Graduate Level | 54 | 66.7 | 66.7 | 66.7 |
| Above Post Graduate Level (Like- Ph. D.) | 27 | 33.3 | 33.3 | 100.0 |
| Total | 81 | 100.0 | 100.0 | |

Table 4: Current Job Position (Level)

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid Middle Level | 45 | 55.6 | 55.6 | 55.6 |
| High Level | 36 | 44.4 | 44.4 | 100.0 |
| Total | 81 | 100.0 | 100.0 | |

From Table 1 to 4, it is seen that 29.6 % of the respondents are male and 70.4 % are female. Most of the respondents surveyed are male. 13.6 % of the respondents were in the age group of 21-30 years, 45.7% are in 31-40 years, 22.2% are in 41-50 years, 18.5% are in 51-60 years. 66.7 % of respondents are master degree holders while 33.3% respondents are Ph.D holders. 55.6% of the faculty members are from middle level while 44.4 % had are from high level.

Correlation Analysis

Table 5: Descriptive Statistics

| | Mean | Std. Deviation | N |
|-------------|--------|----------------|----|
| Ability | 1.9210 | .91087 | 81 |
| Trust | 1.9037 | .87642 | 81 |
| Recognition | 1.8938 | .88323 | 81 |
| Loyalty | 1.8864 | .79871 | 81 |
| Performance | 1.8765 | 1.02935 | 81 |

Table 6: Correlations Matrix

| | | Ability | Trust | Recognition | Loyalty | Performance |
|-------------|---------------------|---------|--------|-------------|---------|-------------|
| Ability | Pearson Correlation | 1 | .935** | .902** | .818** | .939** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 81 | 81 | 81 | 81 | 81 |
| Trust | Pearson Correlation | .935** | 1 | .967** | .928** | .965** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 81 | 81 | 81 | 81 | 81 |
| Recognition | Pearson Correlation | .902** | .967** | 1 | .954** | .956** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 81 | 81 | 81 | 81 | 81 |
| Loyalty | Pearson Correlation | .818** | .928** | .954** | 1 | .852** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 81 | 81 | 81 | 81 | 81 |
| Performance | Pearson Correlation | .939** | .965** | .956** | .852** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 81 | 81 | 81 | 81 | 81 |

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

The correlation analysis between Ability and Employee Performance shows that the correlation coefficient (r) is 0.939. This demonstrates that there is a highly positive and very significant relationship between Ability and Employee performance. The correlation coefficient (r) between Trust and Employee performance is .965. This reveals that there is a very significant correlation between these two variables. The correlation analysis to find out relationship between Recognition among team members and Employee Performance reveals that the correlation coefficient (r) between these two variables is .956 , which in turn indicates a positive and significant relationship . The correlation analysis employed to find out the relationship between Loyalty and Employee performance shows that the correlation coefficient (r) is .852. This shows a positive relationship between these two variables. On the basis of these results, hypothesis H0 : ‘Team members’s abilities, Trust, Recognition, Loyalty do not have any significant effect on employees’s performance’ is rejected at 0.01 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) α is constant

X is other factors affecting Performance

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

$$EP = \alpha + \beta_1TA + \beta_2TT + \beta_3TR + \beta_4TL + \varepsilon \dots \dots \dots (2)$$

Where EP = employee performance (dependent variable) β_1TA = Team Ability (I.V) $\beta_2 TT$ = Team Trust (I.V), β_3TR = Team Recognition (I.V) $\beta_4 TL$ = Team Loyalty (I.V).

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .992 ^a | .984 | .983 | .974 | .984 | 121.5 | 4 | 76 | .000 |

a. Predictors: (Constant), Loyalty, Ability, Trust, Recognition

Table 8: ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 83.407 | 4 | 20.852 | 121.5 | .000 ^b |
| | Residual | 1.358 | 76 | .018 | | |
| | Total | 84.765 | 80 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Loyalty, Ability, Trust, Recognition

Table 9: Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | 95.0% Confidence Interval for B | |
|-------|-------------|-----------------------------|------------|---------------------------|---------|------|---------------------------------|-------------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | -.079 | .041 | | -1.949 | .055 | -.160 | .002 |
| | Ability | .036 | .052 | .031 | .685 | .496 | -.068 | .139 |
| | Trust | .754 | .086 | .642 | 8.750 | .000 | .582 | .926 |
| | Recognition | 1.129 | .087 | .968 | 12.994 | .000 | .956 | 1.302 |
| | Loyalty | -.893 | .071 | -.693 | -12.666 | .000 | -1.034 | -.753 |

a. Dependent Variable: Performance

From Table 7,8 and 9, it seen that Regression Coefficient 'R' = .992 or 99.2% of relationship exists between the independent variables and the dependent variable. The coefficient of determination 'R²'=.984 which shows that 98.4% of variation in employee performance is explained by Ability, Trust, Recognition and Loyalty. The F value is 121.5 and is significant because the significance level is = 0.000 which is less than $P \leq 0.05$. This implies that the overall regression model is statistically significant, valid and fit. The regression model implies that all independent variables are explaining that is a positive and significant relationship with dependent variable.

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The study examined the effect of team work on employee performance in an organization, using selected professional colleges in meerut region as the study area. As a descriptive survey design, primary data were principally used in the analysis. Major tools of analysis were summary statistics, Pearson Correlation Coefficient and Multiple regression analysis. Answer to the research question indicate that majority of the respondents agreed with all the issues raised in the items. Correlation analysis showed that strong and positive relationship exist between dependent and independent variables and among the independent variables. Overall, regression coefficients for all the predictor variables indicate that significant relation exist looking at the t-values and the significance levels. Also, they are all properly signed. The model is fit and valid for any predictive purposes when we consider the F-value which measures the overall significance of the model.

5.1 Conclusion

The result of data analysis and the discussion thereafter has revealed the importance of team work arrangement in the organization. Team was found to have positive and significant impact on employee performance and this brings benefits in terms of higher productivity, better organizational performance, competitive advantages and increased product quality and quantity. When an employee is in a team, his or her performance is automatically improved and invariably, job satisfaction is also enhanced. Team offers better utilization of skills and reduces the tendency to quit. For teams to perform effectively, there is need for some team members to possess levels of skills such as technical expertise, problem solving and decisionmaking as well as interpersonal skills. No team can achieve its performance potential without developing all three types of skills mentioned above.

5.2 Recommendations

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:

1. 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.
2. 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.
3. 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.
4. Team' loyalty 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.

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