Organisational Culture and Teamwork in Governmental Organization: The Case of the U.A.E

الثقافة المؤسسية وتأثيرها على العمل الجماعي في القطاع الحكومي: دراسة حول دولة الإمارات العربية المتحدة

By

Amna Abdulla Al Romaithi

Dissertation submitted for fulfillment of
MSc Project Management

Faculty of Business

Dissertation Supervisor

Dr. Abubaker Suliman

May 2011

DISSERTATION RELEASE FORM

Student Name:	Student ID:	Programme:	Date:
Amna Abdulla Al Romaithi	80133	MSc Project Management	8 May 2011

Title:

Organisational Culture and Teamwork in Governmental Organization: The Case of the UA.E

I warrant that the content of this dissertation is the direct result of my own work and that any use made in it of published or unpublished copyright material falls within the limits permitted by international copyright conventions.

I understand that one copy of my dissertation will be deposited in the University Library for permanent retention.

I hereby agree that the material mentioned above for which I am author and copyright holder may be copied and distributed by The British University in Dubai for the purposes of research, private study or education and that The British University in Dubai may recover from purchasers the costs incurred in such copying and distribution, where appropriate.

I understand that The British University in Dubai may make that copy available in digital format if appropriate.

I understand that I may apply to the University to retain the right to withhold or to restrict access to my dissertation for a period which shall not normally exceed four calendar years from the congregation at which the degree is conferred, the length of the period to be specified in the application, together with the precise reasons for making that application.

Signature:

Abstract

This research paper investigates on the organisational culture and its effect on teamwork. The research aims to find correlation between cultural factors and teamwork. Many problems and challenges related to teamwork were observed at public sector that affects teamwork effectiveness. Challenges found to be such as lack of charismatic leadership, effective communication and motivation. Thus, teams become inefficient as it lacks of its critical attributes besides other important factors such as autonomy, authority and empowerment.

The literate highlighted these issues and found that today's organisations face many challenges due to the changing environment. Organisations are required to adapt to the new environment in order to survive and perform effectively. In recent decades many organisations are changing their ways of carrying out their operational tasks. They become more depended on the teamwork rather than individual. This technique has shown improvement in organisational effectiveness and enhancement of workforce capabilities (Susan 1994). Nevertheless, lack of critical elements of team effectiveness such as leadership and communication might negatively affect the team performance and would probably cause dysfunctional conflict. Whereas, other researchers found that organisational culture factors can affect the overall performance of the organisation. Daniel and Aneil (1995) found that organisational culture related to important organizational outcomes such as growth and sales. However, leaders are the main shaper and builder of organisational culture (Anne et al. 2006), which can also be articulated by organisational structure (Huw et al. 2000).

This paper identified 5 cultural factors; leadership, communication, organisational structure, empowerment and rewards as a critical factors of organisational culture. The main hypothesis is the positive correlation between organisational culture and teamwork, while the sub-hypotheses are the positive relationships between independent variables and teamwork. In order to collect the data 472 questionnaire were distributed, and 253 were returned. Using regression and correlation tests, the result indicated significant correlation between all independent variables and teamwork. Finally, the recommended solutions are proposed to public firms in order to have effective teamwork that can contribute to the successful of their strategy.

الملخص

تتحدث هذه الدراسة البحثية عن العلاقة بين ثقافة المؤسسة وتأثيرها على العمل الجماعي. وتهدف هذه الدراسة على إيجاد العلاقة بين العوامل الثقافية للمؤسسة والعمل الجماعي. حيث أنه لوحظ العديد من التحديات المتعلقة بالعمل الجماعي في القطاع العام والذي بدوره يؤثر على فاعلية العمل الجماعي في المؤسسة. ومن أهم هذه التحديات هي غياب القائد المثالي وقلة التواصل والتشجيع بين أفراد المؤسسة. وهكذا تصبح فرق العمل الجماعية غير فعالة لأنها تفتقر إلى السمات الرئيسية للعمل الجماعي مثل التمكين وإعطاء الصلاحيات اللازمة للفريق للعمل بحرية وإستقلالية.

ومن خلال مراجعة البحوث الأخرى، تبين أن هناك العديد من الدراسات تطرقت لهذا الموضوع، وأن معظم المؤسسات تواجه تحديات عديدة بسبب المتغيرات البيئية. لذا يتوجب على المؤسسات التكيف مع هذه المتغيرات البيئية من أجل ضمان فاعلية الأداء المؤسسي. وفي العقود الأخيرة عملت العديد من المؤسسات على تغيير أساليب العمل للقيام بمهامها وإدارة أعمالها. حيث أنها باتت أكثر إعتماداً على فرق العمل الجماعية بدلاً من العمل الفردي. وقد أظهر هذا الأسلوب الحديث كفاءة في تحسين أداء المؤسسة وتعزيز قدرات القوى العاملة لدى المؤسسة (سوزان 1994). وفي حال عدم تواجد العناصر الرئيسية الحاسمة للفريق مثل القيادة والتواصل الفعال، سيتأثر أداء الفريق سلباً وقد يؤدي ذلك إلى تعارض في الآراء بين أعضاء الفريق. في حين وجد الباحثون أن هناك عوامل أخرى يمكن أن تؤثر على ثقافة والأداء العام للمؤسسة. على سبيل المثال وجد دانييل و أنييل (1995) أن ثقافة المؤسسة مرتبطة بالمخرجات الرئيسية للمؤسسة مثل النمو والمبيعات. ومع ذلك تشكل القيادة العنصر الرئيسي في بناء وتطوير المؤسسة (آن وآخرون، 2006) وكما أن لهم دور هام في تصميم الهيكل التنظيمي للمؤسسة (هوو وآخرون، 2000).

في هذه الدراسة البحثية، تم تحديد خمسة عوامل رئيسية مرتبطة بثقافة المؤسسة وهي: القيادة والتواصل والهيكل التنظيمي والتمكين بالإضافة إلى المكافآت. وكما أنه تم تحديد الفرضية الأساسية والتي تبين العلاقة الطردية بين ثقافة المؤسسة والعمل الجماعي، في حين أن الفرضيات الفرعية تبين العلاقة الإيجابية بين كل عامل من عوامل الثقافة المؤسسية والعمل الجماعي. ولإثبات هذه الفرضيات تم توزيع عدد 472 استبيان على موظفي المؤسسات الحكومية في إمارة أبوظبي وتم إسترجاع عدد 253 إستبيان مكتمل. وتم تحليل هذه البيانات في نظام إحصائي متخصص حيث أشارت نتيجة التحليل بوجود إرتباط كبير بين جميع عوامل الثقافة المؤسسية والعمل الجماعي. وفي نهاية البحث تم إقتراح عدة حلول للقطاع العام من أجل تحقيق الفعالية في أداء العمل الجماعي بما يسهم في نجاح إستراتيجيتها.

Dedication

I dedicate this dissertation as an excellent achievement of my educational life to all members of my family, especially to my dearly mother, my dearly husband (Mohamed) and my sweetie daughter (Almahra).

Acknowledgement

I would like to gratefully acknowledge and appreciate my dissertation supervisor (Dr. Abubaker Suliman) for his valuable time and his prompt feedback when requested to carry on my research. I would like also to thank my husband for his continues support to me during my master courses and my dissertation.

Table of Contents

Chapter 1: Introduction and Background

Chapter 1: Introduction and Background

In recent decades, organisations have relied heavily on teams to carry out project activities and operational works innovatively. Teamwork becomes a mean for increasing organisational effectiveness and achieving high corporate performance. As teamwork proved that the collective efforts of people improves the quality of work and guides to better outcome than individual effort. Nevertheless, lacking of critical features of the team (such as communication, management support, leadership and autonomy) may lead to ineffective performance of the team and dysfunctional conflict across the organisation.

According to Valley (2004), team can help to make better decisions, because minority always pushes majority to think differently, which leads to the better solutions for the problems. While, Martin and Praveen (2007) believe that the ingenuity of employees is crucial for organisational development and for taking the technologies to the next level to produce competitive advantage. Team can be the obvious way to ensure the combination of operational efficiencies and employees' creativity in the organisation. In such team members interact directly to integrate their diverse knowledge and competencies.

The use of teams has become "the solution" for troubles at workplace. Many firms have used teams as the basic for structuring their organisational units to improve its performance (Orlitzky and Benjamin 2003), increase its effectiveness (Kang et al, 2006), and encourage the creativity among the workforce (Pirola-Merlo and Mann 2004). In addition, Oluremi and Victor (2010) argued that teamwork can be a tool to enhance team's social outcomes by improving the quality of working life and increasing the socialization aspects between members. In contrast, if conflict arises in teamwork activities, thus team can be inversely affect the social outcomes. In such scenario the team leader role become essential to realign the group toward the common objective by managing the conflict effectively.

As a matter of fact, modern organisations not only forms teams and assign tasks to each team members, but also seek for effective teamwork and target high performing teams in order to achieve better outcomes that will add value to the whole firm. However, team's performance could be affected by organisational culture or by other variables related to the cultural aspects in the organisation. For instance, Michael and Jason (2000) stated that organisation observed to be better in teamwork activities if the team had sufficient authority and established leadership treats

as these factors are important for group effectiveness. In addition, Zvi et al (2006) concluded in their study that leader personality affect team performance. Thus, the role of transformational and emotional leadership becomes very essential in creating appropriate relationship between individuals' interest and organisation's goals.

Leadership is the main shaper and builder for organisational culture as leaders interact with a variety of other organisational variables so that they have a strong role in the organisation which leads them to create the culture (Anne et al. 2006). Davis (1984) declared that company's founder and CEOs are the primary sources, transmitters and maintainers of organisational culture. John and Carl (2002) found upper-level managers appear to have more impact on an organisation's culture; hence their performance is essential to the success of the organisation. Catherine and Chery (2007) examined the archival data of six countries around the world. The result of their study provides strong support for the hypothesis that organisational culture is related to leadership and personal effectiveness.

Communication contributes to a strong culture with high consensus on a variety of cultural values. Cultural strength is important for sustained effectiveness, because strong organisational culture 1) enhances communication, 2) increase horizontal and vertical efficiencies, and 3) facilitates goal alignment (Barry and John 2003). Communication can improve organisational and managerial operations through the use of technological means, which ultimately enhances the integration of business activities and improve work flows (Christopher and Gregory 1999).

Huw et al (2000) studied in health sector and stated that culture is more dynamic and shifting than static, certain cultural trait may endure within an organisation as new comers bring with them prior experience and influence the exiting staff. According to them the culture is not articulated just by individuals and new comers, but also by old features such as organisational structure, routines, command and control expectation and operational norms as they all have influence that may develop large gaps between the organisation values and the actual performance of individuals and groups. Cengiz and Ercan (2008) explored that employees' involvement and empowerment have positive relationship with cultural effectiveness. Thus firms are required to develop positive employees' attitudes and reward them as it can influence cultural orientation.

1.1 – Research Aim and Objectives

The primary aim of the study is to understand the relationship between organisational culture and teamwork. The study also aims to analyse the impact of organisational culture and its critical variables on the performance of teamwork and team members. In addition, this research paper focuses on identifying the essentials factors of organisational culture and which one is highly correlated to the teamwork and has high impact on the performance of teamwork. Knowing these factors will help the organisation to perform team-based activities more effectively and efficiently. In order to do so the following has to be achieved:

- Identify the problems faced in the organisation related to teamwork aspects.
- Conduct a literature review on the research topic to investigate and highlight other researcher's views.
- Conduct quantitative research using the most appropriate approach to collect the data.
- Analyse and discuss the finding of research and suggest recommendation for the organisation to help them perform better in teamwork activities.

1.2 - Research Scope

The scope of this research will be within the concepts and activities related to the teamwork and will cover the most critical issues and problems that affect the performance of teamwork. The study will be mainly centered on the public sector organisations and in the context of Abu Dhabi government departments. Some examples discussed in this research paper especially in problem sections are observed in different government organisations they attempts to incorporate teamwork practices in their operations. The research will also cover the challenges and the issues in diversified work environment encountered by teams in the projects related activities as well as the routine base condition.

1.3 - The Problem

This research paper investigates deeply on the consequences of teamwork performance on the overall corporate performance due to the impact of the organisational culture. The teams' problems which are discussed in this section usually arise in many organisations around the world that are relatively depend on team based activities in order to achieve their projects and desire goals. However, these problems are seen to be considerably common in government organisations particularly in the Emirates of Abu Dhabi.

The boom in the economic development led Abu Dhabi to become a bright spot on the world economic map as Abu Dhabi has actively attempted to diversify its investment and enhance the position of the emirates in the recent years. Abu Dhabi's long-term development strategy which is known as "Abu Dhabi Economic vision 2030" targeting a massive development in the city through major new infrastructure projects, reform strategies for government services, actively invest in sustainable tourism industry and consciously care for education, health and social responsibilities. This ambitious plan profoundly studied and communicated to all government organisations in order to align their strategic plan with Abu Dhabi's vision and carry out their responsibilities carefully to greatly contribute to the visions of the emirates.

As part of organisation's endeavors to realise the objectives set out in the Abu Dhabi's strategic plan and to consolidate Abu Dhabi position as an economic destination and the hub of international investment for the entrepreneurs, numerous projects are initiated across all government organisations to contributes to the overall strategy of Abu Dhabi Government to become one of the top five governments in the world. This contribution supported by implementing comprehensive plans that include vast array of projects. Therefore, many organisations established team based activities to manage those projects as well as the operational works. Massive numbers of cross functional teams are formed by the management decree from the firm's chairman such as project's team and strategic team in order to execute the projects and effectively oversee the strategic plan.

Unfortunately, most of these teams are not effective as the collective effort achieved by the team is not greater than the efforts carried out individually. It is noticed that the team lack of its primary features that led to ineffective performance of team member. For example, lack of transformational leader who would inspire his followers and motivate them to accomplish multi tasks create unhealthy environment for people to group together and work collaboratively. Of

course such environment would negatively affect the team performance as there will be no proper management for the tasks that are assigned to the team. This usually causes dysfunctional conflict between team members and people would not be encouraged in working as a team. During the rapid changing environment many organisations, teams and even the individuals loses the direction and guidance due to the lack of support from team leaders. Moreover, some leaders think that if any project attached with committee or working group, this means everything to be carried out by the assigned team and any matters arises to be resolved by them. Thus, top management step away from the activities of that project, while the team highly require their commitment and their involvement in order to avoid risks and ensure the smooth running of project and the operational activities. However, it is important to empower the working group and give it high level of authority, but this should not create boundaries between the top management and their involvements in the critical activities of the team.

On the other hand, the organisational structure is another critical issue that negatively affects teamwork performance as current structure of almost all government organisations is typical mechanistic with more than 5 hierarchal layers, long chain of command and centralised decision making. Team members face obstacles to communicate with people in other departments as they need to follow the chain of command. Following this system delays the process of taking other party approval or feedback on specific activity and usually takes long time or gets stuck in the process. Moreover, team member should report and document every request or action that involve other party's comments and send it through the same system which must again follow the chain of command.

These practices are not friendly for teamwork and people are demotivated when they involved in team based activities. Unfortunately, this lack of open communication and empowerment at team level hinders the creativity and innovation within the organisation. The current organisational culture affected negatively on the performance of the teams. The management establishes various teams and working groups across the organisation, yet they are not committed to teams and not sufficiently authorized them to take decisions at the lower level. The decision making is still centralised where the only top level has the authority and approve teamwork activities. Furthermore, people are not rewarded for their contribution and tremendous efforts in the teamwork activities, so they can be motivated to continue with their excellent performance. Having such culture caused lots of dysfunctional conflict and misunderstanding within teamwork due to the above mentioned problems particularly ineffective leadership commitment and communication. Therefore, team members are not encouraged to perform self-reliance and this

unhealthy culture does not give them sufficient trust to become self-confidence in communicating with other parties and master their tasks.

1.4 - Rational and the Importance of the Study

The main purpose of this study is to explore the benefit of teamwork to the organisations particularly in public sector and provide them worthily recommendation which would enhance organisational and teamwork performance in the Emirates of Abu Dhabi. It can also be noted from the existing literature and studies conducted by different researcher are characteristically based on perspective from private sector and are more towards western region. This research focus on the government practices particularly in the context of Abu Dhabi government and this feature will strengthen the content and the outcome of this research and would give it a sense of unique. Government's organisations can experience the issues discussed in the paper as they are very relative and close to what they face in their day to day operations and in work life in general. In addition the research will focus on the most critical factors that might affect the team performance, in which any organisation could have clear understanding of the necessity of these factors and the consequences impacts of their existence or absence on the organisational performance. Therefore, they would benefit from the results and recommendations which will be provided in this report.

Moreover, few studies attempt to explore the relationships between the organisational culture and teamwork using the example of government organisations. As almost all organisations have established teams, they might encounter many challenges within their team and team members. However, firms also keen to produce productive teams that can handle complex projects and tackle the risks proactively. Hence, having detailed information about critical factors that affect the performance teamwork is very essential to those organisations. This paper, therefore, attempts to provide comprehensive picture of high performing teamwork and identify and explain how some critical organisational culture factors affect the progress of team and influence on the behavior of individuals during the execution of their tasks.

Chapter 2: Literature Review

Chapter 2: Literature Review

In order to capture the suitable knowledge of the organisational culture and teamwork, a detailed review to the related literature is conducted. Thus, this section provides as synopsis of this review which include the introduction, historical background, theoretical definition and researchers' perspectives and findings about organisational culture and teamwork.

Organisational culture is viewed as a growing research stream in the organisational sciences. The term organisational culture is associated with the common thoughts and beliefs demonstrated by an organisation's members. Managers at organisation are primarily driven by the culture during their endeavor to effectively and efficiently manage their organisation. They habitually rely on their apparent culture as a management-directed phenomenon for organisational adaptation and change (Maccoby 1994). Edgar (1985) says "The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening". Sharon and Mario (1999) studied a service-related sector which is almost the same as the function of government organisations. They found that organisational culture is determined based on the knowledge acquired by the key participants of the firm and their anticipation of carry out such work using their experience and that would lead to generate social behavior.

The concept of organisational culture is wildly investigated by researchers around the world and significantly associated with different aspects of organisation. For example, Myerson and Hamilton (1986) investigated the alignment of organisational culture with business strategy. Other scholars investigated the relationship between organisational culture and implications for corporate marketing such as Alan (2001) and Rohit and Frederick (1989). Some other researcher such as Ashburner (1990) and Shivraj (1998) studied the interaction between information technology applications and cultural factors. In this regard, Sankar (1988) observed that the ease adoption of a new technology in the organisation is related to the ability of its culture.

There are many terminologies used in the research papers for the term "organisational culture". Typically most researchers refer to the same concept as they believe that all terms have similar meaning. The other terminologies are: work climate, organisational climate, working situation, cultural traits and learning culture. However, some research papers have distinguished between the two terms "culture" and "climate", particularly in the organisational behavioral literature. For example, Rohit and Frederick (1989) stressed that distinguishing between these two terms is

important in order to avoid confusion. They argued that "culture is a set of shared assumptions and understanding", whereas, climate is people's perceptions about their organisation, if it is fulfilling their expectation or not and to what extent. Schwartz and Davis (1981) explained the difference in very simple way as they said "one way to understand culture is to understand what it is not". On contrast, Daniel (1996) conducted a thorough research on this topic and clearly distinguishes between the two terms by stating that studying culture entail qualitative method and more often concern social systems. Conversely, climate requires quantitative method and mainly focus on the impact of organizational systems on groups and individuals.

Besides, organisational culture be seen as a primary aspect of an organisational effectiveness and a critical driver of organisation's functioning (Edgar 1984). Past experience and the learning are the two main principals that shape the culture of the organisation (Edgar 1996). Whereas Gary and Birger (1989) argued that the organisation performance is determined by two major streams, the economic tradition as a primary source for external market businesses that determining the firm success. While the other stream is the organisational factors and how it fit within the firm's environment, for instance the corporate culture should be appropriate to the firm's environment.

On the other hand, teamwork has also been an active topic for many researchers and it become into common parlance by many organisations. Teamwork is considered one of the major strategies for modern organisations as it encourages innovation and increases creative tasks Woodman et al (1993). Teamwork concept includes various elements that could affect or contribute to the success of team mission. Firms are keen to embed the teamwork culture in their work environment by giving high values for collaboration efforts, but this requires high commitment from top management and team members in order to foster teamwork activities and have the sense of teamwork in the whole organisation. The attention to the teamwork is been accelerated because many organisations nowadays attempts to build cross functional teams to carry out the operations and complex activities of projects. Whereas, other organisations moved from ordinary organisation design to the team-based structure design because they believe that individual perfection is not as the level of the collective efforts of team members together. Leenders et al (2003), emphasized that creative team can influence the performance of innovative projects particularly the quality of deliverables and the development budget. Team members are required to perform with high level of collaboration to achieve synergy in combination of their diverse skills and knowledge during the executing of common tasks (Okhuysen and Eisenhardt 2002). Taggar (2002) observed the less collaboration between team members it is likely to result in loss motivation among the members. On the other hand, Martin

and Praveen (2007) found that high level of collaboration and cohesive may reduce the level of creativity within the team. This is because high collaboration would lead members to accept all potential ideas and decide on share information and preferred by the group. This may hinder the functional conflict between members, while functional conflict is consider as the source for creative ideas when individuals build on each other ideas and achieve the most viable solution through constructive thinking. However, highly cohesive team may avoid disagreement and less argument would take place in the team to produce fruitful discussion, thus members would strive for consensus to demonstrate cohesiveness trait (Mullen and copper 1994).

There are many types of the teams and the role of each team differs from another. Examples of the teams are: top management or executive, quality team, project team and tenders and contracts team. Although people use both terms the "team" and the "group" in the same condition. In fact the perspective of each term is different, because it is applicable to say all teams are groups, but it is not when you say all groups are teams. A group can be a team when it members concentrate on helping one another to achieve the firm goals, while a team is mutually dependent for general performance.

In today rapid changing business environment individuals and team members should be allowed to express their point of view in open manner as they could enhance the effectiveness of their organisation and suggest creative ideas which would help the firm to cope with the changeable environment. Teamwork have emerged broadly in recent decades to tailor the business and services delivery based on the requirement of the market industry and the community It important to invest the time on creating high performing teamwork with worthwhile goals and facilitate all the requirements to support the team endeavourers towards its objectives.

In order to enhance an organisation appetitive advantage, an appropriate culture has to be developed among individuals and groups. This culture would support the scope of quality management within the organisation as it enhances the customer focus, continuous improvement and teamwork which will eventually improve organisational growth and success (Zahir et al. 2004). Organisations have to periodically assess the alignment of their values with environmental changes to adapt with new arises priorities of the customers and at right time. Therefore, managers need to promote such culture and encourage learning through teamwork and employees empowerment (Karathanos 1998).

2.1 - Theoretical Background of Organisational Culture

As there has been much confusion over the term "organisational culture", thus it is important to define this term independently and identify the principal characteristic of each one. Guido and Leendert (2006) sociologically defines organisation as a "planned, coordinated and purposeful action of human beings in order to construct or compile a common tangible or intangible product or service."

At the same time the founder of the company creates the groups, and then by forcing his/her personality and traits over the group and new members, the group culture will be shaped. Therefore, the new group would react and cope with internal and external problems by behaving to them based on two main aspects, their historical experiences and by following the founder preferences. The way that the group behaves against the problems during the growth of the firm will lead to set of relationship rules which will shape the culture (Edgar 1983). So the culture is formally defined by Edgar (1992) as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems."

Organisational culture is, then, being shaped through the assumptions that has been invented and developed by the group to react with internal integration and external adaptation, and these assumptions are seen to be valid to solve the problems and expected to be taught to the new comers as the right way to perceive those problems. Thus, all aspects of the organisation will be naturally influenced by norms and values of the surrounding environment, and would eventually create the overall culture of the organisation (Edgar 1992). At this stage the "organisational culture" term can be clearly understood and it is defined by Bro (1983) as "Shared values (what is important) and beliefs (how things work) that interact with a company's people, organizational structures and control systems to produce behavioral norms (the way we do things around here)."

In his article, Edgar (1983) gave several examples of the assumptions that he heard in the companies. An example of external assumption is:

> "The only way to be successful in this kind of business is to break down functional barriers and learn how to be more of a project team on every project, from the time it is sold until the time it is completed."

While the internal assumption could be:

> "The only way to manage a growing business is to hire good people, give them clear responsibility, tell them how they will be measured, and then leave them alone."

Before going deeply to the researchers' view about the theme, it is worthy to highlight the concept of organisational culture by looking at Wikipedia definition, "organisational culture is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization. It has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization." (www.Wikipedia.org).

Since the early 1980s, organisational culture has been an interesting topic to the firms and as well to the management literatures (Hofstede 1991). Thus, theorists began the investigation of the organisational culture and its interaction with organisational performance. However, at that time and especially with the traditional model it was difficult for organisations to distinguish between the strategy and implementation, between organisational objectives and actual outcomes Rohit and Frederick (1989). Therefore, the concept of organisational culture has been introduced in order to explore the competitiveness effectiveness between different companies in different countries around the world. In recent studies, researcher and organisational sociologists began to highlight the cultures' variables extensively as part of their shifts from the ordinary model to the modern models in the organisations. The difficulty in implementing the strategic plan with ordinary model, led the organisations to move to the new model and introduce distinctive culture in order to. With modern model new variables such as people, technology, structure, tasks and other more aspects were incorporated into cultural traits that influence organisational effectiveness in terms of strategic implementation as well as execution of operational activities. Corbett and Rastrick (2000) confirmed that during the last two decades, corporate success has been acknowledged through cultural factors as an essential component for organisational excellence.

Looking throughout the previous literature, organisational culture has captured the interest of many researchers and has paid significant attention as one of the most essential factor for organisational and teamwork effectiveness. According to the definition of organisational culture by Bro (1983), it is clearly perceived that people behaviour in the organisation is influenced by the interaction of values and beliefs with the organisational structures and processes. Caroline and Randall (2000) stated that regardless of the size, sector, or age of a business, culture affects organisational performance. Daniel and Aneil (1995) found that organizational culture can be measured and found to be related to important organisational outcome such as sales growth and return on assets. In addition, George and Nancy (1992) investigated the relationships between

culture strength and organisational performance. The result revealed that a strong culture was related to better performance of the organisation. Raduan et al (2008) explored that organisations that know how to develop their cultures in an effective way most probably have the benefit of advancement in productivity and the quality of work life among the employees. Sybert et al (2010) divided the organisation into three different levels: micro, meso and macro levels. The micro level lays down to the individuals and group level. It consists of various behavioral characteristics such as:

- Leadership
- Motivation and satisfaction
- Conflicts in organisations
- Power and influence in groups

The second level is called meso and it represents the structures and dynamics of the whole organisation. It includes the following:

- Organisation structure
- Organisation authority and powers structures
- Rewards system
- Technology in organisations

The macro level is related to the interrelationship between an organisation and its working environment. It includes:

- Government impact on organisations
- Organisation and politics
- Interaction between organisation and society

According to the above and throughout the review of the literature, it is noticed that the culture can influence all aspects of the organisation. Basically, it effects can spread away across the whole organisation from top levels to the lower levels (Top down). According to Sharon and Mario (1999) organisational culture is created through management-directed function, in which a top down communication method is considered.

Cengiz and Ercan (2008) examined the effects of mission, involvement, consistency and adaptability as cultural traits on overall firm's performance. They found that a combination of four cultural traits together yields superior firms performance particularly in sales and market share growth, employee satisfaction and successful product development. Tony (2009) said "Our No. 1 priority is the company culture. Our whole belief is that if we get the culture right, then everything else, including the customer service, will fall into place". Sharon and Larry (2001) stated that a culture is created through collective experience of firm, but without this experience employees may have to reinvent the wheel for various conditions and circumstances they face. In

addition a distinctive organisational culture would ensure that all organizational aspects target the common end and it will increase the firm competitiveness as it will be very difficult to imitate such culture by other competitors in the market. Johnson and Scholes (1997) defined the fundamental elements of culture in comprehensive framework called "cultural web" (see figure 2.1). This framework gives a broad understanding of cultural influences on organisational behaviour and its impact on the organisational performance which took place due to these cultural elements.

Figure 2.1: Cultural Web Framework (Johnson and Scholes, 1997)

2.2 - Major Factors of Organisational Culture

According to the problems mentioned in chapter one, it is noticed that the culture of government organisations lack of most critical factors of organisational culture such as leadership, communication, effective organisational structure, empowerment and rewards. However, these cultural elements found to be essential for individuals and teams performance in particular and for organisational effectiveness in general. Therefore, future investigation of literatures on these specific factors is conducted in the following sections.

2.2.1 - Leadership

Throughout the last century, the advancement in technology and communication led to strong connection among different cultural. Over time, people with distinguishable characteristics set their part in the human community due to the society evolvement in the 20th century (Robert et al. 2002). Since then, management literature focused to explore the cultural values and its impact on the organisational practices and leadership attributes. There was a need for leadership in multi cultural setting in order to understand what works and what does not works in extremely diverse environment. Burns (1978) define leadership as "the reciprocal process of mobilizing, by persons with certain motives and values, various economic, political, and other resources, in a context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers". It is the fundamental element that assists an individual or a group identifies its goals and then motivates and helps in accomplishing the stated objective. Without leadership, an organisation would be only a confusion of people and machines.

Leadership is the prime shaper and builder of organisational culture as leaders interact with a variety of other organisational variables so that they have a strong role in the organisation which leads them to create the culture (Anne et al. 2006). Davis (1984) stated that company's founder and CEOs are the major sources, transmitters and maintainers of organisational culture. John and Carl (2002) found upper-level managers appear to have more impact on an organisation's culture; hence their performance is essential to the success of the organisation. Catherine and Chery (2007) examined the archival data of six countries around the world. The result of their study provides strong support for the hypothesis that organisational culture is related to leadership and personal effectiveness.

There are different types of leadership; some scholars highlighted the various characteristics of transactional leadership and transformational leadership. Transactional leaders are more connected to "contingent reward" which refers to the leader's tangible and intangible support to their followers in exchange for their efforts and performance (Joyce and Timothy 2004). Particularly in project working group, transformational leaders are highly required as they shape their style and behave according to the critically of the tasks and situations (Anne and Deanne 2004). Peter (2002) recommends the combination of both transactional and transformation leadership as the transaction is better suited with systematic approach, whereas transformation moves towards inspirational and motivational approach.

Leadership is very important during the changeable environment in order to meet the organisation target and achieve stakeholder vision. A study done by Radostina and Joyce (2009) on virtual and face-to face team, the result revealed that leadership has stronger effect on team performance in virtual team than in face-to-face team. However, they found that any team can achieve higher level of team performance and project satisfaction when leaders increase their leadership behaviors. Pierre et al (2009) stated that leadership generate high degree of subordinate's confidence and trust which eventually fosters innovative solution to problem.

Fco et al (2005) confirmed that learning and innovation are important for organisations as they considered learning injects new ideas into the organisation to increase workforce competence while innovation improves organisation's performance and make it more competitive. The importance of both approaches calls for specific type of leaders such as transformational leadership to use their traits and characteristics in embedding learning and innovation within the organisation culture. However, leader behaviors effect on the relationship between reactions to conflict and team outcomes. Oluremi and victor (2010) found that the higher level of emotional management involved in leader behavior the more improvement level will take place in the task performance (see figure 2.2).
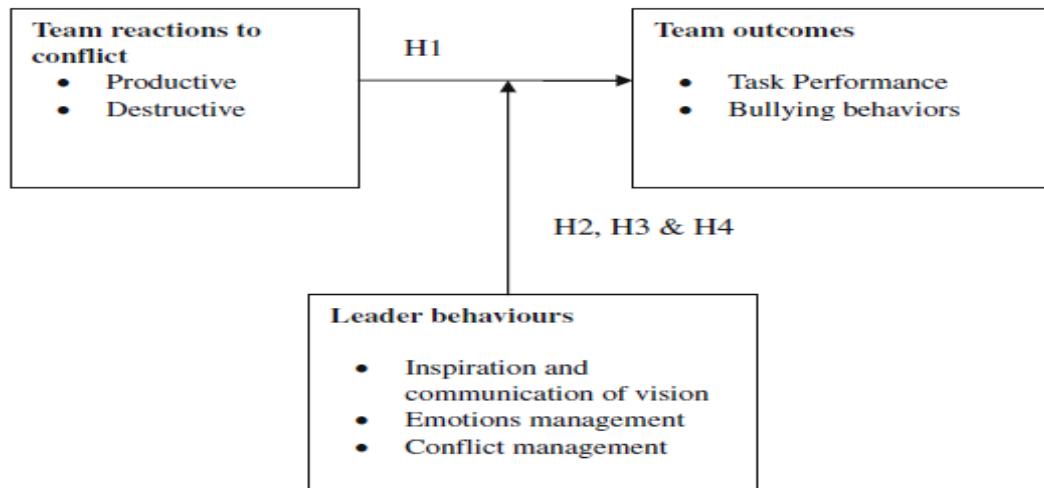
Figure 2.2: The effect of leadership behaviors on reaction to conflict and team performance
Source: (Oluremi and Victor 2010).

Negative conflict within the team might cause faction between team members. This conflict may lead to disagreement, quarrel and dysfunctional conflict (Parker and Skitmore 2005). On the other hand, there is a positive conflict "functional" that could enhance creativity and innovation within the team due to building up of different constructive ideas from active team members (Allen and Harry 1997). Effective resolves to the conflicts within teamwork needs specific leader's behavior such as person-focused leadership rather than task-focused leadership (Katherine et al. 2011).

2.2.2 - Communication

Communication is the method of transferring information and understanding from one individual to another. It should be at least between two persons or more. Communication within the team members is crucial to the success of their endeavors towards the common end. Every member in the team including the leader should have good communication skills to enable effective interaction with each other.

Communication plays a significant role within the team members. Effective communication reduces conflict between the team members. However, miscommunication or misconception about other team members' intentions and beliefs might lead to serious problems, and it kills team productivity (Taro et al. 2006). Open Communication between team members and team leader maintain the consistency and enhance the level of coherence among members (Javier et al. 2005). Zhi et al (2009) confirmed that collaboration is very necessary for teamwork activities as

it promote interpersonal interaction, mutual understanding, trust and cohesiveness. Other researchers such as Srinivasan and Mitchell (1993) argued that people at organisations prefer the past cooperators when they need to communicate with members for the purpose of inter-departmental collaboration.

Many organisations lack of proper information management and effective communication during team coordination particularly in the crisis (Joanne et al. 2005). These challenges may breakdown the communication between internal and external teams. Jeffrey (2002) proposed to design information and communication technologies to facilitate the coordination between team members and effectively response the crisis. However, Madhu et al (2009) stressed that it is difficult to design proper information and communication technology without understanding the social features of the organisation.

Conflict within the team may lead to major communication problems because each member of the team has different ideas, information and point of view. Conflict may cause a negative impact not only on the team performance, but also on the organisation itself. Parker and Skitmore (2005) stated that faction within the team members lead to disagreement and quarrel between them. Thus, teams' reaction to conflict is vital as it has impact on team behaviour and its performance results. When the level of conflict is high the teams' performance tends to be less and vice versa (Oluremi and Victor 2009). Therefore, it is important for team members to achieve the best decision is not to allow the diverse views of people to spoil the spirit of teamwork.

James et al (2001) thought communication and team building improve the quality of performance. Matthias and Christina (2009) found that communication in an organisation can be within teams or between teams. Communication within teams increases efforts by promoting productivity and mitigating internal problems. While communication between teams reduces efforts by specifically allocate responsibility and avoid duplication of work. In diversified culture the challenges of communication increase because in such culture there are high level of conflict, confusion and complexity. Thus, the role of leaders become very difficult to manage the internal communication and strives to promote healthy environment (Pnina 2008). In addition, communication between and within team members is essential for the creativity of new product development team. Decentralised communication can enhance the creativity of such team by fulfilling the requirement of multiple teams and enabling the smooth integration of different party's inputs, thus team's communication pattern considered as a fundamental determinant of team creativity (Roger et al. 2003).

2.2.3 - Organisational Structure

Organisation may shape in many forms. With small business, it can take simple structure, but with huge business it usually takes complex divisions based structure. Once an organisation is established, it has to respect its primary roles and purpose. Thus, an organisational structure has to be defined as an essential control mechanism to manage and direct the organisational roles and control the organisation's activities (Bernard, 1988). John (1972) defines organizational structure as "the formal allocation of work roles and the administrative mechanisms to control and integrate work activities including those which cross formal organizational boundaries". Firms employ diverse control mechanisms in order to direct the employees towards certain attitudes and behaviors, and ensure the achievement of corporate goals through channeling the work efforts towards activities that facilitate the stated goals (Sanjeev 1993).

Annick and Marc (2009) studied the relationship between knowledge management and organisational structure through a focus on the most important classic organisational structure dimensions which are coordination, centralization, formalization, and specialization. They found that these four structure's dimensions influence the process of knowledge sharing in cooperative episodes. Moreover, Evangelia et al (2011) found that centralisation effect negatively on job autonomy, while the higher level of job autonomy, job variety and job feedback improve job satisfaction. Huw et al (2000) studied in health sector and stated that culture is more dynamic and shifting than static, certain cultural trait may endure within an organisation as new comers bring with them prior experience and influence the exiting staff. According to them the culture is not articulated just by individuals and new comers, but also by old features such as organisational structure, routines, command and control expectation and operational norms as they all have influence that may develop large gaps between the organisation values and the actual performance of individuals and groups.

Fariborz and Shanthi (1998) studied the relationship between organisational structure, organisational change and innovation. They argued that organisations functioning in changeable environment (unstable) they are likely to design organic structure which is more associated with innovation. Whereas those functioning in stable environment are likely to design mechanistic structure and are presumed to have low level of innovation. Jon and Andre (1977) stated that professionalism improve the organisational innovation as it increase self-confidence and commitment to progress effectively. Frank and Jerald (1982) confirmed that too vertical hierarchical levels hinders innovation as it will be difficult to escalate innovative ideas due to the increased links in communication channels.

It is considerably noticed that organisational structure can affect various organisational contexts including the teamwork. However, as teamwork is considered as an essential factor for organisation's success, thus given the relative independence and effective control system for teamwork through flexible organisational structure would contribute to the success of organisational strategy. According to Wei et al (2010) organisational structure, culture and strategy are the three key principals that influence the effectiveness of organisation through their interface with knowledge management. The most structural dimensions studied in the literature is the centralisation which refer to the decision making power and the extent of its concentration on the top level of the organisation. The majority of scholars have agreed that centralisation and decentralisation of decision making power have high impact on organisational effectiveness. Decentralisation is more associated with organisational effectiveness as it encourages free flow of lateral and vertical communication, increase employees satisfaction and motivation. Tom and Stalker (1961) argued that less centralised environment would enable more flexibility in taking the decision and experts on the subject would have greater freedom for on-spot decision making rather than following the pre designed authority matrix. Moreover, Schminke et al (2000) believe that decentralisation enhances the organisational responsiveness to the market change as concerned individuals and teams would make fast change and take on time action to response to the market trends.

2.2.4 - Empowerment

The concept of empowerment has become a trend throughout the last decades. Jay and Rabindra (1988) define empowerment as the "motivational concept of self-efficacy". While, Kenneth and Betty (1990) defined it more broadly as "increased intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her work role: meaning, competence, self-determination and impact". Peter (1988) said the global competition and changes requires innovative initiatives from organisation's members, therefore, a high attention given to the psychological empowerment in order to facilitate the innovation through providing supportive culture that value employee's contribution and involvement.

On the other hand, it is difficult for empowerment to be properly undertaken without building human capacity and developing people competencies in the organisation. Therefore, firms have to invest on their human capital to achieve fruitful results in their day to day business through empowering people. Nevertheless, people should not only have the right competencies to carry out tasks but also to have the adequate opportunities to confidently excel and master their tasks.

Gretchen (1995) addressed that employees should have the access to the information, materials, visions and strategic priorities in order to increase their experience in deploying empowerment and apply effective empowerment program. Besides, empowerment can increases the staff productivity by gaining excellent experience during the undertaking of the different assignments and acquiring the appropriate knowledge and skills to build their capacity. It can also improve the quality of the relationships between managers and their subordinates (Scott et al. 2004). However, empowering team members is about giving them the authority to undertake the assignments during the absence of leader; rather it should be on ground practices in which team members fully authorized to master their immediate tasks that they own and take on-spot decision and at any time during the execution of teamwork activities (Mushin and Joon 2001).

It is obviously true that lots of team leaders are reluctant to empower their superiors as they believe that empowering people might lead to losing of their, whereas a matter of fact that empowerment is about sharing the leader's power. In addition, empowering team member would enhance the process of decision making and would ensure problem solving as soon as possible due to the high degree of autonomy that will be granted to the members to perform beyond their normal boundaries (Bradley et al. 2004). It is further step from participation as their decisions are extremely respected, trusted and considered by other parties. Empowered people are fully authorized to go through the decision making processes and take the actions based on their own assumptions. Cengiz and Ercan (2008) explored that employees' involvement and empowerment have positive relationship with cultural effectiveness. Thus firms are required to develop positive employees' attitudes and reward them as it positively influence cultural orientation.

Empowering followers is one of the prime characteristic that differentiates such leader from another. Gilad (2003) found that transactional leadership is positively related to employees' empowerment. Moreover, transactional leaders are keen to influence followers' behavior by delegating their responsibilities, encourage creative ideas and improving employees' capacity (Taly et al. 2002). Empowerment is imperative to organisational development as it can offer real benefits, including employee satisfaction, employee's commitment, better decision making, and enhance innovation (Gary and Wendy 2006). In addition, taking further steps in engaging and involving employees with management would ultimately contribute to the establishment of empowered organisational culture. Another approach was proposed by Jeff and Kleiner (1995) to embed the empowerment concept in the organisational culture is by creating self-managed teams. However, putting empowerment into practice requires teams that have appropriate information and abilities to take the decisions based on the strategic directions of their

organisation. These teams have to priorities their activities according to the strategic needs that would lead them to independently target the organisational goals (Margaret 1997).

2.2.5 - Rewards

Team members often motivated by vast array benefits, all depends on each individual's interest and their criteria for prioritizing the benefits. Compensation system is one of the most critical constituents that affect positively on the cooperation between team members (Wei et al. 2007). Employees who particularly afford extra efforts to achieve better quality of work are usually like to be recognised and appreciated for their performance by their management.

In fact, rewards and appreciation the efforts of individuals or teams will benefit both, the employees and the organisation it self. The employees will be motivated and encouraged to effectively participate in organisational assignments and would be more willing to share their innovative ideas to solve problems. However, the organisation can benefit from the reward system by reducing turnover rate and having more loyal staff on board. In addition, through employee's motivation organisation can increase its productivities to achieve high level performance and effectively correspond to the strategic objectives. On the other hand, Teresa (1998) argued that organisations kills creativity by depending more often on cash rewards which make people feel as if they are being controlled. According to the author, this method can have adverse impact on employees' performance as they might have negative feeling if the organisation did not provide sufficient recognition for their creative efforts.

Edward (1988) said rewards increases individual participation because leaders can reinforce individual skills by providing them incentives. Ron (1998) believes organisation can influence individual behaviour by recognition and rewards as further elements of a support system. Jeffrey and John (1987) suggest that reward system, promotion and other human resources strategies are influenced by organisation's cultural values. Susan and Ellen (2008) stated that rewards system can increase organisational innovation by fostering innovative thinking and practices. Philip et al (1990) studied the relationship between team leader and subordinates in the context of contingent rewards behaviour and found that rewards have significantly positive impact on team member satisfaction in terms of positive feedback, special recognitions and personal complement.

According to John (1992) some organisations values teamwork culture and respect individuals' achievements, so they have long-term commitment to all employees, including weaker and higher performers. On contrast, other organisations have the culture that rewards individuals for accomplishing specific tasks, so they do not provide long-term commitment and they most probably lose employee's loyalty. According to the author, he assumed that the higher performer would stay in organisation with such culture, while the weaker performer would leave the organisation.

Kathryn and Abhishek (2002) stated that "rewards could range from monetary incentives such as bonuses to non-monetary awards such as dinner gift certificates to awards such as praise and public recognition that do not have a monetary equivalent value". According to them, many organisations established reward systems to encourage their employees to share their knowledge with others. Thus knowledge sharing behavior among team members can be considered as criteria for evaluating their performance over the period. In addition the team leader has the opportunity to evaluate the contribution made by individual team member in sharing their knowledge with others and recommend the desire incentives for each member. Bianca et al (2003) argue that team members should receive equal rewards as it enhances the cohesiveness, trust and mutually supportive behavior between all individuals in the group.

2.3 - Teamwork

The improved understanding of team development and group work has increased the attention on teamwork principles by worldwide originations. Now various disciplines of organisation are brought together and structurally incorporate in the form of teamwork in order to foster the team's identity. Teamwork is a concept frequently used in the business environment. It involves effective cooperation of two or more people in the activities that are heading towards common goal. Milind (1997) defines teamwork as a "cooperative effort by the members of a team to achieve a common goal". Whereas Castka et al (2001) defines high performance team as "an energetic group of people who are committed to achieving common objectives, who work well together and enjoy doing so, and who produce high-quality results". Teamwork is a multi-faceted concept and said to be characterised by helpfulness, coordinated effort towards a shared approach of working with open communication (Michael and Jason 2000).

Throughout the two past decades teamwork has become a common topic for researchers investigating different episodes in teamwork cultures such as team leadership, conflict, social loafing, team effectiveness and team performance. The increase in teamwork research and its popularity derived primarily from the growth in employee's involvements and participations by many organisations around the world. Organisations have realized that employee's productivity and performance are highly correlated with their engagement in team based activities (Susan 1994).

According to Galagan (1998) during 1980s Ford Motor Company had great improvement in the quality due to involvement of teamwork in their operations which led to generate more profit for the company. Moreover, HP becomes one of the most successful companies in the technology industry particularly in computers and printers business; this is because HP embedded the teamwork attributes as part of their organisational framework (Hewlett-Packard 1987). While George (1987) believes that the successful of Japanese quality concepts in increasing the efficiencies of product and services encouraged American organisations to apply different techniques in order to increase the participation of team in innovation and decision making. Merle (1992), stated that the experiment of Hawthorne (Western Electric factory outside Chicago) in 1990 revealed that the involvement and participation of workers, their supervisor's support and team cohesion were the most significant factors influencing and increasing worker productivity.

Team effectiveness is refers to the system of getting group of people working together effectively, and this means the group can achieve much more than if the individuals of the team were working on their own. Pina and Joe (2002) stated "Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills". According to them, commitment to team success, team process, shared goals and interdependence are the consistently identified attributes in the literature. On the other hand, Margaret et al (2010) found that people performance depends on their ability, motivation and opportunity, as following:

- Ability: they are able to do their job as they have the necessary knowledge and skills
- Motivation: they are motivated to do their job as they are adequately incentivised.
- Opportunity: they are encouraged and inspired to do their job as they have the right environment and necessary support from the management as well as opportunity for expression.

Gabriel (1991) said there are many reasons for groups fail to produce synergistic outcomes. One of the most important reasons is that when people are speaking in brainstorming session some of the team members are not able to speak and they are afraid to put their ideas forward. In addition to that some of the team members holding their ideas in their memories, waiting for a chance to speak, and by doing this they are not able to produce other ideas. Moreover, some team members do not feel adequate confident to offer what they think as a relatively ordinary idea after a creative idea has been offered by another group member. Therefore, team synergy is a vital trait which should be embedded in the teamwork culture in order to ensure effective participation by all members and facilitate the collective efforts to reach the common target. Team synergy can be notice when the team works co-operatively to achieve their shared goals more than the sum of individual's effort working individually.

Interestingly, teamwork can smoothly achieve their shared goals as a result of synergetic effect of cooperation on team working conditions. Obviously, if the work is given to the team and they are cooperative, sharing their knowledge, ideas, abilities, information and experiences they can accomplish better results, and the efficiency and the effectiveness of work is greater than group of people working separately. If the team leader is looking for synergetic efforts undertaken by the team, he/she can achieve it if there is a commitment to something valuable; in which team leader have a clear vision of the goal that the team desire to achieve.

"High but attainable goals are motivational. They tend to encourage people to stretch themselves. Stretching people can result in effectiveness level never before thought to be possible. When people achieve higher levels of effectiveness, they become productivity believers and communicate the effectiveness ethic to others" (Sibson 1994).

Thus it is important that every member in a team including team leader should have the same goals. The team leader role is to align the individual interest with team goals to ensure achieving organisational goals. By this the team leader will not only satisfy individual and corporate interest, but also will motivate and inspire all individual involved in the team. Knowing the specific goals of teams will make things easy for everyone and would guild individual to right path.

Emily and Lorraine (2010) reviewed literatures in the emergency departments and discussed that teamwork and communication play significant role in improving employees' satisfaction, improving customers' satisfaction and reduce the errors. Nils et al (2010) confirmed that the team typically motivated by benefits such as the increase in innovation and in the productivity level. According to them the effective of team coordination would increase the team's performance as the work approach of a team enables self managing, this is because the team decide how the work is coordinate, rather than the traditional management approach in which the work is coordinated in a hierarchy way through command and control to clearly separate the roles between divisions and individuals.

Martin and Luigi (2004) suggested sufficient attention should be devoted to increase the social aspects among the team such as mutual support and cohesion as well as increasing technical skills along with the teamwork related skills such as project management skills for members in project teams. Martin (2005) investigated the effect of team size on the teamwork effectiveness. The author argued that many business organisations use 10 or more members in their teams which is negatively affect the performance of the team as per the authors finding that teamwork's quality is lost in large teams.

2.4 - Organisational Culture and Teamwork

A review of many literature expose that the most important elements of team is to have clear goals and plans, coordination responsibilities, leadership, empowerment, autonomy to act and management commitment, while absence of these critical elements will lead to teamwork failures. In order to promote successful task completion of the team, an effective communication should take place across the organisation to improve productivity and efficiency (Chang et al. 2009), and minimize misunderstanding in multi-cultural team where people engage with different cultures and nationalities (Marquardt and Horvath 2001). Followers should be empowered and participate more in decision making to have better outcomes in team based activities (Ashley et al. 2008). They also should have a degree of autonomy and use different medium of communication so that they can master their tasks and perform effectively (Deci et al. 1989). Team members should be self-reliance and have sense of personal control over their immediate work because they need to take immediate decisions based on their own assumptions to facilitate the progression of their tasks (Tracey and Christine 2000).

In addition, Alan and Derrick (1993) emphasized that cross-functional communication between teams bring more innovation while they move together rather than by individual who may pass misinterpreted information. Furthermore, managers have to demonstrate their own commitment to the team members in order to motivate them. They should play the role of leader and act as the conductor of an orchestra in which leader and team member play the instruments at the same time as conducting (Gabriel 1991). Jackson and Joshi (2004) suggest that the leaders should coordinate the efforts of group members as they are the ultimate responsible for their team and ensure the effective management of their performance. Whereas, lack of leadership in organisations with team-based activities, might cause a major failures to the organisational performance (Stewart and Manz 1995). Leaders when they deal with their subordinates more often establish two main styles: transactional and transformational. More focus is given especially to transformational leadership style rather than transactional as this specific type of leaders are more associated with emotional interactions (Bass et al. 2003), and appeal to their followers and motivate them by transform their personal interest into organisational goal (Yukl 1999).

Oluremi and Victor (2010) argued that a reaction to conflict is a critical variable that extensively affect team work. According to them, productive reactions by team member will lead to effective teamwork, while destructive reactions will negatively affect the team performance. Susan and

29

Diane (1997) found that collaboration, supervision style and communication have significant relationship with employees' performance and productivity which will ultimately lead to team effectiveness. Jennifer and Sigal (1995) believe that one of the most organisational challenges that affect the interaction of team members is to understand people's behavior in corresponding to others as many people deviates from their personality among the time and situations, while other people do not cooperate with their coworkers. However, workplace requires employees' effective cooperation and contribution through teamworking in order to achieve interdependent organisational tasks successfully (john 1995). Cooperative behavior is usually apparent in people's enthusiasm and preferences to perform independently or in teams (Ruth 1995).

Organizational culture and teamwork are broadly recognized by academics and writers as important factors for effective running of organisation's core activities and business priorities in various sectors. For example Alan and William (1983) agree that organisations in service sector should have shared understanding of cultural values in order to enhance the positive image of their organisation on the stakeholder's eyes as well as enhancing strategic performance and improving organisational change. Particularly in the service sector Jennifer and Karen (1994) believe that it is important to have set of widely shared values among the organisation's members to build strong cooperate culture and to ensure the consistency in delivering the services.

Cooperation between members enhances the organisational survival as people from different group strive to achieve their goals. In addition, cooperation between people would be improved when members consider other people as part of their in-group. Therefore it is crucial for firms to identify the factors that categorise the people as in-group or out-group. According to Jennifer et al (1998) those factors might be the demographic diversity among members and the cultural trend within the firm's environment for which an individualism or collectivism approach is commonly undertaken. Gordon (1954) considers race and gender as immediately apparent physical attributes that determine the individual's impressions of other colleagues. Moreover, firms who emphasize the individualistic cultures tend to rewards the individuals' achievement and appreciate the efforts of particular person due to the high consideration of individuals own abilities. On the other hand, firms with collectivistic organisational culture are more likely to have shared objectives, similar interests, agreeable actions, encourage commonalities between firm's employees as people behavior is highly associated with organisational widespread norms (Harry 2001).

Recent literatures attempt to promote healthy organisational culture and achieve high performing teamwork particularly in multinational work environment (Miriam 2010 and Shirey 2009). In addition, Cynthia and Allyn (2009) studied the national and organisational culture mix in service firms. They focused their study on exploring if a particular type of culture would encourage an optimum work style depends on national context and whether it would lead to greater business outcomes in terms of performance and customer satisfaction. The results indicate that firms attempt to perform with low level of outcome if their culture match with their home country, and has significant different cultural values of the existing country in which the firms operate in. Thus, the finding clearly indicated the significant correlation between the international organisational culture and national culture impacting the business performance of the firms. Therefore, it is important to take into consideration the high influence of multinational cultures on teamwork effectiveness and its negative consequences on business performance of the organisation (Marquardt and Horvath 2001).

Brian et al (2009) found that the organisation can achieve competitive advantage and better stands its position in the industry if their management valued teamwork and focused on delivering high cohesiveness teams along with increasing employees' involvements across the entity. According to them, by encouraging employees participations an organisation can deliver better services and can achieve high customer satisfaction. While less supportive firms to their personal would end with poor service quality and have less satisfied customers. Managers should highly support and leverage the teamwork culture with their organisation to improve the group dynamics which is an important construct of people belongings. Specifically, strategic leaders are able to put forth the organisational strategic long-term objectives by visioning the different interface systems to facilitate the endeavourers of their teams (Marian 2010). Xingxing et al (2010) believe that embedding the team culture at workplace is essential for encouraging open communication method to foster organisational learning during the development of quality program.

One of the most recent research studies conducted by Sai et al (2011) and concluded that the organisational structure has to be formed in the way that suits the specific corporate requirements. In addition, 'Goal setting and accomplishment' and 'Team orientation" are the most important factors of organisational culture, as the predefined clear goals will help in developing and implementing the organisational strategic plan. While the development and implementation stages during the management of activities need an excellent efforts carried out by multidisciplinary team members. The research proposed other factors that found to be

significantly correlated with organisational culture and important for the overall performance of the organisation, the factors are: 'Coordination and integration', 'Performance emphasis', 'Innovation orientation', 'Members' participation' and 'Reward orientation'. Noticeably, the organisational culture represents the organisation identity and it shapes the behaviors of organisation's members.

Chapter 3: Research Methodology

Chapter 3: Research Methodology

This chapter demonstrates the process of designing this research paper and it explains in details the methodology that has been undertaken to pursue the research study. It also highlights the tool that has been used to gather the data and shows how the data is measured.

3.1 - Conceptual Framework (Variables and Hypotheses)

This research firstly investigated the theory of relationship between organisational culture and teamwork which was already accomplished in the literature review section. Based on the review of various literatures from different schools, the conceptual framework and the research hypotheses will be developed. Then the hypotheses will be examined by collecting the data and analysing them which will lead to accept or reject the developed hypotheses.

In order to conduct this research, quantitative approach is undertaken as most appropriate approach instead of qualitative approach. Quantitative tool will provide facts based on actual data generated from the site using surveys or questionnaire. It is more easy way to capture people behaviours on certain topic with greater amount of samples. While, qualitative approach is based on peoples' views and perceptions which are generated from interviews. In addition, quantitative approach will provide more reliable data and will allow to test and confirm the hypotheses and find correlations between variables, while qualitative will help to develop theories.

Moreover, as this study is designed to conduct a research on the relationship between organisational culture and teamwork. It is noticed that from the review of various scholars there are many studies have investigated and explored the positive relationship between cultural variables and organisational performance such as the papers developed by Caroline and Randall (2000) and George and Nancy (1992). Whereas other studies confirmed that organisational culture and its different variables affect almost all aspects of the organisation including teamwork performance (Susan and Diane 1997).

Accordingly, it is hypothesized that each cultural factor will exert positive effects on teamwork. Therefore, a conceptual framework can be built as per figure 3, and the main research hypothesis of this paper assumed to be as following:

Ha1: There is a positive relation between **organisational culture** and teamwork.

Based on the main research hypothesis, it is clear that organisational culture is the independent variable and teamwork is the dependent variable, in which teamwork is core of this study. In addition, the study will examine organisational culture in more detail by studying the effects of other variables related to the cultural aspects on teamwork. These variables are extensively studied in the literatures as most cultural factors that affect positively on teamwork performance. Additional hypotheses which are shown below are categorized as sub-hypotheses of this research paper:

Ha2: There is a positive relation between **leadership** and teamwork.

Ha3: There is a positive relation between **communication** and teamwork.

Ha4: There is a positive relation between **organisational structure** and teamwork.

Ha5: There is a positive relation between **empowerment** and teamwork.

Ha6: There is a positive relation between **rewards** and teamwork.

| **Organisational Culture:**
 - Leadership
 - Communication
 - Organisational Structure
 - Empowerment
 - Rewards | Positive Correlation

Ha1, Ha2, Ha3, Ha4,
Ha5 and Ha6 → | **Teamwork** |
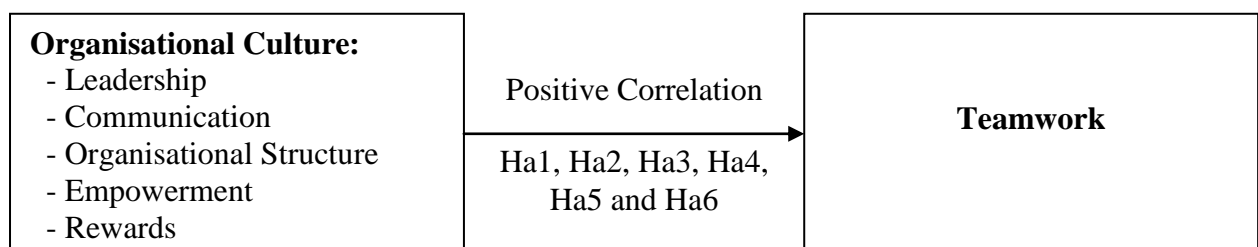
Figure 3: The effect of organisational culture and its factors on teamwork

3.2 - Questionnaire Development

In order to pursue with the quantitative research a specific questionnaire was developed by the researcher to collect the data and examine the research hypotheses. Based on critical review of the literature, the scale was developed to reflect the identified variables. The questionnaire was pre-tested with 60 samples used to accomplish course work assignment and has shown significant matches with research topic, particularly with research variables and other factors. In

order to align with the research scope, an electronic based questionnaire was mailed to employees representing more than 44 different Abu Dhabi Governmental organisations. However, some hardcopies of the questionnaire distributed to collect more data. A sample of questionnaire is provided in the appendix 1.

3.4 - Sample

The participants of the questionnaire were the employees of local government organisations, mostly representing from middle management positions and down to the junior levels. The questionnaires were distributed by email and given by hand to 472 employees in Abu Dhabi Government Departments. 295 questionnaires were received back to the researchers. The questionnaires were filtered to generate only the suitable ones and ignore uncompleted response. Thus, total properly completed questionnaires were 253.

3.5 - Measures

The questionnaire consist of 30 multiple choice questions according to the following variables:

- Demographic: The first 5 questions were about the demographic data; respondents' age, education and work experience were measured using 5 options, whereas gender and position level were assessed using 2 options and 3 options scale respectively.

- Organisational culture: 15 items were used to measure organisational culture; each 3 items assess one of its 5 dimensional, which are leadership, communication, organisational structure, empowerment and rewards (in order). 5 pints scale in Likert format was used for measuring these variables; 1 for "strongly disagree", 2 for "disagree", 3 for "undecided", 4 for "agree" and 5 for "strongly agree".

- Teamwork: 10 items were used to measure teamwork variable and the same scale mentioned above was used to measure this variable.

Chapter 4: Data Analysis, Findings and Discussion

Chapter 4: Data Analysis, Findings and Discussion

This chapter shows analyses of collected data and what findings that were observed during the analyses process. In addition, in this section all research hypotheses are tested using special statistics software and the results of the tests are shown and discussed accordingly.

4.1 - Descriptive Statistics

In order to examine the study variables, an SPSS package (v. 19.0) was used in analysing the collected data. Table (4.1) presents the distribution of study sample according to the demographic, career and educational factors. As can be seen from this table, more male have responded (55%) to the questionnaire than female (45%) and mostly they aged between 25-35 years. Majority of them are in the middle management positions (44%), and quite high responses generated from senior management by around 37%.

It is also noticed that the majority of respondents were highly educated as 139 of them have bachelor degree, 74 have master and 9 have accomplished PHD degree. Interestingly, more than 40% of the participants of this questionnaire have more than 10 years work experience through their career endeavors. Obviously this high percentage of experienced people will strengthen the study and will lead to have more accurate and reliable data since these people have experienced various team practices and extremely participated in different teamwork activities. The histogram of each of the demographic variables is available in the appendix 1.

Demographic Variables	Gender	Position	Age	Education	Work Experience
Male	139				
Female	114				
Senior		93			
Middle		111			
Junior		49			
Less than 25			18		
25-35			146		
36-46			68		
47-57			15		
58 or above			6		
High School				9	
Diploma				22	
Bachelor				139	
Masters				74	
PHD				9	
0-2					17
3-5					49
6-10					77
11-15					56
16 or above					54

Table 4.1: The description of the study sample

4.2 - Reliability Statistics

Before analysing the relationship between independent and dependent variables, a reliability test was undertaken to assess the reliability of data. As shown in table (4.2), most of the variables have quite high value of Cronbach's Alpha, which ranged between 0.66 and 0.89. It can be conclude that the scales used in this study are highly reliable, accept the "Global Factor Communication" and "Global Factor Empowerment" which have low values of Cronbach's Alpha accounted as (0.02) and (0.37) respectively.

Variable	Cronbach's Alpha	Number of Items
Global Organisational Culture	0.69	15
Global Factor Leadership Style	0.89	3
Global Factor Communication	0.02	3
Global Factor Organisational Structure	0.78	3
Global Factor Empowerment	0.37	3
Global Factor Rewards	0.82	3
Global Teamwork	0.66	10

Table 4.2: Reliability test of the study sample

However, the deletion of an item will significantly increase the Alpha value of both variables. Thus, in this case the reliability test is done again with examining the "Cronbach's Alpha if item deleted" in order to delete unreliable items from "communication' and "empowerment' factors (see table 4.3 and 4.4).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Communication Item 1	6.6838	2.503	.051	-.095[a]
Communication Item 2	6.5692	2.413	.052	-.104[a]
Communication Item 3	7.8617	2.485	-.063	**.234**

Table 4.3: Reliability text of communication factor

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Empowerment Item 1	6.4427	2.875	.394	-.062[a]
Empowerment Item 2	6.6957	2.594	.345	-.020[a]
Empowerment Item 3	6.9802	3.916	-.024	**.723**

Table 4.4: Reliability text of empowerment factor

Therefore, the new Cronbach's Alpha value for "Global Factor Communication" is 0.23 and for "Global Factor Empowerment" is 0.72 which has significantly increased in terms of scale's reliability after deletion of item 3. The items of the two factors has been reduced to 2 and the total "Global Organisational Culture" items become 13 (see table 4.5).

Variable	Cronbach's Alpha	Number of Items
Global Organisational Culture	0.69	13
Global Factor Leadership Style	0.89	3
Global Factor Communication	0.23	2
Global Factor Organisational Structure	0.78	3
Global Factor Empowerment	0.72	2
Global Factor Rewards	0.82	3
Global Teamwork	0.66	10

Table 4.5: Reliability test of the study sample

4.3 - Correlation Statistics

The correlation analysis was conducted to test the relationships between variables and how strong are these relationships. Table (4.6) shows the result of the correlation test. It indicates that all organisational culture variables (leadership style, communication, organisational structure, empowerment and rewards) found to be highly significant and positively related to teamwork. As almost all significant values accounted for (.00), thus the variables are significant at 0.01, which means 99% the same correlation will take place if this study was done again.

Variables		Global.Organisational.Culture	G.F.Leadership.Style	G.F.Communication	G.F.Organisational.Structure	G.F.Empowerment	G.F.Rewards
G.F.Leadership.Style	Pearson Correlation	$.719^{**}$					
	Sig. (2-tailed)	.000					
	N	253					
G.F.Communication	Pearson Correlation	$.497^{**}$	$.144^{*}$				
	Sig. (2-tailed)	.000	.022				
	N	253	253				
G.F.Organisational.Structure	Pearson Correlation	$.259^{**}$	$-.256^{**}$	$.180^{**}$			
	Sig. (2-tailed)	.000	.000	.004			
	N	253	253	253			
G.F.Empowerment	Pearson Correlation	$.630^{**}$	$.314^{**}$	$.189^{**}$	.096		
	Sig. (2-tailed)	.000	.000	.003	.127		
	N	253	253	253	253		
G.F.Rewards	Pearson Correlation	$.706^{**}$	$.694^{**}$	$.157^{*}$	$-.293^{**}$	$.299^{**}$	
	Sig. (2-tailed)	.000	.000	.012	.000	.000	
	N	253	253	253	253	253	
Global.Teamwork	Pearson Correlation	$.565^{**}$	$.634^{**}$	$.225^{**}$	$-.203^{**}$	$.304^{**}$	$.591^{**}$
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000
	N	253	253	253	253	253	253

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.6: Correlation Matrix

4.4 - Regression Statistics

In this section a regression test was undertaken to analyse the relationship between independent and dependent variables as well as accept or reject the hypotheses which are developed earlier. As determined that all the hypotheses have positive relation. In order to accept such statement, the significant value should range between 0.01 (High significant value) and 0.05. It is clear that all the 5 factors are significantly related to the organisational culture at 0.01 level. In addition, the organisational culture and the 5 factors are also significantly correlated to teamwork at 0.01 level. The following are the justifications for the relationships between different variables based on previously developed hypotheses:

Ha1: There is a positive relation between **organisational culture** and **teamwork**. The tables below show the result of correlation between organisational culture and teamwork. The significant value is .00 and the adjusted R-square value accounted for .316 which means that 32% of teamwork effectiveness depends on organisational culture factors. This is because teamwork is built into the organisation and obviously will be influenced by the culture. While, organisational culture can create healthy work environment and improve employees' perceptions and productivities which ultimately lead to team effectiveness (Susan and Diane 1997). Therefore, Ha1 which is the main hypothesis is accepted because organisational culture is highly correlated with teamwork.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565[a]	.319	.316	4.28324

a. Predictors: (Constant), Global Organisational Culture

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2156.811	1	2156.811	117.562	.000[a]
	Residual	4604.880	251	18.346		
	Total	6761.692	252			

a. Predictors: (Constant), Global Organisational Culture

b. Dependent Variable: Global Teamwork

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.195	1.723		10.559	.000
	Global Organisational Culture	.368	.034	.565	10.843	.000

a. Dependent Variable: Global Teamwork

Table 4.7: Regression Test for Organisational Culture and Teamwork

Ha2: There is a positive relation between **leadership** and **teamwork**.

The tables below show the result of correlation between leadership style and teamwork. The significant value is .00 and adjusted R-square value accounted for .399 which means that 40% of teamwork effectiveness depends on leadership. This is because the charismatic of team leader and leadership in general within the organisation affect individual performance. In particular transformational leadership has the ability to provide synergetic environment between team members and allow team dynamic across the firm. Bass et al (2003) and Yukl (1999) stated that leaders are associated with emotional issues, thus they motivate team member by transforming their personal interest into organisational objectives.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634[a]	.402	.399	4.01477

a. Predictors: (Constant), G.F. Leadership Style

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2715.978	1	2715.978	168.502	.000[a]
	Residual	4045.714	251	16.118		
	Total	6761.692	252			

a. Predictors: (Constant), G.F. Leadership Style

b. Dependent Variable: Global Teamwork

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.611	.887		28.877	.000
	G.F. Leadership Style	1.009	.078	.634	12.981	.000

a. Dependent Variable: Global Teamwork

Table 4.8: Regression Test for Leadership Style and Teamwork

Ha3: There is a positive relation between **communication** and **teamwork**.

As it shown in the tables below, there is positive correlation between communication and teamwork as the significant value is .00. Unexpectedly, the adjusted R-square value is only accounted for .047 which means that 5% of teamwork depends on communication. Whereas, communication is one of the most important approaches for achieving high performing team which is also agree with the proposition undertaken by Chang et al (2009). In addition, communication promotes successful task completion of the team and improves people engagement with each other in order to innovate. Conflicts and misunderstanding can be minimized only by effective communication between team members. Moreover teamwork usually is involved by diversified individuals, thus effective communication can help people to understand each other and to build on each other ideas to achieve the common goals of the team. According to the significant value, this hypothesis is supported as communication positively and highly correlated with teamwork.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.225[a]	.051	.047	5.05728

a. Predictors: (Constant), G.F.Communication

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	342.104	1	342.104	13.376	.000[a]
	Residual	6419.588	251	25.576		
	Total	6761.692	252			

a. Predictors: (Constant), G.F.Communication

b. Dependent Variable: Global Teamwork

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.274	1.772		17.088	.000
	G.F.Communication	.604	.165	.225	3.657	.000

a. Dependent Variable: Global Teamwork

Table 4.9: Regression Test for Communication and Teamwork

Ha4: There is a positive relation between **organisational structure** and **teamwork**.

As it shown in the tables below, there is positive correlation between organisational structure and teamwork as the significant value is .00 and adjusted R-square value is accounted for .038 which means that 4% of teamwork depends on organizational structure factors. This is due to the impact of structural issues in the organisation on the performance of the team, such as the organisation chart, chain of command, authorities and decision making process. These issues have to be clear to the people and a degree of flexibility should be provided in order to facilitate the role of team member. Moreover, dynamic structure should foster teamwork operations and eliminate the gaps between the organisation direction and the actual performance of groups (Huw et al. 2000). Therefore, there is positive relationship between organisational structure and teamwork.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203[a]	.041	.038	5.08177

a. Predictors: (Constant), G.F. Organisational Structure

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	279.760	1	279.760	10.833	.001[a]
	Residual	6481.931	251	25.824		
	Total	6761.692	252			

a. Predictors: (Constant), G.F. Organisational Structure

b. Dependent Variable: Global Teamwork

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.483	.919		42.983	.000
	G.F. Organisational Structure	-.319	.097	-.203	-3.291	.001

a. Dependent Variable: Global Teamwork

Table 4.10: Regression Test for Organisational Structure and Teamwork

Ha5: There is a positive relation between **empowerment** and **teamwork**.

The tables below show that there is positive relationship between empowerment and teamwork. From the table, it can be seen that the significant value is .00 and adjusted R-square value is accounted for .089 which means that 9% of teamwork depends on empowerment; this is because empowering team member will improve individual performance as they have ownership on their immediate task and can take the decision on spot (Mushin and Joon 2001). This environment motivates the followers to achieve high productivity and improve team cohesion (Elton 1933 and Merle 1992). Therefore, this hypothesis is accepted as there is clear relationship between empowerment and teamwork.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.304[a]	.092	.089	4.94512

a. Predictors: (Constant), G.F.Empowerment

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	623.695	1	623.695	25.505	.000[a]
	Residual	6137.996	251	24.454		
	Total	6761.692	252			

a. Predictors: (Constant), G.F.Empowerment

b. Dependent Variable: Global Teamwork

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.801	1.391		21.424	.000
	G.F.Empowerment	.681	.135	.304	5.050	.000

a. Dependent Variable: Global Teamwork

Table 4.11: Regression Test for Empowerment and Teamwork

Ha6: There is a positive relation between **rewards** and **teamwork**.

As it shown in the tables below, there is positive correlation between rewards and teamwork as the significant value is .00 and adjusted R-square value is accounted for .347 which means that 34% of teamwork depends on faire rewards given to the team members by their leaders. The high correlation between these two variables is due to the significant impact of rewards on team member performance, as reward highly motivates and encourages followers to achieve excellent in performing their tasks. A study conducted by Huw et al (2000) revealed that rewards create positive employees' attitudes. This hypothesis is supported by having clear positive relation between rewards and teamwork.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591[a]	.350	.347	4.18550

a. Predictors: (Constant), G.F.Rewards

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2364.575	1	2364.575	134.977	.000[a]
	Residual	4397.117	251	17.518		
	Total	6761.692	252			

a. Predictors: (Constant), G.F.Rewards

b. Dependent Variable: Global Teamwork

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.672	.816		33.901	.000
	G.F.Rewards	.921	.079	.591	11.618	.000

a. Dependent Variable: Global Teamwork

Table 4.12: Regression Test for Rewards and Teamwork

4.5 - Discussion of Main Findings

Based on the analysis of data and conducting different correlation tests, the main finding of this study is captured in the following paragraphs. It is considerably noticed that the organisational culture is significantly affect teamwork in any organisation particularly in the government sector in which this paper investigated on. In addition, some of organisational culture factors can significantly influence teamwork performance and affect its outcomes.

One of these factors is leadership which might influence teamwork effectiveness by around 40% according to the analysis explained in previous chapter. Thus lack of leadership within the teamwork practices will impact negatively on the team synergy. Particularly, the characteristics of transformational leadership are very important for team effectiveness. Such style of leaders delegates the authority to their team and effectively guides them towards the objectives (Joyce and Timothy 2004). In case of any conflict they would immediately discuss the issue with the team and eventually would hardly try to satisfy all team members. Thus, they create valuable and positive change in the followers with the end goal of developing followers into leaders and aligning their interest with corporate objectives (Anne and Deanne 2004).

In fact, some team leader focuses on how to manage the tasks and get the job done by team member instead of leading by example and innovatively accomplishment of the tasks. This dissatisfied the team member and limited their involvement and contribution to the team activities. In working group, team members expect more engagement from the leader to set a clear vision and give direction for the team involved in the operations.

Of course they had aspiration to deal with a charismatic leader who would inspire the team and ensure their effective contribution and alignment to deliver a preset mission. Whereas, some leaders do not exercising their administrative and analytical skills; thus they do not communicate the organization's values, the policy and any strategy to the required changes. Obviously the team expected that the leader would empower the staff and subordinates, while acting as an energetic leader looking also at other methods of leadership beyond the transformational ones. Martin and Jouko (1996) stated that organisations seek to invest on leadership to manage diverse projects, resources, people relationship, team effectiveness and communications, while Dennis and Jeffrey (1991) said that leader's style has high influence on team member effectiveness. Dusya and Mary (2004) believe that learning organisations requires transformational leadership style to enable learning and innovative environment across the organisation. Margaret et al

(2010) investigated on High Performance Work Systems (HPWS) and found that achieving high performance is a collaborative efforts between team leaders and Human Resources system, as team leaders are in daily contact with their people, while HR enables the process by establishing system, procedures and facilitating implementation, so that team leaders and their people deploy these set of policies and they are experienced of effective systems and ineffective one.

Another critical factor in teamwork is the appreciation and rewards scheme for team members. It is observed that high number of responded agree that rewards can motivate the team members to produce more efforts and increase the level of their satisfaction. If we go back to the analysis, it shows that 34% of teamwork effectiveness depends on rewards. This is because team member would like to be appreciated by their leaders after accomplishing major activities. Such motivation technique could improve team member commitment and positively influence their emotions towards their teams or towards their whole organisation. This finding totally agrees with Wei et al (2007) argument, as they stated that compensation system is positively affect cooperation of team members.

Furthermore, as the analysis indicated that 9% of teamwork depends on empowering team members. Thus, it is important to motivate people by empowerment and by giving them full responsibilities on the tasks that they own. Providing self-reliance would help the employees to take immediate decisions based on their own propositions (Scott et al. 2004). Moreover, team members should experience the necessary level of empowerment to enable effective contribution to the team. Susan (1994) and Galagan (1998) confirmed that employee's involvement in team based activities is highly correlated with employee's productivity and improvement in the work quality, as experienced in Ford Motor Company and HP. Tracey and Christine (2000) emphasized on team empowerment and mentioned that team member should not be involved only but also have sense of control over their immediate work to feel self-reliance and take the decisions on spot.

Together communication and organisational structure factor can be dependent by teamwork by around 9%. Obviously, Communication plays a significant role within the team members, because effective communication reduces conflict and ensures high productivity for the team performance. Hence, improving inter-organisational communicate is very essential for the successful of organisation business. Every member in the team including team leader should have good communication skills to enable them to achieve an excellent result in their operation. Particularly, open communication between team members and their leaders should increase the

consistency and improve the level of coherence among the members (Javier et al 2005). But, miscommunication between team members' intentions might cause serious problems and decrease team's productivity (Taro et al 2006). Lack of a team charter that defines the communication methods, channels and intervals, might lead the team to experience a lot of challenges in streamlining their mission, aligning their efforts and missed knowledge sharing and knowledge transfer.

Nevertheless, teams should have clear target and set of tasks that has to be accomplished on the agreed timeframe with proper allocation of main tasks, so individuals can perform more effectively due to full understanding of their roles and responsibilities. The team structure should be minimized towards flat structure in order to cut the bureaucracy and encourage creativity at the whole layers. Lack of clear strategy set for the team will negatively affected the group definition and team charter. In addition if no specific goals were assigned to members of the team, thus the target setting will be diluted. Robert and David (2001) stated that strategic-focused organisation align their employees to the strategy, because they are the one who will implement the strategy, so it is very important to define personal and team objectives and link them to incentive scheme. By this employees productivity would be high and they would come up with innovative ideas that make strategies work. Also the right environment and tools would be provided to them to join energetic group and commit to work toward the common objectives as said by Castka et al (2001). The literature widely discussed the importance of team common goal and purpose as an essential factor for team effectiveness (Pina and Joe 2002).

On the other hand, the organisational structure should be more flexible to encourage innovation among team members and to allow more communication and ease of access between people in low level and management in the senior level. Moreover, the organisational structure should reflect the modern design rather than old mechanistic design which categorized as high bureaucratic, centralized decision making and long chain of command. In contrast, the modern design promotes for teamwork practices and allows people to take decisions within their team's responsibilities. This should foster creativity and innovation within organisational culture. As per Gretchen (1995) point of view, organisations should give employees the access to the information, organisational visions and strategic objectives in order to increase their experience and deploying effective empowerment.

As a matter of fact teamwork becomes a prime instrument of organisational culture. Thus, sharing the knowledge among organisational teams would make high positive impact on

achieving organisational goals (Zhuge 2002). However, the right knowledge should be properly transferred for sustainable business excellence at work environment. It is the top management and team's leader role to promote the culture of knowledge sharing through teamwork, in which clear approach is provided by them for capturing and disseminating the knowledge among the firm and teams context.

Chapter 5: Recommendations and Conclusion

Chapter 5: Recommendations and Conclusion

The recommendations and conclusion are discussed in this chapter. Moreover, the recommended actions that are suggested can be applied in any government organisation in UAE. In addition, the future research topics are discussed at the end of this chapter.

5.1 Recommendations

Based on the problems discussed earlier in chapter 1, the research done in the literature review to address those problems and the analysis of data collected from questionnaires, there are many concluded solutions and recommendations to improve the effectiveness of teamwork and establish high performing teams within the government organisations in the Emirate of Abu Dhabi in particular and in other public and private firms in UAE.

The executives and management at government sector should consider the organisational culture factors as it has high impact and positive relationship with teamwork based on the finding of Ha1. The most important cultural factors that are extremely considered in the literature are considerably highlighted in the research hypotheses. Therefore, these factors are considered as the main pillars for this study's recommendations to enable teamwork effectiveness:

- **Leadership:** leaders should provide their support to subordinates to enable them work enthusiastically toward achieving the stated objectives. They also should use their personal power in dealing with the challenges and promote employees movement to pursue the best interests of the organization (Burns 1978). In addition, broaden and elevate subordinates' interests will inspire and motivate them to perform more efficient. However, leaders have to guide and direct the followers to stretch themselves beyond their normal capabilities and abilities. It is also fundamental that leaders have to identify individual and team goals and then provide full commitment to accomplish the stated objectives. It is possibly saying that without leadership the organisation can be only a confusion of people and machines. As leadership style is significant to the teamwork, it is recommended that organisations should provide development programs and conduct training courses on leadership characteristics to their senior and top management. By doing so an organisation would significantly improve its culture and create friendly environment within the working groups, as management will change their style to demonstrate the behaviors of transformational leadership. As mentioned

by Anne et al (2006) organisations need to create a culture of shared power and decision making in order to nurture continuous improvement mechanisms.

- **Empowerment and rewards:** leader should exercise empowerment and demonstrate charisma that lead to raise the expectations of followers so that they are motivated to higher levels of commitment and performance. Thus, people can perform their activities innovatively as there will be less control over them and they can communicate through different channels to get their job done efficiently. Enabling empowerment environment within the team will tremendously enhance employee's productivities which can lead the team to high performance (Gary and Wendy 2006). On the other hand, team member should be rewarded for their excellent efforts and their contribution to the success of teamwork. This will ensure the sustainability of high productivity individuals and maintain the momentum of high performing team (Teresa 1998). In addition, organisation can direct individual's behaviors towards the achievement of corporate goals by deploying employees' recognition systems (Ron 1998).

- **Communication:** in terms of communication managers should open direct communication channels with people and team members to encourage effective communication within the teamwork ((Javier et al. 2005). Furthermore, the group members must communicate and negotiate in order to identify the quality of work they all wish to achieve, and the level of group participation and individual accountability they all feel comfortable with. Various communication methods should also be utilized and reflecting state of the art modern technology such as portals, internal-wikis, e-newsgroups, black berry technology. These methods will help the team members to regularly communicate and discus their topics which will ultimately enhance the knowledge sharing between members. Moreover, enabling effective communication will provide synergetic and energetic environment and will prevent dysfunctional conflict (Okhuysen and Eisenhardt 2002). Interestingly, effective communication would also enable functional conflict which will help the team to generate creative ideas and increase innovation (Mullen and copper 1994). Improving communication will the firm to establish consistent norms within the firm's culture and would lead to enhance the consensus especially in work environment that has high level of cultural diversity. Obviously, availability of proper communication method for team member will help them to build up their ideas properly and execute it successfully.

- **Organisational structure:** the other factor which lies mainly under top management responsibility is considering the dynamics and the flexibility in the designing of the organisational structure as it has significant correlation with teamwork (Fariborz and Shanthi 1998). It is also recommended to establish and follow a good governance model with clear delegation of authority manual that should enable more empowerment and engagement of all the members in the team. Feedback sessions and regular communication are also required to assess the team's synergy and dynamics. A use of a delegation of authority manual should set the tone of team dynamics in the organization and prevent conflicts among individuals. A clearly documented 'team charter' that defines best possible ways to deal with conflicts including assessment, team boundaries, investigation, grievance, incentive scheme, dismissal procedures should enable a structured approach to teamwork and function. In addition, the team should have full authority over it is responsibilities and take the decisions required on spot. Long hierarchy layers of the organisational structure may hinder the dynamic of teamwork (Huw et al. 2000). Thus, management should form a fixable organisational structure with less degree of controls and decentralised decision making process. This should

"If you can do all of this with a happy team, then you'll be more than willing to do it all again for the next project. And that's how your staff will feel also. Staff satisfaction is critical to your project's success. So keep your team happy by rewarding and recognizing them for their successes. Assign them work that complements their strengths and conduct team building exercises to boost morale. With a happy motivated team, you can achieve anything!"

By Westland (2011)

5.2 - Conclusion

In conclusion, effective teamwork not only influences the department or team performance but also the whole organisation they represent. Every member in the team with their collaborative and synergetic participation, shares the responsibility to achieve the desire goals. Applying the above recommended solution in professional way will defiantly lead the Abu Dhabi Government organisation towards high performance particularly supported by effective teamwork. Those recommendations would also help the government to overcome almost all problems and challenges mentioned in the problem section. Moreover these solutions are widely investigated in the literature as a good practice to achieve high performing teamwork. Thus, organisations can benefit from this opportunity to increase innovation and encourage learning within their teamwork while they are seeking to achieve their organisational goals.

In addition, it is thought that teams perform better in case they are gathered around a clear target, nonetheless specific individual objectives have preliminary assigned and monitored at later stages (Robert and David 2001). Moreover, creating a positive environment with clear boundaries and channels of communication should enable any team to collaboratively work to accomplish its objectives. Thus, effective communication and motivation within the teamwork would lead to the desire outcomes and will help to generate constructive ideas. Leaders support and encouragement will assist team members to achieve their goals and successfully accomplish the mission.

However, deployment of the right structure of a team is essential for its success; considering the team hierarchy, the authority given to each layer and the flexibility to exchange roles and accountability to facilitate the workflow. While, continuance major arguments within the team escalate the problems and affect on people behavior. In such situation the leader should allow a degree of argument "functional conflict" by which he can support the goals of the group and improve its performance. The firm's management and executives are responsible for creating healthy organisational culture, which support and encourage teamwork through team empowerment, leadership, open communication, motivation and reward team members in order to encourage win-win approach. However, lack of some cultural features that affect team effectiveness would probability lead the team to counter dysfunctional conflict. Hence, it is important to balance between the different cultural variables that undertaken in this paper and ensure of their existence before embarking in team's formulation process.

5.3 - Suggested Future Research Topics

I invite other researcher to conduct their studies on the context of UAE or Emirate of Abu Dhabi as there are very limited studies conducted in such context. In addition, I also encourage other researchers to investigate more on teamwork practices as my research confirmed the significance of teamwork for organisational success and its positive contribution to the organisation performance and its strategy. The following is the suggested future research topics that are related to this research paper:

- Teamwork as organisational excellence.
- How to build teamwork culture in government sector.
- Organisational structure and its effect on organisational behaviour and culture.
- Leadership behaviors and its effects on organisational performance in government sector.
- Employee empowerment and its affect on their performance in teamwork activities.

References

References

Alan, P., and Derrick, B., (1993). A framework for managing communication at the R & D/ Marketing interface, *Technovation*, 13(7) pp 439-447.

Alan, W., (2001). Understanding organisational culture and the implications for corporate marketing", *European Journal of Marketing*, 35 (4), pp.353 – 367.

Alan, W., and William, O., (1983). Efficient cultures: Exploring the relationship between culture and organizational performance. *Administrative Science Quarterly*, 28 pp 468-481.

Allen, A., and Harry, S., (1997). The effects of Top Management Team Size and Interaction Norms on Cognitive and Affective Conflict. *Journal of Management*, 23(4) pp 495-516.

Anne, K., and Deanne, D., (2004). Transformational leadership in a project – based environment: a comparative study of the leadership styles of project managers and line managers. *International Journal of Project Management*, 22 pp 609–617.

Anne, T., Zhi-Xue, Z., Hui, W., Katherine, X., and Joshua, B., (2006). Unpacking the relationship between CEO leadership behavior and Organizational Culture. *The Leadership Quarterly,* 17 pp 113– 137.

Annick, W., Marc, B., (2009). Knowledge sharing in inter-unit cooperative episodes: The impact of organizational structure dimensions. *International Journal of Information Management*, 29 pp 151–160.

Ashburner, L., (1990). Impact *of technological and organizational change*, 19(2), pp16-20.

Ashley, W., Elizabeth, R., Linda, E., and Michael, C., (2008). Empowering followers in virtual teams: Guiding principles from theory and practice. *Computers in Human Behavior*, 24 pp 1884–1906.

Barry, M., and John, S., (2003). Changing Culture at Pizza Hut and Yum! Brands, Inc. *Organizational Dynamics*, 32 (4) pp 319–330.

Bass, M., Avolio, J., Jung, L., and Berson, Y., (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88 pp 207–218.

Bernard, J., (1988). Toward a theory of marketing control: Environmental context, control types and consequences. *Journal of Marketing*, 52 pp23–29.

Bianca, B., John, H., Henry, M., and Donald, C., (2003). Cooperation, Competition, and Team Performance: Toward a Contingency Approach. *Academy of Management Journal*, 46,(5) pp 572–590.

Bradley, K., Benson, R., Paul, T., and Cristina, G., (2004). The Impact of Team Empowerment on Virtual Team Performance: The Moderating Role of Face-To-Face Interaction. *Academy of Management Journal*, 47 (2) pp 175–192.

Brian, G., Stanley, H., Achilles, A., and Christopher, S., (2009). Organizational Culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62 pp673-679.

Bro, U., (1983). The corporate culture vultures. *Fortune Magazine*, 1983, 17pp 66–72.

Burns, J., (1978). *Leadership*. New York: Harper & Row.

Caroline, F., and Randall, A., (2000). Consulting on Culture: A New Bottom Line. *Consulting Psychology Journal: Practice and Research,* 52(3) pp 206-217.

Castka, P., Bamber, C., Sharp, J., and Belohoubek, P., (2001). Factors affecting successful implementation of high performance teams. *Team Performance Management: An International Journal*, 7(8) pp123-134.

Catherine, K., and Chery, B., (2007). Perceptions of organizational culture, leadership effectiveness and personal effectiveness across six countries across six countries. *Journal of International Management*, 13 pp 204–230.

Cengiz, Y.,and Ercan, E., (2008). Organizational culture and firm effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy. *Journal of World Business*, 43 pp 290–306.

Chang, N., Joseph, L., Ha-Sung, H., and Sukwon, K., (2009). The process of team communication in multi-cultural contexts: An empirical study using Bales' interaction process analysis (IPA). *International Journal of Industrial Ergonomics,* 39 pp 771–782.

Chang, N., Joseph, L., Ha-Sung, H., and Sukwon, K., (2009). The process of team communication in multi-cultural contexts: An empirical study using Bales' interaction process analysis (IPA). *International Journal of Industrial Ergonomics,* 39 pp 771–782.

Christopher, M., and Gregory, N., (1999). Organizational culture and advanced manufacturing technology implementation. *Journal of Operations Management,* 17 pp 521–533

Corbett, L.,and Rastrick, K., (2000). Quality performance and organizational culture: A New Zealand study. *International Journal of Quality & Reliability Management,* 17 (1), pp14–26.

Cynthia, W., and Allyn, W., (2009). Exploring the national and organizational culture mix in service firms. *Journal of the Academy of Marketing Science*, 38, (6) pp 691-703.

Daniel, D., (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of Management Review*, 21(3) pp619-654.

Daniel, D., and Aneil, M., (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2) pp 204-223.

Davis, S. M. (1984). Managing corporate culture. New York7 Ballinger.

Deci, C., J. P., and Ryan, R., (1989). Self-determination in a work organization. *Journal of Applied Psychology*, 74, pp 580-590.

Dennis, S., and Jeffrey, P., (1991). Project leadership: understanding and consciously choosing your style. *International Journal of Project Management*, 22(1) pp29–47.

Dusya, V., Mary, C., (2004). Strategic Leadership and Organizational Learning. *Academy of Management Review*, 29(2) pp 222-240.

Edgar, S., (1983). The role of the founder in the creation of organizational culture. *Organizational Dynamics*, 12(1) pp13–28.

Edgar, S., (1984). Coming to a new awareness of organizational culture. *Sloan Management Review*, 25(2) pp 3–16.

Edgar, S., (1985). *Organizational culture and leadership*. San Francisco: Jossey-Bass Publishers.

Edgar, S., (1992). *Organizational culture and leadership*. San Francisco: Jossey-Bass Publishers, pp1-20.

Edgar, S., (1992). *Organizational culture*. American Psychologist, 45 pp 109–119.

Edgar, S., (1996). Organizational Learning: What is New?. *MIT Sloan School of Management*, pp 1–29.

Edward, L., (1988), *Choosing an involvement strategy*. Academy of Management Executives, pp 197-204.

Elton, M., (1933). The human problems of an industrial civilization [online]. Available from: http://www.google.com/books?id=1KbHAo6AIs4C&printsec=frontcover#v=onepage&q &f=false [Accessed 12 April 2011].

Emily, K., and Lorraine, S., (2010). The role of teamwork and communication in the emergency department: *A systematic review International Emergency Nursing*, 18 pp 127– 137.

Evangelia, K., Marios, T., Nick, P., and John, K., (2011). The effects of organizational structure and job characteristics on export sales managers' job satisfaction and organizational commitment. *Journal of World Business*, 46 pp 221–233.

Fariborz, D., and Shanthi, G., (1998). Theories of organizational structure and innovation adoption: the role of environmental change. *Journal of Engineering and Technology Management*, 15 pp 1–24.

Fco, J., Antonia, R., Victor, G., (2005). Influence of support leadership and teamwork cohesion on organizational learning, innovation and performance: an empirical examination. *Technovation*, 25 pp 1159-1172.

Frank, H., Jerald, H., (1982). Organizing for innovation: beyond Burns and Stalker's organic type. Sociology, 16, pp564–577.

Gabriel, E., (1991). Teamwork- fact and fiction. *International Journal of Project Management*, 9 pp 195-198.

Galagan, P., (1988). Donald E. Petersen : Chairman of Ford and champion of its people. *Training and Development Journal,* 42 pp 20-24.

Gary, H., and Birger, W., (1989). Determinants of Firm Performance: The Relative Importance of Economic and Organizational Factors. *Strategic Management Journal*, 10 (5) pp. 399-411.

Gary, Y., and Wendy, B., (2006). Effective Empowerment in Organizations. *Organization Management Journal*, 3 (3) pp 210-231.

George, G., and Nancy, D., (1992). Predicting corporate performance from organizational culture. *Journal of Management Studies*, 29 (6) pp783-798.

George, P., (1987). Teambuilding without tears. *Personnel Journal,* 66 pp 122-129.

Gilad, C., (2003). The Two Faces of Transformational Leadership: Empowerment and Dependency. *Journal of Applied Psychology*, 88 (2) pp 246–255.

Gordon, A., (1954).*The Nature of Prejudice*. Cambridge, MA: Addison-Wesley.

Gretchen, S., (1995). Psychological Empowerment in the workplace: Dimensions, Measurement, and Validation. *Academy of Management Journal*, 38(5) pp1442-1465.

Guido, B., and Leendert, V., (2006). Coordination and Organization Definitions, Examples and Future Research Directions. *Elsevier*, 150 pp3-20.

Harry, T., (2001). Individualism-Collectivism and Personality, *Journal of Personality*, pp 907–924.

Hewlett-Packard, (1987). *Personnel policies and guidelines*, Corvallis.

Hofstede, G.,(1991). *Cultures and Organizations: Software of the Mind*, McGraw-Hill, London.

Huw, D., Sandra, N., and Russell, M., (2000). Organisational culture and quality of health care. *Organisational culture and quality of health care,*9 pp 111-119.

Jackson, J., and Joshi, A., (2004). Diversity in social context: A multi-attribute, multilevel analysis of team diversity and sales performance. *Journal of Organizational Behavior*, 26(6) pp 675–703.

James, P., Bernie, T., and David, G., (2001). Communication between members of the cardiac arrest team — a postal survey. *Resuscitation*, 49 pp 175–177.

Javier, L., Antonia, R. and Victor, G., (2005). Influence of support leadership and teamwork cohesion on organizational learning, innovation and performance: an empirical examination. *Technovation*, 25 pp 1159-1172.

Jay, C., and Rabindra, K., (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13 pp 471–482.

Jeff, M., and, Kleiner, B., (1995), "New designs of work groups: applications of empowerment", Empowerment in Organizations, 3(2) pp 12-18.

Jeffrey, K., and John, S., (1987). Managing corporate culture through reward systems. *Academy of Management Executive,* 1 (2) pp 99-108.

Jeffrey, S., (2002). The effects of September 11, 2001, terrorist attacks on public and private information infrastructures: a preliminary assessment of lessons learned. *Government Information Quarterly*, 19 pp 225–242.

Jennifer, C., and Karen, J., (1994) . Assessing The Relationship Between Industry Characteristics and Organizational Culture: How Different Can You Be?. *Academy of Management Journal*, 37(3) pp 522-553.

Jennifer, C., and Sigal, B., (1995).Personality, Organizational Culture, and Cooperation: Evidence from a Business Simulation. *Administrative Science Quarterly*, 40 pp423-443.

Jennifer, C., Jeffrey, P., Sigal, B., and Margaret, N., (1998). Being Different Yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes. *Administrative Science Quarterly*, 43(4) pp 749-780.

Joanne ,H., Ronald, D., and David , H., (2005). Crisis response communication challenges: building theory from qualitative data, *Journal of Business Communication*, 42 (2), pp112–134.

John, C., (1972). *Organizational structure, environment and performance*, the role of strategic choice. Sociology, 6, pp1-22.

John, F., and Carl, B., (2002). Leadership Effectiveness and Organizational Culture: An Exploratory Study. *Center for Creative Leadership*, pp 1-21.

John, S., (1992). Organizational Culture and Employee Retention. *The Academy of Management Journal*, 35(5) pp. 1036-1056.

John, W., (1995). Studies of individualism collectivism: effects on cooperation in groups. *Academy of Management Journal*, 38 pp152-172.

Johnson, G., and Scholes, K., (1997). *Exploring Corporate Strategy*. Prentice-Hall, Europe.

Jon, P., and Andre, D., (1977). Organizational structure, individual attitudes and innovation. *Academy of Management Review*. 2, pp26–37.

Joyce, B., and Timothy, J., (2004). Personality and Transformational and Transactional Leadership: A Meta-Analysis. *Journal of Applied Psychology*, 89(5) pp 901-910.

Kang, H., Yang, H. and Rowley, C., (2006). Factors in team effectiveness: Cognitive and demographic similarities of software development team members. *Human Relations*, 59(12), pp1681–1710.

Karathanos, P., (1998). Crafting corporate meaning (developing corporate culture). *Management Decision*, 36 (2), pp120–132.

Katherine, Klein., Andrew, K., Jonathan, Z., Beng, C., and Jessica, S.,(2011). When team members' values differ: The moderating role of team leadership. *Organizational Behavior and Human Decision Processes*, 114 pp 25-36.

Kathryn, B., and Abhishek, S., (2002). Encouraging Knowledge Sharing: The Role of Organizational Reward Systems. *Journal of Leadership & Organizational Studies*, 9(1) pp64-76.

Kenneth, T., and Betty, V., (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management Review*, 15 pp 666–681.

Leenders, R., Th, J., van Engelen, L., Kratzer, J., (2003). Virtuality, communication, and new product team creativity: a social network perspective. *Journal of Engineering and Technology Management*, 20, pp 69–92.

Maccoby, M, (1994). *The corporation as part-culture*. In: T. Hamada, & W. Sibley, Anthropological perspectives in organizational culture , New York, pp. 267-278.

Madhu, R., Sharoda, P., Joanna, A., Michael, M., Christopher, D., and John, Y., (2009). Challenges to effective crisis management: Using information and communication technologies to coordinate emergency medical services and emergency department teams. *International journal of medical informatics*, 7 (8) pp 259–269.

Margaret, E., (1997). Empowerment and organizational change. *International Journal of Contemporary Hospitality*, 9(7) pp325-333.

Marian, N., (2010). Developing a Strategic Leadership Approach within the Organizations. *Review of International Comparative Management*, 11 (3) pp 454-460.

Marquardt, M. J., and Horvath, L. (2001). Global teams: How top multinationals span boundaries and cultures with high-speed teamwork. Palo Alto, CA: Davies-Black.

Martin, H., (2005). Smaller teams – better teamwork: How to keep projects teams small. *Business Horizons*, 48 pp 209-214.

Martin, H., and Luigi, P., (2004). Team member proximity and teamwork in innovative projects. *Research Policy*, 33 pp 1153–1165.

Martin, H., and Praveen, P., (2007). Creativity in innovative projects: How teamwork matters. *Journal of Engineering and Technology Management*, 24 pp148-166.

Martin, L., and Jouko, A., (1996). The Nordic management style in a European context. *International Studies of Management and Organization*, 26(3) pp 73–92.

Matthias, S., and Christina, S., (2009). Communication, cooperation and collusion in team tournaments—An experimental study. *Games and Economic Behavior*, 66 pp 506–525.

Merle, C., (1992). The Hidden Costs of Accelerated Product Development. *Journal of Product Innovation Management*, 9 pp 188-199.

Michael, B., and Jason, P., (2000). Improving teamwork: the effect of self-assessment on construction design teams. *Elsevier Science*, 21 pp 223-238.

Milind, T., (1997). Towards Flexible Teamwork. *Journal of Artificial Intelligence Research*, 7 pp 83-124.

Miriam, E., (2010). Culture and job design. *Journal of Organizational Behavior*, 31(2), pp 389–400.

Mullen, B., Copper, C., (1994). The relation between group cohesiveness and performance: *an integration. Psychological Bulletin* ,115 (2), pp210–227.

Mushin, L., and Joon, K., (2001). Is empowerment really a new concept?. *International Journal of Human Resource Management*, 12(4) pp 684–695.

Myerson, P., and Hamilton, R., (1986). Matching corporate culture and technology. *Advanced Management Journal*, 51(1),pp 8 - 13.

Nils, B., Torgeir, D., and Tore, D., (2010). A teamwork model for understanding an agile team: A case study of a Scrum project. *Information and Software Technology*, 52 pp480-491.

Okhuysen, A., Eisenhardt, K., (2002). Integrating knowledge in groups: how formal interventions enable flexibility. *Organization Science*, 13 (4), pp370–386.

Oluremi, B., and Victor, J., (2009). Teams' reactions to conflict and teams' task and social outcomes: The moderating role of transformational and emotional leadership. *European Management Journal*, pp 1-16.

Oluremi, B., and Victor, J., (2010). Teams' reactions to conflict and teams' task and social outcomes: The moderating role of transformational and emotional leadership. *European Management Journal*, 28 pp 220-235.

Orlitzky, M., and Benjamin, D., (2003). The effects of sex composition on small-group performance in a business school case competition. *Academy of Management Learning and Education (AMLE)* , 2(2), pp128–138.

Parker, S., and Skitmore, M., (2005). Project management turnover: cases and effects on project performance. *International Journal of Project Management,* 23(3) pp 205-214.

Peter, D., (1988). *The coming of the new organisation*. Harvard Business Review, 66 pp 45-53

Peter, G., (2002). Distributed leadership as a unit of analysis. *The Leadership Quarterly*, 13 pp 423–451.

Philip, P., Scott, M., Robert, M., and Richard, F., (1990). Transformational Leader Behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, l(2) pp107-142.

Pierre, B., David, W., and John, W., (2009). Predictors of the emergence of transformational leadership in virtual decisions team. *The Leadership Quarterly*, 20 pp 651– 663.

Pina, T., and Joe, L., (2002) Employees, teamwork and social interdependence – a formula for successful business?", *Team Performance Management*, 8 (4) pp 54 – 59.

Pirola-Merlo, A., and Mann, L., (2004). The relationship between individual creativity and team creativity: Aggregating across people and time. *Journal of Organizational Behavior*, 25(2), pp235–257.

Pnina, S., (2008). Cultural diversity and information and communication technology impacts on global virtual teams: An exploratory study. *Information & Management* 45 pp 131–142.

Radostina, P., and Joyce, B., (2009). Transformational leadership in context: Face-to-face and virtual teams. *The Leadership Quarterly*, 20 pp 343–357.

Raduan, C., Naresh, K., Haslinda, A., and GohYeng, L., (2008). Organizational Culture as a Root of Performance Improvement: Research and Recommendation. *Contemporary Management Research,* 4(1) pp 43-56.

Robert, H., Mansour, J., Paul, H., and Peter, D., (2002). Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE. *Journal of World Business*, 37 pp 3-10.

Roger, T., Leenders, J., Engelen, V., and , Kratzer, J., (2003). Virtuality, communication, and new product team creativity: a social network perspective. *Journal of Engineering and Technology Management*, 20 pp 69–92.

Rohit, D., and Frederick, W., (1989). Organizational Culture and Marketing: Defining the Research Agenda. *Journal of Marketing*, 53 (1) pp1-13.

Ron, C., (1998). Structured empowerment: an award-winning program at the Burswood Resort Hotel. *Leadership & Organization Development Journal*, 19(5) pp 264-274.

Ruth, W., (1995). Interdependence and group effectiveness. Administrative Science Quarterly, 40 pp145-180.

Sai , C ., Peter, W., and Ada , W., (2011). Towards an organizational culture framework in construction. *International Journal of Project Management*, 29 pp33-44.

Sanjeev, A., (1993). Influence of formalization on role stress, organizational commitment and work alienation of salespersons: a cross national comparative study „*Journal of International Business Studies*, 24 pp 715–739.

Sankar, Y., (1988). Organizational culture and new technologies. *Journal of Systems Manageme*nt, 39(4),pp I0-17.

Schminke, M., Ambrose, M., and Cropanzano, R., (2000). The effect of organizational structure on perceptions of procedural fairness. *Journal of Applied Psychology*, 85 pp294–304.

Schwartz, H., and Davis, S.,(1981). Matching corporate culture and business strategy. Organizational Dynamics, 10 (1), pp 30-38.

Scott, S., Seth, S., Alan, R., (2004). Taking Empowerment to the Next Level: A Multiple-Level Model of Empowerment, Performance, and Satisfaction. *Academy of Management Journal,* 47(3) pp 332–349.

Sharon, H., and Mario, H., (1999). How organizational culture in uences outcome information utilization. *Evaluation and Program Planning*, 22 pp 183-197.

Sharon, K., and Larry, D., (2001). An examination of organisational culture – the Regent Hotel, Sydney. *International Journal of Hospitality Management*, 20 pp 77-93.

Shirey, M., (2009). Authentic Leadership, Organizational Culture, and Healthy Work Environments. *Critical Care Nursing Quarterly*,32 (3) pp 189-198

Shivraj, K., (1998). An Emprical Study of Organizational Culture and Network-Based Computer Use. *Elsevier Science* , 14(1) pp79-91.

Srinivasan, B., and Mitchell, K., (1993). Information asymmetry, adverse selection and joint ventures. *Journal of Economic Behavior and Organization*, 20,pp 99–117.

Stalker, G., (1961). *The management of innovation*. London, Tavistock Publications.

Stewart, G., and Manz, C., (1995). Leadership for self-managing work teams: A typology and integrative model. *Human Relations*, 48 pp 747–770.

Susan, G., (1994). Teamwork and Communication A 3 Year Case Study of Change, *Management Communication Quarterly*, 7 (3) pp 282-296.

Susan, G., and Diane, E., (1997). What Makes Teams Work: Group Effectiveness Research From the Shop Floor to the Executive Suite. *Journal of Management,* 23 (3) pp 239-290.

Susan, M., and Ellen, E., (2008). A qualitative analysis of charismatic leadership in creative teams: The case of television directors. *The Leadership Quarterly*, 19 pp 335–352.

Sybert, S., Alexei, S., and Barry, K., (2010). Agent-based organizational modelling for analysis of safety culture at an air navigation service provider. *Reliability Engineering and System Safety* , pp1-19.

Taggar, S., (2002). Individual creativity and group ability to utilize individual creative resources: a multilevel model. *Academy of Management Journal*, 45 (2),pp 315–330.

Taly, D., Dov, E., Bruce, A., Boas, S., (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45, pp735-744.

Taro, K., Keiichi, N., and Kazuo, F., (2006). A method for conflict detection based on team intention inference. *Interacting with Computers*, 18 pp 747-769.

Teresa, A., (1998). How to kill creativity keep doing what you're doing. Or, if you want to spark innovation, rethink how you motivate, reward, and assign work to people. *Harvard Business Review*, pp1-12.

Tom, B., (1961).Micropolitics: Mechanisms of Institutional Change. *Administrative Science Quarterly,* 6(3) pp257-281.

Tony, H., (ed) (2009). Designing an Organizational Culture: Wrapping Zappos' Organizational Culture?. Stephen, R., (ed) *Organizational Behavior*. London: IBSCDC, pp.1-13.

Tracey, H., and Christine, P., (2000). Creating an empowering culture: examining the relationship between organizational culture and perceptions of empowerment. *Journal of Quality Management*, 5 pp 27-52.

Valley, S., (2004). Teamwork produces better decisions. *San Jose Business Journal* [online], Available from: http://sanjose.bizjournals.com/sanjose/stories/2004/08/16/daily27.html [Accessed 4 March 2011].

Wei, G., Yu, L., Wang, S., and Lai, K., (2007). Study on Incentive Factors of Team Cooperation based on Synergy Effect. *System Engineering – Theory & Practice*, 27 (1) pp 1-6.

Wei, Z., Baiyin, Y., and Gary, M., (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63 pp 763–771.

Westland, J., (2011). *The 5 Goals of a Project Manager* [online]. Available from http://www.strategydriven.com/2011/01/03/the-5-goals-of-a-project-manager/ [Accessed 29 April 2011].

Wikipedia. Organisational Culture. Available from http://en.wikipedia.org/wiki/Organizational_culture [Accessed 20 March 2011].

Woodman, W., Sawyer, E., Griffin, W., (1993). Toward a theory of organizational creativity. *Academy of Management Review*, 18 (2), pp293–321.

Xingxing, Z., Tina, R., and Lawrence, F., (2010). Mapping the critical links between organizational culture and TQM/Six Sigma practices. *International Journal Production Economics*, 123 pp86-106.

Yukl, G., (1999). *Leadership in organizations*. Englewood Cliffs, NJ, *Prentice-Hall,* 3 pp 650-680.

Zahir, I., Beskese, B., and Ped, L.,(2004). Total quality management and corporate culture: constructs of organisational excellence. *Technovation,* 24 pp 643–650.

Zhi, P., Feng, B., Zhong, J., and Fu, N., (2009). A method for member selection of R&D teams using the individual and collaborative information. *Expert Systems with Applications*, 36 pp 8313–8323.

Zhuge, H., (2002). A knowledge flow model for peer-to-peer team knowledge sharing and management. *Expert Systems with Applications*, 23 (1) pp 23-30 .

Zvi, A., Richard, R., and Gary, L., (2006). The impact of leader personality on new product development teamwork and performance: The moderating role of uncertainty. *Journal of Engineering and Technology Management*, 23 221-247.

Appendices

Appendix 1: Sample of Questionnaire

Questionnaire

Dear Sir/Madam,

This questionnaire is designed to investigate on the relationship between organisational culture and teamwork. Kindly, consider each statement and put a red color on the number alongside the statement which best describes how you see your organisation in the teamwork activities. Make sure that you respond to every statement and please be honest about your choices as there is no right or wrong answers. The results of the analysis will be strictly used by the researcher for study purpose only.

1- Gender	Male	Female			
2- Position	Senior	Middle	Junior		
3- Age	Less than 25	25-35	36-46	47-57	58 or above
4- Education	High School	Diploma	Bachelor	Masters	PHD
5- Work Experience (years)	0-2	3-5	6-10	11-15	16 or above

#	Statement	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)
1	Our team leader motivates his followers and always guides them to achieve team objectives.	1	2	3	4	5
2	Our leader provides an environment where the employees take ownership of the task.	1	2	3	4	5
3	Our leader demonstrates the right leadership style and often uses his personal power in dealing with challenging situation.	1	2	3	4	5
4	I can communicate easily with team members from other departments and sectors	1	2	3	4	5
5	I always use and prefer face-to-face when I communicate with my manager and team members	1	2	3	4	5
6	I feel difficulties in communicating my new ideas to the management	1	2	3	4	5
7	The decision making process takes long time in our organisation	1	2	3	4	5
8	I feel difficulties in communicating my ideas because I have to follow the long chain of command in my organisation	1	2	3	4	5

#	Statement	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)
9	Our current structure chart does not support teamwork activities	1	2	3	4	5
10	I have the opportunity to exercise self direction during teamwork activity	1	2	3	4	5
11	I regularly participate in the decision making process.	1	2	3	4	5
12	Team member is not given the proper authority to take the decision.	1	2	3	4	5
13	I receive rewards for my contribution in the teamwork activities	1	2	3	4	5
14	Our leader always encourages and recognizes team members efforts	1	2	3	4	5
15	Our leader rewards all team members equally	1	2	3	4	5
16	There is a common and agreed vision of future success for the team	1	2	3	4	5
17	Team members have a common goal which motivate them to achieve a desired result	1	2	3	4	5
18	Team members share their knowledge and skills openly to improve corporate performance	1	2	3	4	5
19	Teamwork helps the organisation to achieve its strategy and objective	1	2	3	4	5
20	I perform better when I work alone rather than in team	1	2	3	4	5
21	I think teamwork is usually cause conflict between team member	1	2	3	4	5
22	Teamwork effort always achieve better outcomes than individual effort	1	2	3	4	5
23	Teamwork encourages creativity and innovation	1	2	3	4	5
24	I think with our team we can achieve high productivity within shorter time than individuals does	1	2	3	4	5
25	I understand my team's objective, roles and responsibilities and they are clear to me	1	2	3	4	5

Appendix 2: Histograms shows the distribution of demographic variables

The gender of the respondent

Mean = 1.45
Std. Dev. = .499
N = 253

The Position in current org.

Mean = 1.83
Std. Dev. = .73
N = 253

The age of the respondent

Mean = 2.39
Std. Dev. = .802
N = 253

The education level of the respondent

Mean = 3.21
Std. Dev. = .79
N = 253

No. of years worked in totoal

Mean = 3.32
Std. Dev. = 1.20
N = 253