

# IMPACT OF TEAMWORK ON EFFECTIVE PRODUCTIVITY OF UNIVERSITY OF UYO TEACHING HOSPITAL.

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The essence of this study is to investigate the Impact of Teamwork on Effective Productivity of the Hospital. To achieve the major objective of the study, four specific objectives and four hypothesis were raised to guide the study. The study adopted a descriptive survey research design and questionnaire instrument was used to gather information from the respondents. The sampling techniques adopted for the study consists of purposive and simple random sampling techniques from which 150 respondents were randomly selected (30 per department) from the five departments. Medical Department, Nursing Department, Health Information Department, Laboratory Department and Pharmacy Department using purposive and simple random sampling. The statistical techniques adopted for the study was chi-square, Independent t-test analysis and Pearson product moment correlation for the analysis for easy understanding. The results of findings in hypothesis, one revealed that teamwork does not significantly impact on organisational productivity of the hospital. Moreover, finding from hypothesis two indicates that there is significant relationship between teamwork and productivity of the hospital. Findings from hypothesis three which states that there are factors militating against teamwork in workplace. Also, findings from hypothesis four suggested that the attitude of health workers towards teamwork influences the productivity of the hospital. The study recommends among others to improve team effectiveness, it is first necessary to understand these factors, you can determine when and where team development is needed. In other for team to function effectively they must manage how they work together, how they interact and Organization should design remuneration policy that reward teamwork against individual contribution, this will go a long way in enhancing team effectiveness.

**Keywords;** Impact, Teamwork, Effective Productivity, Teaching Hospital.

## INTRODUCTION

Teamwork is usually an integral part of the work place. Basic teamwork involve everyone working together to support the organization and complex forms of teamwork could involve "work team" chosen to complete a project by working closely. Teamwork enhances productivity through joint and collective effort.

Teamwork is the action of individuals, brought together for a common purpose or goal, which subordinate the need of the individual to the need of the group. In essence, each person on the team put aside his or her individual needs to work towards organizational objectives.

Effective teamwork is essential to the success of any business as "no man is an island", the positive effect of productive teamwork can energize an entire organization, just as the negative effect of lack of teamwork can cripple the organization.

Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. The external factors of teamwork are the political, economic, social and technological factors; while the internal factors of teamwork constitute leadership style, diversity (culture, talent and personalities), communication, cohesiveness etc. which affect teamwork. (Salas, E., Shuffler, M. L., Thayer, A. L., Bedwell, W. L., & Lazzara, E. H. 2015).

Teamwork is seen as constituting a large group of people than what job position describes, the essence of teamwork is that workload is reduced and broken into piece of work for everyone to take part. Employers always stress the need for employing those (employees) that can be able to work in a team. And they (employers) generally talk of teamwork when they one to emphasize the need to various talents possess by different employers.

An essential ingredient to effective teamwork is attracting and keeping the right team members that would facilitate productivity in an organization. As such most human resource approaches lay so much emphasis on teamwork due to its importance to organizational productivity. Hence there is need to conduct this study on the impact of team work on the productivity of the hospital

Every organization or hospital either large or small, struggles to acquire productivity so as to achieve success and maintain a valuable image in this present world of organization competitions.

And it is the wish of organizations to see the input they use (resources) and the output (goods and services produced) they have at the end with teamwork.

The population of workers in an organization or hospital may be very large and yet that organization achieving a very low productivity and with improvement in their work. Could this occur as a result of essence of teamwork in such organization that have teams and yet achieve little or no productivity? It may be as a result of the following problems:

#### **Lack of team work in the hospital:**

That is the failure of the hospital to coordinate works into work groups in order to tap from the respective human resources the organization possess.

#### **Poor leadership style in the hospital**

It may be as a result of poor leadership style in the hospital possibly not favourable to teamwork.

#### **Poor leadership of the work team:**

Different work team may exist, but lacking the person with the team leading acumen to lead them.

#### **Lack of motivation of the work force:**

The ways in which organizations reward their workforce also lead to low organizational productivity even when their staff works in teams.

#### **Prevailing conditions that hinder growth in the hospital:**

The condition permanently occurring in an organization (lack of picking up of innovative ideas) like the absence of designing motivational programmes' educational growth, bonuses, job rotation and use of old technologies etc. maybe the cause of low organizational productivity.

### **OBJECTIVES OF THE STUDY**

The specific objectives of these study areas listed below;

- 1 Examine the impact of team work on organizational productivity
- 2 Find out the relationship between teamwork and productivity of the hospital.
- 3 Determine the factors militating against teamwork in the hospital
- 4 Examine the extent to which attitude of health workers influence the productivity of the hospital.

### **HYPOTHESIS**

- 1) That teamwork does not significantly impact on the organizational productivity of the hospital.
- 2) That there is no significant relationship between teamwork and productivity of the hospital.
- 3) That there are no factors militating against teamwork in workplace.

- 4) Attitude of health workers towards teamwork does not significantly influence the productivity of the hospital.

## LITERATURE REVIEW

### Impact of Teamwork on Employees Productivity:

Teamwork can increase productivity because every team member brings their specific education and training to accomplishing the work task assign to them. This often maximizes the variety of work the team can accomplish as well as the number of tasks completed without additional research. It is true that more minds can sometimes work better than a single one. For example, in a steel mill industry, workers operate 24 hours a day giving them time to increase yield, but with teamwork, the result was higher productivity for the team. This is so because the team worked together brainstorming effective management plans. With a high performing team, an organisation can achieve something much bigger, more effective and more enjoyable than a group of the same individuals working on their own. It is like free extract project. (Afolabi M., 1993)

Wei, L.-Q., and Lau, C.-M. (2012) added that effective teamwork is essential to success of any organisation. As “no man is an island”, the positive effect of productive teamwork can energize an entire organisation, just as the negative effects of a lack of team work can cripple an organisation.

There are many benefits of using teams due to the increased number of options and resources they provide flexibility, responsiveness, lower costs, and improved resource utilization necessary to meet ever changing task requirements in high turbulent and moreover, the use of team provides an opportunity to coordinate complex businesses tasks across a potentially far-flung confederation of an organisation.

This allows companies to better communicate and coordinate even though sometimes teams are constrained with their own problems that tend to bring conflict among them.

Teamwork facilitates the pooling of talents to provide focussed attention to the attainment of organisational goal. In this regard, who might not otherwise be able to work together. This allows workers to be in harmony which increases the pace of work and result in high yield in quality production and consequently increases the hospital productivity.

Ferguson, G.A. (2002) Teamwork allows organisation to unite the varying perspectives of different cultures and business customs to avoid counter-productive ethno-centric bias but rather encourage ‘groupthink’ and to develop innovative solution to problems. In addition, the ability to respond to specific and varied needs of an organisation can be addressed quickly and effectively with teamwork. He further states that teamwork improve utilisation by leveraging time to the advantage of organisation which effectively bridge individual difference so that teams can be more productive.

### Factors that Influence Team Effectiveness

Effective teamwork is essential to the success of any business. An essential ingredient to effective teamwork is attracting and keeping the right team members. No matter how hard a group of people try to work together and create effective team, without the right people for the job, the team will inevitably fail. There are two essential components to an effective team.

- (i) **Positive corporate culture:** In order to recruit long team effective team members, the member has the authority to make and carry out decisions that are required. Furthermore, always support and back the decision. The team leader helps them to understand themselves and brings peace in order to enhance harmonious coexistence among team members.
- (ii) **Gives recognition:** recognition is the key to employee’s success. Team members will search out recognition from their organisation this enhances productivity and effective teamwork.

More so, to improve team’s effectiveness, it is first necessary to understand the impact of its performance. Once this is determine it is easy to know team effectiveness. In order for them to function effectively they must manage how they work together and how they interact with the rest of the organisation. As a result of this studies (optimising team and building efforts, journal of contemporary business, 2007 states that for teams to be effective they must manage four areas internal to the team goals roles, processes and relationships.( Hackman, J.R.,2002)

Further research has identified a fifth factor impacting performance. How the team manages its interaction with the organisational environment within these factors become the focus of attention for the manager who wants to raise performance, because teams that effectively manage these areas function more effectively than teams that do not.

The impact of organisation and the outside world on team performance are said to be the environmental influences on team. The policies, procedure and system within an organisation can either support or hinder a team’s effectiveness. On

excellent example is the impact an organisation's reward system has on teamwork. Organisations typically reward only individual's contribution. Few organisations have found ways to reward teams. Nevertheless, many books and much academic research has been devoted to understanding the critical element of a successful and effective team building but in essence this boils down to three key elements. (Salas, E., Tannenbaum, S., Cohen, D., and Latham, G. 2013).

For example, a clear team goal is a must shared and understood by all and supported by strong communication channels across the team and supportive members' relationships.

### **Building an Effective Team.**

Hackman, (2011) maintained that there are five factors or ideas needed to build an effective team, understanding personality, profiling of feedback session to help team and its members discover strengths and weaknesses and gaps.

Establishing team norms and behaviours: example how often it is going to meet formally and informally, protocols and rules for meeting and the like. It can be a good idea to establish a system of fun fines and forfeits for breach of team rules and norms. Allowing team members to build trust and openness by encouraging them to spend time together in an atmosphere that encourages open communication.

### **Attitude of Health Workers towards and Productivity in the Hospital.**

Attitude is a way of feeling, thinking or behaving, Attitude may be positive or negative. If workers' attitude towards their organization is positive, the result will be high productivity that is success, satisfaction and growth for the stakeholders but if their attitude is negative the result is obvious failure, dissatisfaction, stagnation or even retrogression. Thus the attitude of workers in an organization determines the attitude of that organization. (John, G.2006)

Attitude is important than post education experience, money, circumstance, what people do or say. It is more important than appearance, talent or personal skills. Medical field is a very important field that deals with human lives which involves the activities of physicians, Nurses, health information managers, laboratory technologists, and pharmacist etc.

Attitude of health workers towards teamwork in the hospital simply means the role workers in medical fields display their behaviours, thinking and way of feeling in which the "positive" attitude will result in achievement of goals and objective of organization while the "Negative" attitude to work will result in failure, dissatisfaction or even retrogression. Hence, attitude to work is intangible, it cannot be seen or touched rather people in this field can feel such impact. (Nueman, J.E. Holti, R. & Standing, H. 2000).

### **Positive Attitude to Work and Its Characteristics**

Positive attitude to teamwork is the positive practice of doing activities or jobs, duties or function with every form of seriousness. It shows the group of collective work for the sole aim of helping oneself and mankind.

Some of these attitudes include: commitment, selflessness to work, punctuality, efficiency, hard work, discipline, gainful use of leisure time, service to people including old and helpless, politeness in the treatment of people.

Positive attitude brings increased productivity and leads to progress, growth and development. It also includes patriotism, truthfulness, gentleness and prudence.

### **Importance, Benefits and Ways to Cultivate Positive Attitude to Teamwork.**

There are so many rewards or importance associated with positive attitude to teamwork. Employees with positive attitude tend to be more productive employees in an organization.

Katry, S. (2006) reported that some of these rewards or importance of having positive attitude to work includes:

- 1) Progress:** This creates a broad way of progress in organization. People should not be lazy. Where there is no work available, they should initiate one, be self-employed and employers of labour. Little beginning with dedication leads to great achievement and progress.
- 2) Good and Strong Legacy:** Positive attitude to team work will provide good strong legacy for the on-coming generation. The strong institution or establishment built in the past will stand to reflect the right attitude to work.
- 3) Improved National Image;** positive attitude to work brings interest, welfare and wellbeing of an organization. Reward of right attitude will inspire the leaders and followers to contribute meaningfully towards the attainment of the national goals and inspiration.

## Factors Militating Against Teamwork in Workplace

One of the challenges that team faces is dealing with various personalities of people in the team. Some may be introverts, some may be more output driven while some may be people driven. But this challenge is also one of the sources of strength of teams. But at the same bring conflict among team members.

Matty, E. (2007) said Teamwork in organizations is always constraint with conflict arising from disagreement of team members. Unresolved issue and conflicts can slow or half an otherwise functional team. The same can be said for team camaraderie. Friendship and humour aren't necessary bad for a team, but too much leads to inefficiency lost time and lost productivity. Team's lacks of good leadership who can make clear choices lead to confusion and consequently affect productivity negatively.

Team faces threat in their early stage this stem from omission an inactivity of some team member who are yet to adjust to the pace of work of other team members. This often leads to misdirected work and wasted time and resources. A related pratfall is misaligning the purpose of the team with the needs and expectation of the organization as a whole. These affect organizational goal attainment and also affect productivity adversely.

Similarly, Olanda, M. (2008) stated that team work in an organization is confronted with the issue of false perception of similarity by team members. This implies that some team players assume that they will have an easier time assimilating than others. This perception also plagues the teams. This can have negative impact on business communication process and personal relationships.

## METHODOLOGY

The researcher adopted a descriptive survey research design in order to have accurate and meaningful description of the phenomenon under study. The choice of this type of research design is based on the main objectives of the study which is to examine both the positive and negative impact of teamwork in the hospital or organization. The design also explore into the circumstances that exist in the study.

The population of the study is made up of all staff in the University of Uyo Teaching Hospital (UUTH) which is 1,868 (one thousand eight hundred and sixty eight staff).

The researcher selects the sample for study to cover the five (5) departments of medical services which include; Medical Department, Nursing Department, Health Information Department, Laboratory Department And Pharmacy Department in the University of Uyo Teaching Hospital (UUTH). The hospital is located at Ediene IkotObio Imo village along Abak Road. The hospital is bounded by Ikot Ntuen Nsit by North, Ediene by south, Use Ikot Obioby East and Ikot Oku Ikono by west in Uyo Local Government Area of Akwa Ibom State.

The sample population for the study is one hundred and fifty (150) which covers five (5) departments of 30 respondents per department. The sampling techniques adopted for this study is purposive sampling and simple random sampling technique

The data collection instrument or research instrument used for this study was a set of questionnaire which consists of 11 questions divided into two: section "A" consist of 7 items questions on Demographic data which section "B" consist of 4 questions items on the subject matters. The 150 copies of the questionnaire based on the "Impact of Teamwork on Effective Productivity of the Hospital in University of Uyo Teaching Hospital" were personally administered to the selected categories as stated above. Reliability refers to the degree of consistency that an instrument demonstrates in measuring what it does. The reliability of the instrument was tested by the consistency of response, which was evaluated by repeated pilot testing. Here again, the researcher gives the same group of respondents the questionnaire to complete and after two weeks interval, they were again given the same questionnaire to complete. The scores for the sets of administration were correlated. The method gives the instrument reliability .66- .69 over time. While the validity refers to the degree to which an instrument measures what it is intended to measure or the extent to which a true and accurate measure of a trait is probably validity of the research instrument was determined through consultation with experts and the project supervisor. The corrections and suggestions of the experts and the supervisor led to a modification of some items in the questionnaire. Two kinds of validity were established for the instrument of the study. These were the face and content validity. The face validity refers to the way the questionnaire items appears to take care of relevant content in the subject area of interest while content validity were established by using experts in the department of health information management and the project supervisor who certified that the instrument was face and content validity.

The method of data collection used in this study is questionnaire in which the researcher personally distributed to respondents in the area of study. Thereafter, followed-up to collect the result and collate them for the analysis process. The source of data is primary because the researcher is the originator of the data generated. In the data collection procedures, 150 copies of the questionnaire were administered to 5 departments in the University of Uyo Teaching Hospital, 30 Medical doctors, 30 nursing officers, 30 health information managers, 30 laboratories, 30 pharmacies brings

the total number of the questionnaire to 150 copies. The researcher was able to collect 130 copies of the questionnaire distributed to the respondents represent 87% which 20 copies of the questionnaire were unable to retrieve which represent 13% for the investigation of the subject matter.

The researcher followed due process of data analysis which involves sorting the responses, coding, classifying and tabulating. At the same time, frequency table and simple percentages is used to compare the variables and to analysis the data collected with reference to the research objectives and conclusion drawn accordingly for easy understanding. More so, chi-square and Pearson product moment correlation coefficient would be used for the analysis.

## RESULTS AND DISCUSSION

### Data Presentation

The objectives and the analysis of some of the questions used to address these concerns are as stated below:

### Analysis of Findings

**Table 1** :Response from the Questionnaires

S/No	Questions	Yes	No	Total
5	Does teamwork impact positively of teamwork in organisational productivity?	123	7	130
9	Do you feel the impact of the relationship between teamwork and productivity of the hospital?	122	8	130
11	What are the factors militating against productivity on workplace?	117	13	130
14	Does the attitude of health workers towards teamwork influence the productivity of the hospital?	122	8	130

**Source: Questionnaire**

Table 1 revealed that 123 respondent representing 94.6% said “yes” while 7 respondent representing 5.4% said “No” to question 5 which says “does teamwork impact positively on organisational productivity?”. In question 9, 122 respondents representing 93.8% said “Yes” while 8 respondents representing 6.2% said “No” to the question which says “do you feel the impact of the relationship between teamwork and productivity of the hospital?”. In question 11, 14 respondents representing 10.8% mentioned “conflict roles” as one of the factors militating against teamwork; 38 respondents representing 29.2% mentioned “Leadership Tussle”; 29 respondents representing 22.3% mentioned “Undefined organisational structure”; 34 respondents representing 26.2% mentioned “Undefined Employee Job Roles” while 15 respondents representing 11.5% mentioned “Poor Employee Working Conditions”. Also, in question 14, 122 respondents representing 93.8% said “yes” to while 8 respondents representing 6.2% said “No” to the question, “Does the attitude of health worker influence productivity of the hospital?”

### Research Hypothesis

#### Hypothesis One

$H_0$ : That teamwork does not significantly impact on organizational productivity of the hospital.

To test this hypothesis on the impact of teamwork on the male and female staff of the university of Uyo teaching hospital were compared using chi-square analysis.

**Table 2:**Chi-square analysis on the impact of teamwork on male and female staff on organizational productivity.

Response					
Health Workers in the Dept	Yes (o)	(e)	No (o)	(e)	Total
Male Staff	60	59	5	6	65
Female Staff	58	59	7	6	65
Total	118	118	12	12	130

**Source: Questionnaire**

Not significant at 0.05;  $df = 128$ ,  $r = 3.84$

To get the expected frequency, we use

$$(CT \cdot RT) / GT = (118 \cdot 65) / 130 = 59$$

Therefore, to test the 1<sup>st</sup> hypothesis using 5% level of significance

$$\frac{(r-1)}{2-1} = \frac{(c-1)}{2-1}$$

$$1 = 1 \text{ df at } 0.05 = 3.84$$

$$X^2 = \sum (O_i - E_i)^2 / E_i$$

$$= \frac{(60-59)^2}{59} + \frac{(5-6)^2}{6} + \frac{(58-59)^2}{59} + \frac{(7-6)^2}{6}$$

$$= (0.0169 + 0.1667 + 0.0169 + 0.1667) = 0.3672$$

**Criteria:** Reject  $H_0$  if the calculated value is greater than the tabulated value.

From table 2, the calculated value of  $X^2 = 0.3672$  is less than the actual value  $X^2_C = 3.84$ , hence, the alternative hypothesis ( $H_1$ ) is rejected and the null hypothesis ( $H_0$ ) is accepted. This implies there is no significant difference on the impact of teamwork between male and female staff of the hospital. It follows that teamwork has the same on both male and female staff of the hospital.

### Hypothesis two

**$H_0$ :** that there is no significant relationship between teamwork and productivity of the hospital.

To test this hypothesis, the relationship between teamwork and organisational productivity were compared using the Pearson's product moment correlation analysis.

**Table 3:** Pearson's product moment correlation analysis for relationship between teamwork and productivity.

Variable	N	X	SD	r
Teamwork	125	25	1.90	3.57
Organisational Productivity	120	24	1.75	

**Source: Questionnaire**

Not significant at 0.05 level; df = 128, r = 1.96

From table 3, the calculated value of r = 3.57 is greater than the actual tabulated value r = 1.96, hence, the null hypothesis ( $H_0$ ) which states that there is no significant relationship between teamwork and productivity of the hospital is rejected. This implies there significant relationship between teamwork and productivity of the hospital. It follows that teamwork and productivity interplay for successful outfits.

### Hypothesis three

**$H_0$ :** That there are no factors militating against teamwork in workplace.

To test this hypothesis, the factors militating against productivity of the hospital were compared using Chi-square analysis.

Factors Militating Against Teamwork In Workplace

**Table 4:** Chi-square analysis for relationship between teamwork and productivity.

S/No	Factors	Frequency	Percentage
1	Conflict Roles	14	11.2
2	Leadership Tussles	38	30.4
3	Undefined Organisational Structure	29	23.2
4	Undefined Employed Job Roles	34	27.2
5	Poor Employee Working Conditions	10	8.0
Total		125	100

**Source: Questionnaire**

Significant at 0.05; df = 128, r = 3.84

Therefore, Chi-square = 24.48

**Criteria:** Reject  $H_0$  if the calculated value is greater than the tabulated value.

From table 4, the calculated value of  $X^2 = 24.48$  is greater than the actual value  $X^2_C = 3.84$ , hence, the null hypothesis ( $H_0$ ) is rejected. This implies there are factors militating against teamwork in the hospital. It follows that these factors have significant effect on teamwork in the hospital.

#### Hypothesis four

$H_0$  To test this hypothesis, the positive and negative attitudes of health workers towards teamwork were compared using the independent t-test analysis

**Table 5:**Independent t- test analysis of influence of attitude of health worker on productivity.

Variable	n	$\bar{X}$	SD	t
Positive Attitude	120	24	1.48	55
Negative Attitude	10	2	1.17	

Source: Questionnaire

Significant at 0.05 level; df = 128; t = 1.96

From table 5 the calculated t-value of 55 is greater than the critical t-value of 1.98 need for significance at 0.05 level of significance with 128 degree of freedom (df). This means that the attitude of health workers significantly influence the productivity of the hospital. It follows that negative attitude impedes on productivity while positive attitude boost productivity of the hospital.

#### DISCUSSION OF FINDINGS

Based on the findings of the study, hypothesis one which says that teamwork does not significantly impact on organisational productivity of the hospital is supported by matty (2007) which highlights the positive effect of teamwork. This also implies that teamwork can energise an entire organisational productivity irrespective of the gender of the staff.

Moreover, finding from hypothesis two indicates that there is significant relationship between teamwork and productivity of the hospital. This is supported by west (2013) who unveils that teamwork helps organisations to lower their overhead cost, improving resources utilization leveraging time to the advantage of the organisation.

Findings from hypothesis three which states that there are factors militating against teamwork in workplace is supported by Afolabi (1993) which highlights problems faced by teams in their early stage due to inactivity of some team members who are yet to adjust to the work-style of other team members.

Ferguson, G.A. (2002) also supported that teamwork in an organisations are confronted with the issue of false perception of similarity of team members.

Also, findings from hypothesis four suggested that the attitude of health workers towards teamwork influences the productivity of the hospital. This is supported by Hackman, J.R. (2002) added that attitude is one thing that determines the extent of happiness and success. On the contrary, negative attitude brings ill consequences to teamwork.

#### CONCLUSION

The paper examines the impact of teamwork on organizational productivity. From the responses analysed from the respondents of the University of Uyo Teaching Hospital, Akwa Ibom State, and previous empirical studies on the subject matter, the researcher was able to clearly point out that team work impact positively on organizational productivity.

#### RECOMMENDATIONS

Based on the objectives and findings of the research paper, the following are recommendation from the study:

1. To improve team effectiveness, it is first necessary to understand these factors you can determine when and where team development is needed. In other for team to function effectively they must manage how they work together and how they interact.
2. Organization should design remuneration policy that reward teamwork against individual contribution this will go a long way in enhancing team effectiveness.



3. Members of team should spend time discussing and defining roles and responsibilities. As the team develops, it is topical for individuals to build expectation and assumptions of others which are seldom anywhere.
4. Managers need to take active roles soothing relationship during times of conflict. This will foster unity and team effectiveness in no small way.
5. Team can improve resources utilization by leveraging time to their advantage, performing work asynchronously helps organizations effectively.

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