THE IMPACT OF TEAMWORK ON CULTIVATING LEADERSHIP CAPABILITY IN THE WORKPLACE

Salem Alanizan, Saudi Electronic University

ABSTRACT

As leadership abilities and change management drive the corporate environment, teamwork is a crucial part of productivity and higher turnover. Teamwork influences operational effectiveness in the workplace, and this perception is gradually becoming a significant element of organisational functioning.

A significant finding for Saudi Arabia is that cooperation increases organisational performance and results. According to the findings of this literature review, cooperation can achieve organisational goals and produce the desired results with the assistance of strong leadership. Although there are many other aspects of teamwork that are mentioned in the literature, this study emphasises leadership skills.

Keywords: Teamwork, Leadership, Capability, Performance, Workplace.

INTRODUCTION

The Saudi Arabian government has established several strategies to enhance educational outcomes, particularly for the benefit of building team spirit. Despite the necessity for researchers to concentrate on the significance of teamwork, this study looks at how teamwork impacts the development of leadership skills in the workplace to address the research problem.

The development of Saudi employees' capabilities is an objective of Vision 2030, and it is their objective to increase employee productivity Arabia, (2022). These findings will enable businesses to identify the value of implementing strong leadership to inspire teamwork and streamline operations, which will enhance workplace outcomes.

Firstly, there is a discussion on how motivated employees are to participate in teamwork; subsequently, it addresses leadership skills in the development of effective corporate communication. Secondly, it is stated that leadership fosters teamwork principles, high employee participation, and facilitates decision-making. These elements are significant for the smooth operation of the organisation, and hence are the objectives of this research.

LITERATURE REVIEW

Teamwork

Teamwork is described by Greenberg & Baron (1993) as two or more individuals who can carry out a task to achieve a shared purpose or objective. A team can be described as a group of people who are dedicated to a similar purpose and goal and share complementary abilities.

Being a team player and enjoying teamwork helps reduce burnout and increase workplace satisfaction (Monroe et al., 2021). According to Brock et al. (2017), effective teamwork and favorable outcomes for all team members rely on effective communication. Alam et al. (2021) state that suppression of information could lead to disputes between teams and hinder

productivity. Any organisation benefits from higher performance and better teamwork when there is a unified objective.

High-performing teams refer to members who get along well and collaborate effortlessly from distributing assignments justly to meet deadlines and producing outstanding results (Kozlowski & Ilgen, 2006). This can be accomplished by inspiring people to uphold a similar work ethic, thus leadership impacts how an employee feels about teamwork, the job role, and their performance levels. An essential component of management is employee performance interventions (Amabile, 1993). According to Logan (2016) teamwork would deteriorate in a workplace with a negative attitude.

Leadership

Leadership influences individuals to help achieve successful outcomes. For a leader, creating work environments that enhance organisational performance is dependent on a variety of elements. Leadership must encourage consensus, or a shared vision, to achieve organisational objectives and goals as well as to improve performance in the workplace (Wu et al., 2009). To encourage participation and participation of employees in teamwork, leaders can distribute decision-making-based tasks to skilled personnel. This is yet another facet of workplace reform. There are a variety of strategies that leaders can use to increase productivity and employee satisfaction depending on the level of responsibility that the employee is prepared to accept, ranging from employee representation during teamwork to problem-solving during implementing activities. By paying closer attention to details, such as eliminating waste and cutting costs, this technique can boost employee engagement and engagement with the organisation (Grawitch et al., 2009). The execution of organisational effectiveness is facilitated by such leadership techniques (Alliger et al., 1997).

Performance

Performance refers to the work that a person or a team in an organisation carries out in accordance with their authority and responsibility to perform their routine, legal obligation within the organization (Mangkuprawira, 2009). According to Rivai & Sagala (2004) performance is a behavior displayed by individuals who have the responsibility in the organisation to execute specific legal responsibilities.

According to Cascio (1986) a person working for an organisation needs to be motivated to accomplish a task that results in positive output that can be advantageous to both the employee and the organisation. To be progressive and successful, businesses need effective leadership capabilities. Leaders ought to be responsible for directing the workforce and promoting productive work relationships among the team members of an organisation.

According to Bish et al. (2022) the level of leadership engagement at work differs based on every individual's capability for leadership. As a result, involvement plays a significant role in deciding how well a team works collectively. Teamwork allows leaders to improve communication, monitor performance, and empower staff to be more adaptable and flexible.

RESEARCH METHODOLOGY

Research Objectives

The main purpose of this study is to investigate how collaboration impacts the development of leadership skills at work, which would contribute to effective teamwork and positive organisational outcomes.

Research Questions

The benefits of teamwork in fostering leadership potential at work can be seen from a variety of perspectives. The general view of teamwork is that it is essential as the organisation expands. The efficacy of teamwork in developing leadership capacity at work reflects the team assembled to counsel on the merits of teamwork.

Study Sample

In order to better understand employee perceptions of teamwork at work, the study employed written questionnaires to collect data from prominent Saudi organisations. The survey included demographic data on the respondents and items that were designed based on a literature review from the Saudi context to meet the survey's needs. The surveys also gathered general information on the industry, primary activity, organisational structure, projected financial turnover, and workforce size for the year 2021. Quantitative information was gathered and evaluated using a Likert scale. The survey was distributed among 140 employees in the eastern province in the year 2021, and a response rate of 89.3 percent was reported.

Data Analysis

To attain the objective of cultivating leadership potential at work through teamwork, statistical analysis was required. The data was examined with the aid of the Statistical Package for Social Sciences (SPSS).

RESULTS AND DISCUSSION

Descriptive Statistics

The study provides the demographics of the employee respondents, who also corroborate the sample's impartiality. Women made up 20.8 percent of respondents in this study, which was lower than the male response rate of 79.2 percent. Around 39 percent of the respondents had work experience spanning more than 9 years. Between 2016 and 2021, 85.6 percent of the participants reported working in a team, among them 42.4 percent of the respondents held management positions, while 59 percent of the respondents were older than 31 years of age Table 1.

Table 1 DESCRIPTION OF PARTICIPANTS (N=125)					
Characteristic	**Frequency**	**Percentage**	**Characteristic**	**Frequency**	**Percentage**
Gender			**Marital**		
Male	99	79.2	Married	88	70.4
Female	26	20.8	Single	37	29.6
Total	125	100	Total	125	100
Age			**Work in a team**		
18-30 year	51	40.8	Before 2010	8	6.4
31-40 year	55	44	2010-2015	6	4.8
41-50 year	14	11.2	2016-2021	107	85.6
51 and more	5	4	Never	4	3.2
Total	125	100	Total	125	100
Experience			**Current position**		
1-4 year	45	36	CEO	2	1.6
5-8 year	41	32.8	Manager	18	14.4
9-12 year	23	18.4	Group leader	17	13.6
13-16 year	4	3.2	Supervisor	16	12.8
17 years	12	9.6	Employee	72	57.6
Total	125	100	Total	125	100

Correlations Analysis

Table 2 indicates that the value ranging from 0.50 to 1.00 is used to calculate the correlations, which are used to determine the relationships between all variables (Cohen, et al., 1996). The findings are presented in Table 2, which demonstrates a strong correlation between all factors. The teamwork is significantly connected with effective (0.67, p 0.01), leadership capability (0.65, p 0.01), and performance (0.71, p 0.01). Gender, age, marital, work in a team, experience, and position were entered as controls for demographic factors.

In addition, the mean, SD, and zero-order correlations were evaluated. According to Table 2, the mean for effective is the greatest (3.95), while the mean for demographic is the lowest (2.05), with an SD of 28.

Table 2 CORRELATION ANALYSES (N=125)						
Variable	**Mean**	**SD**	**Demographic**	**Effective**	**Capability**	**Performance**
Demographic	2.05	0.28	1			
Effective	3.95	0.58	0.25**	1		
Capability	3.54	0.71	0.21**	0.67**	1	
Performance	3.9	0.69	0.08**	0.71**	0.65**	1
*P <.05, **P <.01, Cronbach's alpha italicised along the diagonal.						

Regression Analysis

For this investigation, regression analysis with independent variables was employed. The relationship between effectiveness, leadership capability, and performance was measured *via* multiple hierarchical regressions. At p 0.01, each variable proved statistically significant altogether. Desired teamwork and the variables were both regressed.

Multiple hierarchical regressions were run to assess the association between performance, leadership capacity, and effectiveness as indicated in Table 3. At p 0.01, it was determined that these variables were statistically significant. Teamwork was tested using beta coefficients for effectiveness (0.33), leadership capability (0.36), and performance (0.48), with the latter two revealing significant and substantiated results.

Table 3 REGRESSION ANALYSES (N=125)				
Variables	**Satisfaction**			
	B	**S.E**	**Beta**	**T**
(Constant)	1.63	0.17	--	9.8
Effective	0.16	0.06	0.33	2.46
Capability	0.06	0.05	0.36	1.21
Performance	0.1	0.05	0.48	1.93
*p < .05, **p < .01, b=Unstandardized coefficients, Beta=standardized coefficients, T + t-statistics				

CONCLUSIONS

The key contribution of this study is that it offers a measured solution to the Saudi Arabian employee teamwork issue and advocates a strategic employer strategy within the organisation. The impact of teamwork on behavior and the variables required in putting collaboration into practice were then taken into consideration. Employee teamwork was first discussed among these factors, followed by training leadership and teamwork abilities to increase productivity, and generate higher revenue.

Work outcomes are significantly influenced by leadership skills, and senior management guidance is essential in shaping such attitudes (Graham & Verma, 1991). Teamwork among employees, which is becoming an increasingly prominent aspect of organisational life, is found to be influenced by leadership capability. While organisational performance is typically used to evaluate teamwork, other variables can influence the organisational environment and help to facilitate better working conditions. It is vital to strengthen teamwork efficiency, and leadership capability, in the organisation.

It was also asserted that a key element in the successful integration of formal teamwork into workplace procedures is leadership competence to foster teamwork.

It was proposed that leadership skills served as incentives for teamwork and for the transfer of that teamwork. According to Boswell & Boudreau (2000) performance appraisal systems encourage employee input and link rewards to raising performance levels, both of which increase organisational productivity.

To conclude, the researcher has demonstrated the distinct benefits that collaboration can provide through engagement and participation in the organisation. According to the data postulated in the literature review, individuals respond more quickly toward attaining their

desired goals and achieving organisational objectives when leaders are capable of inspiring teamwork within the organization.

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