

THE RELATIONSHIP BETWEEN WORKER'S TEAMWORK AND  
ORGANIZATIONAL PERFORMANCE: THE CASE OF  
SULAIMANIYAH WAHA – AI KHALIL

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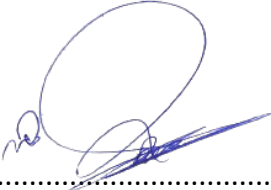
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## **DEDICATION**

This thesis is dedicated to my beloved father and mother, whose unwavering support, encouragement, and love have been my guiding light. To my father, for his wisdom and strength, and to my mother, for her endless patience and kindness. This achievement would not have been possible without you both. Thank you for believing in me and for being my pillars of support.

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## **ABSTRACT**

The performance of an organization is largely dependent on its greatest asset, its employees, in today's world, where rivalry and competition within organizations are fierce. One of the most significant factors influencing employee performance is how well the teamwork style fits the relationship between workers teamwork and organizational performance situational variables. As a result, the goal of this study is to examine the connection between employee performance and workplace teamwork. The study also attempted to evaluate respondents' perceptions of employee performance and interaction between other workers. The questionnaires were returned with statistics gathered from respondents, and they were acceptable for evaluation at Waha-Al-Khalil.



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## **LIST OF ABBREVIATIONS**

TC	Teamwork coordination
OP	Organizational performance
PT	Performance teamwork
SPSS	Statistical software suite developed by IBM for data management

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

One of the most important factors that affect an employee's performance is how teamwork is to the relationship workers teamwork and organizational performance situational variables. In today's world, where rivalry and competition are highly competitive within organizations, how well an organization is performing is based on its greatest asset (its employees). This is typically a good move as the employee gains the necessary skills and is also able to attain the right working momentum asset at the relationship workers teamwork and organizational, (Gomez,2017) The term "teamwork" has been used in many different ways throughout history. It is not always about working in a large group but rather about a sense of belonging that creates a team environment (Farh,seo & Tesluk, 2012). In general, teamwork is a social and moral process of how a specific individual can be influences the organization so that aims can be reached. It was seen as a sophisticated moral teamwork among people.

An organizations overall success or failure at that particular, specialized task depends significantly on the kind of collaborative approach it selects. Lapine and Crawford (2013) have debated the various aspects of teamwork, and since leaders are also involved because they are in charge of improving organizational performance, integrating employees and managers is a crucial aspect of teamwork. In order to attain maximum efficiency and increase employee performance, the nature and specifications of the organization are crucial when adopting the teamwork style. Teamwork has been used in these industries as a primary function since year, giving it a durable competitive edge (Talib, Rehman & Qureshi, 2013). And based on a number of studies, some specific styles may have showed a positive link due to the specifics of the case. On the other hand, other studies disagree that teamwork may have an impact on how well employees perform.

## **1.2 Problem Background**

It is without doubt that partnership has a significant impact on employee performance. The ability to generate a clear vision, for example, is one teamwork quality that affects goal fulfillment., comprehend company culture, concentrate on performance enhancement, and foster innovation (Gomez, 2017). In order to ensure a tight fit and balance between the characteristics of the relationship between the workers teamwork and organization performance situational variables and to the employees as well, it is important to study teamwork styles and contingency approaches. This will make them more satisfied with better performance. Teamwork is the capacity to cooperate with others in pursuit of a common goal. Experts can convey the idea of teamwork without difficulty since they frequently saw it as the behavior of workers working together to complete a larger goal or job (Hanaysha & Tahir, 2016; Outram et al.,2015).

## **1.3 Problem Statement**

Today's organizations in Iraqi Kurdistan have a common collaboration style for managing the workplace and the idea of teamwork (roles/task/goals, interdependence of team members, integration of work, and shared accountability). This is one of the problems. The workers of an organization that lacks a strong sense of teamwork frequently fall short of meeting expectations and failing to accomplish the company's objectives. And also, ways to provide the greatest services to the peoples during the decals prose There are some enterprises that have teams but produce little to no output, which may be caused by a lack of collaboration in such organizations, it results in very bad performance and no improvement in the preforms (Abadi, & Riyanto 2021). Working in a team inspires people and promotes the growth of autonomy, which increases job satisfaction and reduces stress (Scott, 2018It results in very bad performance and no improvement in the product (Abadi, & Riyanto 2021). Working in a team inspires people and promotes the growth of autonomy, which increases job satisfaction and reduces stress (Scott, 2018).



#### **1.4 Research Questions**

- I. What is a worker's teamwork in the organization?
- II. What do we mean by organizational performance?
- III. What is the relationship between workers' teamwork and organizational performance?

#### **1.5 Research Objectives**

- I. To examine the concept of teamwork.
- II. To identify the idea of organizational performance.
- III. To explore the relationship between workers teamwork and organizational performance.

#### **1.6 Scope of Study**

This study makes an effort to concentrate on the connection between ensure that team members and success of the organization. Determine the concepts of organizational performance and teamwork, and how these ideas affecting an organization communicates, gives instructions, and has an organizational structure, as well as how these ideas effect employee performance. The region of Kurdistan in northern Iraq will be the subject of this study. Surveying using a Likert scale will be utilized to gather data. The participants in this study are workers for the Waha-Al Kalil organization. Finally, because governmental organizations operate very differently from private organizations, this research will be restricted to the Kurdistan area and private organizations.

## **1.7 Significant of the Study**

The study's goal is to examine the connection between employee collaboration and organizational effectiveness. Additionally, this study will examine the validity of the earlier research's claim that contingent teamwork affects employee performance. When the study is finished, it will assist organizations in maintaining an efficient teamwork approach and align it with the reference document for people who require information on the subject. Additionally, it might help workforces decide whether it's better to work in teams or alone. In the end, this study will serve as a starting point for other academics who want to conduct research on a related topic.

## **1.8 Conceptual Definition**

Teamwork has been precisely defined as a team of people working together to do a certain goal. This skill has become established, and many large companies have developed specific tests to assess their employees' ability to work in teams or groups. The ability to work in a team has become an essential skill that every worker must recognize in the workplace. The term or concept of teams has been useful in the development of human evolution for many centuries (Arbnor et al., 2014). As a result, it is a value-bland vital concept in any professional or any evolving procedure.

Teamwork is a detailed organizational methodology for evaluating a wide range of structures in every kind of businesses, including those who don't work for money (Scott, 2018). Conti and Kleiner (2013) discovered that teams provide more opportunities for involvement, challenges, and states of mind conducive to fulfillment. Some firms have begun to implement a strategy based on work performance balance in order to keep their staff productive and to emphasize the need of working as a cohesive unit to achieve the goal (Brandes, Leif, Frank, & Philipp 2009).

## **1.9 Organizational performance**

In transforming input into output. It's important for the organization to employ inputs or resources in the proper way, where a small quantity of resources is engaged to obtain an optimal end or performance. Those organizations which can apply this process effectively can be counted as a performing organization (Shamsi, 2018). Organizational performance defined by (Antony, and Bhattacharyya 2010) as a performance of goods or services by its employees. Performance is also the amount or quality of items or services made available in the most profitable and effective manner by personnel.

### **1.9.1 Teamwork**

(Cohen and Bailey 2017) define teamwork as a group of or more individuals who accomplish their tasks in a dependent manner, who are accountable for the results of their work, who perceive themselves as an intact social entity within a given organizational performance or who are perceived by others in the same way that they have been created to perform in one or more larger social systems, such as interaction and business units, and teams who are accountable for managing their interpersonal interactions.. Measurements of Performing and coordinated teamwork can be as following:

- The way they interact with each member for achieving the team's common goals (Sales, Shuffler, & Thayer 2015).
- TC is one of the indicators for effective innovation-related teams in organizations (Bedwell, and Lazzara 2015).
- Teamwork members high effort and balanced work contributions can be one of the main measurements for OP.

## **1.9.2 Organizational Performance**

Performance as a tool for evaluating the effectiveness and performance of individuals or groups of individuals at work. Performance also can be measured by evaluating an employee's output throughout a certain time period. Organizational performance can be measured in relation to the average employee's performance and doing their jobs effectively (Sharma & Singh, 2015). performance is one of the key factors for organizations because it contributes significantly to the success of any corporation (Chen et al., 2017). According to Prathap, (2011), measurements for productivity of organizations can be listed as:

- Quantity of work.
- Punctuality.
- Efficiency.

## **1.10 Summary**

In conclusion, this chapter the background of the study had been explained, which is how workers teamwork effects on organizational performance. Furthermore, the relationship between workers team work and organizational performance problems and the objectives to conduct this research have been identified. Also, the scope of study, conceptual and operational definitions has been stated.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides the disclosure of both independent variables (worker teamwork and organizational performance) based on previous research and theories. Then, in order to strengthen the purpose of the study, a number of pertinent literatures will be evaluated in this part.

#### **2.2 Teamwork**

The concept of teamwork refers to the gathering of an association or collection of opinions to collaborate on a project, solve problems, exchange ideas, settle arguments, and achieve a common goal. There really is no denying that teamwork has a significant effect on performance and (Mbinya, 2013). In agreement with Okeydokey, (2015), the concept of teams is precious and effective for facilitating the development progression in the corporation and improving worker performance.

Basically, the core determination of working collaboratively by employees is to find the best way of promoting employee professional, performance, and employees' competencies that meets the requirements of their work. As argued by Prendergast, (2019), two main components in the notion of teamwork that boosts team members' communication skills and increases their performance, which is interpersonal, and self-management teamwork. Hertog, (2017) concluded in his research on successful teamwork, that the effective organization can be precisely described as successful teamwork is based on the synergy of all team members who create an environment in which everyone is ready to make their contribution to support and care to participate.

The Value of Teamwork is an effort to work collaboratively since working in groups is always more effective than working separately (individually). The value of collaboration can be best understood by a few factors. Because the whole is larger than the sum of the team's parts, it fosters teamwork. It fosters group collaboration since the lengthy project may be readily broken into smaller tasks. "It supports the structure to eliminate hierarchy" (flatter and leaner).

Teamwork is a better way to work with a group if there is a possible leader on it. It was a well-known proverb that "friends never let the other friends down"; make a list of the friends who helped one another out when it was needed. Therefore, form a team first, and then assess how it is performing (Richard Branson 2017). However, not every team member should be a close friend; team members must be chosen based on their ability to contribute. the year 2002 (David V. Pynadath,)

Teamwork used to be analyzed as employees worked together to achieve a common objective while maintaining in mind the well-being of the entire group rather than individual interests, and a team is built when individuals with a shared purpose come together, according to claims. Knowing that the effect of teamwork on performance is crucial because teamwork is considered by certain scholars to be one of the primary driving forces for enhancing a firm's performance, according to Chukwudi (2014), who together stated on the same platform that the impact of teamwork on employees' occupational performance has been a major research topic done by many academicians and practitioners in the previous years.

The phrase refers to a group or collection of people who work together to achieve a common goal. collaboration is typically thought of as an excited collection of people coming together to accomplish a common goal. the achievement of a shared goal, For the purpose of completing a shared task, an organization's collaboration is developed and maintained. According to Sommer et al. (2015), working in a A key task at work is coordinating the actions of two or more individuals in a group to achieve common objectives. Organizations require the collaboration of two or more people in order to produce or construct a value, with the belief that this value may be more successfully attained if the individuals work together rather than independently (Sinambela, 2016). The world is so different now.

Due to the competitiveness of the world is and how no organization can achieve its goals and simultaneously maintain its competitive advantages if it doesn't value teamwork and prepare its employees to function as a team with one common interest, teamwork has been used in such sectors for years as a core competency leading to an ongoing competitive edge (Talib, Rehman & Qureshi, 2013). Teamwork has grown in importance as one of the most crucial methods of job organization in recent years.

However, (Sheehan, 2010) during the qualitative match of cohesiveness with social group dynamics, led us to classify it as an interpersonal teamwork process throughout our assessment of teamwork processes. “Belbin’s Theory- This idea was developed to investigate how a team functions when working together for a common goal. It covers nine duties that each team should consider when operating as a unit.

### **2.3 Organizational Performance**

All organizational actions, one survey found team-development to have the strongest outcome (versus financial methods) for improving organizational performance. The analysis found the team-development actions, including team building and team training improve both the team’s clinical performance and the team’s supervised personal railings. Targeted individual self-disclosure acts will also aid in team formation. That underlines the need of having precise objectives as well as individual and group targets

Team members turn into interested in activity planning ways to define control. By describing proper results and tests of incremental success, teams will evaluate their progress. Use the performance management process that clearly defines measures and expectations individual team, and organizational level. (Yohn, D, L.,Feb. 2018) Some organizations negotiate the team contract with team and (state leaders) finace, then, is determined and measured in terms of various tasks. that project distorts when they are carried out without expected thinking of the organizational performance structure of this implementing organization.

While tasks are valuable to organizations, they must be seen as leading to overall long-term organizational performance. The serious next situation is to find ways address the issue while observing the needs of donors and a global business institution in terms of responsibility. This might include changing the concept of responsibility to allow a stronger emphasis on the sustainability of campaigns after the exit of donor. performance is the quantity and/or quality of the results of a person's work in an organization performing the primary task and function under the direction of norms, standards, operational procedures, criteria, and propositions that have already been assigned or put into practice in the organization; the categories of performance include effectiveness, efficiency, quality, punctuality, performance, and well-being.

Asserted that employee performance is connected to workers who complete tasks and goals to the standards set by the business and who are evaluated based on how well they perform in comparison to those standards. In many firms, employees are assessed based on their performance using a rating system.

Better employee performance is crucial for a healthy economy since it raises living conditions for workers, which increases pay, which in turn raises consumer spending because employee success is crucial for society as a whole.

## **2.4 Teamwork coordination**

According to (Akmal, 2015), teamwork coordination is a collection of strategies, activities, and guidelines that managers lead in order to enhance the performance of the teams inside a particular business. TC depends on direct decisions and indirect delegation through a coordinating plan by managers on teams' actions, own decisions, and performance. According to Robbins and Timothy (2008), when an organization of workers establish a particular team, their performance as a team can boost the business's profitability while being managed by managers.



### **2.4.1 Organizational performance**

According to Robbins and Timothy (2008), when a group of employees create a specific team, their performance as a team can increase the profitability of the company while still being overseen by managers. (Vrat, Sahay, & Sardana 2009). For an organizational perspective, performance refers to the amount and quantity of goods and services that an organization can offer, and produce for a certain time (Elms, 2010). Sickles and Zelenyuk (2019) saw the performance of the organization to get the results you want with a minimal investment of time, manpower, currency, and supplies. All the organizations out there are created to be fruitful.

It is the essential measurement value of an organization's capability, cost-effectiveness, and achievement (Moon, 2012). According to Prathap (2011), the following variables are used to determine performance: the quantity and characteristics of a component manage, or potentially an entire system; the efficiency and effectiveness of the job; the workers' presence and presence at work; and the worker's outcomes. Performance in an organization cannot be achieved if the required manpower, especially top management is incompetent and ineffective (Easton, 2018).

Management remains vital to driving the process wheel and performance strategies of any business. Fernando et al (2020) and Hosono (2020) believe that management is responsible for defining quality, policy, strategies, communication strategies in the organization, setting the goal, and Hosono (2020) adds that companies increase their results when top management has committed to communicating the importance of meeting customer requirements as well as legal and regulatory requirements and ensuring availability to the company.

All of the above roles and responsibilities cannot be managed by management without employees equipped with competent, knowledge, and skills. Productivity analysis requires the consideration of certain predictor variables, including new and emerging technologies, capital investments, production level and quality, capacity utilization (in relation to existing equipment and structures), energy consumption, management skills, most importantly skills, efforts and knowledge, and the skill of the staff.

## **2.5 The relationship between workers teamwork and organizational performance**

According to Ebert et al. and Freibichler (2017), performance is measured by how well a company can fulfill its goals via cooperation and employee participation. Additionally, the knowledge that each team member has and applies to their degree of self-demand and competitiveness is based on the accepted and mutual goals of the members.

Many times, academics define an organization as a place where several people gather. collaborate to achieve a mutual purpose (Manzoor, Ullah, Hussain, & Ahmad 2011). The concept of the organization goes directly to the concept of teamwork. Scholars have really no issue in defining PT because they frequently considered it as the workings done by employees in a group to attain a cumulative objective or assignment (Tahir, and Hanaysha, 2016; and Outram, 2015). Because not all work can be completed as a team, businesses produce an effective portfolio of these duties that should be completed as a group.

The researchers took the same stance in defining collaboration, describing it as the focus of individuals who are assigned to complete specific group duties. However, the researchers did not say if group or cooperation is more improved for organizational efficiency or not, or whether it is more important than individual effort (Sahoo, Behara, & Tripathy, 2010). OP is defined as task completion, the action of performing or achieving profit through appropriate team working. A team's performance can be classified into five categories. The first is dedication and accountability and every member can see themselves as part of a group. They are entirely dedicated to the team's goal rather than their own. Second aspect is mutual trust and respect. Team members have faith in one another to establish a trustworthy workplace, support one another's points of view, and foster trust. Third element is the vision and goal.

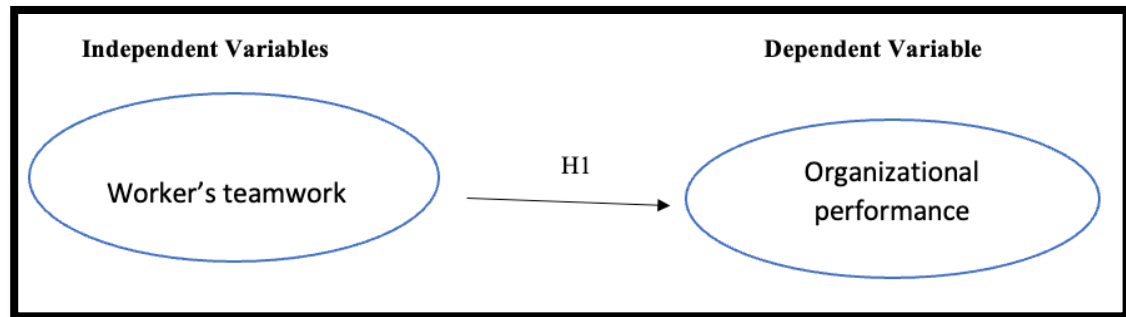
The team members clearly grasped the team's goal, their roles and responsibilities, as well as the organization's broader vision. Fourth characteristic is good interaction. Members efficiently communicate with one another and distribute expertise and knowledge. Effectiveness within the group indicates a high-performance communication. Fifth is uninterrupted quality development. Group participants are constantly improving tools, processes, and approaches to increase quality in because they want to meet the organization's purpose (DeAngelis, 2014; Johnson, 2016; & Outram, 2015). PT can progress the increase of the organization's performance and produces greater outcomes compared to solo labor.

The success of a business increasingly depends on the expertise, competencies, and commitment of its staff. Thus, an employee's success and performance are increasingly dependent on the ability to acquire and practice their developed skills, which can be boosted through teamwork performance. One of the popular widespread misconceptions regarding cooperation is that team members' talents are more significant than their energy, passion, and motivation in their works. Additional common misconception is stated as, group members are not discrete responsible for the failures of their teams. Group members are, in fact, the smallest units within their teams, and their particular abilities impact the many results of their teams. This study thus proposes the following:

H1: Teamwork and OP are favorably related.

## 2.6 Research Framework

In accordance with the foregoing explanation, Figure 1's theoretical framework depicts how employee collaboration affects organizational performance.



*Figure 2.1 how employee collaboration affects organizational performance*

## 2.7 Summary

Chapter two started with a discussion for both the independent variables and dependent variable according to past studies which have been conducted regarding the relationship between workers teamwork and organizational performance the conceptual framework was drawn from the review of the literature which was for identifying the relationship between dependent variable and independent variables'

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The study's third chapter makes an effort to explain its findings. research design, population and sampling, research instrument, data collection procedure, and data analysis of the study.

#### **3.2 Research Design**

A cross-sectional design is adopted for the study since this design facilitates, and gives the possibility for the process of data collection regarding a particular phenomenon at a particular time, and it can validate the process of achieving the study's primary objectives. A temporal dimension is also useful for this study in order to determine the relationship between workers teamwork OP. A typical cross-sectional design is more appropriate for this study than a longitudinal design because according to (Sekaran & Bougie, 2011) as it helps the process of data collection at one point in time.

### **3.3 Population and Sampling**

Within Sulaymaniyah city, in the Kurdistan region of Iraq, this study sought to determine the effect of teamwork on organizational performance at (Waha-Al khalil). Employees in firms use teamwork to some extent because there are several departments within them. The participants come from the aforementioned departments since they all need to work together to better the company.

These organizational characteristics made it the finest choice for identifying and evaluating the favorable results connected with, including the significance of cooperation in comparable of Sulaymaniyah city. It was anticipated that this sample of responders would offer a sufficient and accurate perspective on how collaboration impacts organizational performance. Compared to a minimum sample of (70) employees from the whole targeted population of (80).

### **3.4 Questionnaire development**

The creation of this research used a quantitative approach. Three components made up the questionnaire was consisted of 3 sections (demographics, WT, OP).

The researcher will attempt to collect data on the respondent's background in the demographic part, which is Section A, including information on age, education level, experience, and gender.

Section B, is about measuring the DV (OP), the instrument items in this section were adopted from Measuring individual work performance. Tony Manning (2013). The dimensions of measurement are based on Fiedler's organizational performance theory.

Section C, is about measuring the IV(WT), the instrument items in this section were adopted from measuring working in a group and the relationships between IV and DV. (Marsicano, Silva, and Seaman (2020), and the OP indicators were adapted from (Ayeni & Adeolu, and Fakunle, 2021).

#### Teamwork IV

- 1) I work on keeping my job-related knowledge up to date.
- 2) I plan and organize so that I finish on time.
- 3) I can carry out my work efficiently.
- 4) I take on extra responsibilities without being asked to.
- 5) On my own initiative, I start new tasks when my old tasks were completed.
- 6) Attend function/ consultation/ meetings, etc that are not required, but help in improving the image of organization.
- 7) I complain about minor work-related issues at work.
- 8) I made problems at work bigger than they were.
- 9) I talk to colleagues about the negative aspects of my work.
- 10) My manager/ supervisor is building a support network.
- 11) I get praise and recognition when fulfil a task successfully.
- 12) My manager/ supervisor consults me on relevant matters.

## Organizational performance

- 1) Our team has a meaningful, shared purpose.
- 2) Team members clearly understand their roles.
- 3) Team problem solving results in effective solutions.
- 4) Team members appreciate one another's unique capabilities
- 5) We are able to resolve conflicts with other teams collaboratively.
- 6) Team members take personal responsibility for the effectiveness of our team.
- 7) Working on our team inspires people to do their best.
- 8) We have the skills we need to do our jobs effectively.
- 9) We are strongly committed to a shared mission.
- 10) When an individual's role changes, an intentional effort is made to clarify it for everyone on the team.

The questions used in the relationship between workers teamwork and organizational performance research is adopted from relevant literature as cited in the reference list.

### **3.5 Data collection method**

Data collection is an orderly procedure of collecting observed information. Regardless of the discipline of the research collected data permits the researcher to add insight and, on the issues, relating to the study (Bhandari, 2020).

The main instrument for data collection in this research will be questionnaire. The questionnaire will consist of questions that will shed light upon contingent leadership aspects and measurement of employee performance, based on the dimensions mentioned in the above section.



### 3.6 Data analysis

According to Allen M. (2017) In this study, the data will be analyzed using a quantitative approach, quantitative analysis as the digital illustration and in order to reach a conclusion in observing certain spectacles. Here, we can summarize the findings of the research, including all kinds of statistical data in numerical values and later analyze the data. The statistical software SPSS will be used in the analysis of the data. Henceforth because we want to investigate how our two variables relate to one another. workers teamwork and organizational performance. Assess the ratio to determine the link between them rather than analyzing numerical quantities.

### 3.7 Pilot study

Pilot research was undertaken to evaluate the instrument's shortcomings in order to determine the reliability and validity of the questionnaire used in this study. 15 workers were chosen for the pilot study in the framework of this investigation. The apparatus under test included three components.

*Table 3.1 Reliability and factor analysis N-15*

Section	Dimension	No of questions	Cronbach Alpha
B	OP	9	.822
C	WR	8	.716

### **3.8 Data analysis method**

Using a Statistical Package for Social Science, the acquired data will be analyzed. The purpose of using SPSS is to turn all of the collected data into numerical values, which can then be used by the researcher to evaluate, interpret, and find answers to the research's open-ended questions. This study's emphasis is on the connection between workers teamwork and organizational performance with the workers of Waha-AL Khlil organization. Descriptive statistics will be used to gauge respondents' levels of employee performance and the organization's level of workers teamwork (research objective 1st & 2nd). Additionally, inferential statistics like Pearson correlation will be utilized to examine the link between WT and P (3rd research objective).

## **CHAPTER 4**

### **DATA ANALYSIS**

#### **4.1 Introduction**

In order to address the research questions and quantify the objectives specified in chapter one, chapter four of this study will attempt to evaluate the information gathered and convert it into numerical values. Additionally, a correlation will be undertaken in this chapter to gain greater understanding of the connection between CL and EP. SPSS version 21 will be used to analyze the data that has been gathered.

#### **4.2 DEMOGRAPHIC ANALYSIS**

##### **4.2.1 Gender**

The researcher issued 80 questionnaires, but only 76 of them were collected and only 75 of them were valid for analysis, therefore only 76 could be used to answer the study questions.

Table 4.1 Gender

Item	Frequency	percentage
Male	47	62.67
Female	28	37.33
Total	75	100

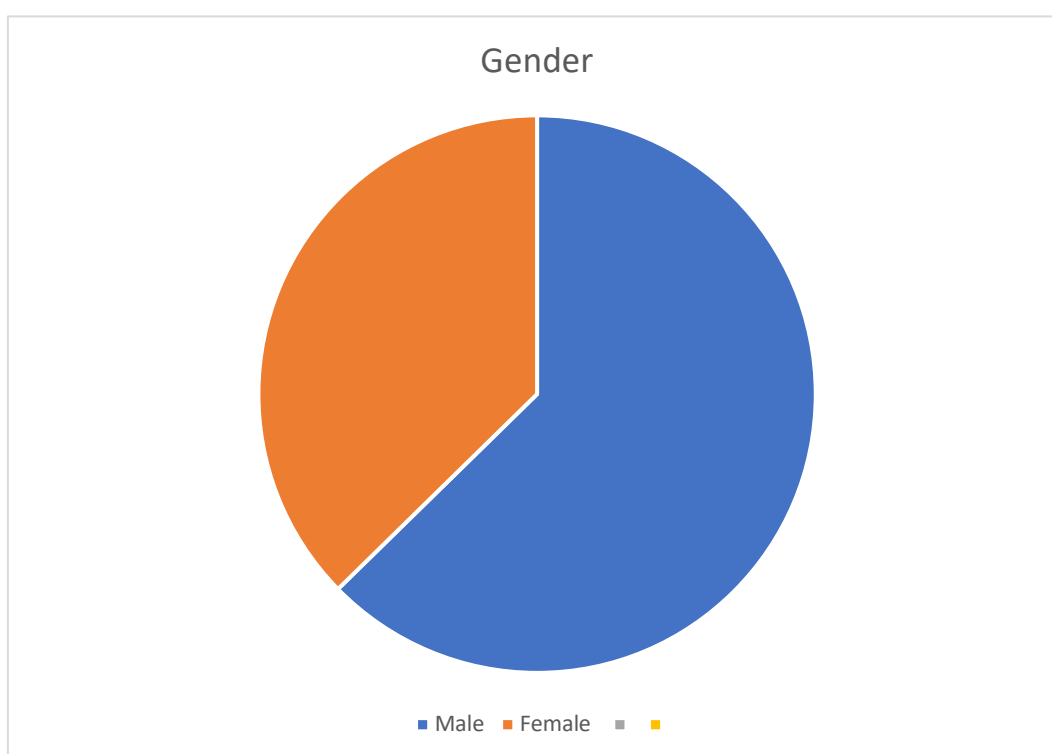


Figure 4.1 Gender

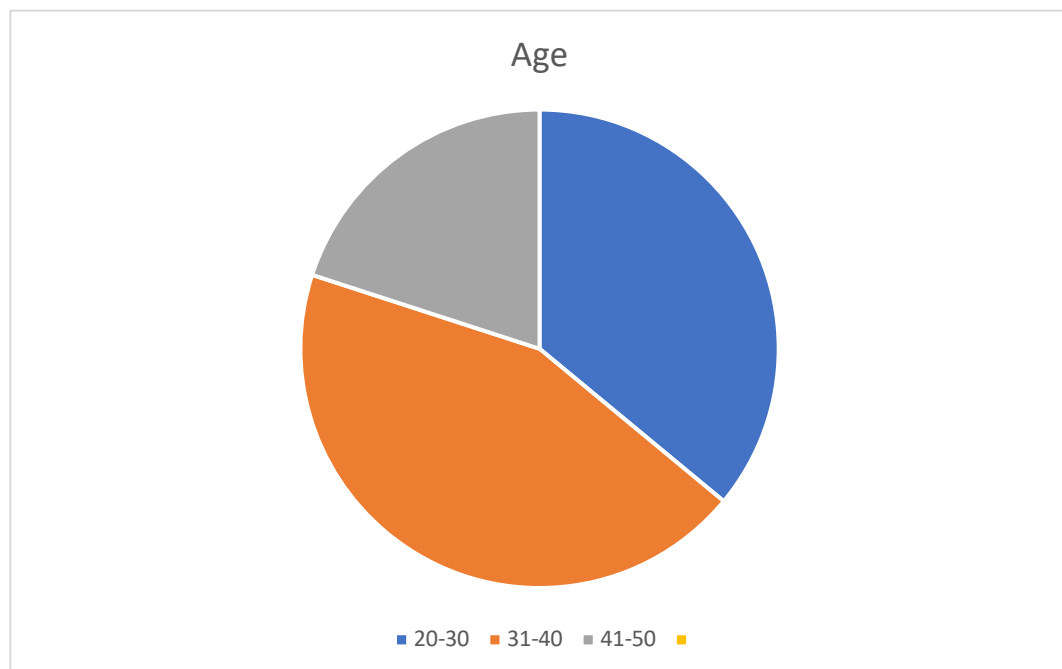
In the context of demographics, there were 28 (%37.33) females and 47 (%62.67) male responders. Table 4.1 lists the frequency and proportion of each gender.

### 4.2.2 Age

In Waha-AL Khalil, almost half of respondents were around the ages of 20 and 30, or (27) (%36). (%44) or 33 respondents were in the 31–40 age range. The frequency of respondents in the last category was a little lower; there were only (15), or (%20), respondents who were between the ages of 41 and 50. The respondent's age is shown in column 4.2.

*Table 4.2 Age*

Age	Frequency	Percentage %
20-30	27	36
31-40	33	44
41-50	15	20
Total	75	100



*Figure 4.2 Age*

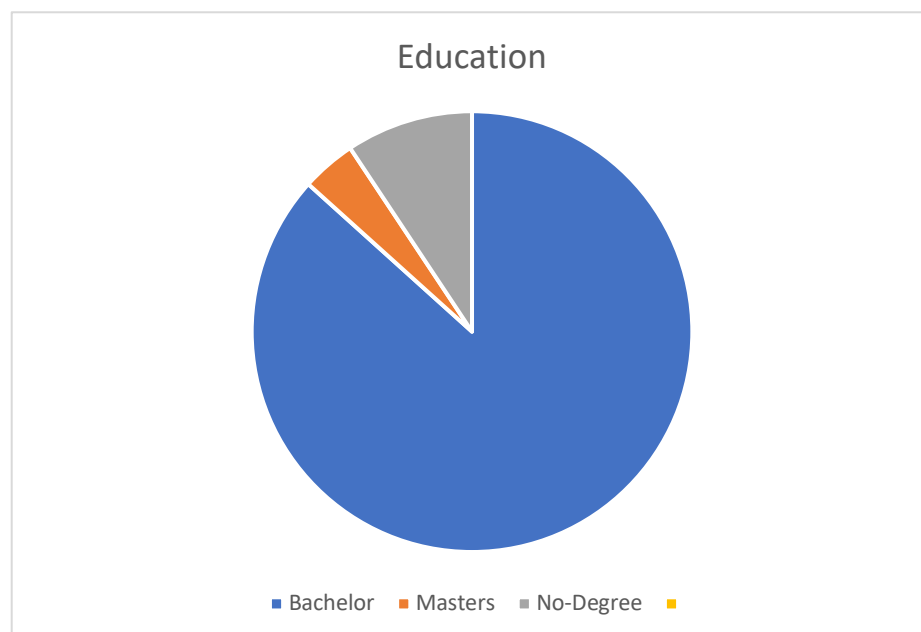
According to the research's demographics, the majority of respondents were male (%33) and female (%27)

### 4.2.3 LEVEL OF EDUCATION

The educational backgrounds of Waha-Al Khalil employees varied, but 65 of the respondents held a bachelor's degree, which corresponds to (%86.67). (3) Of the respondents (4%) held a master's degree. Only seven respondents (7%), or (%9.33), did not have any college education. These workers were all performing their jobs in accordance with their educational backgrounds. The respondents' degree of education is displayed in Table 4.1.3.

*Table 4.3 LEVEL OF EDUCATION*

Education Level	Frequency	Percentage %
Bachelor	65	86.67
Master	3	4
No-Degree	7	9.33
Total	75	100



*Figure 4.3 LEVEL OF EDUCATION*

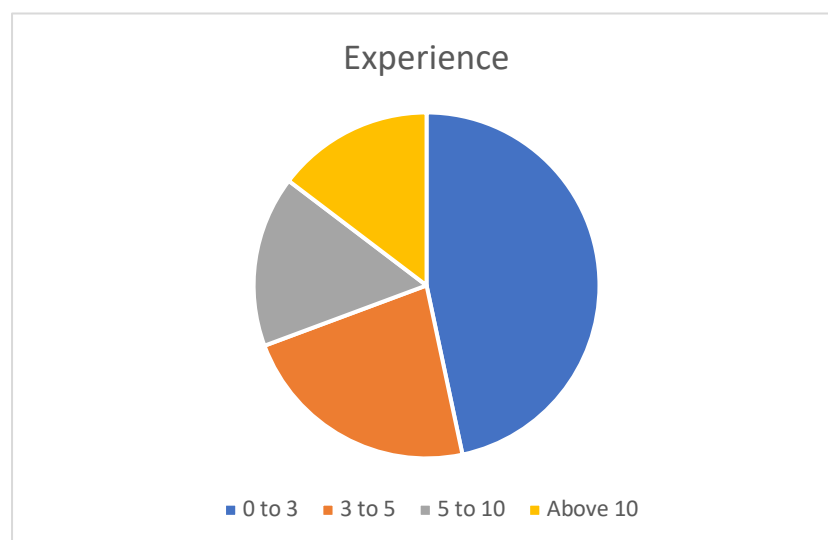
The majority of respondents held bachelor's degrees, indicating a varied educational path for this research.

#### 4.2.4 Experience

The length of time a person has lived or worked in one area is termed experience. The respondents to this study had a range of experience, although the bulk of them—35%, or 46.67 percent—had 0 to 3 years of experience. There were 17 respondents (22.67%) with 3-5 years of experience. In addition, 12 (16%) of the responders had five to ten years of experience. Last but not least, (11) (%14.67) had more than ten years of experience. The experience of the responder is shown in Table 4.1.4.

*Table 4.4 Experience*

Experience	Frequency	Percentage %
0-3	35	46.67
3-5	17	22.67
5-10	12	16
Above 10	11	14.67
Total	75	100



*Figure 4.4 Experience*

The people who answered the survey's demographics revealed that they had a wide range of experiences.

### 4.3 DESCRIPTIVE ANALYSIS

Descriptive statistics are used to learn more about the independent and dependent variables in study. Bryman (2012) claims that multiplying all of the mean scores by the sum of their individual values is the correct way to obtain the mean scores. To achieve research objectives one (1) and two (2) for this study, a means score analysis is carried out. Measurement of the interval levels is shown in Table 4.2.

*Table 4.5 Descriptive Analysis*

Scale Value	Label
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree



#### 4.3.1 OBJECTIVE 1: To examine the concept of teamwork

Descriptive statistics were utilized to determine the mean scores and standard deviation of the respondents in order to determine research goal 1. The descriptive data provides insight into how respondents evaluate their level of collaboration.

*Table 4.6 Descriptive Data: Concept of Teamwork*

Items	N	Mean	Std. Deviation
Q1	75	3.5890	1.10347
Q2	75	3.5753	1.20090
Q3	75	3.8219	1.18254
Q4	75	3.3836	1.20911
Q5	75	3.7397	1.30200
Q6	75	3.4110	1.23418
Q7	75	3.6986	1.22117
Q8	75	3.6849	1.23465
Q9	75	3.5205	1.21461
Q10	75	3.4658	1.10657
Q11	75	3.6575	1.15733
Q12	75	3.6712	1.13106
Valid N	75		

#### 4.3.2 OBJECTIVE 2: To identify the idea of organizational performance

The second goal of this study is to assess respondents' organizational performance levels. Descriptive analysis is therefore worker to respond to this purpose. The mean, standard deviation, dimension, and level of the scored means are displayed in Table 3.904.

*Table 4.7 Descriptive Data: organizational performance*

Descriptive Statistics			
Items	N	Mean	Std. Deviation
Q13	75	3.7260	1.18157
Q14	75	3.7123	1.23017
Q15	75	3.7808	1.13341
Q16	75	3.5890	.98370
Q17	75	3.4384	1.06701
Q18	75	3.5616	1.14244
Q19	75	3.7534	1.19931
Q20	75	3.5890	1.25649
Q21	75	3.6575	1.16927
Q22	75	3.8904	1.16144
Valid N	75		

In response to the table previously, the aspect of task performance has the highest mean score in the "TW-OP" section, equaling 308904, and the dimension of counterproductive dimension has the lowest mean score, 3.4384. The person who completed the survey scored very poorly in this dimension, which is a sign of good performance because teamwork is intrusive; additional justification will be given in chapter five.

#### 4.4 INFERENCE ANALYSIS

The statistical techniques used to infer connections between variables are known as inferential statistics. These statistics were created specifically for testing hypotheses, as opposed to descriptive statistics. In this study, the inferential statistic is the Spearman's correlation coefficient. This study aims to comprehend the link between TW and PO in the setting of the investigation. The significance of the relationship between the independent and dependent variables is shown by Spearman's correlation coefficient (r).

##### 4.4.1 OBJECTIVE 3: To explore the relationship between worker's teamwork and organizational performance

Examining the connection between TW and PO is the third study goal. Furthermore, Pearson correlation has been used to determine the link between two variables. A positive correlation exists if the P value is smaller than 0.5. Table 4.3.1 displays the investigation of the correlation between the two variables.

Table 4.8 INFERENCE ANALYSIS

Correlations			
		IV	DV
IV	Pearson Correlation	1	.895**
	Sig. (2-tailed)		.000
	N	75	75
DV	Pearson Correlation	.895**	1
	Sig. (2-tailed)	.000	
	N	75	75
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation coefficient shows that the two variables, TW and OP, have a significant positive association because the p-value is less than 0.5 ( $r = 0.89$ ). It means that the relationship between two variables.

## **4.5 Chapter Summary**

This part of the study examines the information gathered on the connection between employee collaboration and organizational success in the Waha-Al Khalil company. According to the study, respondents' perceptions of contingent leadership are generally positive, which is the first research aim. The second research aim is then discussed, and it is about how well the Waha Al Khalil organization works as a team. We can tell from the study in chapter four that the organization's members are of a high caliber. Finally, we can observe that there is a substantial positive connection between the two variables according to Pearson's correlation coefficient.

## **CHAPTER 5**

### **DISCUSSION, RECOMMENDATION, AND CONCLUSION**

#### **5.1 Introduction**

The purpose of this research's fifth chapter is to explain the analyzed findings in depth, to determine the significance of the link between the numerical values, and to translate that understanding into determining the goal of the study, which is the relationship between WT and OP. Additionally, the section on recommendations and limitations is for those who want more information on the subject of this study. Finally, this chapter will present a conclusion at the end.

#### **5.2 Discussion**

##### **5.2.1 Discussion of objective 1 to examine the concept of teamwork**

This study has established a substantial and favorable association between TW and OP. This conclusion, according to previous research (Davis, Newstorm, and Amirullah, 2015), that PT is one of the key indications of rising OP, was also validated. The first aspect of PT was having shared goals and objectives among team members (Chukwudi, 2014), and chapter four's mean scores revealed that team members occasionally made concessions in order to achieve those goals and occasionally did not.

This is one of the reasons why medical centers provide subpar care. TW's second dimension was outlining the responsibilities of its members teams are productive when they try to find the solution for their problem or having the capability to resolve conflicts among themselves, so the results showed that team members in medical centers are belonging to a productive team and they are doing well in the third dimension of a PT. The highest mean score was for the fourth dimension of PT in which the team members act diligently and encourage each other to succeed in their tasks, and this result was supported by Sommer (2015) who discussed that organizational goals will be achieved if the members of the team support and help each other in their tasks.

PT also according to Sales, Shuffler, & Thayer (2015), He talked on how team members supporting and aiding one another in their jobs will assist the business accomplish its goals. TW, in accordance with Sales, Shuffler, and Thayer (2015), is a positive contact between team members that will result in a more OP-enhancing team environment. Additionally, (Fay, West & Patterson, 2015) found that team members are happier at work and give better work to support the productivity and profitability of their company. These results show that PT is one of the key markers for improving OP in terms of effectiveness, quantity, and quality of labor.

### **5.2.2 Discussion of objective 2 to identify the idea of organizational performance**

According to the study's results, the Waha al- Khalil organization's employees do rather well. This result indicates that workers did a good job performance but not a great job. Based on three distinct aspects, this variable was assessed. In response to questionnaire question 8, employees don't engage in activities like gossiping that are counterproductive. According to research by Bachrach, Mullins, and coworkers (2019), those who stop from exaggerating issues and refrain from having difficult dialogues with their peers and coworkers do better in teams. Although they did not focus on employees specifically, they did discover that each team's unique members are its most important asset.

Finding the connection between corporate communication and employee performance is the study's second research goal. Given the questionnaire's results and conclusions, it can be said that there is a considerable link between organizational communication and worker performance.

Ineffective TC by superiors may lead to inefficiency in job completion and a reduction in the amount of work, according to previous studies (Bedwell and Lazzara 2015: DeAngelis, 2014). Furthermore, it was mentioned in (Kovács, & Talpoş, 2015) that TC by managers or superiors will improve operational management, team performance, member incentive to do better, and overall organizational performance. These results are a sufficient demonstration that TC should be carefully carried out and evaluated by organizational superiors through managing and directing them in their work standards, through recognizing members' performances and praising them for their dedication, and through a reward or other motivating tool to help the employees remain active and achieve the desired performance.

### **5.2.3 Implication**

Future research on the effect of cooperation on organizational performance has to take some of the limitations of this study into account. Since it is obvious that only team leaders from medical institutions were used as a sample for this study, it is impossible to draw any conclusions about other sectors without looking into them. The researcher's second constraint was that only Kurdistan regent was taken into account for the study; as a consequence, the results are only applicable to Kurdistan regent. On the other hand, conclusions for the entire population cannot be drawn from the data acquired from a limited sample of team leaders for this study. Additionally, the data gathering process solely employed a quantitative approach, which is insufficient to identify the other crucial elements of human resource strategies with reference to improving organizational performance.

### **5.3 Recommendation**

According that study this force on team work and organizational performance and identify by three objectives showing the team work have a positive effect on organizational performance.

Additionally, demonstrate the significant and positive correlation between TW and OP. The evidence presented thus far supports the idea that improved organizational performance will result from stronger interaction inside an organization.



## **5.4 Conclusion**

Research on collaboration and organizational effectiveness are very few and require more investigation, particularly in the setting of Iraq. Working in a team has a favorable considerable link with organizational success, according to the results of this research.

The most important Tw markers that can improve OP within hospitals are problem-solving skills and the capacity to work well with others. The degree to which each team member engages with, encourages and administers the roles and responsibilities will reveal everyone's levels of happiness, and happy workers put in extra effort to keep their company successful.

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**Appendix A**  
**QUESTIONNAIRE**

TITLE: The Relationship Between Worker's Teamwork and Organizational Performance: The Case of Sulaymaniyah Waha – Al Khalil

Dear Respondent,

I am a senior student who is conducting research for my undergraduate project on The Relationship Between Worker's Teamwork and Organizational Performance.

The Survey is Divided into Several Section designed to collect data for my Research. It should take around 5-10 minutes to complete.

Please do not hesitate to contact me if you had any questions, I would appreciate your sincere responses, and thank you for taking your time.

Sincerely,

Diana Taha Ahmed

Phone: +964 771 603 7676

## **Appendix B**

### **Validation Forum**



ژماره: REG22- 490  
بەرۆار: 06/11/2022

بۆ: پێکخراوی واحه ی خلیل  
بابهت: پشتگیری



ناوی فێرخوازی : دینا طه احمد

بهش : گهشه پێدانی سهراچاوه مروییه کان

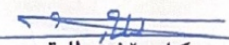
پاش سلاو و پێژ.....

پشتگیری فێرخوازی ناوبراو دهکەین که یهکتیک بووه له فێرخوازه وهگریرهکانی زانکۆکه مان بۆ سالی خوێندنی ئەکادیمی (٢٠١٩-٢٠٢٢)، فێرخوازی ناوبراو بهردهوامه له خوێندنی ئەکادیمی بۆ سالی (٢٠٢٢-٢٠٢٣)، سەردانی پێکخراوه که ی به پێژتان دهکەن به مه بهستی توێژینه وهیه کی زانستی هاوکاریتان جێگه ی پێژ و پێزانینه.

له سه ر داوا ی خۆ ی ئەم پشتگیرییه ی بۆ کراوه.

سوپاس بۆ هاریکاریکردنتان.

له گه ل پێژدا...

  
کنار رۆشن طارق  
به پێوه به ری کارگیری و تۆمار

وێنیه ک بۆ:

- له رفیق
- دۆسه ی گشتی

## **Appendix C**

### **TURNITIN Results**

## Diyana Article

### ORIGINALITY REPORT

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SIMILARITY INDEX

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**Appendix D**  
**THESIS SUBMISSION FORUM**

	QAIWAN INTERNATIONAL UNIVERSITY	Form No.:LIB003
	FINAL THESIS SUBMISSION FORM	Edition: 01 Effective Date: 01/ 06/ 2024 Page (s): 03

**Section 1 (To be completed by Student)**  
(Please tick (✓) where applicable)

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**Submission of Final Copies of Thesis**

I, DIYANA TAHA AHMED (name) hereby submit:  
the final copies of my thesis for the degree of ☒ Bachelor / ☐ Master / ☐ Doctor of Philosophy

**The title of the thesis is:**

**THE RELATIONSHIP BETWEEN WORKER'S TEAMWORK AND ORGANIZATIONAL PERFORMANCE: THE CASE OF SULAIMANIYAH WAHA – AL KHALIL**

Hence, I declare that:

- ☒ i) My thesis has been reviewed by my Main Supervisor / HoD / Dean / Faculty
- ☒ ii) I had submitted the CD of my softcopy of the thesis (the contents are similar with the hardcopy of the thesis) in a single PDF file.
- ☒ iii) I had submitted the Degree Scroll Information Form.

Student Name: DIYANA TAHA AHMED

Department: Department of Human Resource Development

Signature: 

Date: 21/7/2024

## ENDORSEMENT BY MAIN SUPERVISOR

Section 2 (To be completed by Main Supervisor)

Supervisor's Name: LAVAN TALIB ABDULLAH  
Department: Department of Human Resource Development  
I have examined the thesis of Mr. /Mrs. /Ms.: DIYANA TAHA AHMED

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Main Supervisor's Signature & Stamp)

21/7/2024

(Date)

## ENDORSEMENT BY Librarian

Section 3 (To be completed by Librarian)

Librarian's Name: .....  
☒ Approved ☐ Not Approved

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(Librarian's Signature & Stamp)

21/7/2024  
(Date)

## STUDENT'S DECLARATION

### Section 4 (To be completed by Student)

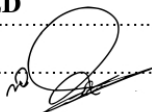
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Name of Student: ..... **DIYANA TAHA AHMED** .....

Signature of Student: .....  .....

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