

**REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY
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Department of Business Administration

**THE IMPACT OF TEAMWORK AND
ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE: IN THE PERSPECTIVE OF
TURKISH COMPANIES**

Master Thesis

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DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

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SUMMARY

In an organizational setting, this research study examines the associations between employee performance, organizational culture, and teamwork. This study's goal is to examine the beneficial relationships between these important variables and give light on the ways in which they affect employee performance. In order to do this, a thorough evaluation of the body of research was carried out with an emphasis on teamwork, organizational culture, and employee performance. To create a conceptual model that depicts the proposed correlations between these variables, theoretical frameworks were used.

It has been discovered that organizational culture influences employee behavior and attitudes, providing an environment that is favorable for productive teamwork and excellent performance. Employee motivation, engagement, and commitment to their work increase when they perceive an encouraging organizational culture, which boosts output and overall performance. For improving employee performance, this study emphasizes the value of encouraging teamwork and developing a healthy organizational culture. Prioritizing the development of a collaborative, trustworthy, and open communication atmosphere will encourage employees to cooperate successfully. Organizations may realize the full potential of their workforce and achieve better performance outcomes by putting resources into teamwork and establishing a healthy organizational culture.

For managers, executives, and human resource professionals who want to improve employee performance inside their organizations, the ramifications of these findings are crucial. Organizations can build a work environment that fosters employee satisfaction, productivity, and overall performance by concentrating on encouraging teamwork and establishing a positive organizational culture.

Keywords: Teamwork, organizational culture, employee performance

ÖZET

Örgütsel bir ortamda, bu araştırma çalışması çalışan performansı, örgüt kültürü ve ekip çalışması arasındaki ilişkileri inceler. Bu çalışmanın amacı, bu önemli değişkenler arasındaki faydalı ilişkileri incelemek ve bunların çalışan performansını nasıl etkilediğine ışık tutmaktır. Bunu yapmak için, ekip çalışması, örgüt kültürü ve çalışan performansı üzerinde durularak araştırma yapısının kapsamlı bir değerlendirmesi gerçekleştirildi. Bu değişkenler arasında önerilen korelasyonları gösteren kavramsal bir model oluşturmak için teorik çerçeveler kullanıldı.

Örgüt kültürünün, verimli ekip çalışması ve mükemmel performans için elverişli bir ortam sağlayarak çalışan davranışlarını ve tutumlarını etkilediği keşfedilmiştir. Çalışanların motivasyonu, bağlılığı ve işlerine olan bağlılığı, çıktıyı ve genel performansı artıran teşvik edici bir organizasyon kültürü algıladıklarında artar. Çalışan performansını artırmak için bu çalışma, ekip çalışmasını teşvik etmenin ve sağlıklı bir örgüt kültürü geliştirmenin değerini vurgulamaktadır. İşbirliğine dayalı, güvenilir ve açık bir iletişim ortamının geliştirilmesine öncelik verilmesi, çalışanları başarılı bir şekilde işbirliği yapmaya teşvik edecektir. Kuruluşlar, ekip çalışmasına kaynak ayırarak ve sağlıklı bir örgüt kültürü oluşturarak işgücünün tam potansiyelini gerçekleştirebilir ve daha iyi performans sonuçları elde edebilir.

Kuruluşlarında çalışan performansını artırmak isteyen yöneticiler, yöneticiler ve insan kaynakları uzmanları için bu bulguların sonuçları çok önemlidir. Kuruluşlar, ekip çalışmasını teşvik etmeye ve olumlu bir örgüt kültürü oluşturmaya odaklanarak çalışan memnuniyetini, üretkenliği ve genel performansı artıran bir çalışma ortamı oluşturabilir.

Anahtar Kelimeler: Ekip çalışması, örgüt kültürü, çalışan performansı

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INTRODUCTION

Organizations encounter several difficulties in establishing and maintaining high levels of employee performance in today's competitive and dynamic business climate. Many organizations see the value of teamwork and organizational culture as important aspects that greatly affect employee performance in order to handle these difficulties. In order to illuminate their associated dynamics and offer insightful information to organizational leaders, managers, and human resource professionals, this thesis explores the relationship between collaboration and organizational culture and employee performance.

A crucial component of a company's achievement is teamwork. It alludes to a team effort made up of several people working towards a common objective. Increased productivity, higher levels of employee happiness, and better overall organizational success have all been linked to effective cooperation. Poor cooperation, on the other hand, can result in conflict, communication problems, and a decline in employee engagement and motivation. Therefore, it is essential for organizations looking to build high-performing teams to comprehend the elements that go into effective cooperation and how it affects employee performance.

On the other side, organizational culture includes the common values, attitudes, conventions, and behaviors that influence the working environment within an organization. It establishes the tone for how people communicate, make choices, and approach their work. A strong and supportive organizational culture may develop a sense of community, encourage teamwork, and inspire workers to perform at the top of their game. A bad or dysfunctional culture, on the other hand, can reduce employee performance, raise turnover rates, and reduce organizational effectiveness. Therefore, examining the link between organizational culture and employee performance is crucial for businesses looking to foster an atmosphere that encourages employee success.

Although teamwork and organizational culture are separate ideas, they are connected in many ways. The development and efficacy of cooperation within a company's employees are heavily influenced by its culture. On the other hand, collaborative techniques and dynamics can influence and strengthen organizational culture. Understanding how these two components interact is crucial to understanding the intricate dynamics that affect employee performance.

Both researchers and practitioners in the field of organizational behavior place considerable importance on the discussion of how teamwork and organizational culture affect employee performance. Effectively managing these issues can have a significant impact on an organization's ability to succeed. Employee performance is a major factor in the competitiveness, productivity, and efficiency of an organization. Organizations can develop techniques to increase employee performance, resulting in higher levels of productivity and better overall results, by looking at the effects of teamwork and organizational culture. On the parallel side,

Employee collaboration and communication are fostered via teamwork. When workers collaborate well, they may exchange information, expertise, and resources, which improves problem-solving, judgement, and innovation. Organizations may build a collaborative work environment that fosters effective communication and cooperation by understanding the elements that make successful teamwork possible. Employee motivation and engagement can be strongly impacted by an effective organizational culture and a strong sense of cooperation. Employees are more likely to be inspired to work hard when they feel appreciated, supported, and a part of a great work environment. Employee motivation and engagement are further increased by the chances that teamwork affords for collaboration, learning from one another, and developing a sense of ownership and accountability.

In order to better understand how these elements interact and impact organizational effectiveness as a whole, this thesis will examine the effects of teamwork and organizational culture on employee performance. This research will offer insightful guidance to organizations in establishing strategies to maximize teamwork, foster a healthy organizational culture, and enhance worker performance by delving into the subtleties of these interactions.

CHAPTER ONE

LITERATURE REVIEW

1.1 Teamwork and Employee Performance

Teamwork and mutual cooperation among employees and its impact on the employee performance has been a pin focus of many researchers (Conti & Kleiner, 2003). The presence of teamwork has high impacts on the effectiveness of organizational operations that ultimately leads company to achieve long term goals. Teamwork does not only creates a positive working culture but also improves organizational performance (Ceschi, Dorofeeva & Sartori, 2014). Some researchers stated teamwork as an ability to adjust with organizational culture and different people to achieve organizational goals, objectives to improve the company's performance as well their own performance. The arelationship between the firm and performance level of employees at work is clearly highlighted by the team spirit (Edmondson, 1999).

According to Jones et al. (2007), it is vital to know how teamwork has great influence on performance because many studies has described it as one of the major factor for employee performance as well as for organizational performance. Effective teamwork activities and support can boost the rate of improvement of employees' performance and productivity as well as augment their ability to resolve negative encounters and deal with immediate and unexpected challenges at job. Team members enhance work experience, job knowledge, and competences while working in teams (Froebel and Marchington, 2005).

A collection of people working cooperatively to complete a given activity or objective is referred to as a team. Due to the growing value of this skill, numerous significant organizations have created unique tests to ascertain their employees' capacity for teamwork. As a result, the capacity for cooperation became a necessary talent that a candidate must have in order to get a job. In leading organizations, selection processes are well designed to gauge the teamwork spirit of the candidate to be hired (Crawford & Lepine, 2013). Teamwork is highly important concept for the employee development as well as organizational development since it has been used for many times in the establishment and growth of human civilization (Hartenian, 2003).

Researchers frequently define an organization as a setting where two or more people collaborate to achieve a common objective. This organization definition points directly to the idea of teamwork. Authors have no difficulty articulating the idea of teamwork because they frequently viewed it as how employees function in a group to complete a collective goal or mission (Hanaysha & Tahir, 2016). Companies maintain a good portfolio of work that must be completed in teams since not all tasks can be completed in groups. Teamwork has been defined by scholars in the same way, as the orientation of employees who are required to perform some group duties. (Outram et al., 2015).

The idea of teamwork is not uncommon in management science literature because it served as the foundation for organizational behavior idea. Teamwork is essential to the evolution of many things, especially as it relates to organizational consequences (Kassim & Ramayah, 2015). Organizational procedures such as abnormal conduct and role conflicts, etc. Previous literature has recognized this by asserting that teamwork is the center of an organization, with many activities revolving around it, the significance of the organizational philosophy is completed by both organizational and individual elements (Tabassi, Ramli, & Bakar, 2012).

The combined effort of a group of people working for a common purpose or aim is how teamwork is typically defined. Individuals must pool their resources, skills, and knowledge while actively collaborating to obtain the desired result (Williams & Castro, 2010). Several facets of teamwork and its ramifications have been examined in a number of studies in the fields of organizational behavior and management (Rowan et al., 2004; Hrynkow, 2008; Kozlowski & Ilgen, 2006). These studies have looked at the elements that make up successful teamwork, the interactions and interactions within teams, and the results and advantages of successful teamwork (Kirkman & Mathieu, 2006).

Transparent communication, confidence on management, culture to support others, mutual comprehension, and cooperation among team members are frequently stressed in the literature on teamwork (Sein-Echaluce et al., 2021; Ordun, 2016; Erdem et al., 2003). The importance of roles and responsibilities is emphasized, as well as the necessity of effective team management and decision-making. Many scholars also frequently discussed the difficulties and

obstacles that prevent teamwork, including disagreements, a lack of cooperation, and poor information and resource sharing (Driskell et al., 2017; Doorewaard et al., 2002).

Studies on teamwork has been done in a variety of situations, including educational institutions, sports teams, corporate organizations, and healthcare (Moss et al., 2017; Landkammer et al., 2019; Tripathy, 2018; Sanyal et al., 2018; Rosen et al., 2018). These studies' findings have repeatedly demonstrated the many advantages of effective teamwork, including enhanced innovation, taking decisions, and ability to solve problems; higher output and efficiency; improved employee satisfaction and motivation; and improved organizational performance. The researchers also acknowledge the significance of team dynamics, diversity, and composition in affecting the success of teamwork. Studies have looked into the effects that team size, member expertise, personality types, and cultural origins can have on how well a team works and performs (Beauchamp et al., 2017; Salas et al., 2018).

A variety of positive results, both for people and for organizations, have been linked to teamwork. Improved performance outcomes have consistently been associated with effective teamwork. Team members can achieve greater levels of productivity, efficiency, and quality when they collaborate effectively and make use of their combined talents and knowledge. The combined efforts of team members frequently produce improved decision-making, problem-solving, and creative solutions (BOAKYE, 2015). Additionally, teamwork might help individuals feel more engaged and satisfied with their jobs. People who work together and feel appreciated by their teammates have a stronger sense of purpose and belonging, which increases their level of job satisfaction. Additionally, teamwork frequently offers chances for skill improvement, learning, and growth, which can raise employee motivation and engagement (Shujaat et al., 2014).

In a similar vein, researchers contend in their study that team dynamics and employee satisfaction levels can be influenced by individual personality traits and workplace contextual elements. Altruism and universal compliance are the two dimensions that make up team conduct. In their research, they tested three models: (1) workplace dynamics and personality traits influence job satisfaction and may influence team dynamics; (2) environmental factors directly influence satisfaction and team dynamics; and (3) personality dynamics and workplace dynamics

directly influence team dynamics and satisfaction. The findings show that model 1 is amply demonstrated, and personality characteristics have no relation to enjoyment. Additionally, the findings demonstrated that job satisfaction is directly correlated with the altruistic dimension of team conduct, but not with generalized compliance (Salas, Tannenbaum, Cohen & Latham, 2013).

Regardless of additional roles, researchers have also described team behavior from a political perspective. According to authors, the term "team" refers to a person's sense of belonging to a certain place where they have People are bound together by certain rights and obligations to fulfil (Sims, 2005). Relationships, other rights and obligations are one of two sorts of elements that form a political team's nature. People that are a part of an organization demonstrate their reliance on one another, and if one helps another, they will also receive support in return. Relational bonds are created when individuals are required to work together in one area of an organization (Serinkan & Kızıloğlu, 2015).

According to (Robbins, 2000) a team, is a collection of individuals whose combined productivity exceeds the total of their individual contributions. The author also discussed various characteristics of team that are the base of a team performance. He discussed role structure as the first characteristics for good teamwork and described it as someone's behavioral pattern to inhabit some position in a social unit. Other dimensions that influence teamwork are the norms prevailing among team members and the conformity which people use to be accepted in a certain group or team.

Another important dimension described by (Robbins, 2018) for teamwork and its performance is team size. The team size should be reasonable enough to perform well and avoid social loafing. The literature recommended five to seven people for a good performing team. Other characteristic for good team is Group cohesiveness which can be described as the willingness of the members to commonly share team goals for high achievement. One more characteristics for high performing teams is the human resource employed in a team. An experience team member with group decision making, and conflict management can bring success to the team and ultimate to the organization (Robbins, 2018).

1.1.1. Tuckman's Team Model

(Bruce Tuckman, 1965) discussed team building with four stages from establishment to perform and latterly added fifth stage of adjourning. When team members initially encounter one another, the formation stage begins. Tuckman describes how individuals in a group would make a conscious effort to avoid fighting for fear of making a poor first impression. Tuckman asserts that during this phase, relatively little progress is made on the current project. This phase is more crucial for getting to know one another and learning how to collaborate.

The second step is known as storming. Storming has a dual meaning because disagreements and fights about the ideas that are generated by various people as well as brainstorming of those ideas both occur. According to Tuckman, this stage is a check of the maturity of the group members and their capacity to make accommodations for one another's divergent viewpoints, two crucial qualities for teamwork.

Norming is the 3rd level, and it's arguably the easiest of the five. When storming is over and the team is prepared to proceed with role assignments and start physical work performance, norming takes place.

The team or group enters the fourth stage, performance, when it starts to function as an effective and efficient unit. The project nears completion as the individual participants become perfectly synchronized within their duties; there is very little disagreement or hesitancy. Adjourning, which was included as the last step, essentially describes the process of letting go of one's position on the team and the connections they have formed.



Figure 1: Tuckman Model

1.1.2. DISC Model

This model was established by Dr. William Moulton in 1928 and still is considered as signature model for teamwork. The model is highly helpful for teamwork as it helps to manage conflict by predicting behavior bases on four personality traits. These trait are dominance, inducement, submission and compliance. After the model, various researches used the same four personality traits with different names (de Jonge & Dormann, 2003).

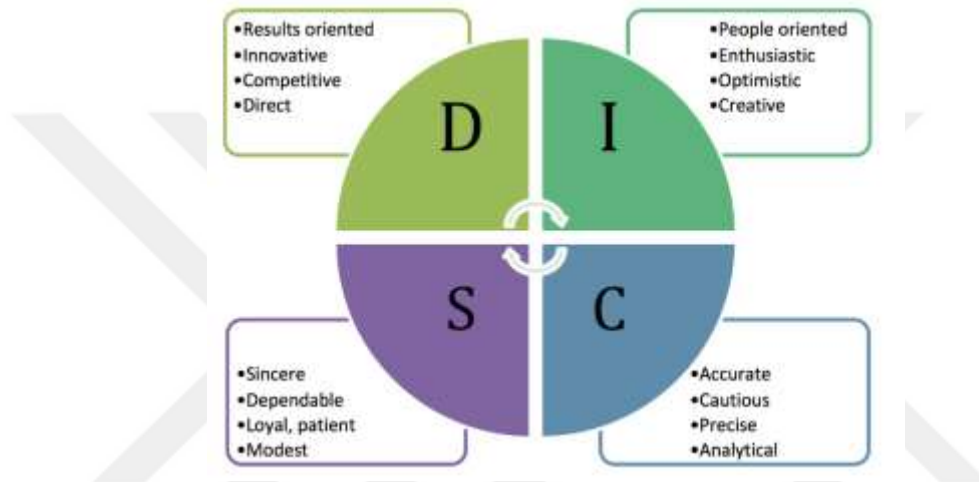


Figure 2: DISC Model for Teamwork

1.1.3. GRIP Model

Richard Beckhard's GRIP model, which he created in 1972, has been extensively used for incredibly successful teamwork. The four dimensions of the model is as under:

Goals: The team's and organization's objectives must be well understood by everyone and must be their shared commitment. Everyone's objectives must coincide for you to develop trust, move forward, and achieve your desired results.

Roles: Each team member must be aware of their individual duties, standards, and ways of responsibility.

Interpersonal: To manage conflict and advance, you need empathy and agility. Effective cooperation and communication also require and foster trust among team members.

Processes: detailed work flow and the procedures that must be performed to complete the project; provided a framework for decision-making, collaborative problem-solving, and conflict resolution.

1.2. Organizational Culture and Employee Performance

The term "organizational culture" describes the common values, assumptions, customs, and conduct that influence an organization's workplace. It includes the unspoken norms, practices, and social interactions that govern how staff members behave and engage with one another as well as with stakeholders outside the organization (Salehipour & Ahmand, 2018). Individuals' attitudes, behaviors, and decisions inside an organization are strongly impacted by organizational culture. Employees' views, deeds, and priorities are influenced by this sense of identification and belonging. It has an impact on how decisions are made, how work is done, and how coworkers interact (Nneji et al., 2021).

An organization's culture is frequently supported by a set of fundamental values and beliefs that serve to clarify what is significant and direct employee behavior. Integrity, respect, customer focus, innovation, and teamwork are a few examples of these principles. They act as tenets that steer the organization's general course and decision-making. Within an organization, organizational culture sets standards and anticipated behaviors. These standards dictate how staff members should conduct themselves, engage with one another, and dress. For instance, although some businesses may encourage a more relaxed and collaborative culture, others may have a more formal and hierarchical culture (Al-Matari & Omira, 2017).

There are several definitions of organizational culture. Each scholar and researcher has their own interpretation of this concept. Organizational culture has been defined by researchers in a number of fields, including sociology, anthropology, organizational behavior, business communication, and management sciences. According to the Cambridge Dictionary, culture refers to the way of life, specifically the normal practices and beliefs of a certain group of people during a particular time. Organizational culture is described by (Robbins, 2000) as a system of shared meaning that employees understand to distinguish one company from another. According to a researcher, it refers to employee behavior or teamwork within a company (Needle, 2004).

According to Titiev (1959), the concept of culture was established through the learning process derived from the organized component of possession. The organizational culture is described by Administrative Science Quarterly (Pettigrew, 1979) as beliefs, a collection of philosophies, attitude, approaches, expectations, anticipation, opinions, standards, and values. When employees learn to solve problems, they develop a set of presumptions that make up the culture of the organization (Schein , 2006). Organizations establish standards, and then employees' performance is evaluated in accordance with those criteria. If the prescribed task is completed in accordance with standards, the performance is said to be satisfactory (Kenney et.al, 1992). Performance is what happens when an employee works hard and, as a result, meets organizational goals while working (Yang, 2007). The culture is common values and way of doing work adopted by the employees of organization. It is developed by the top level management of the company and flow down in the hierarchy. The culture is highly important for defining the organizational work environment (Scott-Findlay & Estabrooks, 2006).

Within an organization, communication patterns are influenced by organizational culture. It defines the channels and frequency of communication as well as the openness and transparency of that communication. Knowledge exchange, teamwork, and invention can all be facilitated by a strong culture of open communication (Hatch, 1993). It is crucial for leaders and managers to comprehend and control organizational culture since it affects things like organizational effectiveness, employee wellbeing, and flexibility. Leaders may build a positive work environment that supports desired behaviors, improves employee performance, and helps to long-term organizational success by intentionally developing and aligning the culture with the organization's vision and goals (Bower et al., 2017).

Symbols and artefacts that represent a company's values and ideas are frequently used to communicate its culture. The organization's mission statement, logo, physical workspace layout, dress code, and rituals and ceremonies are a few examples of this. These indelible reminders of the organization's culture are provided through these emblems and artefacts (Marker, 2009).

The common values that an organizational culture inhabits have a great importance for imparting information at individual, group and structure level. By establishing, communicating and practicing good organizational values, employees distinct between good and mall practices.

Moreover, good organization culture also enhance employee productivity, company's decision making, morality, and the company image among employment market. The list of common values includes result focused, people focused, detailing and team orientation for performing at high standards (Watson, Clarke, Swallow & Forster, 2005).

Employees can do their professional obligations in an acceptable and methodical way when they are well-communicated with organizational values. The main responsibility of those in management positions is to help others gain knowledge and comprehension of principles (Denison & Mishra, 1995). The managers explain to the workforce that providing information about values is required in order to complete their duties and responsibilities satisfactorily and to attain their professional and personal objectives. As a result, it is clear that improving one's knowledge and comprehension of shared values is one of the key elements of organizational culture (Lund, 2003).

The organizational culture is what drives the workplace environment, along with other expectations. The people are encouraged and given more authority as a result to engage in numerous tasks and activities. It is clear that they communicate with individuals when they are performing various activities and responsibilities. Individuals can understand the value of organizational culture when they engage themselves with the organization and the people (Denison, Haaland, & Goelzer, 2004).

They can improve their talents and skill through engagement, as well as get assistance from others. The ability to effectively grasp organizational culture allows individuals at all levels of the company to engage in a variety of jobs and activities with a sense of excitement and enthusiasm. Therefore, engagement of the individuals is fostered through the effect of corporate culture. A positive environment is created when strong connections are formed with the group and the people inside it (Yang, 2007).

These are the elements that make it important for people to receive information and comprehend the importance of organizational culture. Therefore, it can be said that a growth in people's involvement in various duties and responsibilities is one of the important characteristics that underlines the importance of organizational culture (Tsui, Zhang, Wang, Xin, & Wu, 2006).

Managers must be creative and persistently interested in open innovation of a variety of types, from ground-breaking and trailblazing breakthroughs to small upgrading that has demonstrable benefits, in order to assure firm development. If an organization wants to be creative, it must change its organizational culture to be more innovative (Chang & Lee, 2007). Research on the concept of organizational culture has been ongoing for some time. Various models are discovered in a variety of research fields. In general, there are two types of approaches to organizational culture. The first approach is the dimensions approach established by (Hofstede et al., 1990) and the second one is interrelated structure approach (Hatch, 1993).

Among the most popular approaches to studying cultural constructs, is the dimensions approach. Due to Hofstede's (1980, 2001) paradigm of cultural dimensions, which opened the door for new study contexts that demanded the quantification of cultures, traditional anthropological research approaches have partially taken a backseat. (Hofstede et al., 1990) placed emphasis on the significant distinction between organizational culture dimensions and national culture dimensions. They are nevertheless connected to one another. The authors provided an explanation of how societal ideals exert pressure on organizations.

The focus of interrelated structure methods is less on a one variable and more on how organizational culture is related to other organizational traits. As a result, they frequently serve as the foundation for empirical study designs (Schein, Schneider, Mason & Mitroff, 1985). When determining whether an organization is a healthy workplace, culture inside that organization is crucial. It is possible to affect subordinates' work behavior and attitudes by promoting and expressing the organizational vision to them and by gaining their acceptance of the vision (Kane-Urrabazo, 2006). When a leader and their subordinates get along well, there will be improvements in teamwork and communication, as well as encouragement for the subordinates to complete the mission and goals set by the company, all of which increase employee performance.

1.2.1. Models for Organizational Culture

To comprehend and explain organizational culture, numerous ideas and frameworks have been created. Several models are discussed below as follows:

1.2.1.1. Hofstede's Cultural Dimension

Geert Hofstede created the Hofstede's Cultural Dimensions theory, which is a commonly used framework for comprehending and contrasting cultural values among many nations and communities. It sheds light on the ways that culture affects several facets of behavior, such as communication preferences, working methods, decision-making procedures, and leadership preferences (Manrai & Manrai, 2011).

1. The degree to which less powerful people of a community accept and expect that power is allocated unequally is referred to as "power distance." Hierarchical systems are respected and there is a considerable power difference between people in high power distance societies. Power is more fairly distributed and equality is prioritized in low power distance societies.
2. The degree to which people put their own interests ahead of group interests was another area on which the author concentrated. People are typically more independent in individualistic cultures, emphasizing personal independence and success. Group cohesion, loyalty, and dependency are prized in collectivistic civilizations.
3. The division of gender roles in an organization is related to this dimension. While caring, collaboration, and quality of life are prioritized in feminine cultures, assertiveness, competition, and monetary success are prioritized in masculine cultures. It is significant to highlight that this dimension refers to cultural norms connected with masculinity and femininity rather than the gender of specific individuals.
4. The degree to which people feel intimidated by ambiguity and uncertainty is reflected in their tendency to avoid it. Rules, laws, and structure are preferred in cultures with a high level of uncertainty avoidance in order to reduce risks and uncertainties. People are more tolerant of ambiguity and open to change and innovation in cultures with low uncertainty avoidance.
5. This component focuses on how a society views time, the value it places on traditions, and its aspirations for the future. Long-term oriented cultures place a high value on perseverance, thrift, and forward-looking behavior. Short-term oriented cultures place a strong emphasis on instant pleasure, preserving traditions, and upholding social duties.

6. The level of self-control exhibited by a person is measured by this dimension. Strong-indulgence cultures place a strong importance on freedom, personal satisfaction, and enjoying life. Low indulgence cultures typically place a strong emphasis on self-control, rigid social rules, and self-discipline.

A useful framework for comprehending cultural differences and their effects on numerous facets of society and organizations is provided by Hofstede's Cultural Dimensions. By taking into account these factors, people and organizations can improve their cross-cultural communication and collaboration, cultivate cultural intelligence, and adapt their practices to various cultural situations. But it's crucial to remember that people within a culture may display various traits and behaviors since cultures are rich and multifaceted.

1.2.1.2. Schein's Organizational Culture Model

Edgar Schein created the Schein's Organizational Culture Model, which offers a thorough framework for comprehending and examining organizational culture. Schein claims that there are three components that make up organizational culture: artefacts and behaviors, professed beliefs, and underlying presumptions (Hogan & Coote, 2014). According to Schein, as they influence people's thoughts, feelings, and behaviors, underlying assumptions are what actually define organizational culture. They frequently resist change because they are so embedded. The underlying presumptions frequently endure and serve as the foundation of organizational culture, even though artefacts and professed ideals could alter over time.

According to Schein, a thorough investigation and analysis of these three layers is necessary for comprehending and managing organizational culture. To understand the current culture and find places for improvement or change, leaders and change agents must evaluate and analyses the artefacts, professed beliefs, and underlying presumptions. The significance of cultural understanding and alignment within organizations is highlighted by Schein's approach. Leaders may successfully design and manage organizational culture to line with strategic goals, increase staff involvement, and foster a positive work atmosphere by understanding the fundamental presumptions and beliefs that motivate behavior. Additionally, by appreciating the value of artefacts and professed values, executives can leverage these outward manifestations to support and advance the desired culture within the company.

1.3. Employee Performance

Employees are regarded as being a part of the business. They are an essential part of the company. They participate in daily operations of the company. Since they oversee all the components that keep the organization going, they serve as its major focus. They make sure the company is still around or exists. The productivity of the workforce determines the success of the company (Frese & Fay, 2001), Employees must therefore be engaged, attentive, persistent, and diligent to ensure that they stay far ahead of their competitors. Furthermore, employee engagement and performance levels among employees have a significant impact on the organization's overall performance. Therefore, the operation in which the employees can successfully complete the task assigned to them can be viewed as the performance of the employees (Frese & Fay, 2001).

According to Hermina and Yosepha (2019), work engagement, organizational culture, managerial support, and are all related to job-related that effects employee performance. According to Al-Mehrzi and Singh (2016), employee performance is the outcome or degree of success of an individual throughout the course of a given period in carrying out duties in comparison to numerous alternatives, such as work standards, objectives, or agreed KPIs.

Furthermore, employee performance is essentially what workers do or do not do, according to Yang et al. (2016). Performance management refers to any actions taken to raise a company's or organizations overall performance, as well as the performance of each employee and each work unit.

According to the findings of the research conducted by (Bass, & Avolio, 2013), leadership abilities have a significant impact on employees, because it build working culture and team spirit. One more feature of employee performance is to explicitly justify the impact of different styles, such as democratic, autocratic, and participative style, on employees in order to improve their performance. These effective methods strengthen the organization. It has been demonstrated that teamwork and employee performance are directly related. This is consistent with past study that found that cooperation enhances the work quality, effectiveness, and production at work (Arenofsky, 2017).

The body of research examining the connection between cooperation and employee performance is expanding, and the majority of it demonstrates a favorable correlation (Hwang, 2018). The emphasis on teamwork represents the idea that an organization's market worth depends more on its intangible resources, notably teamwork, than on its tangible resources (Stiles & Kulvisaechana, 2015). Teams in organizations frequently draw and retain the best workers, who in turn provide high performance levels and high revenues for the businesses. Evidence from western society indicates a connection between successful cooperation and improved employee performance (Guchait, Lei, & Tews , 2016).

According to Kemanci (2018), the importance of teamwork in boosting employee performance cannot be underestimated, especially in a time when the economy is characterized by greater competition as a result of globalization. He asserts that collaboration improves the proficiency and productivity of team members. People gain a sense of affiliation and ownership through teamwork. It also allows them to put in their best efforts to achieve the objectives related to organizational performance. Additionally, working as a team develops a variety of talents and skills. Each team member benefits from the inspiration and advancement of their own personal development provided by the varied talents and skills present in the group (Kemanci, 2018).

The organizational culture should foster work-environment where workers may perform to the best of their abilities. The organizational culture has a comprehensive system of work that determined to be necessary. The level of accomplishment to which individuals undertake work for the organizational mission at work is referred to as employee performance. The organizational culture shows that the level of attainment of a specific aim or mission that establishes boundaries of performance determines how well individuals perform their tasks (Bapna, Langer, Mehra, Gopal, & Gupta, 2013). Personnel may easily recognize what is needed from them when a firm fosters a culture of open communication, goals achievement, and offers consistent feedback to give appropriate recognition. Teams function more effectively and cooperatively when there is a workplace culture that encourages truthfulness, independence, and open communication (Uddin, Luva & Hossain, 2013).

1.3.1. Models for Employee Performance

There are various theories cited in literature to improve employee performance. One of the most famous models is as follow:

1.3.1.1. Transformational Leadership for Employee Performance

The consequence of leaders on the productivity and motivation of their followers is emphasized in transformational theory, also referred to as transformational leadership theory. It contends that strong managers can motivate staff members to go above and beyond their own self-interests and deliver higher levels of performance. This theory has received a lot of attention in the realm of business management and has been found to improve employee performance (Jiatong et al., 2022).

The fundamental tenet of transformational theory is that transformative leaders display specific behaviors that energize and motivate their followers for high work performance. These managers are able to effectively convey their vision to their staff members because they are charismatic, innovative, and passionate about their objectives. By fostering a feeling of shared purpose and meaning, they help people match their personal aspirations with the aims of the organization. Transformational leaders do this to motivate their team members and inspire them (Singh, 2019).

Individualized thought is one of the foundational components of transformative leadership. Leaders who apply this part of the theory focus on the individual requirements, assets, and chances for growth of each employee. To assist their staff in developing and realizing their full potential, they offer assistance, coaching, and mentoring. This individualized method promotes a pleasant workplace culture and raises employee engagement which improves performance.

The strong influence that leaders can have on the productivity and motivation of their workforce is highlighted by transformational theory. Transformational leaders encourage their followers to succeed by creating a sense of community, showing individual care, promoting learning, and acting as role models. The theory has real-world applications for businesses looking to boost worker performance and foster a healthy workplace culture. Organizations may foster a motivated and high-performing workforce that will contribute to long-term success by cultivating transformational leaders and fostering transformational leadership practices (Khan et al., 2020).

By having a deep review of the literature on teamwork, organizational culture, and employee performance, the importance of the relationship is proven in the management sciences. Various studies on employee performance have been conducted, but this study discovered a gap in examining the relationships between teamwork, organizational performance, and employee performance together. This research aims to identify the relationship among the above-stated constructs.



CHAPTER TWO

METHODOLOGY

Research methodology helps to set the direction of the study being conducted. Furthermore, it contributes to the achievement of the research objectives established at the outset of the study. The aforementioned milestones are met by first determining the population of the study and then selecting an appropriate sample size. After setting the sample size, the next step is to collect data from the respondents. Various techniques are used for data collection (primary data collection, secondary data collection, or a mixed data collection method). Following data collection, research methodology leads to various data analyses that advance the answer to the research questions. This research is aimed at investigating the relationship between teamwork and organizational culture and its impacts on employee performance. This study considered Turkey's leading industries in order to progress toward research objectives.

The right selection of methodology for the research study brings accuracy and credibility to the study's findings. Moreover, it also helps to set the focus on the procedures by which research can be conducted efficiently and effectively. Researchers define various methods to be applied to the collected data at this stage, depending on the nature of the research. Setting the right methodology helps to plan, organize, and collect data while focusing on various analyses to perform on the collected data set to proceed with research findings.

Methodology and research design help answer the research questions established at the very start of the study. Various research designs are available in the literature, which include exploratory, descriptive, observational, and experimental methods to reach research results. Each of the stated research methods has its own benefits and drawbacks. Researchers select one or more methods according to the nature of the research.

This chapter is to discuss the methodology used in this research for examining teamwork, organizational culture, and their impacts on employee performance in the various leading industries of Turkey. The following is the detailed methodology content for the titled research:

2.1. Methodology Used

Scholars make various decisions to move the research forward in order to answer the research questions. Various research designs are cited in the literature; one of the most popular is the qualitative research technique, which is based on collecting and analyzing non-numerical (qualitative data) from respondents and eventually leading to various statistical and descriptive analysis. By considering the nature of the research at hand, this study also used qualitative research techniques to find the impacts of teamwork and organizational culture on employee performance in the context of leading Turkish industries.

2.2. Qualitative Research Technique

As discussed earlier, the purpose of the study is to investigate the impacts of teamwork and organizational culture on employee performance, so this study used a qualitative research technique to collect data from the respondents. As the research variables are qualitative in nature, this research used various questions to be answered by the respondents on the Likert scale, which was designed in a way where 1 represents strongly disagreeing and 5 represents strongly disagreeing. The respondents were optioned to record their responses in the range of 1 to 5. However, this study also collected some data on the demographics of the respondents, which helped to understand many dimensions of the research.

2.3. Population of the research

In Turkey, 48% of the population is employed in various businesses. The employment rate has witnessed little dropage of 0.2% in the March 2022. However, the country is far better in comparison to many other countries. According to Trading Economics, 2022b, there will be 3,1200,000 employees in Turkey in 2022, which sets the population of this research study. Studying the current population will help to understand the impacts of teamwork and organizational culture on employee performance.

2.4. Sampling Technique

Examining the large population as stated above is nearly impossible due to reaching them, the time required to record their responses, and the fact that it is impractical as well. Here the sampling technique comes into play to choose the sample on the basis of common characteristics. Sample selection is highly important for proceeding with the research and reaching accurate and concrete results.

This research used convenience sampling techniques for setting the sample size of the study. Literature on the said sampling technique recommends it due to its quick data collection, where the respondents are readily available to respond to the questions put forth by the research. Moreover, it also consumes less time with good results. Another reason to use the convenience sampling technique is that it has been used in many previous research studies.

2.5. Sample Size

Following the completion of the research population and sampling technique, the sample size of the research is determined. Another important setting for moving forward with the research is sample size, which has a direct impact on the research results. Two different sample sizes on the same research variables can produce different results; hence, the sample size should not be so small to achieve research results and should not be large enough to handle it, but necessarily should represent the whole population. This study computed the sample size of the said population as 385 with a confidence level of 95% and a marginal error of 5% (Sample Size Calculator, 2023). Most of the data collection comes from the textile industry in Istanbul, Turkey.

2.6. Demographic Variables

The demographic variables help determine the composition of the sample size in regard to their various important aspects. There are many demographic variables found in the literature, which include gender, age, marital status, education, and work experience. The set of demographic variables is determined by the nature of the research. This study used age, sex,

education, and work experience as demographic variables to understand the distribution of the respondents.

The demographic variable of age used in this research has five options, while the other variable of qualification has four options (higher secondary, graduation, masters, and above). The third demographic variable used in this study is work tenure, which is comprised of five options, from less than five years' experience to more than 20 years' experience.

2.7. Structured Questionnaire

The set of statements to ask the respondents in such a way that they can reply in a certain way is called a questionnaire. The included questions in the structured questionnaire are called items, against which respondents record their responses. There are different methods used for recoding responses from the respondents. For example, some open-ended questionnaires allow respondents to express their opinion or experience in their own words. Such questionnaires are difficult to handle and record in SPSS. The most frequent method used in questionnaires is the Likert scale, where each item is presented to the respondent in the form of agree or disagree ranges. The respondents just need to read the item statement and tick the "best suit" option, which is later coded into SPSS for statistical analysis. This study used a structured questionnaire with the Likert scale for primary data collection from the respondents against the research variables, which are as follows:

2.7.1. Measuring Team Work

There are 15 items used to measure the intended construct of teamwork, which were used by (Phina et al., 2018). Each item is scored on a Likert scale of 1 to 5, with 1 indicating strongly disagree and 5 indicating strongly agree.

2.7.2. Measuring organizational culture

For measuring organizational culture, this study used 15 items scaled on the Likert scale used by the previous scholar (Tang et al., 2000). These items helped this study know deeply

about the responses of the respondents on how organizational culture impacts employee performance.

2.7.3. Measuring employee performance

For collecting data on the dependent variable, employee performance, this study used 17 items with the Likert scale used by the previous research scholar (Tabouli et al., 2016). This section of the questionnaire, like the previous two variable items, provided five options from 1 to 5, where 1 meant "strongly disagree" and 5 meant "strongly agree."

2.8. Data Coding and Processing

After collecting the responses from the selected sample, this study encoded the obtained data into SPSS by declaring variables (demographic variables, teamwork, organizational culture, and employee performance). After variable declaration, I used to allocate numerical values of 1, 2, 3, 4, and 5 for "strongly disagree" to "agree." The next step was to compute the totals and means of each item, which later helped to perform various statistical and descriptive analyses on the data.

2.9. Data Analysis Methods

After coding the collected data into SPSS, this study performed various statistical analyses to reach its results. As a part of research analysis, this research used descriptive analysis and used frequencies to learn about the composition and distribution of the research respondents.

The next step in data analysis was to compute the Kurtosis and Skewness tests on the collected data in order to determine the set's normal distribution. After reporting the skewness, this research performed reliability tests for each construct (teamwork, organizational culture, and employee performance) to know the significance of the obtained data.

On the last step of data analysis, this research performed a correlation analysis to find out whether there is a significant relationship between teamwork, organizational culture, and

employee performance or not. The study discovered a significant relationship between the variables listed above. To know the strength of the relationship between two independent variables and one dependent variable, regression analysis was performed and found a positive and significant relationship between teamwork, organizational culture, and employee performance.



CHAPTER THREE

DATA ANALYSIS & RESULTS

Data analysis and results are highly crucial in research because they help to provide objective, accurate, and reliable information about a research question or hypothesis. Data analysis helps to verify the accuracy of the data collected during the research process. By using statistical techniques and software, researchers identify and correct errors or inconsistencies in the data, ensuring that the results are reliable. The results of data analysis are also used to test hypotheses and answer research questions. By analyzing the data, researchers determine whether their hypothesis is supported or not, providing valuable information that can be used to draw conclusions and make recommendations. In other words, data analysis helps to reach out important decision on the research under consideration (Yoneki, 2009).

Data analysis reveals various patterns and trends in the data that might not be immediately apparent. By identifying these patterns and trends, researchers gain a deeper understanding of the research topic, identify areas for further research, and make predictions about future outcomes.

The results of data analysis provide evidence that are used to support or refute a hypothesis, and inform decisions about policies, programs, or interventions. By basing decisions on data analysis, researchers ensure that they are making evidence-based decisions that are supported by objective, reliable data.

Finally, the results of data analysis are essential for replicating research. Other researchers can use the same data and analytical techniques to test the validity of the original research findings, helping to establish the reliability of the results and contributing to the body of knowledge in the field. Overall, data analysis and results are critical to the research process because they provide objective, reliable, and accurate information that can be used to answer research questions, test hypotheses, and make evidence-based decisions.

For achieving the purpose of analysis to step forward towards research results, this study used various statistical and descriptive techniques like frequencies, kurtosis and skewness analysis, correlation and regression analysis which are presented as below:

3.1. Data Analysis of the Research

This study spread the structured questionnaire among the leading companies in Istanbul and succeeded to receive 352 responses in data collection phase which are coded in SPSS to perform analysis. The details of each analysis are given below:

3.2. Frequencies

The table below is providing a picture of respondents by gender taken into account:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	299	84.9	84.9	84.9
	female	53	15.1	15.1	100.0
	Total	352	100.0	100.0	

Table 1: Gender

According to the table above, 53 females participated in this study, accounting for 15.1% of the total concentration of respondents, while 84.9% of the participants are male, with a total of 299 participants. Istanbul is a city where male members' concentration is high for earning their livelihood, and hence, many of them participated in this study. The graph for the gender distribution is as below:

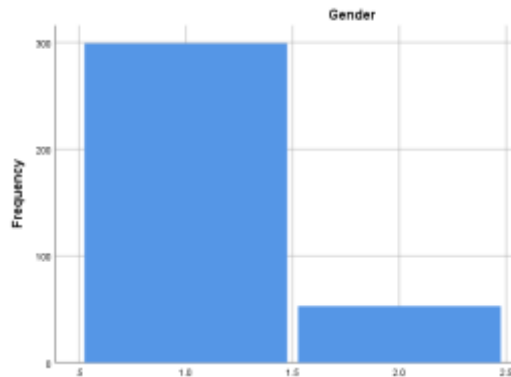


Figure 3: Gender Distribution Graph

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 20	6	1.7	1.7	1.7
	20-30	216	61.4	61.4	63.1
	31-40	83	23.6	23.6	86.6
	41-50	47	13.4	13.4	100.0
	Total	352	100.0	100.0	

Table 2 Age Groups:

Age distribution is an important variable to consider in research because it can provide insight into how different age groups may experience or respond to a particular phenomenon or intervention. Age distribution is an important variable to consider in research because it can provide valuable insights into how different age groups may experience or respond to a particular phenomenon, and help researchers to better understand demographic trends, health outcomes, consumer behavior, and educational outcomes.

The frequency analysis of the collected data shows that there are only 6 participants who are below the age slot of 20 years, while the highest participants are in the age slot of twenty to three years with a number of 216, resulting in a percentage of 61.4%. There are 83 participants between the ages of 31 and 40, and 47 research respondents between the ages of 41 and 50. The graphical depiction of the above table is as follows:

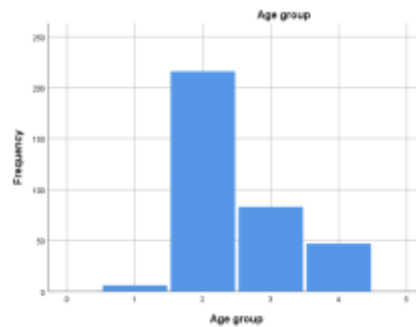


Figure 4: Age Classification

3.3. Work Experience

From the above table of work experience, there are 178 research participants with an experience of less than five years, which constitutes 50.6% of the total respondents. There are 108 participants with work experience ranging from five to ten years, accounting for 30.7% of the total, with the remaining 66 participants having work experience ranging from ten to fifty years. The bar graphs of the work experience table are as follows:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	178	50.6	50.6	50.6
	5-10 years	108	30.7	30.7	81.3
	10-15 years	66	18.8	18.8	100.0
	Total	352	100.0	100.0	

Table 3: Work Experience

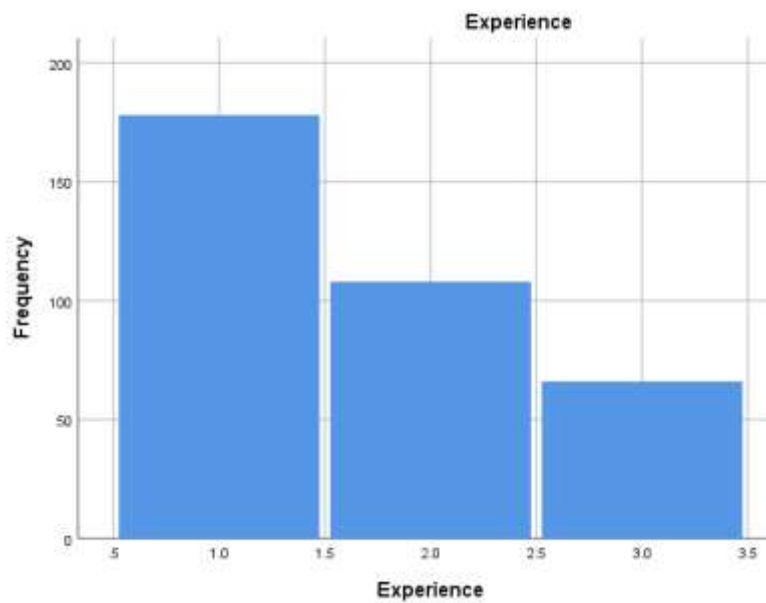


Figure 5: Work Experience

3.4. Exploratory Factors Analysis

A statistical method called exploratory factor analysis (EFA) is used to find deeper factors in a group of research variables. It is a method of dimension reduction that divides a set of measured variables into fewer latent factors in an effort to explain the relationships between them. To perform the factor reduction analysis, this research put all the items in factor loading and computed the following tables:

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.570
Bartlett's Test of Sphericity	Approx. Chi-Square	4810.165
	df	990
	Sig.	.000

Table 4: KMO and Bartlett's Test

The EFA was performed to explore the underlying factor structure of a set of observed variables. The data set included 45 items measuring employee performance. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was found to be 0.57, indicating that the data are suitable for factor analysis. Bartlett's test of sphericity was significant ($p < 0.001$), suggesting that correlations between variables are sufficiently large for factor analysis.

Initially, all 44 items were included in the analysis. Based on the screen plot and eigenvalues greater than 1 criterion, a five-factor solution was deemed appropriate, explaining 32% of the total variance. The factor loadings were examined to understand the relationships between the observed variables and the underlying factors. For Factor 1, items 1, 3, 5, 6, 7, 8, 9 and 10 showed high loadings (above 0.5), indicating that they are strongly associated with this factor. Factor 2 included items 3, 4, 5, 6, 7, 8, 9, 10, 12 and 15 which loaded highly, suggesting a factor related to employee performance. Finally, Factor 3 included items 1, 3, 4, 6, 7, 8, 10, 12, 13 and 15 indicating a factor related to organizational culture. The factor loading table of is given as below:

	Component				
	1	2	3	4	5
TW01		.512			
TW03		.621			
TW05		.692			
TW06		.640			
TW07		.631			
TW08		.589			
TW09		.620			
TW10		.691			
EP03	.548				
EP04	.611				
EP05	.702				
EP06	.694				
EP07	.767				
EP08	.851				
EP09	.739				
EP10	.777				
EP11	.753				
EP12	.670				
EP15	.675				
OC01			.741		
OC03			.670		
OC04			.655		
OC06			.592		
OC07			.665		
OC08			.622		
OC09			.582		
OC10			.596		
OC12			.647		
OC13			.726		
OC15			.558		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 16 iterations.

Table 5: Rotated Component Matrixa

3.5. Internal Consistency, Reliability, and Normality Distribution Results

Reliability refers to the consistency and stability of a measure or test over time and across different situations. It can be assessed using different methods, such as test-retest reliability, inter-rater reliability, and internal consistency reliability.

Internal consistency reliability specifically assesses the consistency of responses among multiple items in a test that are intended to measure the same construct. It measures the extent to which these items are related to each other and provide consistent results.

In summarized words, internal consistency is a specific type of reliability that focuses on the consistency of responses among multiple items that measure the same construct, while reliability refers to the overall consistency and stability of a measure of test. This study performed reliability test on the data collected and found the following results:

Variable	Cronbach's Alpha	N of Items
Teamwork	.722	13
Organizational Culture	.701	15
Employee Performance	.700	17

Table 6: Reliability Test

From Table 4 above, Cronbach's alpha values for the three constructs of teamwork, organizational culture, and employee performance are above 0.70, which is an acceptable value for data reliability. Hence, the data collected for the following research analysis is reliable.

This study examined the normal distribution of collected data and found it significant enough to perform parametric analyses like correlation and regression analysis. According to Kim (2013), acceptable values for kurtosis and skewness are between +1 and -1. We computed the following table for the normality test:

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
TW_Mean	352	.023	.130	-.046	.259
EP_Mean	352	.105	.130	.069	.260
OC_Mean	352	.051	.130	.274	.260
Valid N (listwise)	352				

Table 7: Data Normal Distribution results

3.6. Correlation Analysis

Correlation analysis is often used in research to determine whether there is a relationship between two variables, and if so, the strength and direction of that relationship. It can be useful in many different fields, including economics, psychology, medicine, and social sciences (Filzmoser & Hron, 2009). However, correlation analysis cannot be used to determine causality between the variables, as correlation does not imply causation. This research conducted correlation analysis for the variables accounted into the research (teamwork, organizational culture and employee performance). The values computation table is given below:

		TW_Mean	EP_Mean	OC_Mean
TW_Mean	Pearson Correlation	1	.786**	.682**
	Sig. (2-tailed)		.000	.000
	N	352	352	352
EP_Mean	Pearson Correlation	.786**	1	.849**
	Sig. (2-tailed)	.000		.000
	N	352	352	352
OC_Mean	Pearson Correlation	.682**	.849**	1
	Sig. (2-tailed)	.000	.000	
	N	352	352	352

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

Table 8: Correlation coefficient between factors

From the table above, there is a positive relationship between the under discussion variables and has significant values to prove the relationship between these variables.

3.7. Regression Analysis

Regression analysis is a statistical method used to model the relationship between one or more independent variables (also known as predictors or explanatory variables) and a dependent variable (also known as the outcome variable). The goal of regression analysis is to develop a mathematical equation that can be used to predict the value of the dependent variable based on the values of the independent variables. This research computed multiple regression analysis for two independent variables (teamwork and organizational culture) and one dependent variable (employee performance). The computation of the said analysis is given below:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.800	.799	.06233

a. Predictors: (Constant), OC_Mean, TW_Mean

Table 9: Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.417	1	2.709	697.111	.000 ^b
	Residual	1.352	351	.004		
	Total	6.769	352			

a. Dependent Variable: EP_Mean

b. Predictors: (Constant), OC_Mean, TW_Mean

Table 10: ANOVA^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.052	.039		-1.331	.184
	TW_Mean	.452	.038	.387	11.794	.000
	OC_Mean	.588	.033	.585	17.847	.000

a. Dependent Variable: EP_Mean

Table 11: Coefficients^a

Regression analysis was performed to analyze the strength of the relationship between teamwork, organizational culture, and employee performance. The analysis produced an R-squared adjusted value of .799 for the combined effect of teamwork and organizational culture on employee performance. Moreover, the analysis computed $F(1, 351) = 697.111$, $p\text{-value} = 0$, which meets the criteria of a good relationship between the variables. The obtained values proved a positive and strong relationship between the said variables.

3.8. Hypothesis Acceptance/Rejection

H1	There is significant relationship between teamwork and employee performance	Accepted
H2	There is significant relationship between organizational culture and employee performance	Accepted
H3	There is significant impact of teamwork, organizational culture on employee performance	Accepted

After examining the correlation and regression analyses and yielded values, it is very loud and clear that teamwork and organizational culture have a positively strong relationship with employee performance. It means that by improving teamwork and organizational culture, employee performance can be enhanced to achieve the organization's goals.

CONCLUSION AND RECOMMENDATIONS

This research concludes a positive relationship between employee engagement, organizational culture and employee performance. Engaged employees are more likely to be committed to their work, take ownership of their responsibilities, and go above and beyond their job requirements. As a result, they tend to be more productive, innovative, and effective in achieving organizational goals.

When employees perceive that they are being treated fairly and equitably by their organization, they are more likely to feel engaged and committed to their work. This is because organizational justice creates a sense of trust, respect, and value among employees, which in turn enhances their motivation and desire to contribute to the organization's success.

Moreover, when employees are engaged, they tend to be more proactive, innovative, and productive. They are also more likely to go above and beyond their job requirements and contribute to the overall success of the organization. This positive relationship between employee engagement and performance is further strengthened by the presence of organizational justice.

Therefore, organizations that prioritize both employee engagement and organizational justice are likely to achieve better performance outcomes. This can be achieved through various initiatives such as providing fair compensation, creating a positive work environment, and involving employees in decision-making processes.

In summary, the positive relationship between employee engagement, organizational justice, and employee performance highlights the importance of creating a fair and supportive work environment. Organizations should strive to foster employee engagement and promote organizational justice to achieve optimal performance outcomes and sustained success.

This research has the following recommendations for building employee engagement and organizational justice to improve work performance of the employees:

- Provide opportunities for growth and development. This way employees are more likely to feel engaged when they feel they are learning, growing, and developing new skills. Organizations can offer training programs, mentoring, and coaching to help employees enhance their skills and knowledge.
- Creating a positive work environment is another helpful strategies for engaging employees. A positive work environment is essential for fostering employee engagement. Organizations can achieve this by promoting a culture of respect, trust, and collaboration. They can also provide opportunities for social interaction and team-building activities.
- Recognizing and rewarding employee contributions create a sense of ownership among employees. Organizations should recognize and reward employees through bonuses, promotions, and other forms of recognition.
- Another useful tool for improving employee performance through engagement and justice is open communication. Open communication between management and employees is essential for creating a culture of transparency and trust. Employees should feel comfortable sharing their ideas and concerns with management, and management should be receptive to feedback and suggestions.
- Employees who have a sense of autonomy and control over their work are more likely to feel engaged. Organizations should empower employees by giving them more decision-making authority and involving them in the decision-making process.
- Organizations should create a culture of learning and development by offering training programs, coaching, and mentoring opportunities. Employees who have access to these resources are more likely to improve their skills and knowledge, which lead to better performance outcomes.

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APPENDIX – QUESTIONNAIRE

A Study on Teamwork, Working Culture and Employee Performance

Thanks for giving your precious time and contribution in this research. Your right answers will help to make this research effort meaningful. You are requested to fill questionnaire with following instructions.

Survey Instructions

1. Please answer all of the items.
2. There are no wrong answers – give your honest opinion against each question.
3. Be sure to read the statements and response choices carefully.

Your Company Name: _____

Gender:

Male	Female
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Age Group:

less than 20	20-30	31-40	41-50	Above 50
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Experience:

less than 5 years	5-10 years	10-15 years	16-20 years	Above 20
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Section A – Teamwork

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1	Part of a team's performance depends on the knowledge, skills and abilities of its individual members.					
2	Team members abilities set parameters for what members can do and how effectively they can perform on it.					
3	A team must contain those with technical expertise to be able to perform effectively					

4	A team must contain those with problem solving and quick decision-making skills in order to be effective.					
5	A team need people with good listening, feedback, conflict resolution and other interpersonal skills.					
6	Esprit De corps in an organization is a situation in which group of people jointly depend on one another in order to achieve team objective.					
7	The team spirit of sharing problems among members in an organization enhances performance.					
8	Esprit De Corps is a valuable asset for team members as well as the organization, as two good heads are better than one.					
9	Positive relationship exist between esprit de corps and employee job satisfaction.					
10	Team spirit and the desire to success brings out the best in employees toward enhanced performance.					
11	Team trust allow members to fully accept each other's strengths and weakness.					
12	Team trust facilitates facilities the achievement of harmony by avoiding conflict.					

13	Trust among team members develop the unique skills and coordination of individuals					
14	Team trust generates the behavioral basis of teamwork which results in organizational synergy and better performance.					
15	Trust provides an atmosphere for the team members to discuss their mistakes, accept criticisms and freely express their feelings which enhances synergy.					

Section B – (Working Culture)

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1	My company tries to create a unique family atmosphere					
2	My company emphasizes strong loyalty and dedication					
3	My company emphasizes open communication					
4	My company treats each employee as a total person					
5	I feel that my organization has a real interest in the welfare and overall satisfaction of those who work here					

6	My manager/supervisor encourages people to speak up when they disagree with a decision					
7	My manager gives me the freedom to express idea					
8	I feel that my manager values my ideas and inputs					
9	My manager is open to all questions					
10	I have a chance to meet with my manager one-to-one at least twice a year to discuss performance and goals					
11	My manager encourages people to work as a team					
12	My manager encourages people who work in my group to exchange opinions and ideas					
13	My manager often communicates the overall organizational goals to us					
14	I feel that my manager has the knowledge and training to be a good leader					
15	My manager provides help, training, and guidance so that I can improve my performance					

Section C – (Employee Performance)

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1	I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.					
2	I feel dedication, seriousness and ability to take responsibility.					
3	I do my work according to specific policies and procedures.					
4	I feel satisfied with the work I do in the bank.					
5	Planning the work before starting its implementation contributes to setting the goals that need to be achieved.					
6	I have the ability to plan my work and its accomplishment according to the planned schedule.					
7	Planning the work before starting its implementation gives me a sense of comfort.					
8	Planning the work before starting its implementation increases my ability to focus on the completion of the work assigned automatically.					

9	I am careful or keen to make changes in the working methods of each period.					
10	I stay away from repeating what others do in solving work-related problems.					
11	I feel bored of repeating the same procedures in doing the work.					
12	I have the ability to put forward ideas and solutions rapidly to face work-related problems.					
13	I have the ability to express my thoughts fluently and freely.					
14	Feeling proud of the work represents a motivation for me to make extra efforts.					
15	I have the desire and willingness to work outside official working hours for fast delivery.					
16	The company is keen on providing additional benefits to employees to motivate them to make more efforts.					
17	The bank is keen on providing additional benefits to employees to motivate them to make more efforts.					