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Impact of Teamwork on Employee Motivation: A Case of Banking Sector of Pakistan

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Abstract:

The objective of this study was to identify the impact of teamwork on employee motivation in a context of Karachi, Pakistan. Teamwork is used as an independent variable and the attributes of employee motivation such as employee productiveness, organizational development, job satisfaction open communication, ideas sharing are used as dependent variables. Five hypotheses were developed to analyze the relationship between independent and dependent variables. Study is quantitative and questionnaires are used to collect data. Target population was all employees of banking sector in Karachi out of which 200 was selected as a sample. Data is analyzed through descriptive statistics, correlation and regression. Results indicate that there is positive relationship between Teamworks on Employee motivation.

Keywords: Teamwork, employee productivity, job satisfaction, organizational development, motivation.

1. Introduction

This study was executed to measure the impact of teamwork on employee motivation. The target market of this research was banking sector of Pakistan. Teamwork and motivation are effective and productive elements because both play the vital role for the development of employee as well as organization betterment. Today's the scenario is change everybody focus on advancement so motivation is a productive tool to encourage the employees to perform in the organization in well manner way. Those organizations motivate their employees they get benefits and achieve competitive advantages. In this era everyone know that the motivation is the key of success if employee satisfied with their job they play an important role for the organization growth and give all their energy to overcome all crises and achieve long term goals. Teamwork and motivation both are interlink. And have a strong and positive relationship between them. Work in a team is better than work as an individual "Different minds sit together and share their ideas to solve the obstacles in a better and quick way as compare to one mind". Teamwork enhances coordination, collaboration, self-confidence, open communication as well as motivation. Teamwork enhancing the man-power utilization and potentially raising performance of individual. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills. so teamwork and motivation work step by step is everyday life.

1.1. Problem Statement

Previous researches are based on the physiological and behavioral impact of teamwork on employee performance. Some researches focuses on the impact of teamwork affected on motivation. Most of the studies are based on qualitative nature and previous literature. I have selected this topic to find out impact of teamwork on today's organization development. Due to new era Pakistan organizations are adopting the strategy of teamwork Any organizations that go through the exercise of employee motivation & teamwork must establish its effects on performance of employees in terms of high morale, productivity, stress management and positive attitude towards work. Therefore, I am finding a need to analyze the impact of teamwork on employee motivation. I want to find out what are the impact of teamwork on the attributes of employee performance like loyalty, commitment, job security, job satisfaction, coordination, integrity and commitment towards organization, after implementing the teamwork.

1.2 .Significance of the Study

The intent of the study was to identify the effects of teamwork on employee motivation and Therefore provide information on factors that can be targeted to guide the development of Relevant policies aimed at improving employee performance after team building. Teamwork has led to enhanced organization productivity, better service delivery and retention of workers. Teamwork can helpful to the organization to enhance their performance and achieve goals.

1.3. Objectives of the Study

The research objectives are:

- To study the effects of teamwork on employee motivation of banking sector Karachi.
- To determine whether a relationship exists between teamwork and the attributes of employee motivation such as loyalty, commitment, job security, job satisfaction and organizational commitment

1.4. Limitation of the Study

This research is based on the study of teamwork and its impact on employee's motivation. The following limitations are encountered by me:

- Some respondents were resistant to respond to the questions from the questionnaire due to fear that by providing information may put their jobs at risk.
- The short time period for research.
- Limited sample size.

Delays in filling and returning questionnaire by the respondents, and perceived inaccessibility to the performance data and information.

1.5. Research Question

The research sought to find the answers to the following questions:

- Has teamwork at banking sector affected the performance of employees?
- Has teamwork affected the organizational commitment of employees?
- Does teamwork at banking sector have any impact on job security and job satisfaction of the employees?
- Has teamwork have any impact on employee loyalty and commitment at banking sector.

1.6. Scope of the Study

There is a great impact of teamwork on today's environment. everybody focus on achievements, innovations, development. Teamwork have a big scope in every field of life. Through teamwork different minds work together and generating multiple ideas. No doubt, teamwork enhancing knowledge its helpful every phase of life.

2. Literature Review

(Anesthesia, 2009) Conducted research on the topic of teamwork and patients' safety in dynamic domain in a healthcare sector (Singapore). This research shows the importance of teamwork in every field of life. Teamwork play a vital role in healthcare sector because effective and energetic team have great impact on patients' care and this is the approach of total quality management and show the positive relationship between teamwork on patients' safety. The role of teamwork not only in patients' safety and care also in communication, leadership, collaboration because this is the era of innovation every organization used different tools to improve their teams efficiency and productivity.

(jiang, 2010) The study held on organization (china). This research show the effective points how to motivate people's work in a team. Because motivation is a big factors that overcome the obstacle in a team they make team productive, energetic. In every phase of life teamwork and motivations are interlink. Motivation encourages the team members to perform their tasks in an effective way and achieved their own goals as well as organizational goals.

As per (Fapohunda, 2013) team building engaged multiple variety of activities and these activities developed to encourage team performance. The basic mission of team building is to ensure self-development, effective communication, leadership skills and the ability to make a team to solve the problems. This article show the latest literature on team to follow the challenges of implementing teams so as to give a productive review of what can be achieved through teamwork. The literature shows the effectiveness of teamwork (both positive and negative) way.

(Anne Delarue, 2008) Defined that the importance of teamworking in workplace teamwork has a big role to the development of organizational performance because teamwork is the key of encouragement, motivation, communication, and brainstorming and ideas sharing. When multiple minds sit together they easily resolve issues and achieved organizational goals. The results of this literature review, generally find out the importance of team structures can achieve positive outcomes for organizations. In term to achieved competitive advantages.

(Asim, 2013) Explain a great impact of the motivation level on the employee performance and show the importance of the training needed in the Pakistani universities. Motivation play a vital role in every field of life education, job, family, etc. Motivation encourage the peoples to perform their tasks in well manner way. Performance of employee is directly proportional on the area of training, motivation and employee performance. Training helps to develop effective result in performance if training is effective performance is also good. Due to training self-skills are developed and employee sharply attain their targets in a given time periods.

According to (Hosain, 2012) there are many factors that are directly linked with employee motivation. This research conducted on United Kingdom and the target of this research the fast food industry. In this case the authors founds that nonfinancial factors have a great impact on the employee's motivation than the financial factors. If employee satisfied with their jobs they work productive and energetic way because employees are the assets of any organization who gives full effort to make company effective to achieve their goals in a long term way & achieve competitive advantage.

This research was conducted to find out the relationship between employee motivation and employee performance and provide use full information to organization in term of employee performance. There are many theories show the importance of motivation in personal development as well as organizational development & growth. The job satisfaction and effective performance of employee is based on employee motivation. If employee satisfied with their job they are internally motivated and play important role for the growth of organization. (Ndirtagu, 2013).

The purpose of this study is to find out the factors that affect employee motivation. (Manzoor, 2009) Explained the link between organizational effectiveness and employee motivation. These two variables Empowerment and recognition have a positive impact on employee motivation. The more the employees are motivated they work higher than the standard to set the organization.

This research was conducted on Islamic azaad university (Tehran, Iran) according to (Tohidi, 2011) teamwork has a great impact on every fields of life. Teamwork provides the channel to interact and communicate to everyone. This is the era of change & technology the organization face difficulty to communicate globalizes the teamwork productivity and effectiveness fill-up the gap of communication. The innovative technologies enhance the demands of business. the effective teamwork play a important part to accept new challenges.

(Amin Akhavan Tabassi, 2011) Said that a well-organized human resource development programmed is a difficult strategy for developing companies, because, human capital play vital role for organization success. This research explains the impact on training and motivation practices with teamwork improvement and task efficiency on organizations development. The right human resources the most important assets of a company, directly effecting fruitfulness and long-term reliability of the organization.

This research found that the teamwork have a positive effect on employee performance. it is the measurable tool to enhance productivity, organizations performance, competitive advantages and also TQM. Because this is the era of advancement, competition leaders analyze the importance of teamwork. Teams provide surface to communicate, collaborate to everyone and share ideas with their team members because multiple minds easily solve obstacles as compared to individual mind. Teamwork has a positive effect on the employee performance in terms of higher productivity, better organizational performance, and competitive advantage and also deals product quality and quantity. (Sheikh Raheel Manzoor, 2011).

This research was conducted on Cornell University Arizona the aim of this research was found the impact of f generic teamwork skills training on employee's productivity. According to (Aleksander P.J.Eills, 2005) explain that the generic team enhance the working capability of team members because trained team members have a high levels of knowledge as per teamwork competencies and have a great professionalisitic in different domain like planning, collaborative problem solving, and task management and communication.

As per (Lebelici, 2012) show the impact of workplace environment on employee productivity. This research was conducted on Okan University, Turkey. The aim of this research was to identify the impact of workplace environment on employee productivity and motivation. There is a directly link between workplace environment & employee performance. The quality of workplace environment simply explain the level of employee's satisfaction if employee are satisfied they become motivated they perform their task in productive and manner is organization in long term period.

This research was conducted on Bangladesh and the target market is telecommunication industry. According to (Safiullah, 2015) People are playing an essential role for the effectiveness of an organization. Due to some years every organization realized that motivation is the key factor to encourage the individual as well as business performance. The aim of this study is to analyze the importance of motivational face tors and to find out how the Telecommunication sector of Bangladesh is performing in motivation on business environment (Safiullah, 2015).

(Chukwudi Francis Anyim, Odogwu Christopher Chidi, Adedehinbo Ekundayo Badejo, 2012) This research was held on education sector of Nigeria. The purpose of this study was to define the importance of Human resource management through getting the best from the employees and developing an effective environment where job satisfaction and performance can be enhance. Managing human resources is not a easy task because every organization have different minds of peoples. So making teamwork sharing ideas and motivate the peoples is necessary because motivated employee play a driven role for the importance of organization performance and long term growth.

3. Methodology

The approach that will be used for this study is based on primary data collection using a questionnaire. Sampling technique used is based on probability sampling. The sample size was consisted of 200 Karachi's banking sector. These responses were collected from bank employees of Karachi, but the ethnicity of these people can be from any religion, cast or culture. For these reasons it is appropriate to use a quantitative research approach and descriptive analysis of data is used.

3.1. Research Model

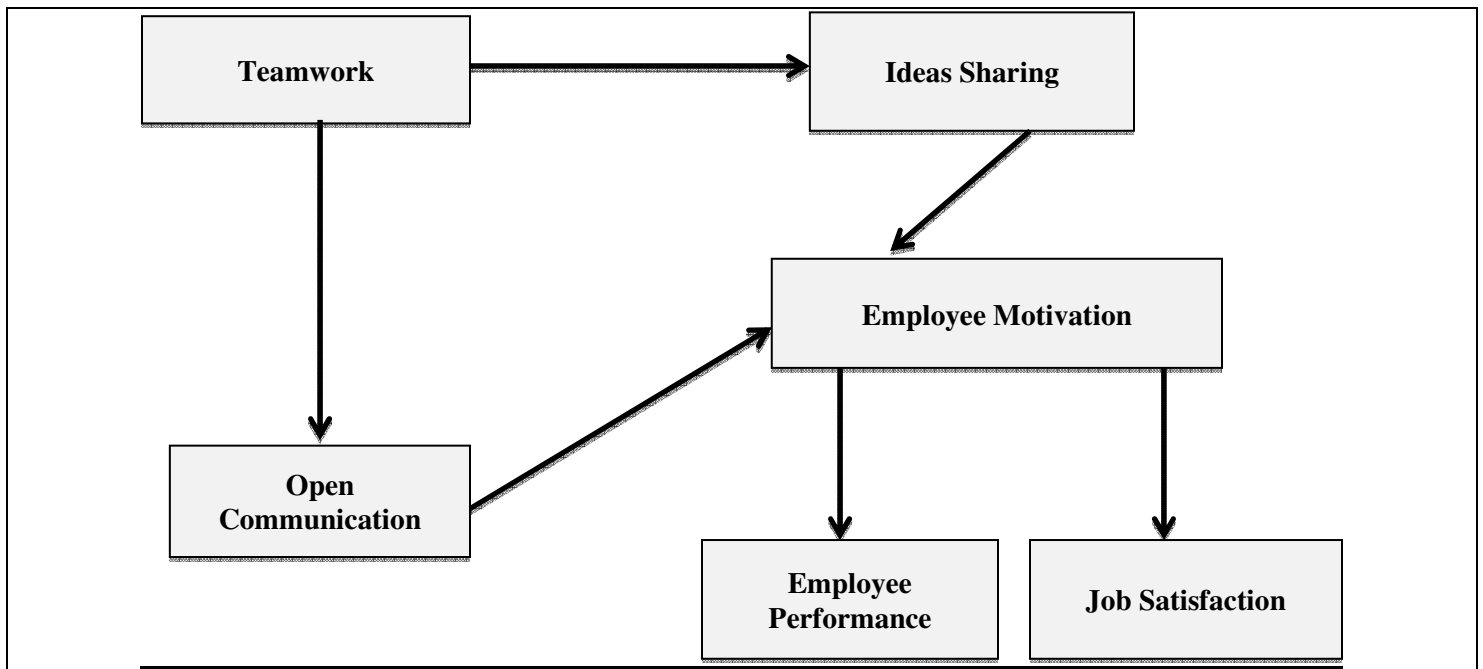


Figure 1

3.2. Hypothesis

- H01: There is a no relationship between teamwork on employee motivation.
- HA1: There is a relationship between teamworks on employee motivation.
- H02: There is no relationship exist between teamwork on ideas sharing.
- HA2: There is a relationship exist between teamwork on ideas sharing.
- H03: There is a no impact on teamwork on open communication.
- HA3: There is a impact on teamwork on open communication.
- H04: motivation does not impact on employee productivity.
- HA4: Motivation does impact on employee productivity.
- H05: Employee motivation does not effect on job satisfaction.
- HA5: Employee motivation does effect on job satisfaction.

3.3. Research Design

Data collected for the research is primary and was gathered by distributing the questionnaire among the different banks of Karachi. Even the ethnicity of these people can be from any religion, cast or culture.

During its development, the questionnaire was tested to ensure that the only a valid sample's responses would be used in the survey. Most questions were check-list questions in which respondents were to choose only one option. Questions were the likert scale type, to find out how the training put an impact on organizational development.

3.4. Data Source

Data gathered for the research is Primary and it has collected for the first time through questionnaire. However, a little assistance was taken from the already existing journals and books on internet for determining the suitable variables, forming the questionnaire and interpreting the statistical results of the testing hypothesis.

3.5. Data Type

Data type is Quantitative and all questions in the questionnaire are close ended as the main objective of the study is to determine whether the relationships between variables exist or not? And if it exists, to what extent they are correlated and what is the statistical equation that links those variables.

3.6. Research Sample

Two hundred questionnaires were distributed through mail, e-mail and surveyed, at different banking sectors. The responses of the 200 questionnaires were responded by different designations of employees in banking sectors.

4. Data Analysis

| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | |
|---|-----------|-----------|-----------|-----------|----------------|-----------|------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error |
| Teamwork enhance performance | 200 | 1.00 | 4.00 | 1.6350 | .74468 | 1.003 | .172 |
| Teamwork is platform for ideas sharing | 200 | 1.00 | 4.00 | 1.8700 | .74557 | .730 | .172 |
| Motivation enhance employee productive | 200 | 1.00 | 4.00 | 1.8400 | .65309 | .393 | .172 |
| Job satisfaction based on motivation | 200 | 1.00 | 3.00 | 1.7000 | .56710 | .083 | .172 |
| Teamwork better than work as an individual | 200 | 1.00 | 5.00 | 2.1400 | .91355 | .437 | .172 |
| Intrinsic motivation for employee growth | 200 | 1.00 | 4.00 | 2.0500 | .76184 | .467 | .172 |
| to communicate openly | 200 | 1.00 | 4.00 | 1.9850 | .78604 | .403 | .172 |
| for organizational development | 200 | 1.00 | 4.00 | 1.7150 | .66784 | .707 | .172 |
| achieving competitive advantages | 200 | 1.00 | 4.00 | 1.7200 | .61929 | .395 | .172 |
| reduces stress and pressure of work | 200 | 1.00 | 4.00 | 1.8950 | .66799 | .327 | .172 |
| overcome lacking and collapse which organization face | 200 | 1.00 | 5.00 | 1.8650 | .69944 | .726 | .172 |
| employee engagement with work | 200 | 1.00 | 4.00 | 1.8500 | .66310 | .384 | .172 |
| for organizational development | 200 | 1.00 | 4.00 | 1.7700 | .72090 | .539 | .172 |
| for job satisfaction | 200 | 1.00 | 4.00 | 1.6550 | .62283 | .654 | .172 |
| for job satisfaction | 200 | 1.00 | 3.00 | 1.7050 | .57413 | .112 | .172 |
| for organizational development | 200 | 1.00 | 4.00 | 1.6650 | .59544 | .419 | .172 |
| for organizational development | 200 | 1.00 | 3.00 | 1.7800 | .65861 | .268 | .172 |
| to make employee productive | 200 | 1.00 | 4.00 | 1.8800 | .75395 | .700 | .172 |
| for employee growth | 200 | 1.00 | 4.00 | 1.9050 | .71310 | .392 | .172 |
| Valid N (listwise) | 200 | | | | | | |

Table 1: Descriptive Statistics

4.1. Hypothesis Testing

Hypotheses will be test through correlation and regression analysis.

4.1.1. Hypothesis # 1

- H01. There is a no relationship between teamworks on employee motivation
- HA1. There is a relationship between teamworks on employee motivation.

| Correlations | | | |
|---|---------------------|-----------------------------------|---|
| | | teamwork make employee productive | motivation increase employee engagement with work |
| teamwork make employee productive | Pearson Correlation | 1 | .165* |
| | Sig. (2-tailed) | | .020 |
| | N | 200 | 200 |
| motivation increase employee engagement with work | Pearson Correlation | .165* | 1 |
| | Sig. (2-tailed) | .020 | |
| | N | 200 | 200 |

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

Table 2

| Coefficients ^a | | | | | | |
|---------------------------|-----------------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.577 | .125 | | 12.637 | .000 |
| | teamwork make employee productive | .145 | .062 | .165 | 2.352 | .020 |

a. Dependent Variable: motivation increase employee engagement with work

Table 3

The above table shows that the value of person's correlation and regression is +.165 and significance level is .020. It shows that the null hypothesis is rejected. Because the significance level is less than 0.05. Its proved that teamwork have a positive impact on employee motivation. Because teamwork is the essential element and play a big role for the motivation of employees.

4.1.2. Hypothesis # 2

- H02. There is a no relation exists between teamworks on ideas sharing.
- HA2. There is a relationship exists between teamworks on ideas sharing.

| Correlations | | | |
|--|---------------------|---------------------------------------|--|
| | | teamwork is platform of ideas sharing | teamwork better than individually work |
| teamwork is platform of ideas sharing | Pearson Correlation | 1 | .285** |
| | Sig. (2-tailed) | | .000 |
| | N | 200 | 200 |
| teamwork better than individually work | Pearson Correlation | .285** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 200 | 200 |

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

Table 4

| Coefficients | | | | | | |
|---------------------|--|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.372 | .129 | | 10.611 | .000 |
| | teamwork better than individually work | .233 | .056 | .285 | 4.185 | .000 |

a. Dependent Variable: teamwork is platform of ideas sharing

Table 5

The above table shows that the value of Pearson correlation and regression is +.285 and significance level is .000. It shows that the null hypothesis is rejected. And it's proved that there is a positive relationship between ideas sharing and teamwork. Because without teamwork, employee cannot share their ideas in an effective way teamwork provides the platform to share the ideas easily and effectively.

4.1.3. Hypothesis # 3

- H03. There is a no impact on teamwork on open communication.
- HA3. There is an impact on teamwork on open communication.

| Correlations | | | |
|--|---------------------|--|-----------------------|
| | | teamwork achieve competitive advantage | to communicate openly |
| teamwork achieve competitive advantage | Pearson Correlation | 1 | .022 |
| | Sig. (2-tailed) | | .754 |
| | N | 200 | 200 |
| to communicate openly | Pearson Correlation | .022 | 1 |
| | Sig. (2-tailed) | .754 | |
| | N | 200 | 200 |

Table 6

| Coefficients | | | | | | |
|---------------------|--|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.936 | .165 | | 11.749 | .000 |
| | teamwork achieve competitive advantage | .028 | .090 | .022 | .314 | .754 |

a. Dependent Variable: to communicate openly

Table 7

The above table shows that the value of Pearson correlation and regression is +.022 and significance level is .754. It shows that the null hypothesis is failed to reject. Due to my analysis its prove that teamwork is not encourage to communicate openly and it is not important for team to achieve competitive advantage. there is a weak relationship between open communication and teamwork.

4.1.4. Hypothesis # 4

- HO4.Motivation does not impact on employee productivity.
- HA4.Motivation does impact on employee productivity.

| Correlations | | | |
|---|---------------------|---|---------------------|
| | | motivation for organization development | employee productive |
| motivation for organization development | Pearson Correlation | 1 | .218** |
| | Sig. (2-tailed) | | .002 |
| | N | 200 | 200 |
| employee productive | Pearson Correlation | .218** | 1 |
| | Sig. (2-tailed) | .002 | |
| | N | 200 | 200 |

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

Table 8

| Coefficients ^a | | | | | | |
|---------------------------|---|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.475 | .125 | | 11.820 | .000 |
| | motivation for organization development | .213 | .068 | .218 | 3.136 | .002 |

a. Dependent Variable: employee productive

Table 9

The above table shows that the value of Pearson correlation and regression is +.218 and significance level is .002. It shows that the null hypothesis is rejected. Because it proves that there is an effective relationship between employee motivation on employee productivity. If you motivate your employee they work productively and effectively and play a vital role for the growth of the organization.

4.1.5. Hypothesis # 5

- HO5. Employee motivation does not effect on job satisfaction.
- HA5.Employee motivation does effect on job satisfaction.

| Correlations | | | |
|---------------------------------|---------------------|---------------------------------|----------------------|
| | | extrinsic motivation for growth | for job satisfaction |
| extrinsic motivation for growth | Pearson Correlation | 1 | .084 |
| | Sig. (2-tailed) | | .236 |
| | N | 200 | 200 |
| for job satisfaction | Pearson Correlation | .084 | 1 |
| | Sig. (2-tailed) | .236 | |
| | N | 200 | 200 |

Table 10

| Coefficients ^a | | | | | | |
|---------------------------|---------------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.515 | .126 | | 12.045 | .000 |
| | extrinsic motivation for growth | .074 | .062 | .084 | 1.190 | .236 |

a. a Dependent Variable: for job satisfaction

Table 11

The above table shows that the value of Pearson correlation and regression is +.084 and significance level is .236. It shows that the null hypothesis is rejected. Due to this we analyze that there is a positive relationship between extrinsic motivations on job satisfaction, according to analysis i found that extrinsic motivation play an effective role for job satisfaction.

5. Conclusion

The practice of teamwork has become such a reality today, and that its great effects have been accepted by management in many organizations as a part of organizational success and progress. This study is focused on the impact of teamwork on employee motivation and found that if teamwork process is well managed. Managers and upper bodies create teamwork in their organization so the teamwork has a great impact on organizational productiveness as well as motivation of employees. Teamwork is the productive tool to encourage employee performance and give the space to employees to communicate openly and share their ideas clearly in effective way. Now a day's everybody focus on teamworking because different minds sit together and solve the problems rapidly everybody believes that multiple minds better than one minds. Effective team achieves competitive advantage as compared to individually working. Due to my analysis, there is a positive relationship between teamworks on employee motivation. Those employees working in a team are more satisfied with their jobs and prove themselves as an asset of organization. Teamwork and employee motivation both are important tools for the success of the organization without these tools organizations can't survive in this rapidly change environment. Because team building engaged multiple variety of activities and these activities developed to encourage team performance. The basic mission of team building is to ensure self-development, effective communication, leadership skills and the ability to make a team to solve the problems. The adaptation of effective teams is essential for an organizational change and development process. Because productive team is very helpful to accept all the challenges that can appear during any organizational change process. Teamwork is fostered by respecting, encouraging, enthusing and caring for people, rather than exploiting or dictating to them. People working for each other in teams are a more powerful force than skills, processes, and policies, annual appraisals, management-by-objectives, etc. Teams usually become great teams when they decide to do it for themselves. the importance of teamworking in workplace teamwork has a big role to the development of organizational performance because teamwork is the key of encouragement, motivation, communication, and brainstorming and ideas sharing. so teamworking is very important its enhance self-development, coordination with peoples and enhance willingness towards goal it is a solution of multiple problems because individual learn more things in a team and get experience about how to tackle issues, risk and teamwork enhance mind capabilities of an individuals and encourage their productivity.

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