IMPACT OF TEAMWORK ON THE PERFORMANCE OF THE EMPLOYEES IN THE NON-GOVERNMENTAL SECTOR

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Teams are considered one of the most important components in today's corporate world. As a result, employee productivity and the company's overall performance are suffering. Lebanese NGOs, which are notoriously bad at collaborating, are in particular need of this kind of assistance. Thus, the main purpose of this research is to investigate the importance of cooperation in the workplace and find out what is needed to create an ideally productive and efficient team in the workplace. Managers and leaders understand the importance of collaboration in the workplace when it comes to achieving company goals and objectives. To collect the most important information from respondents, Google Docs used a standard questionnaire that was sent via email. The survey was distributed over 300 respondents to collect data, and only 250 respondents answered the questionnaires. The data was analyzed using the SPSS statistical tool to generate the results. As a result, the NGO that uses collaborative methods in the workplace performs better than the NGO that does not. It was discovered that NGOs gain from greater cooperation due to improved communication. Compensation plans improve the performance of teams in non-profit businesses, according to research. Researchers have found that higher levels of remuneration in the workplace are associated with higher levels of team performance. This implies that when the NGO's goals are achieved, the efforts of a team should be recognized and rewarded.

Keywords: motivation; compensation benefits; team trust; transparency; organizational performance

Introduction

Teams are considered one of the most important components in today's corporate world. As a result, employee productivity and the company's overall performance are
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suffering. Lebanese NGOs, which are notoriously bad at collaborating, are in particular need of this kind of assistance. Thus, the main purpose of this research is to investigate the importance of cooperation in the workplace and find out what is needed to create an ideally productive and efficient team in the workplace (Deemer et al., 2022).

Managers and leaders understand the importance of collaboration in the workplace when it comes to accomplishing company goals and objectives. To increase productivity in the workplace, it is important to encourage employees to step up their activities and seek assistance from their superiors. Self-esteem and productivity will improve for everyone in the team as a consequence of the increased cooperation amongst them (Gonzalez, 2021).

Team members and the NGO as a whole are affected by a number of factors that have an impact on their performance (Ogbonnaya, 2019). The success of NGO employees is heavily influenced by the clarity of their goals and objectives, which they should always keep in mind. Therefore, employees must be familiar with the structure of their workplace in order to recognize the problem and take appropriate action. A wide range of factors influence non-profit employees' ability to do their jobs effectively (Valdes et al., 2021).

However, the Lebanese NGO sector is experiencing a decline in productivity due to a lack of teamwork. Therefore, the main purpose of this research is to analyze the importance of collaboration and its influence on the NGO's overall performance, according to Ogbonnaya (2019). The purpose of this research is to analyze how collaboration affects the activities of non-governmental organization (NGO).

The findings of this study will help other scientists interested in similar topics, allowing them to formulate comparable research questions. The findings of this study may also be useful to non-governmental organization (NGO) planners, policymakers, and implementers, who can use the data to make informed decisions about employee collaboration and organizational performance (Mayo, 2020).

Theoretical background

**Relationship between employee teamwork and performance in an organization**

Working as a team may enhance the efficiency and effectiveness of an organization. For example, structures where each team member has a direct impact on an organization's total efficiency. As a result, they will have a deeper understanding of the significance of their work and the effect it has on their colleagues and the company as a whole. This is a good idea as the department works more smoothly and efficiently (Petkova et al., 2021; Zhang et al., 2020).

Managers will find it easier to place employees in their positions if they create cohesion in the organization. The employee will have a stronger sense of belonging to the company and a better sense of pride in the job he does there as a recognized team member. As a company, they work hard, but also for the sake of their teammates, whom they do not want to disappoint. As long as it is organized and led by an experienced team leader, teamwork may be an excellent learning opportunity in the workplace (Kotlyar & Krasman, 2022; Meslec et al., 2020).

Every member of an organization's team should participate completely and work together to achieve a common goal to improve the organization's performance. When employing new employees, many companies today put a high emphasis on collaboration, making it an integral part of the workplace culture.
To be competitive in today's employment environment, companies increasingly look for candidates who can work well with others. In order for an organization to be as efficient and successful as possible, teamwork is essential since it combines varied strengths to achieve an adequate output (Meslec et al., 2020; Walton et al., 2020).

As a consequence, in order to be as productive as possible, employees must learn to work well in teams. However, it turns out that social contacts and teamwork-related tasks are the most common ways individuals learn. Strong morale, empathy, and trust are hallmarks of team development. Each member of a team may pick from a variety of work connections when it comes to taking on leadership responsibilities. In addition to meeting deadlines and achieving the organization's goals and objectives, a study found that this group was also recognized for its ability to produce successful results. Senior management prioritizes employees with a high degree of skill and knowledge since they all contribute to the company's success (Chakraborty & Chakravarti, 2019; Sonnenschein, 2021).

One of the most important strategies to achieve the company's goals and objectives is to use effective and efficient communication in the workplace. Conversely, communication that is directed upward or downward is a different style of communication. There are two forms of communication that go from upper to lower management: downward communication and upward communication. Since oral and written communication must occur in order for a team to be productive (Aziz & Zakaria, 2019; Ha, 2020).

Relationship between team trust and the performance of the team

For a team to function at its best, there must be a high level of trust among its members. It is your responsibility as a team leader to develop trust among your team members so that they may perform better and accomplish the business's goals more effectively and efficiently. If trust is in place and the atmosphere is right, team members may freely communicate their shortcomings, emotions, and criticisms (Giedraitis & Stašys, 2019; Ibrahim et al., 2019). Team members' performance is expected to rise and organization's objectives to be met in a more efficient and effective way if there is a trusting climate in the workplace, according to various research on trust's influence on collaboration.

In other words, trust in a team is an ever-evolving concept that describes confidence in or hope for the intentions, words, and deeds of others, as well as the openness to rely on others and take risks together. Since trust is a behavioral intent or characteristic, the observation of another's traits leads to a trustworthy perception of that person's professional competence and reliability (Konak et al., 2019; Konak & Kulturel-Konak, 2019).

Positive effects on work satisfaction and productivity can be seen when an individual's trust in another person is proven in certain actions. When people are in a good mood, they feel closer to one another, while when they're in a bad mood, tensions rise and relationships on the team deteriorate. The conflict within the team immediately reduces the openness of its members to interact and help each other, as well as the ability of its members to evaluate new information, their creativity and their willingness to express their opinion. As a result, job productivity suffers.

Moreover, research has shown that trust behaviors have an impact on both organizational success and employee happiness. Leadership, team trust, and team performance are all important areas to study because of the potential links between them (Schartel Dunn et al., 2021).
While there is a wealth of literature on the topic of trust and its foundations, there is considerably less on the topic of team leadership, and even less on the relationships between leadership, team trust, and performance.

Subjects were selected from the service and manufacturing sectors to enable comparison of the effects of leadership in different types of organizations, which is becoming an increasingly important consideration. Directors, administrative staff, and service staff make up the highly interactive team model at the heart of the service industry. Moreover, while the manufacturing sector is cost-driven, the service sector is profit-driven. Therefore, research samples from the service and technology industries are used to enhance the validity of the research and contribute to the analysis according to Konak et al (2019).

Relationship between compensation benefits and team performance

Employee recognition, rewards, and promotions are all examples of workplace compensatory benefits that are provided to employees in order to improve their performance and overall company performance (Shemshurenko et al., 2016).

As a consequence, team management must provide monetary rewards to motivate their colleagues to work harder. Employers need to pay talented people well in order to retain them and reduce employee turnover.

Team leaders are responsible for keeping their employees satisfied and productive by recognizing and meeting their needs (Zhao et al., 2020). Apart from individual preferences, the needs of team members are known to vary. This suggests that what motivates person X does not motivate person Y (Frummerin, 2020; Parrado-Martínez & Sánchez-Andújar, 2020). Non-monetary incentives, such as paid leave or job recognition, may be more attractive to certain employees than monetary incentives, such as pay raises or bonuses. Consequently, the team leader must ensure that their employees are paid enough to cover their fundamental needs.

Data collection method

To collect the most important information from respondents, Google Docs used a standard questionnaire that was sent via email. The survey had been distributed over 300 respondents to collect data, and only 250 respondents answered the questionnaires. The data was analyzed using the SPSS statistical tool to generate results. The results were displayed as descriptive statistics and regression analysis. The questionnaire was based on the Likert Scale ranging from Strongly Agree to Strongly Disagree.
Results

According to the Fig. 1, 67% of the survey participants were males and 33% were women.

Figure 1 - Gender of respondents
(made by the author)

Figure 2 - Age of respondents
(made by the author)
Respondents between 18 and 25 years of age comprised 30%, while those who completed questionnaires comprised 40% of the total sample. One-eighth of individuals who took the surveys are under the age of 31, while one-tenth are above the age of 41.

Figure 3 - Do you think employee teamwork has influence on the profit level at this NGO?

(made by the author)

More than two-thirds of respondents (68%) agreed that collaboration would increase the profitability of organization. As the survey responses show, there is a correlation between an NGO's ability to increase productivity and its overall effectiveness among its staff.

Only 28% of questioned believed that the NGO's financial success could be attributed to teamwork. The NGO's success is attributed to its employees' talents and credentials at work, rather than their ability to collaborate.
What has been the trend of sales performance at NGO over the last three years
(made by the author)

According to the bar chart in the survey responses, NGO's sales performance has improved over the previous three years for a number of reasons. The effectiveness of NGOs improves as a result of employees being more motivated to work hard as they see their coworkers as a source of inspiration. Among those who responded, 20% believed that the NGO's performance deteriorated over the previous few years, and 24% believed that the NGO's performance remained stable in the preceding three years.

Motivation is the most important factor in employee performance
(made by the author)
Impact of Teamwork on the Performance

As can be seen from the bar chart above, employees will be more productive and willing to work harder to attain the organization's objectives and goals if incentive is implemented in the workplace, as reported by respondents.

About 30% agreed and said that motivation is one of the most important things that should be included in the workplace. Another 14% of respondents strongly disagree with this premise, claiming that employee motivation has no effect on their production or performance at work.

Employee productivity and willingness to work harder to meet organizational objectives and goals are positively correlated, with over 40% of those polled agreeing that motivation is the most significant element influencing employee performance. 30% of those polled agreed, stating that employee motivation is one of the most important factors to consider when creating a positive work environment.

About 80% of those polled are adamantly opposed to the idea that employee motivation has any influence on their work product or performance, while about 12% are equally opposed.

Among those who took the time to complete surveys, 42% strongly agreed and indicated that working conditions may influence an employee's performance at work, while 33% agreed and stated that working conditions have a direct impact on an employee's productivity and, therefore, their performance there.

As can be seen in the bar chart above, these findings are true.

However, 16% of respondents strongly disagree and declared that working conditions had no direct impact on employee productivity, while 9% of respondents disagreed, stating that working conditions do not affect employee productivity.
Figure 7 - Work conditions can greatly improve one’s performance
(made by the author)

Figure 8 - To achieve any goal, an employee must be flexible and suitable for the job
(made by the author)

40% of those surveyed strongly agreed with this statement, considering it necessary for employees to be flexible and knowledgeable in order to achieve the goals and objectives of the company. Another 36% of respondents agreed, stating that employees must be flexible and fit for purpose if we are to achieve the organization’s goals.

Some respondents (12%) strongly disagree with this, stating that being adaptable and suited for the work is not required to achieve organizational goals, while 7% of those polled also claimed that being flexible is not required to achieve organizational goals and objectives.
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Regression analysis

Table 1 - Model Summary
(Source: SPSS Version 2020)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R2</th>
<th>AdjustedR2</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.675\textsuperscript{a}</td>
<td>.651</td>
<td>.750</td>
<td>.254</td>
</tr>
</tbody>
</table>

\textsuperscript{a} Predictors: (Constant), Teamwork, Trust, Compensation Benefits and Performance

Referring to the model above, it can be noted that the considered independent variables, which include teamwork, trust, and compensation benefits scored R (0.675), which means that the relationship between these variables and performance is 67.5%. In other words, these mentioned independent variables tend to affect the performance of the organization by 67.5%, and that 37.5% of the variables are not considered in this model.

However, the R2 scored in this model is 65.1%, which means that 65.1% of the variation in the performance of the organization is explained by variations in the mentioned independent variables.

Table 2 - Dependent variable: organizational performance
(Source: SPSS Version 2020)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.212</td>
<td>.062</td>
<td></td>
<td>-3.398</td>
</tr>
<tr>
<td>Teamwork</td>
<td>1.781</td>
<td>.071</td>
<td>1.588</td>
<td>25.088</td>
</tr>
<tr>
<td>Trust</td>
<td>1.267</td>
<td>.074</td>
<td>.560</td>
<td>17.121</td>
</tr>
<tr>
<td>Compensation Benefits</td>
<td>1.289</td>
<td>.034</td>
<td>.259</td>
<td>37.911</td>
</tr>
</tbody>
</table>

The above regression examines the relationship between the independent variables such as teamwork, trust and compensation benefits, and the dependent variable, which is organizational performance. The significance level for all mentioned independent variables show a level below 0.05, which means that there is a significant relationship between these independent variables and the performance of the organization.

Since all variables received an error of less than 0.05, the null hypothesis indicating that there is no relationship between the mentioned independent variables and the effectiveness of the organization is rejected.

The alternative hypothesis will be accepted stating that there is a relation between the independent variables and the dependent variable.

The following equation can be formulated:

\[ Y = A + BX_1 + BX_2 + BX_3 \]

Organizational Performance = -0.212 + 1.781 Teamwork + 1.267 Trust + 1.289 Compensation

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This implies that:
For every 1 unit increase in teamwork, performance will increase by 1.78 units.
For every 1 unit increase in trust, performance will increase by 1.267 units.
For every 1 unit increase in compensation, performance will increase 1.28 units.

Discussion

NGOs' managers and employees were polled using the SPSS statistical tool; the results showed a positive relationship between cooperation and employee performance in NGOs. Employees' productivity rises when they use cooperation methods at work; this, in turn, increases the efficiency of the organizations they work for.

This is good news for non-profit organizations. As a result, the NGOs that use collaborative methods in the workplace performs better than the NGOs that do not. It was discovered that NGOs gain from greater cooperation due to improved communication. When management and employees work together to improve communication, the overall performance of the organization improves. There should be two types of communication in the workplace: upward and downward.

"Downward communication" refers to the flow of information between the team leader and those who report to them. This is a kind of communication that takes place in the workplace, when information flows from a subordinate to the leader.

Compensation plans improve the performance of teams in non-profit organizations, according to the research.

Researchers have found that higher levels of remuneration in the workplace are associated with higher levels of team performance. This implies that when the goals of the NGOs have been achieved, the efforts of the team should be acknowledged and rewarded. There are two types of compensatory advantages: monetary incentives and non-monetary benefits. An employee's salary and benefits include bonuses, raises in salary, and other financial incentives. Instead, non-monetary benefits include paid time off, recognition, and growth opportunities within the organization.

Non-profit organizations with high levels of team trust perform better. If team members were more confident in their own abilities and in the organization as a whole, productivity and overall performance increased. As a result, boosting the level of openness and trust among coworkers is likely to have a positive impact on productivity.

Cooperation and how it affects NGO employees were the subject of this study. More research is needed in a broader context to verify and confirm the results of this study. Having examined the relationship between NGO performance and cooperation, it is only logical to consider how teamwork influences employee satisfaction in the workplace.

It is highly recommended that more NGO research be conducted in the Lebanese NGO sector, other than those serving a larger population, to ensure accurate results and scientific support for the hypothesis.

However, it is highly recommended that the following strategies be used to motivate and improve the performance of teams in non-profit organizations. Listed below are some of the tactics to consider:

When it comes to working at the maximum, having a cohesive team that one can rely on is critical. People can express themselves freely and not fear retaliation in an atmosphere where they feel safe and trust each other. As a result, the more employees believe in the organization, the more successful they will be at their jobs. As a consequence, the most
important task of a leader is to motivate their employees to do their best in their job. In other words, building trust in the workplace takes time because people believe what you do, rather than what you say.

Leadership by example is one of the most effective ways to motivate people and groups at work. Employees should not be expected to do tasks for which their leader is unwilling to take responsibility. It is the responsibility of a leader to make it obvious that working late hours are appropriate. Managers and leaders need to show their employees that they are on an equal footing with them in the workplace in order to boost morale and productivity.

A non-governmental organization (NGO) should be free from any kind of discrimination. All members of the team should be adhering to the same set of standards and expectations. In the workplace, some leaders work with their employees to create rules that everyone adheres to, ensuring that everyone is on the same wavelength.

Clearly defined roles and responsibilities are needed to minimize unpleasant shocks and problems in the workplace. As a result, employees will feel less stressed and bored. Organizational performance and efficiency can be improved by working as a team. Individual team members have unique tasks that affect how well the company as a whole performs.

Although they may not know it now, they will learn to understand their position in the firm and the impact it has on their colleagues and other employees in the long run. As a result of this initiative, the activities of the department should be revitalized.

Encouraging teamwork will make it easier for managers to distribute tasks among employees. When an employee is valued by their coworkers, they will feel more connected to the organization and more responsible for their actions. In addition to business, they are concerned about their employees as well. Cooperation in the workplace can be a positive learning experience if planned well in advance.

When everyone in a team works together towards a common objective, the efficiency of a company increases. This is referred to as effective collaboration. Companies are increasingly looking for candidates who can work effectively with others as part of their application process. The ability of candidates to work well with others is now a significant factor when evaluating their suitability for a particular role. As a result, the production of the company can be as efficient and effective as possible combining a wide variety of talents. As a result, people must learn how to operate effectively as a team in order to maximize productivity at work.

Effective team building is characterized by high morale, empathy, and an atmosphere of openness and trust. When working in a team, everyone is responsible for leadership and can choose from many different options how to organize work.

The researchers have found that this team is well known for its ability to meet deadlines and achieve organizational objectives in minimal time and expense. It is so critical for leaders to attract and retain the best employees to maximize productivity and impact at all levels.

Limitations of the study

Some of the NGO's managers declined to reveal their team's diverse cooperation strategies, and some employees refused to fill out questionnaires because they feared losing
their jobs. Time constraints meant that the sample size was tiny, which made it difficult to draw meaningful conclusions.

If the researcher had had more time, the findings would have been more obvious. Other NGOs and competitors were not included in the research as it considered only one NGO from the Lebanese NGO sector. Therefore, this may be considered as an NGO case study, which is considered a serious research constraint.

References:


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