Percieve importance of team work: a comparison of two different origins

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ARTICLE INFO	ABSTRACT
	Central focus of the study was to check perception of students concerning importance of teamwork. Students belong to Pakistani and English origin were unit of analysis in our study who were approached to make their opinion regarding teamwork. A questionnaire was prepared with likert scale from 1 strongly agree to 5 strongly disagree for the sake of collecting data. Later on normality, reliability and t test were applied to check perceive importance of teamwork. Findings revealed that both societies are agreed on common benefits of teamwork and null hypothesis were partially accepted.

Introduction

Today's globalized corporate sectors are increasingly realizing importance of team work. Organizations termed teamwork as an important determinant of quality and success (Guzzo & Dickson, 1996).feeling the importance of team work different organizations have taken steps for implementing it (Frobel & Marchington, 2005).as the industrial sector is growing so is the workforce demand is growing and eventually students of different cultures will fulfill this growing demand work together. As this situation is expected to develop in future business educators are putting stress on the importance of teamwork and trying to expand student's exposure. Attempts to ensure importance of team work are visible at almost most of the business colleges (Shaw, 2004). But students always don't take these attempts as positive as they should be. Literature suggests that most of the students globally accept the importance of teamwork but still avoid getting engaged in teams (McCorkle, et al., 1999).it is evident that in this age of globalization most of the work force is from diverse culture and their attitude toward team work is not similar. So this finding served as research question and aroused our curiosity to ask how Pakistani and British students are optimistic about team works outcomes and either their attitudes of toward teamwork are similar or not.

Literature Review

Team is a subset of group in an organization which entails formally selected individuals for common objectives with presence of study performance requirement or opportunity, real association, and combined accountability (Kane & Marry 1998) simultaneously, (Salas, Sims and Burke,2005) proceeded further into teamwork, as multivariate complex process based on big five core dimensions, i) team leadership: assisting team effectiveness by synchronizing each member's contribution along with the comprehension of interdependent, ii) mutual performance monitoring: awareness of team functioning by monitoring team members through open, cohesive and cohesive climate. iii) backup behaviour: autonomy of resources and task-related effort to inherently solve prevalent issues through collaboration and coordination, iv) adaptability: action and readjustment of actions as per desire outcomes, v) team

orientation: attitudinal tendency which boosts individual quality of work life which entails Job satisfaction, trust, and organizational commitment with in team whereas European Foundation for the Improvement of Living and Working Conditions (Eurofound ,2007), in its longitudinal study across 16 nation has enlighten the concept of teamwork by various interpolations for teamwork depending upon set objectives, work organizations performing teamwork depicting to wide range of plausibility like: quality circles, cross-functional teams, self-managing teams or virtual team with varying degrees of self-sufficiency.

(Salas Sims and burke, 2005) 'Teamwork is a set of interrelated thoughts, actions, and feelings of each team member that are needed to function as a team and that combine to facilitate coordinated, adaptive performance and task objectives resulting in value-added outcomes'. (p.9) (Wolfe, 2008) expressed that team projects are now essential part for successful degree completion. In team projects these are the possibilities that one may put burden on others, whole get punished for ones mistake or whole get rewarded on behalf of one's effort. Educators can eradicate these loop holes by making individual accountable, by giving lessons on team projects effectiveness or by changing the evaluation criteria of team projects. (Manzoor, hafiz, murad and zulqarnain 2011)Attempted to investigate the relationship of Teamwork, esprit de corps, team trust, rewards and recognition with performance and All variable were found positively correlated with the performance with significant impact of team work on performance .it was concluded that productivity, employee retention, and satisfaction can be achieved by focusing on team work. (valle & witt 2001)High level of perceive organizational politics can possibly create tribulations such as dissatisfaction, Low level of commitment, low productivity etc. teamwork can moderate this negative relationship and it can be concluded that awareness of team work among employees can eradicate negative effects of perceived organizational politics. (Ulloa & adams 2004) Effective team characteristics (productive conflict resolution, mature communication, role clarity, interdependence, goal clarification, common purpose and psychological safety)

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decide the attitudes of individuals on the way to team work. Existence of these characteristics will shape constructive attitudes of individual's in the direction of teamwork. (Pineda, Barger, and Lerner 2009) Cultural factor plays an anchor role in shaping up the perception towards teamwork. American culture is more toward individualism and with respect to individualism the American student seems to be more concerned with the outcomes of team work and less satisfied compare to Lithuanian student. (Tarricone & luca 2002)Identified six key characteristics attributes (Commitment to team success and shared goals, Interdependence, Interpersonal Skills, Open Communication and positive feedback, appropriate team composition, Commitment to team processes, leadership & accountability) for success full teams and then conducted a comparative analysis between two teams . At the end it was observed that which team followed these attributes was able to accomplish its goals. (Pineda and Lerner 2006)Involving student in transition process of team building gives them sense of ownership and they perform the task with greater significance and positive attitude. This in turn produces results in shape of task accomplishment. Better out comes can be achieved by working in teams instead of doing them individually (Johnson and Johnson 1999).collaborative work among team members lead to boost intrinsic motivation among team members and innovation is one of the speculated rewards of team work (Pfaff and Huddleston 2003 Haragon 2003; Denison and Kahn 1996). Team composition involves a complex activity in which personalities of different attitudes and different background join hands for common purpose. Diversity in team can create hurdles in the way to the performance so to achieve the desired outcomes diversity needs a proper management (Van Dick, Van Knippenberg, Hägele and Guillaume 2008; Homan, Hollenbeck, Humphrey, Van Knippenberg, Ilgen and Van Kleef 2008; Roberge and van Dick 2010; Kearney, Gebert and Voelpel 2009).

Objectives of the Study

To ascertain the difference of perception of teamwork in Pakistani and English students

Research Questions

Empirical evidence suggests the importance of teamwork and show how much consideration is being given to the importance of teamwork to the other parts of the world. Till now there is not much literature available regarding team work in Pakistani culture so an attempt is made to check the perception on importance of team work. Hofstede (1984) Evaluated numerous national cultures and expressed that Culture plays a key role in shaping up the behavior of an individual. Culture characterized with collectivism and individualism to determine the degree of one's involvement in group process. As the Pakistani and English societies are altogether differs in term of culture so an effort is made to examine how different societies perceive importance of team work?

Hypothesis 1: Significant differences exist in the perceptions of Pakistani and English students regarding importance of teamwork.

Methodology

Survey approach was used to obtain the data and sample of 300 from both the origin was selected through purposive sampling. Questionnaires were sent to 7 educational institutions of Pakistan and to 5 educational institutions of England. Questionnaire were only sent to those educational institutions where English is the part of curriculum to minimize the biasness. Apprentice of both countries were asked to reply on each statement at likert scale ranging 1 strongly disagree to 5 strongly agree. All statements included in questionnaire were used to assess the perception, importance and value associated with it. Later on responses were grouped on the bases of nationality. Kolomogrov Smirnov test was applied to test the normality of data hence alpha value was well above level of significance and normality of data was established which give us permission to use parametric test .Mean scores were obtained and t test was used to determine either respondent of both countries differs on importance of team work. Level of significance at .05 was used and values greater then level of significance showed similar sort of attitude regarding particular statement. There were 9 items included in questionnaire and it was separated in two segments. One section was comprised on geographic data to obtain information regarding student's nationality and 2nd section was consisted on statements to obtain perception regarding importance of teamwork. Perception of importance teamwork was measured by scale developed by (pineda and Lerner 2006).

	Pakistani mean	Uk mean	P value
A team is a group of individuals working together toward Common goals.	2.4124	2.3333	.632
Team members have common tasks to perform and share Responsibility for team outcomes.	2.4021	2.2704	.032
Teams can accomplish better outcomes than individuals Working alone.	2.3196	2.3082	.938
Teams can accomplish more than individuals working Alone.	2.1753	2.0943	.537
Teams can solve problems faster than individuals working Alone.	2.5361	2.1887	.025
Working in a team is more satisfying to me than working Alone.	2.0722	1.9748	.041
My experience with teams makes me want to work in Teams again.	2.1134	2.0252	.048
Working in a team improves my ability to work in teams in The future.	2.6082	2.6415	.843
Working in a team would allow me to learn new things.	2.3093	2.2956	.924

Result and Discussion

Results showed that respondents seems to agree on common definition of team work but diverge on team works out comes like Working in a team is more satisfying to me than working Alone (p=.041), My experience with teams makes me want to work in Teams again (p=.048), Team members have common tasks to perform and share Responsibility for team outcomes (p=.032) and Teams can solve problems faster than individuals working Alone. Pakistani and English students seem to fully agree on that better outcomes and common goals can be achieved (p=.938) and (p=.632) Pakistani and English students think that they learn new things during team work (p=.924).results indicate toward partial acceptance of null hypotheses. Finding suggest converging attitudes on statements number 1,3,4 and 5 and diverging attitudes on statements number 2,6,7,8 and 9. English students scored lesser average score on most of the statement showed lesser degree to work more in teams whereas Pakistani students scored positive attitudes towards working in team by scoring higher average scores. SPSS 16 version was used to measure the reliability by cronbach alpha which specify the consistency of the scale. In our case reliability of teamwork scale was.764 which is more than required level .70 so reliability of the scale is established.

Conclusion

This study disclosed perception regarding teamwork in Pakistani society and presented a comprehensive comparison of two different set of cultures on how they perceive teamwork. Participants were seems to disagree on some statements and were satisfied on some statements. Mean score were also obtained to check the attitudes toward team work. Finding revealed that English students have more positive attitude on the road to teamwork then Pakistani students. being England a developed and economically strong country give people full latitude in decision making and access to resources which cause them to act as individual and promotes individualism on other side England's weather is also cold and according to (Hofstede, 1991) cold weather have a historical association with individual enterprise due to limited possessions which supports individualism. Countries like Pakistan are at developing stage and people living in this sort of countries needs financial and moral support of others to get task done. In our study findings highlighted higher average scores by Pakistani students which points toward collectivist nature of this society. however as Pakistani students have also scored lesser on some statements which could be result of some personality traits as (david et al 2008) suggest that males belonged to countries ranked lesser on human development index are tend to score more on neuroticism scale then developed countries can be reason behind not perceiving some statements as important as English students do. Hence from above discussion it can concluded that Pakistani society due to geographical and economical conditions perceive teamwork a valuable mean to the way toward accomplishment of task however both the members of society are agree on common rewards of team work.

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