

Examining the Effect of Teamwork and Employee Job Satisfaction in an Organisation

Nurbarirah Ahmad

Faculty of Business and Management, Universiti Teknologi MARA Melaka,
78000 Alor Gajah, Melaka
Email: nurbarirah497@uitm.edu.my

Muhammad Syukri Abdullah

Correspondence Author

Faculty of Business and Management, Universiti Teknologi MARA Melaka,
78000 Alor Gajah, Melaka
Email: syukriabdullah@uitm.edu.my

Siti Rosnita Sakarji

Faculty of Business and Management, Universiti Teknologi MARA Kelantan,
18500 Machang, Kelantan
Email: rosnita507@uitm.edu.my

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Abstract

Teamwork is becoming an increasingly popular method for obtaining greater organisational flexibility, as well as other benefits such as reduced supervision costs, faster lead times, innovation, more effective decision-making, improved customer service, and increased employee morale. Most investment and financial advisory firms have reorganised their employees into teams to improve client service and investment performance. This trend towards collaboration is becoming increasingly prevalent in a variety of industries. One survey found that more than half of US businesses use teams to a high or very high degree to conduct their daily operations. The purpose of this study is to determine the connection between collaboration characteristics and employee job satisfaction. There is also some literature review support for two elements of collaboration characteristics, namely team member diversity and communication. For measuring this data, questionnaires were developed for data collection. The questionnaires were distributed to 234 individuals, and SPSS software was used to analyse the data. Three methods were used to compile the research findings:

descriptive analysis, reliability analysis, and correlation analysis. This document describes the process of interpreting and analysing the findings. According to the results, there is a correlation between team member diversity and communication and employee job satisfaction.

Keywords: Job Satisfaction, Teamwork, Team Member Diversity, Communication

1. Introduction

The use of teamwork has gained significant traction to attain heightened organisational adaptability, alongside many advantages including diminished supervision expenses, expedited lead times, increased innovation, improved decision-making efficacy, superior customer service, and heightened staff morale. Many investment and financial advice firms have used a restructuring strategy by organising their staff into teams. This approach aims to enhance customer service and improve investment outcomes. The prevalence of collaborative work is indeed growing across various sectors. According to the findings of a survey, most firms in the United States employ teams to a significant degree to carry out their routine operations. Näyhä (2020) asserts that teams have increasingly been recognised as a pivotal component in the operational dynamics of enterprises during the past four decades. Teamwork is commonly employed in the context of scientific research, facilitating the collaborative efforts of researchers. A comprehensive analysis of nearly 20 million research publications revealed a significant rise in the proportion of scholarly articles authored by teams as opposed to solo researchers during the past five decades. Huie et al. (2020) asserts that teamwork has been widely recognised as a significant factor contributing to job satisfaction, as evidenced by the extensive research conducted on the relationship between job satisfaction and team performance. According to Poon (2004), the author further asserts that inadequate communication and collaboration between supervisors and working teams resulted in unhappiness, which in turn may lead to diminished motivation to work in teams and an increased likelihood of team or job attrition.

Attaining high levels of employee job satisfaction within a team setting poses a significant challenge. Various aspects contribute to the pleasure experienced by team members in a collaborative setting. These elements encompass the rewards received upon successful completion of a task, the quality of communication among team members and their leader, the size of the team, and the duration required to accomplish the assigned task. Hence, the primary objective of this research is to investigate the correlation between teamwork attributes and the level of job satisfaction among employees.

2. Review of Literature

2.1 Job Satisfaction

Previous research has examined staff job satisfaction and its importance in the workplace and has found that staff job satisfaction is essential and is a fundamental determinant of growth, service, and quality within an organisation (Lee, 2017). Findings reported in the literature confirm that satisfied staff perform better and contribute to the total success of an organisation. On the other hand, unsatisfied staff do not perform well and become a barrier to success (Shmailan, 2015). Further, the results have of prior research have indicated that differences exist between job satisfaction based on the age and racial groups of staff and that there are, moreover, differences between the levels of extrinsic and intrinsic job satisfaction based on differences in age and among different racial groups (Gunawardana & Sirimanna, 2021). Goetz et al. (2012) found that staff were generally very satisfied with the

freedom given to them. Employee engagement is a behaviour of individuals, they bring in or leave out during their work performance.

2.2 Teamwork

According to Damam (2015), team cooperation or teamwork refers to the procedures via which individuals with ordinary abilities are able to accomplish exceptional outcomes. According to Herujito (2016: 39), the team possesses a shared objective or purpose, wherein team members can cultivate efficacy and mutual cooperation to attain the team's aims. Team collaboration refers to the collective efforts of individuals within an organisational setting who collaborate to attain team objectives by actively exchanging knowledge and expertise. An essential component of a team is the collective emphasis on shared objectives and the establishment of unambiguous goals (Lakoy, 2015).

The phenomenon of teamwork exerts a significant impact on the level of job satisfaction experienced by employees. The impact of cooperation on employee job satisfaction is evident in this context. In the context of collaborative efforts, the resolution of each issue is achieved through collective problem-solving. The level of job satisfaction among employees is positively correlated with the degree of effective teamwork inside an organisation. Employees are likely to experience job satisfaction due to their ability to consistently do their tasks (Idris, 2019).

H1: There is a significant relationship between teamwork and employee job satisfaction in an organization.

2.3 Workforce Diversity

Current interest in diversity management emphasises diversity's "business case" (Ivancevich and Gilbert, 2000; Kochan et al., 2003; Thomas, 1990). The commercial case for diversity was developed outside of the public sector and is based on four assumptions. Workforce diversification is an organisational reality prompted by a shifting socio-demographic profile on a global scale (Hauret & Williams, 2020). Diverse workforces can improve organisational performance by introducing new and different perspectives that can be used to improve decision-making (Ivancevich and Gilbert 2000; Jong 2019; Kochan et al. 2003; Langbein and Stazyk 2013; Moon and Christensen 2020; Park and Liang 2020; Stazyk et al. 2017). However according to Stazyk et al., (2021) diversity in the workforce can increase objective ambiguity and decrease employee job satisfaction.

H2: There is a significant relationship between workforce diversity and employee job satisfaction in an organization.

2.4 Communication

Every organization's business development is significantly influenced by communication. Business success is a result of effective communication in a company. According to a growing corpus of research (Robson and Tourish, 2005), effective organisational communication increases the likelihood of an organization's success. Specifically, internal communication consists of a collection of interactive processes (Mazzei, 2014). Communication brings organisations to life, especially when all individuals participate (Heath; 1994). The ability of an employee to complete required duties, the level of communication within an organisation, and the way management treats subordinates can all influence job satisfaction. Employee satisfaction is the contentment of employees with their employment and supervisors. It is the extent to which both parties are contented with one

another. When employees are content, they commit to a long-term relationship with an organisation. Previous research discovered a correlation between a supervisor's communication skills and an employee's satisfaction with that supervisor. According to Suker et al. (2016), employee satisfaction influences employee commitment to the organisation, employee performance, and business success; it is also highly correlated with the success of the organisation.

H3: There is a significant relationship between communication and employee job satisfaction in an organization.

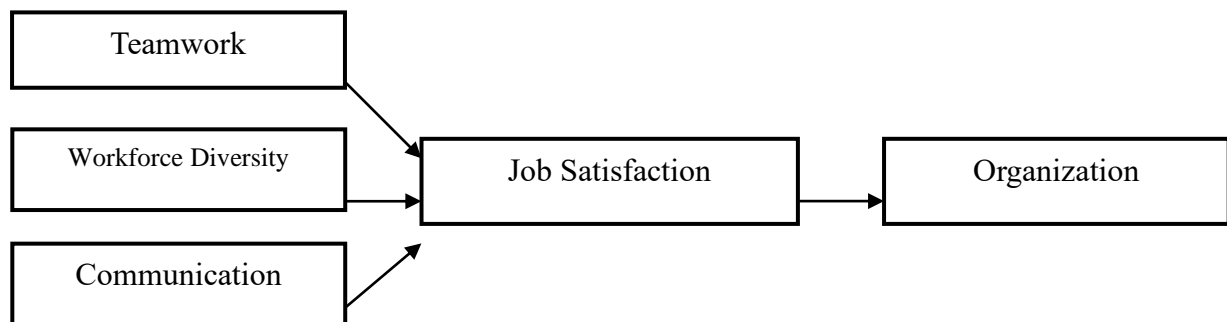


Figure 1: Proposed Conceptual Framework

This study investigates to what teamwork among employee and work in group , management trust, may be significant factors to employee engagement in and organization. Figure 1 illustrates the proposed conceptual framework.

3. Methodology

This study deployed survey as the research method. Questionnaires were prepared for data collection. The questionnaires were distributed to 234 respondents from Jabatan Pendidikan Negeri Sembilan (JPNS) and the data was analysed by using SPSS software. The results of the research were analysed by using descriptive analysis, reliability analysis and correlation analysis. The results of data analysis generated by using SPSS Statistics 20.0 data analysis software which collected from respective respondents. Frequency distribution and correlation are used to test the relationship between independent and dependent variables. The findings of the research are based on the statistical calculation. The results of data analysis are based on the responses received from the questionnaires. The finding also answered the research questions proposed by the researcher.

4. Analysis of Data

Research Objective 1:

To identify the level of employee job satisfaction in an organisation.

Table 1.1.: Descriptive Statistic for Job Satisfaction

| Question for job satisfaction | Standard Deviation | | |
|--|--------------------|------|------|
| I feel comfortable when working together in this department. | 140 | 3.59 | .748 |
| I like the people I work with. | 140 | 3.57 | .680 |
| When I did a good job in department, I received a full recognition for it. | 140 | 3.44 | .712 |

Based on the table 1.1 it states that the highest mean for the level of job satisfaction was “I feel comfortable when working together in this department” with (Mean=3.59, Std. Deviation=.748). Moreover, second highest mean for the level of job satisfaction among employee is “I like the people I work with”, with (Mean=3.57, Std. Deviation=.680). However, for the lowest mean was “When I did a good job in department, I received a full recognition for it” with (Mean=3.44, Std. Deviation=.712). It shows that employees in JPNS were satisfied and comfortable when working together in a team or in a department. They also like working together with their colleagues in department.

Research Objective 2:

To identify the relationship between teamwork diversity and employee job satisfaction.

Table 1.2.: Correlation between Teamwork Diversity and Job Satisfaction.

| | | Team Member Diversity | Job Satisfac tion |
|--------------------------------------|--|-----------------------------|-------------------------|
| Team Member Diversity | Pearson Correlation Sig. (2-Tailed) N | | 140 |
| Job Satisfactio n | Pearson Correlation Sig. (2-Tailed) N | .365** .000 | 140 |

Based on the findings as shown in Table 1.2, the correlation coefficient between team member diversity and job satisfaction are positively correlated with the value of ($r=.365$, $p<0.05$). The researcher found that, there is a positive relationship between these two variables. As the value is below 0.4, it shows a weak relationship between team member diversity and job satisfaction as stated in table Pearson Correlation. However, based on the finding and hypothesis, (H1) is accepted.

Research Objective 3:

To identify the relationship between communication and job satisfaction.

Table 1.3.: Correlation between Communication and Job Satisfaction.

| | Communication | | Job Satisfaction |
|-------------------------|--------------------------------|--------|------------------|
| Communication | Pearson Correlation (2-Tailed) | | |
| | N | 140 | |
| Job Satisfaction | Pearson Correlation | .750** | |
| | Sig. (2-Tailed) | .000 | |
| | N | 140 | 140 |

As indicated in Table 1.3 above, the study found that there is a significant and positive relationship between communication and job satisfaction. The correlation value between these two variables is ($r=.750$, $p<0.05$) and considered as a strong relationship. Thus, hypothesis (H2) is accepted.

5. Discussion

The first research question is to identify the level of employee job satisfaction. The finding shows that, the highest mean for teamwork diversity was "I feel comfortable when working together in this department" with (Mean=3.59, Std. Deviation=.748). It shows that employees were satisfied and comfortable when working together in a team. When people are treated by team members while working together, it can increase their motivation even if they worked on their own (Walton, 2014). Employee will be more productive when they feel that they are dynamic and essential part of team. As a person becomes comfortable in the work place, his or her performance improves, providing value to the organisation (Hughes, 2012).

The second research question is to identify the relationship between workforce diversity and employee job satisfaction. The finding shows that, between these two characteristics, team member diversity gets lowest value which is ($r=.365$, $p<0.05$). It is commonly assumed that differences between workers create distance and that breeds discontent and dissatisfaction (Anon, 2005). This weakness might happen because employee does not really satisfy with differences of characteristics among current team member in the department such as the difference between gender, age's gap and also difference level of education.

The second research question is to identify the relationship between communication and employee job satisfaction in an organization. Good communication between employee help you decrease morale problems and stay satisfied as part of the team. By understanding how good communication may affect the whole organisation, it will help to build stronger job satisfaction. When people regularly communicate with an effective manner, they are much more engaged with the company or in a team and have a more positive attitude towards their work (Weal, 2014). If there is no good news to share, they would at least share the reality of their current situation. People tend to communicate less when they having a problem but in actuality, they need to communicate even more (Folkman, 2013). Employee feel empowered if they able to receive upward communication like feedback. If employers or managers are able to listen to employees and respond, this leads to an increase in employee job satisfaction.

6. Conclusion

In this study, we looked at the connection between employees' satisfaction with their jobs and teamwork in the workplace. The objective of this research was to objectively test the theory that employees prefer a more participatory work environment, which increases their wellbeing and job satisfaction. We also looked at whether different types of workplace participation in decision-making, such as involvement in decisions affecting the company, teamwork, and primary tasks, have distinct effects on overall, extrinsic, and intrinsic job satisfaction. The level of job satisfaction of staff is reflected in the working behaviour employees. Most staff who experience higher jobsatisfaction demonstrate fewer turnover intentions, but lower job satisfaction can lead to more turnover intentions and more likely to quit the organisation. Being satisfied with one's job, which is defined as a positive emotional state resulting from job experience, is related to organisational citizenship behaviour, employee engagement and higher job performance, organisational commitment. This study has multiple limitations that could serve as starting points for further research examination. First off, because the data are cross-sectional, the researcher are unable to account for the time-invariant personality qualities of the sampled workers by using individual fixed effects. Second, employees working in the unregulated, unprotected, or informal sector of the economy should be included in future study.

7. Correspondence Author

Dr. Muhammad Syukri Abdullah

Correspondence Author

Faculty of Business and Management, Universiti Teknologi MARA Melaka, 78000 Alor Gajah, Melaka

Email: syukriabdullah@uitm.edu.my

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