

## Successful Teamwork: Environment Communication and Team Productivity for Management Success

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### Abstract

*This has promoted the need for identifying essential attributes needed for successful teamwork at the organizations to make time to market. This study has observed the digital database with a view of identifying a framework that employees and their team leaders can use to help promote effective teamwork in their classes. A case study is used to investigate two teams of the required organization employees who had taken some qualification skills courses and who were seeking to improve their work environment productivity by using technology a project-based unit, in which teamwork was an essential ingredient and immersed in an authentic context at their work environment. In addition, attributes gleaned from the literature for successful teamwork was used to compare the two diverse teams at different Libyan private organizations such as Alfa-dent medical center, Alafia organization, Farwa tourist company, Ebn Scina medical center.*

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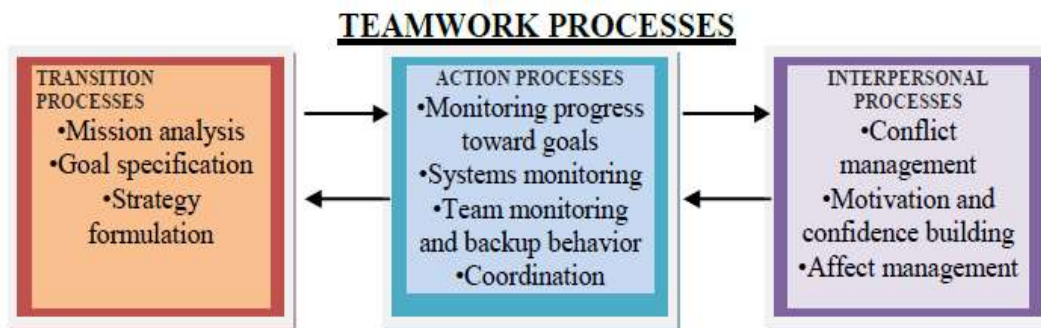
**Keywords:** Teamwork, Libyan private organizations, work environment, Success, Organization, Performance, Work Groups.

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### Introduction

It is indeed human beings have learned in their beginning of life to work together as (Team) that have made such remarkable development as unique specie (Mangi et al., 2015). The mutual social knowledge of living and functioning together creates a connection among people, society and families (Trincherro et al., 2020); (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020). When work is done cooperatively as a team it can achieve extremely extra work than individually (Greer et al., 2020); (Delisle et al., 2020). The team can be defined as in human society to live, to work and to play and to cooperate with others for a particular task (Mangi et al., 2015). Teamwork is a process of assessing performance of workers, passing information and exploring methods to increase performance” (Sherman et al., 2020). If observed closely (Pérez-Vallejo and Fernández-Muñoz, 2020); (Rempel et al., 2020); (Zhang et al., 2020); (Frias and Popovich, 2020), one can discover the instances of social teams who they are functioning either effectively or ineffectively everywhere (Rosengarten, 2020); organizations (Delisle et al., 2020); (Roth et al., 2020), schools, workplace as well as home, etc. “Coordinating the events of people is like a sand house, making by using a sole particle of sand (Sherman et al., 2020); (Southwick and Southwick, 2020). Moreover, it is one of the general myths that the skill of team members is more important than their vigor, attention, and determination for the tasks (Roth et al., 2020); (Trincherro et al., 2020). Another widespread myth is that the team members are not alone account for the achievements or failures of their tasks the truth is that the members

are the small parts in the teams and their individual abilities affect the various results in the team (Mangi et al., 2015); (Southwick and Southwick, 2020); (Rosengarten, 2020). The working relationships exist among the team that might sight these relationships at different levels of involvement or relationships among the members as they move towards the degree of communication, integration and commitment increases (Sherman et al., 2020); (Delisle et al., 2020). The skills are essential if members have to work together efficiently in complex situations (Roth et al., 2020); (Nembhard et al., 2020); (Delisle et al., 2020); (Mercader et al., 2020); (Lithoxidou et al., 2020), only development of skills and relationships, involvement on the task regarding the particular task might be selected for reaching the market target (Southwick and Southwick, 2020).



*Figure.1. The teamwork process adapted from (Mangi et al., 2015).*

With the shift from a predominately instructivist to constructivist pedagogy the need for tertiary managers at the work environment required to use a variety of teaching strategies and methods is becoming increasingly important (Sherman et al., 2020); (Southwick and Southwick, 2020). Furthermore, learning designs need to incorporate employee-centered team based learning pedagogy, for instance, project-based, case-based, inquiry-based and problem-based scenarios (Southwick and Southwick, 2020); (Delisle et al., 2020). Moreover, employees need to be immersed in learning environments that promote real learning in real contexts. In addition, teams and teamwork help to promote deep learning that occurs through interaction, problem solving, dialogue, cooperation and collaboration (Mangi et al., 2015).

These learning designs promote the construction of knowledge as they are embedded in a social experience with a team environment (Roth et al., 2020). Furthermore, effective teamwork can affect the successful delivery and implementation of these learning designs (Sherman et al., 2020). Tertiary managers at the work environment cannot assume employees will the successful work knowledge, understanding and skills needed to create and contribute to a synergistic team environment (Trincherio et al., 2020). Through an observation review, also this mixed methods (literature review, case study) paper identifies a range of attributes considered necessary for successful teamwork at different Libyan organizations which are Alfa-dent medical center, Alafia organization, Farwa tourist company and Ebn Scina medical center.

### **The research aim**

This research study has aimed the following points

- To review attributes of an employee at Teamwork environment.
- To review team success and shared goals.
- To show the attributes of successful Team-work.
- To compare the attributes of successful teamwork with the attributes of unsuccessful teamwork.

### Research questions

- **RQ<sub>1</sub>:** Why are several teams works successful and others unsuccessful?

**Rational<sub>1</sub>:** Successful Team-work process reduces the work stress on every member which permits members to complete given the important tasks of the organization; teamwork offers members an opening to pledge with each other (Greer et al., 2020) as presented in Table.1. Furthermore, it develops relations between the members who start teamwork they usually sense appreciated on the productive accomplishment of the task (Hintenach and Howe, 2020). On the other hand, unsuccessful team of employee experienced severe team problems, which caused it to become dysfunctional and had to be split (Rosengarten, 2020). At the first peer assessment session, marks were transferred between team members, as it was perceived that some team members weren't contributing (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020). Even though agreement was made at this meeting that marks should be transferred (Delisle et al., 2020), and suggestions were made about how to improve the situation, resentment amongst team members escalated (Roth et al., 2020); (Greer et al., 2020). This was clearly evident from the comments being made through the confidential on-line journal entries each week. The tutor had several meetings with the project manager and individuals to help try to resolve issues, but to no avail (Greer et al., 2020).

- **RQ<sub>2</sub>:** What criteria or attributes are needed for the success of the team in the work environment?

**Rational<sub>2</sub>:** There are some attributes are needed to success the team in the work environment which has been presented in Table.1.

### Attributes of Effective employee at Teamwork environment

Teamwork is termed as a cooperative process that allows ordinary people to achieve extraordinary result (Southwick and Southwick, 2020). A team has a common goal or purpose where team members can develop effective (Pérez-Vallejo and Fernández-Muñoz, 2020); (Rempel et al., 2020); (Zhang et al., 2020); (Frias and Popovich, 2020), mutual relationships to achieve team goals (Trincherro et al., 2020). Furthermore, teamwork replies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills (Sherman et al., 2020); (Southwick and Southwick, 2020). This research consistently highlights that one of the essential elements of a team is its focus toward a common goal and a clear purpose. Teams are an integral part of many organizations and should be incorporated as part of the delivery of tertiary units (Trincherro et al., 2020); (Rosengarten, 2020). Successful teamwork relies upon synergism existing between all team members creating an

environment where they are all willing to contribute and participate in order to promote and nurture a positive (Roth et al., 2020); (Roth et al., 2020), effective team environment (Southwick and Southwick, 2020). Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized as well as competitive goals (Delisle et al., 2020); (Trincherio et al., 2020). This research has on condition that a number of attributes required for successful teamwork (Rosengarten, 2020). Many of these attributes have been consistently identified in the literature. Table.1. has presents a summary of literature on the successful attributes needed for effective teamwork as follows:

- Commitment to team success and shared goals which is a team members are committed to the success of the team and their shared goals for the project (Sherman et al., 2020); (Roth et al., 2020). Successful teams are motivated, engaged and aim to achieve at the highest level (Trincherio et al., 2020); (Rosengarten, 2020);
- Interdependence which is team members need to create an environment where together they can contribute far more than as individuals (Greer et al., 2020). Furthermore, a positive interdependent team environment brings out the best in each person enabling the team to achieve their goals at a far superior level (Greer et al., 2020). Individuals promote and encourage their fellow team members to achieve, contribute, and learn (Trincherio et al., 2020);
- Interpersonal Skills includes the ability to discuss issues openly with team members, be honest, trustworthy, supportive and show respect and commitment to the team and to its individuals (Greer et al., 2020). Fostering a caring work environment is important including the ability to work effectively with other team members (Trincherio et al., 2020);
- Open Communication and positive feedback which is an actively listening to the concerns and needs (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020) of team members and valuing their contribution and expressing this helps to create an effective work environment (Greer et al., 2020). Team members should be willing to give and receive constructive criticism and provide authentic feedback (Trincherio et al., 2020);
- Appropriate team composition is essential in the creation of a successful team (Greer et al., 2020). Furthermore, team members need to be fully aware of their specific team role and understand what is expected of them in terms of their contribution to the team and the project;
- Commitment to team processes, leadership as well as accountability which is a team members need to be accountable for their contribution to the team and the project (Greer et al., 2020). Furthermore, they need to be aware of team processes, best practice and new ideas. Effective leadership is essential for team success including shared decision-making and problem solving.

## Case Study

Employees at private Libyan organizations are required to develop skills and expertise in managing the design and development of client web sites to ensure success at the market. Furthermore, the “Project Management Methodologies in some private Libyan organizations”, uses teams of four or five employees to utilize their specialist skills to meet a “real need” for an industry client (Delisle et al., 2020). Moreover, team roles include programmers, graphic designers and project managers. There were eighty-two employees which are divided into twenty teams completing this unit. The aim was to have employees experience project management issues that occur when dealing with “real” clients in “real” projects and was heavily focused on teamwork and problem-solving to remove organizations' risk in future. Likewise, the environment was based on the team learning principles of authenticity, self-regulation and reflection. Features included employees contracts, journals, “Conference Centre” for problem-solving, bulletin boards, time management tools, syllabus and assessment materials, employee courses management notes, legal/QA templates, relevant URL's, web sites and assignments developed by previous employees and an employee details database at their organization such as Alfa-dent medical center, Alafia organization, Farwa tourist company, Ebn Scina medical center. Within this setting, two teams were selected for investigation. One team was highly successful in developing a quality product and collaborated in a highly successful manner. In addition, another team experienced severe teamwork environment problems, which caused it to become dysfunctional and had to be split.

## Literature review

Mangi et al., (2015) has reported that the perspective of teamwork and its impact on organizational performance and success. Also, highlight the Meanings of Team and its work spirit towards better organizational performance and specific to its impact on the success of the organization that provided the basis for this research study. In this research study, a thorough focus was on organization and teamwork. There is much worth in taking a more focus on the essential areas of teamwork (Hintenach and Howe, 2020). The team signifies the spirit and working capacity of the employees as a team to bring organization to success.

Across many different organizations and industries, teamwork is focused to increase the performance of employees' unity and also create work culture (Delisle et al., 2020); (Greer et al., 2020). Furthermore, organizations that regularly develop new ideas or products using a project-based approach and assemble teams in order to focus on responsibilities to achieve the object. Researchers have given dissimilar meanings of “teams” (Trincherro et al., 2020). Moreover, teams are groups of people who trust in cooperation if members are experts the success of goal is more possible. Likewise, it is essential due to the problem-solving cooperation added from many minds of team members working on a resolution of problems (Hintenach and Howe, 2020). Similarly, team members contribute their thoughts together to make exclusive plans for dealing with problems and this unity enhances the result due to interaction, trust, and teamwork. In simple meaning, teamwork means (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020) "work done by several companions with each doing a part but all subordinating personal prominence to the efficiency of the whole. In addition, combined employees are expected less hostile to each other and accepting more of each other's decisions (Hintenach and Howe, 2020); (Trincherro et al., 2020). Furthermore, the unity of employees can



increase the flow of work in the organization. When an employee's working together as a team, they learn from each other that awareness is based on their personal experiences and from coworkers (Hintenach and Howe, 2020);

### **Successful Team-work**

Teamwork process reduces the work stress on every member which permits members to complete given the important tasks of the organization; teamwork offers members an opening to pledge with each other (Greer et al., 2020). Furthermore, it develops relations between the members who start teamwork they usually sense appreciated on the productive accomplishment of the task (Hintenach and Howe, 2020). Moreover, it may be cited one of the best instances of surgical team; where the surgeon is assisted by his team; nurses, anesthetists, and experts etc., everyone knows that their success depends upon the teamwork (Greer et al., 2020). Additionally, they are devoted to the aim that is human life it is easy to succeed with the best teamwork. Similarly, the important role of manager is the team building, trust-building, confidence building, in the team to achieve the task. In the same way, in a situation where all team members contribute to the task, it develops a positive relationship in the team that improves the trust of team members (Greer et al., 2020). In the same way, functions effectively members of teamwork must be flexible, committed, trusting each other and help each other's in the progress and the achievement of goals (Greer et al., 2020). Furthermore, the accountability of every member of the team must be increased so that they do not let each other down therefore they do their best for the achievements of their teams. In contrast, working alone on a task the pressure is generally high in the team in those cases of small confidence impacts fewer on members. Likewise, the team consists of members who always vary from each other's skills, knowledge and abilities but working together that is an opportunity for them to gain skills and knowledge from each other's that they had never before.

This team of employees was highly successful in developing a quality product, as well as being highly collaborative. Their journal entries continually reflected positive comments about other team members, and at no stage during the semester was there a request or requirement to transfer marks from one team member to another (Mangi et al., 2015). Team meetings were always friendly, and at no stage were team issues discussed as being problematic. The team always focused on the project and how the process of development could be improved by exploring expectations of the tutor, client and end users (Greer et al., 2020). An analysis of the data collected from this team indicated that they showed the attributes needed for successful teamwork (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020). In almost all of their responses in interviews, focus group meetings and questionnaires it was evident that this team was committed to:

- Commitment to team success and shared goals which is the team was highly focused on delivering a quality product, and not pre-occupied by personal issues that might have interrupted this objective (Delisle et al., 2020); (Pérez-Vallejo and Fernández-Muñoz, 2020); (Rempel et al., 2020); (Zhang et al., 2020); (Frias and Popovich, 2020). They facilitated and nurtured positive, cooperative-working relationships based upon the focus of developing a quality final product that would impress their client tutor, peers and end users (Greer et al., 2020). The whole team was strongly motivated to out-perform other teams and shared a strong common goal of wanting to develop a product that would

support their chances of gaining employment at the end of the course. This was evident in almost all of their responses (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020);

- Interdependence the team members felt that they had a responsibility towards the other members of the team and that the success of the project was based upon each team member's contribution (Greer et al., 2020). Team members were always happy to help peers when they were experiencing difficulties (Pérez-Vallejo and Fernández-Muñoz, 2020); (Rempel et al., 2020); (Zhang et al., 2020); (Frias and Popovich, 2020). The team would proactively brainstorm problems individuals team members were having and offer assistance if needed;
- Interpersonal skills the team recognized that team members had different personalities and experienced problems at different stages (Greer et al., 2020). They showed consideration for each other, respected and supported others in difficult times (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020).
- Open communication and positive feedback which is the team recognized that it was a “healthy thing” to discuss problems or difficult issues and try to offer constructive help/criticism in trying to resolve these (Delisle et al., 2020); (Rosengarten, 2020). Furthermore, they strongly valued open dialogue that enabled team members to express their concerns in a non-defensive manner (Greer et al., 2020).
- Open communication and positive feedback which is the team recognized that it was a “healthy thing” to discuss problems or difficult issues and try to offer constructive help/criticism in trying to resolve these (Delisle et al., 2020). They strongly valued open dialogue that enabled team members to express their concerns in a non-defensive manner. They were open and truthful about all aspects of the project (Rosengarten, 2020);
- Appropriate team composition which is this team was proactive in selecting their team members well in advance for this unit (Greer et al., 2020). They had carefully considered the skills needed for each team member (Pérez-Vallejo and Fernández-Muñoz, 2020); (Rempel et al., 2020); (Zhang et al., 2020); (Frias and Popovich, 2020), and also the type of personality for each team member (Greer et al., 2020). These were carefully discussed and considered by two team members four months before the unit commenced (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020);
- Commitment to team processes, leadership as well as accountability which is the team members were all aware of the importance of everyone's role within the team and the process used by the team to plan and track the timing and quality of required tasks (Greer et al., 2020). The project manager was well respected by the team, and always consulted the team before making any major decisions. Also, the team had a number of quality assurance procedures which helped monitor activities as well as individual team members' accountabilities (Rosengarten, 2020);

### **Unsuccessful Team**

Another team of employee experienced severe team problems, which caused it to become dysfunctional and had to be split (Rosengarten, 2020). At the first peer assessment session, marks were transferred between team members, as it was perceived that some team members weren't contributing (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020). Even though agreement was made at this meeting that marks should be transferred (Delisle et al., 2020), and suggestions were made about how to improve the situation, resentment amongst team members escalated (Roth et al., 2020); (Greer et al., 2020). This was clearly evident from the comments being made through the confidential on-line journal entries each week. The tutor had several meetings with the project manager and individuals to help try to resolve issues, but to no avail (Greer et al., 2020). At one of the team meetings a serious disagreement occurred, in which one of the team members verbally berated another, from which point there was no reconciliation (Greer et al., 2020); (Rosengarten, 2020). After this altercation, team members felt they could no longer work together, so even though they would experience a heavier workload, they unanimously agreed to split and form two separate teams (Delisle et al., 2020). An analysis of the responses given by the successful team indicated that this team had a strong awareness of the Commitment to team success and shared goals (Delisle et al., 2020) one team member was highly motivated to achieve a high quality product, though two others were content with merely just gaining a pass, for instance, they were happy to put in minimal effort. This mismatch of expectations caused many problems and frustration for team members early in the semester (Pérez-Vallejo and Fernández-Muñoz, 2020); (Rempel et al., 2020); (Zhang et al., 2020); (Frias and Popovich, 2020);

- Interdependence two team members were highly competitive in this team that negated the development of a synergistic team environment (Greer et al., 2020). They were highly focused on our own tasks, and were not interested in helping others who may have been having problems. If others weren't performing, then the attitude was that peer assessment should be applied, rather than trying to support and help the individual (Rosengarten, 2020). This caused a lack of team cohesion and cooperation, a feeling of disempowerment, and resulting in the eventual split of the team;
- Interpersonal skills which is the team showed little consideration for each other and gave almost no support for others in difficult times (Delisle et al., 2020). Team members seemed unaware and very surprised that they had upset other team members by their comments (Rosengarten, 2020); (Adil and Ab Hamid, 2020); (Herman et al., 2020); (Reed et al., 2020); (McHugh et al., 2020). They seemed to have not detected they were hurting others feelings by their comments and the approaches taken to solve team problems (Greer et al., 2020);
- Open communication and positive feedback which are comments made by team members indicated that peers were inconsiderate of their situation and problems, and were not inclined to discuss problems, as they would only attract criticism and negative feedback (Greer et al., 2020). This resulted in team members not communicating freely or discussing their problems that had potentially damaging effect on the team (Rosengarten, 2020);
- Appropriate team composition which is this team was formed haphazardly (Lavelle et al., 2020); (Rosengarten, 2020). Three of the original team members had a quick discussion



in the class and decided to make a team, and another team member arrived a week later, so the team agreed to accept them in their team (Greer et al., 2020), as they needed to make a team of four. Expectations and skill were not carefully considered;

- Commitment to team processes, leadership as well as accountability which is the project manager happened to be the youngest in the team, and didn't command the respect needed (Lavelle et al., 2020); (Greer et al., 2020). Team members often complained about team meetings being a waste of time, and also of team members being late or contributing effectively (Delisle et al., 2020); (Rosengarten, 2020). One team member felt that he was not-included in decision-making and did not receive all communication regarding the progress (Greer et al., 2020).

## Conclusions

This study compared how well two teams performed by comparing attributes identified for successful teamwork, as shown in Table 1. From the results it is evident that these attributes played an important role in determining the success of these teams. Furthermore, the results show a compelling relationship between how the teams embraced these six attributes, and how successful the team was in collaborating and developing a quality product. Likewise, the results from this study indicate that these key attributes need to be carefully considered by both tutors and employee when teamwork activities are proposed. Further research needs to be considered on how best to implement these strategies in a methodological fashion to ensure tutors and employee acknowledge and understand the importance of how to implement each attribute, for instance, a template outlining implications for best practice when designing and implementing constructivist learning designs which incorporate teamwork activities.

Teamwork provides vast amounts of knowledge and information, cultural differences each of these building a culture of teamwork and the skill to make valuable solutions to the problems. Furthermore, to work efficiently, team members need a good understanding of how to do their job, to achieve the goal and for that a basic way to ensure understanding is training, then they have to be motivated to do a job. Moreover, the team is a vital activity of the organization, when an organization desires to perform sound it has to be confident that team functions effectively. Therefore, it is compulsory to know how the team performs, what manners within a team happen, and how they make decisions. Thus, if there is a know-how of teamwork events, it can be effective for the tasks that they have to accomplish. Organizations build up their own culture through tradition, history, and structure these values can be accepted by team workers of an organization. Likewise, the values and assumptions are the vital tools of organizations and are used as guidance for the team. Similarly, these have to do mostly with the basic dignity and worth of all members of the team and the ability, necessity for them to solve the problems and work for the positive change. Furthermore, through this review, the study is concluded that there is a good impact of teamwork on the organization's doings and success. Subsequently, in recently developed literature, there is a great focus amongst the social scientists and scholars' in their discussion on the above topic teamwork.

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Table 1: Key factors as well as attributes for successful teamwork

Key Attributes	Description	Authors and years
Commitment to team success and shared goals	<ul style="list-style-type: none"> <li>• Participants understand their purpose and share their goals – the combination achieves mission.</li> <li>• Members must share a strong common goal.</li> <li>• Groups provide each member of the team with prestige and recognition.</li> <li>• Successful teams are motivated to succeed.</li> <li>• There is strong team commitment to succeed.</li> <li>• Members have strong shared values and beliefs</li> <li>• Engaged in and satisfied with their work</li> <li>• Creation of a team atmosphere that is informal, relaxed, comfortable and non-judgmental</li> <li>• Promote group cohesion</li> <li>• People enjoy regular interaction with individuals who have similar interests and goals</li> </ul>	<ul style="list-style-type: none"> <li>• (Greer et al., 2020)</li> <li>• (Southwick and Southwick, 2020)</li> <li>• (Roth et al., 2020)</li> <li>• (Lavelle et al., 2020)</li> <li>• (Hintenach and Howe, 2020)</li> <li>• (Pérez-Vallejo and Fernández-Muñoz, 2020)</li> <li>• (Rempel et al., 2020)</li> <li>• (Zhang et al., 2020)</li> <li>• (Frias and Popovich, 2020)</li> <li>• (Adil and Ab Hamid, 2020)</li> <li>• (Herman et al., 2020)</li> <li>• (Reed et al., 2020)</li> </ul>
Interdependence	<ul style="list-style-type: none"> <li>• One cannot succeed unless the other members of the group succeed</li> <li>• Together the group can deliver more than the individuals who compromise it could do in isolation</li> <li>• Team members must work together effectively to produce</li> </ul>	<ul style="list-style-type: none"> <li>• (Southwick and Southwick, 2020)</li> <li>• (Greer et al., 2020)</li> <li>• (Roth et al., 2020)</li> </ul>

	<p>successful system</p> <ul style="list-style-type: none"> <li>• Team members interact to help each other accomplish the task and promote one another's success</li> <li>• Team members build on the capabilities of their fellows the combinations energized through synergy.</li> <li>• Team members must take an interest in both the group and each individuals achievement</li> <li>• Team members must never be fully self-directed or completely independent.</li> <li>• Teams are often empowered to accomplish tasks not available to individuals</li> <li>• Individuals experience a wide range of new ideas and skills when interacting with team members.</li> <li>• Team members learn together so that they can subsequently perform better as individuals</li> </ul>	<ul style="list-style-type: none"> <li>• (Lavelle et al., 2020)</li> <li>• (Nembhard et al., 2020)</li> <li>• (Delisle et al., 2020)</li> <li>• (Mercader et al., 2020)</li> <li>• (Lithoxidou et al., 2020)</li> </ul>
Interpersonal skills	<ul style="list-style-type: none"> <li>• People must care for each other and team members must protect and support each other</li> <li>• Feelings cab be expressed freely;</li> <li>• Members must be respectful and supportive of one another, and realistic in mutual expectations</li> <li>• There is a high level of trust</li> <li>• Members respect and trust each other</li> </ul>	<ul style="list-style-type: none"> <li>• (Southwick and Southwick, 2020)</li> <li>• (Lavelle et al., 2020)</li> </ul>



	<ul style="list-style-type: none"> <li>• Foster trust, confidence and commitment within the group</li> </ul>	
Open communication and positive feedback	<ul style="list-style-type: none"> <li>• Give and accept feedback in an non-defensive manner.</li> <li>• Ideal team should be highly diversified in the talents and knowledge each member</li> <li>• contributes, while maintaining open, non-threatening communication</li> <li>• value effective listening as well as communications that serves group needs</li> <li>• Engage in open dialogue as well as communication.</li> <li>• Cultivate a team spirit of constructive criticism and authentic non-evaluative feedback</li> <li>• Team members must be open and truthful</li> <li>• Enable members to express group feelings</li> <li>• Listen to all ideas and feelings;</li> <li>• Face up to conflict as well as work through it</li> </ul>	<ul style="list-style-type: none"> <li>• (Southwick and Southwick, 2020)</li> <li>• (Roth et al., 2020)</li> <li>• (Lavelle et al., 2020)</li> <li>• (Nembhard et al., 2020)</li> <li>• (Delisle et al., 2020)</li> <li>• (Mercader et al., 2020)</li> <li>• (Lithoxidou et al., 2020)</li> </ul>
Appropriate team composition	<ul style="list-style-type: none"> <li>• Successful teams are a product of appropriate team composition</li> <li>• Clarify member roles, relationships assignments and responsibilities</li> <li>• Discuss differences in what each member has to contribute to the work .</li> </ul>	<ul style="list-style-type: none"> <li>• (Southwick and Southwick, 2020)</li> <li>• (Roth et al., 2020)</li> <li>• (Lavelle et al., 2020)</li> </ul>

<p>Commitment to team processes, leadership and accountability</p>	<ul style="list-style-type: none"> <li>• Tolerate of ambiguity, uncertainty as well as seeming lack of structure</li> <li>• Instill approaches that are goal-directed, divide labor fairly among member</li> <li>• Accept individual accountability/personal responsibility;</li> <li>• Team members are accountable for their share of the work</li> <li>• Members subscribe to distributed leadership</li> <li>• Decisions are made by consensus</li> <li>• Effective leadership remains needed</li> <li>• Encourage group participants, consensus and decisions</li> <li>• Experiment with new ways to work more effectively</li> <li>• Seek best practice from other teams as well as other parts of the organizations;</li> <li>• Be open to change, innovation and creative, joint problem solving</li> <li>• Take action to solve problems without waiting for direction</li> <li>• Monitor the team’s progress</li> <li>• Perform post-project analyses to find out what worked as well as what didn’t</li> </ul>	<ul style="list-style-type: none"> <li>• (Roth et al., 2020)</li> <li>• (Lavelle et al., 2020)</li> <li>• (Nembhard et al., 2020)</li> <li>• (Delisle et al., 2020)</li> <li>• (Mercader et al., 2020)</li> <li>• (Lithoxidou et al., 2020)</li> <li>• (Adil and Ab Hamid, 2020)</li> <li>• (Herman et al., 2020)</li> <li>• (Reed et al., 2020)</li> <li>• (McHugh et al., 2020)</li> </ul>
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