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# Academia Open



*By Universitas Muhammadiyah Sidoarjo*

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## Table Of Contents

<b>Journal Cover</b> .....	1
<b>Author[s] Statement</b> .....	3
<b>Editorial Team</b> .....	4
<b>Article information</b> .....	5
Check this article update (crossmark) .....	5
Check this article impact .....	5
Cite this article .....	5
<b>Title page</b> .....	6
Article Title .....	6
Author information .....	6
Abstract .....	6
<b>Article content</b> .....	7

# Academia Open

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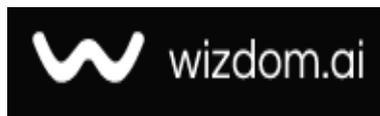
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## The Impact of Work Teams on Improving Organizational Performance: A Field Study of Organizations in Amman, Cairo, and Baghdad: Dampak Tim Kerja terhadap Peningkatan Kinerja Organisasi: Studi Lapangan pada Organisasi di Amman, Kairo, dan Baghdad

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### Abstract

**General Background:** Organizations increasingly rely on collaborative work structures to achieve institutional goals and maintain productivity in dynamic environments. **Specific Background:** Teamwork is widely recognized as a managerial approach that enables employees to share knowledge, coordinate tasks, and address organizational challenges collectively. **Knowledge Gap:** Despite the widespread application of teamwork in organizations, empirical understanding of its role in shaping organizational performance across different institutional contexts remains limited. **Aims:** This study examines the relationship between work teams and organizational performance in organizations located in Amman, Cairo, and Baghdad. **Results:** Using a theoretical framework and a field survey based on questionnaire data, statistical analysis revealed a significant relationship between teamwork practices and organizational performance indicators. The findings show that teamwork facilitates knowledge exchange, strengthens trust among employees, and supports collaborative problem solving within organizations. Regression analysis indicates that teamwork explains a considerable proportion of variation in organizational performance. **Novelty:** The study provides empirical evidence demonstrating the managerial role of teamwork as a strategic organizational practice within different institutional environments. **Implications:** The findings highlight the importance of fostering collaborative cultures, supporting team formation, and encouraging participation among employees to strengthen organizational productivity and coordination.

**Keywords:** Teamwork, Organizational Performance, Work Teams, Organizational Flexibility, Human Resource Management

### Key Findings Highlights

Collaborative work structures support knowledge sharing among employees

Organizational cooperation strengthens trust and communication within teams

Team-based practices contribute to higher levels of employee productivity

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## Introduction:

Since man is a social animal, he has always sought help from others to carry out his duties and achieve his ambitions. Man cannot live alone, nor can he satisfy most of his varied and increasing needs without the help of others. He can only do this by belonging to and functioning in some particular group. It is man who gives life to any organization, making it dynamic and productive. This is because an organization is the tool for production, exchange, and satisfaction of needs. An organization is also a framework and channel through which relations between different individuals in society are regulated. Therefore, teamwork in organizations is always considered the best way to achieve organizational goals as well as being beneficial for society as a whole [1].

Teamwork in an organization largely helps in creating a spirit of togetherness among the members of the organization which results in enhancing the efficiency with which work is carried out making the employees more productive and effective. Organizations that practice teamwork among their members find it quicker to solve problems because the individuals in the organization, with their complementary skills, knowledge, and experiences come together to find an answer that is not only perfect but also creative within the resources available with the organization making it easy for the organization to achieve its goals.

### 1.1. Problem and Questions of the Research:

Administrative bodies in Amman, Cairo, and Baghdad came to the conclusion that the usual administrative frameworks along with their controlling systems and approaches were not flexible enough to adjust to the situations and needs of economic and social development ventures. Therefore, they sought to adopt modern administrative methods capable of advancing development efforts. Many studies in Amman, Cairo, and Baghdad focused on adopting modern administrative methods that move away from hierarchy and traditional organizational practices towards flexibility. These methods include applying Japanese management, management by objectives, total quality management, and others, as well as implementing a culture of teamwork among organizational members to achieve the highest possible percentage of organizational goals and development through teamwork from manager to employee, thus achieving the common public interest of society. As a result of this growing interest in the concept of teamwork as a modern administrative method for organizations and its impact on organizational performance, performance improvement, and increased productivity, the research problem emerged, represented by the following question:

- What is the impact of teamwork on organizational performance? To answer this question, the following sub-questions must be addressed:
- Is there a relationship between teamwork and independence and flexibility in execution?
- Is there a relationship between teamwork and an increased willingness to adopt modern technologies in organizations?
- Is there a relationship between teamwork and achieving organizational goals?
- Is teamwork the optimal solution for improving organizational performance?

### 1.2. Hypotheses of the Research:

One of the fundamental hypotheses of our research is that there is a significant relationship between teamwork and organizational performance.

1. First Main Hypothesis (H0.1): There is a statistically significant effect of the process and methodology of using teamwork on organizational performance ( $\alpha \leq 0.05$ ).
2. Second Hypothesis (H0.2): There is a statistically significant effect of using teamwork as a management style on employee performance in the companies under study ( $\alpha \leq 0.05$ ).
3. Third Hypothesis (H0.3): There is a statistically significant effect of team structure on performance in the companies under study ( $\alpha \leq 0.05$ ).

### 1.3. Importance of the Research:

The importance of this research stems from the fact that teamwork is considered one of the modern methods for dealing with the realities of daily work, and one of the effective means of creating an organizational environment conducive to renewal and innovation, especially in the work of organizations. In the past, the primary concern of organizations was profitability, regardless of whether employees worked diligently or not. However, nowadays, management in organizations must focus on the seriousness of people at work and their susceptibility to social factors, and cultivate a culture of team spirit among the members of the organization.

A team can be defined as a group of individuals who focus on a specific task, coordinate with each other, and each contribute their talents, experience, and personal energy to the work they perform. The process of team building and teamwork is fundamental to the operation of any effective organization and essential for increasing its productivity.

Furthermore, there are several objectives for teamwork and team building, the most important of which are:

- Building trust among members of the group (team).
- Improving managers' abilities in various aspects such as their interactions with subordinates, peers, and superiors,

handling conflicts, and dealing with issues and problems.

- Enhancing managers' skills in inspiring others to exert effort on behalf of the organization.
- Improving employee performance by learning from their teammates.

#### 1.4. Objectives of the Research:

This research aims to achieve the following objectives:

- To introduce the concept of teamwork and team formation, highlighting its importance in organizational performance and increasing employee productivity.
- To explore the relationship between team formation and improved organizational performance.
- To understand the connection between teamwork and team formation, and the ability of team members to address issues and problems clearly and transparently.
- To explore the relationship between team formation and the independence and flexibility of team members in achieving organizational goals.
- To examine the impact of teamwork on decision-making processes within organizations.

#### 1.5. Scope of the Research:

The research focuses on the work of institutions in Amman, Cairo, and Baghdad for the 2021-2022 academic year.

#### 1.6. Tools of the Research:

- Theoretical Framework: This framework was achieved through an extensive review of relevant literature, including books, references, journals, articles, and scientific studies.
- Fieldwork: Primary data were collected from community members and employees of the organizations using a questionnaire. It is deemed appropriate to use questionnaires as a means of acquiring information, data, and facts pertaining to a particular situation.

## 2. Theoretical Framework of Research Variables :

### 2.1. Teamwork:

#### 2.1.1. Definition and Importance of Teamwork:

Teamwork is said to be the collaboration of many people in realizing a shared aspiration that is beneficial to the company and its workers. This can only take place in an environment that supports a healthy rivalry aimed at sharing experiences between people [1].

Teamwork plays such an important role in helping companies achieve their goals. There are many advantages of working together for both the individual and the organization [2] [3].

#### 2.1.2. Enhancing the general performance and efficiency of employees in establishments :

The intercession of associates is a communion of their singular might. This aids in confronting any deficiencies that may surface due to frail talents. Diminishing these frailties makes it easier to share experiences within the group. Teamwork serves the shared interest. It shows less rivalry among team members. Competing against one another to fulfill their own interests does not help improve overall productivity; instead, it is an obstacle to the success of the organization [4].

#### 2.1.3. Advantages of Teamwork in the Workplace:

1. Easy sharing of information and experiences, increased creativity and innovation:

When a number of people work together to carry out a certain task, each person gives his or her contribution and takes part in the accomplishment of a portion of the whole project. This helps to realize the main goal better. Also, when working together in case of trouble to complete the project, it is easy to share knowledge and experiences which makes performing the job easier. Sharing these experiences and knowledge inside the group will increase creativity as well as innovation since there is an exchange between different ideas with mutual encouragement increasing one's potential for creativity and innovation.

2. Strengthening Trust Among Team Members:

Working with others in a group or team enhances trust, strengthens relationships, and builds greater awareness of members' strengths and weaknesses. Trust among workers enables them to resolve issues that may arise from differences between them as individuals. A work environment filled with mutual trust and support among employees has high morale, encourages active participation, and leads to increased productivity. In this way, employees can reach their full potential; otherwise, low morale means they will simply do the bare minimum required of them.

3. Self-Development:

Teamwork can lead to self-improvement. The sharing of information and experiences between members motivates them to enhance themselves and widen their horizons so as to take in more varied experiences. This allows each individual to perform his part in the best possible way [5] [6] [7].

#### 4. Easy Delegation of Tasks:

If you are a leader of any group or team then you must know this advantage well; good leaders always stress on teamwork because it helps in selecting the members according to their skills and expertise. Then assigning tasks becomes easy since everyone has been selected according to their capabilities which adds up towards better completion of the task at hand. Here again teamwork provides an opportunity to utilize all skills available with each person involved.

#### 5. Achieving Synergy in the Workplace:

Good leadership helps bring out the best in people towards improving their performance; knowing people and understanding them creates synergy at work [8] [9].

### 2.2. Teamwork in Organizations and its Impact on Productivity :

#### 2.2.1. Teamwork in Organizations:

Teamwork is defined as (cooperation among a group of individuals and groups to achieve common goals and thus achieve the common good).

Regardless of the efficiency of an organization's employees, and regardless of the organization's strength, position, and size, the most important factor in determining its success is teamwork.

Any organization, whether small or large, consists of an organizational structure. This structure is composed of interconnected cells that cannot be separated from one another. Hence the importance of teamwork among these cells. Successful communication among the components of the organizational structure leads to smooth workflow, ease and speed of performance, and ultimately, the achievement of goals [10].

#### 2.2.2. The concept of productivity in organizations:

The concept of productivity is one of the most common concepts in the fields of economics and management. Despite this, it is also one of the most ambiguous and confusing concepts. Many researchers specializing in organizational performance and productivity have pointed to this meaning. An American researcher specializing in productivity said, "Productivity is a subject surrounded by great confusion... People use the same term, but they mean many different things by it." Another scholar echoes this sentiment, stating, "The word 'productivity' today carries multiple meanings. For some, it's a measure of worker efficiency; for others, it refers to the output achieved by a set of resources; for some philosophers, it's synonymous with 'well-being'; and in an extreme case, it's linked to the factor of time..." [11] [12].

Determining the level at which productivity is addressed can help clarify its definition. There are several levels at which productivity can be analyzed, such as the national level, the sectoral level (agriculture or industry), the organizational level, the departmental level within an organization, the group level, or the individual level. Furthermore, whether productivity is addressed comprehensively or partially can also help define its concept; for example, there is total productivity and partial productivity.

Distinguishing productivity from the concepts of productive efficiency, output, and performance can also help clarify its meaning. Productivity refers to the increase in the productivity rate of a particular activity. Production, on the other hand, is the set of processes and activities through which goods and services are created. Productivity, in general, is the standard by which the degree of efficient utilization of productive resources can be measured [13] [14].

## 3. The practical aspect of the research

### 3.1. The research sample's responses to the items in the research instrument:

Table (1) The relationship between teamwork and improving employee performance in organizations

No.	Teamwork and Employee Performance Improvement	Mean	Std.	Paragraph Importance Ranking	Importance Level
1	I believe that teamwork achieves more precise goals in organizations.	4.07	0.83	2	High
2	Through teamwork employees strive to	4.17	0.66	1	High

# Academia Open

Vol. 11 No. 1 (2026): June

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3	improve their job performance. Employees collaborate to help each other accomplish the organization's tasks.	3.97	0.66	6	High
4	Teamwork allows for more precise management goals.	3.89	0.65	5	High
5	Employees work together to achieve greater productivity within organizations.	4.06	0.68	4	High
6	Employees exchange ideas and opinions to improve the organization's operations.	4.06	0.66	3	High
All paragraphs		4.03	0.55		High

Table 1.

We note that (5) the sample's responses to the items of the main study instrument (questionnaire) related to the items of the independent variable, teamwork, ranged between (3.89-4.17) with a total mean of (4.03) on the five-point Likert scale, which indicates the high level of the teamwork variable according to the opinions of the study sample. The item "Employees strive to improve their work performance abilities through teamwork" came in first place with an mean of (4.17), which is higher than the overall mean of (4.03), and a standard deviation of (0.55). The item "Employees exchange assistance through teamwork to accomplish the organization's work tasks" came in last place with an mean of (89.3), which is lower than the total mean of (4.03) and a standard deviation of (0.55).

Table (2) Means and Standard Deviations of the Performance Variable

No.	Teamwork and Employee Performance Improvement	Mean	Std.	Paragraph Importance Ranking	Importance Level
7	I know the team members I work with very well, and this encourages me to be receptive to the new ideas they bring forward.	4.05	0.74	6	High
8	I feel accepted within this group, and this motivates me to contribute my best.	4.11	0.74	3	High
9	I make sure that input and feedback from every member are understood, as this increases team effectiveness.	4.07	0.74	5	High
10	I encourage standards that support productivity, innovation, and freedom of expression, which stem from our interaction and harmony.	4.22	0.76	1	High
11	I am fully prepared to work within this group because it motivates me to work hard and	4.10	0.78	4	High

12	diligently. I feel accepted within this group, and this encourages me to give my all to perform efficiently.	4.14	0.72	2	High
	All paragraphs	4.12	0.58		High

Table 2.

Table (2) indicates the sample's responses to the statements related to performance, where the average for this variable ranged between (4.22-4.05) with an overall mean of (4.12), on the five-point Likert scale, which indicates the high level of the study sample's responses to the questionnaire items related to performance. The item "I encourage the standards that support productivity, innovation, and freedom of expression, and this is a result of our interaction and harmony" came in first place with an mean of (4.22), which is higher than the overall mean of (4.12), and a standard deviation of (0.58). The item "I know the members of the group I work with very well, and this motivates me to accept the new ideas that the members present" came in last place with an mean of (4.05), which is lower than the overall mean of (4.12), and a standard deviation of (0.58).

### 3.2. Testing the study hypotheses:

#### 3.2.1. The first main hypothesis: (H01):

There is a significant effect of the process and methodology of using teamwork on the performance of organizations, with a value of ( $\alpha \leq 0.05$ ). To test this hypothesis, simple regression analysis was used, as this hypothesis examines the effect of all dimensions of the independent variable combined on the dependent variable, which is performance. The results of testing this hypothesis appeared in Table (3).

Table (3) Testing the first main hypothesis