

## **CHAPTER ONE**

### **INTRODUCTION**

In the modern world, organizations are moving more and more into changing their structure from traditional bureaucratic forms (Guzzo and Dickson, 1996) into a community like model, where people are working to create a whole new organizational structure, where mission and bottom line matters the most (Hamel, 2007). Organizations are requiring more imaginative and innovative reactions from their employees which will allow them to think out-of-the box and face the modern competitive demands. This means that they are striving to create positive conditions to their employees to come together, to share and learn organizational challenges and come up with new ideas. One way to have this creative potential of employees to surface is through teamwork (Beatty and Scott, 2004).

Teamwork is becoming an essential component for the survival of today's organizations. It is breaking down the hierarchies, eliminating silos, allocating decision making and creating the spirit of accountability all through the organization (Guttman, 2008). It is through this structural change that organizations are becoming high-performance and horizontal entities (Guttman, 2008). Hamel resembles these new structured organizations to the internet, which is highly independent, strongly connected and horizontal. It is now a necessity for the organizations to have effective teamwork embedded in their culture, where flexibility, empowerment and high-performance are the base (Beatty and Scott, 2004). As Wheelan (2010) says, whenever you hear of a successful achievement, like scientific advancement, a new product, or improved student performance at school, be sure that there was a brave team behind it.

The importance of teamwork in the organizations is obvious. It is leading to greater creativity within the organization, increasing task performance, improving structural learning and generating higher employee engagement (Timothy, 2012). The reallocation of power is one of the main components of having organizations that are more adaptive, innovative and highly engaging and which welcome team based structure (Hamel, 2007).

In today's market, whether organizations are large or small, they are all seeking to form cohesive groups of people working together as one team. They are becoming successful because of their ability to create synergy, sparks and common sense of purpose among their team members. Moreover, "managers succeed not because of their own knowledge, skills or talent alone, but because they are able to recognize potential in others and turn their staff into productive teams" say Greenberg and Weinstein (1992, p: 1).

Organizations should share with their teams all the necessary information and explain to them why their contributions are important for the organization's success. They should encourage their teams to use their skills which they don't use normally in their daily work, so that they go beyond their potentials and get fresh new ideas; this produces effective team collaboration (Johnson, 2007). The assembly line model is no more relevant in today's marketplace. The knowledge outburst is making people reconsider the way they work. Individual employees can no longer work alone, they need teamwork for the organizational success (Wheelan, 2010).

Moving the organization into a team based structure needs also leadership interventions. As Beatty and Scott (2004) say, team leaders are not only responsible for creating the set-up to support the new concepts, interactions, and reporting activities in the organization, but they are also responsible for actively coaching and leading the new work atmosphere.

In such a modern structure, organizations should always encourage their teams to give their best. They should create a positive environment so that teams can have open communication and collaboration of their suggestions, which can be important to the success of the organization. Managers should also explain to their teams the importance of using this new structure in their organizations. Teams should know what the goals to be achieved are and what are their importance to the organization, to the teams and to them as team members (Brodke, 2013).

These open and horizontal structured organizations are the demand of our new era markets. Teamwork is making this happen and it is opening the door for more educated and mature results in the organizations. The steps to reach these creative results are first, creating that kind of environment which is challenging, encourages openness, trust and sovereignty, provides support, positive conflict management, and risk taking. Second, getting out of individual barriers and working in teams to show that they can achieve tremendous results together. Finally, teaching teams handful procedures that they can use to work in such an energetic environment (Timothy, 2012).

Teamwork is not only affecting the organizational bottom line, but also giving positive outcomes on the individual level. The team members are becoming more confident, they are having voice in the organizational activities, gaining access to information and solving problems that were previously done only by managers, and they are taking new and advanced responsibilities (Guzzo and Dickson, 1996). Team members must also know the strengths, weaknesses and capabilities of each of its members, beginning from the leader; establishing that kind of chemistry among them and understanding their impact on the overall organization's goals is what peak performance teams aim at (Greenberg and Weinstein, 1992).

Organizational culture also plays an important role in the formation and adaptation of teamwork within the organization. The culture gives a unique entity to the organization, which may positively influence the concept of horizontal structure and teamwork. If the organizations want to succeed in today's competitive industry, team members should be able to work in culturally diverse teams because today's market is demanding such condition in order to achieve high profitability (Timothy, 2012).

The most successful organizations are striving to do one thing: they are stressing on building this new structure into their systems, and they are finding new effective ways of empowering their people to collaborate and feel committed to their work because this is the only way that organizations can become ahead of their competitors, achieve their goals and realize their vision (Greenberg and Weinstein, 1992).

As we go forward, and throughout this research, we will explain more about teamwork. How the teams are formed, what are their characteristics, how they are affected by leadership and organizational culture, what makes them dysfunctional and how to overcome those dysfunctions, how they become effective and give positive individual and organizational outcomes, and finally why they are important to the organizational performance and how they lead organizations to become high performing, profitable and successful. This study will expand into the Lebanese businesses to see if teamwork has its impact on Lebanese organizations, especially in the hospitality industry and particularly hotels.

In hotels, food services, entertainment, view, room variations and size, additional amenities, spas, fitness centers, ease of access and location are considered in establishing a standard (Swarbrooke, 2013). As internationally known, hotels are classified by star rating, greater number of stars indicate

greater luxury. So we will go further with the research and see if there are differences in organizational performance measures as a result of teamwork between five-star and four-star hotels in Lebanon.

Generally, five-star hotels differ from four-star hotels in having additional facilities like secondary dining, leisure, business center, spa, and fitness center. Moreover they differ in additional amenities in rooms, concierge service, and 24-hour room service (Logan, 2014).

Although four-star hotels provide quality service to their guests, five-star hotels provide more enhanced services and unique experience to their guests. They have well-structured and dedicated teams and exceptional levels of proactive service and customer care (Swarbrooke, 2013).

Moreover, hotel's geographical location plays an important role in its classification. Usually, five-star hotels are located in the heart of the city with perfect views and near historical sites. Whereas, four-star hotels are located in urban areas a little away from the city center for more comfort and peaceful stay (Logan, 2014).

## **1.1 Purpose**

I was very much interested in this topic because of my personal experiences. I worked in two different service organizations in hospitality and health care industries, and was always in teams, although the departments I worked in were small. Also, from what I studied in my management courses in the university, I became really interested to know how the big organizations are achieving big results with every department having small teams working for the success of the whole organization. In my recent job, we were a small team of doctors and employees from different backgrounds, having different personalities and skills, and having different types of capabilities and we were doing a great job together. We were working as one unit, one team, deeply involved and having the knowledge of achieving our organization's goals was also a source of pride for us. I once thought that we didn't happen to come together like a blink of an eye and started our mission together; there were for sure principles or guidelines behind these harmonious efforts of each individual working in our team. It is an amazing scene to see all those people coming from different backgrounds and without previously knowing each other working for a common purpose, which is to maximize the profitability of the work and to achieve high-performance.

I was very interested to find out what's behind this new way of management and organizational structure that is dominating the world. As I researched and read several books and articles about teams and teamwork in organizations and how they are becoming effective and leading the organizations to high-performance, I realized that this topic is very important to our modern world.

I also learned that all the innovation and creativity is coming from the combined efforts of individuals, who work as one team, and I wanted to go deep into this subject and find all the related factors to it. As I was reading related research books and articles, I found that many of the large

successful corporations of the world are all working in teams and they have all changed their organizational structures into team-based horizontal structures. So, my main purpose in doing my research on teamwork is to see how these small teams are achieving high results in big organizations.

Also, I wanted to know whether our Lebanese businesses and organizations are also working in teams, whether they have changed their structures or not, and if they are achieving high-performance in our modern world because of teamwork.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Defining the Team**

We start by defining teams. As proceeded with the readings, several different definitions of a team stated by different authors, were found. For example, a team is “a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems and who manage their relationships across organizational boundaries” (Cohen and Baily, 1997, P: 241).

Another definition is that a team is a small group of people with combining talents who are dedicated to a common goal, purpose, and method for which they are equally responsible.

The prime factor of a team is its mutual commitment because without it team members perform as individuals and with it they become as one strong combined entity, and they must believe in such a commitment to achieve their common purpose (Katzenbach and Smith, 1993). Timothy (2012) defines a team as having strong relations, interdependence, and attachment which are the typical components of a group, and which differentiate the team from any other work group.

Distinguishing a work group from a team is essential. A work group is formed of individuals who come together to create a common goal and to change the organizational structure into a more competent one in which they can reach those goals. The work group only becomes a team when those common goals are recognized and shared and the methods of carrying out those goals are in place (Wheelan, 2010). Katzenbach and Smith put this distinction in another way, in their view work groups operate as individuals and only share common goals, but teams operate both as individuals



and as one whole unit, which they call “collective work products” (Katzenbach and Smith , 1993, the Discipline of teams, P: 112). They simply define the team as one whole unit.

Building a team starts with setting and describing team’s goals and purpose, defining each member’s contribution and responsibilities, and then setting the guidelines and principles (Beatty and Scott, 2004). Members of a team feel connected with each other and valued. They don’t feel the time passing; they help each other and finish their work by meeting their targets (Wheelan, 2010).

A well-organized team must have an equal number of members who are exactly like each other and slightly different from each other because having too similar group members may result in harmonious atmosphere, but at the same time lack the different resources needed to complete its work. So the exact mix is the best way to achieve high-performance results, where members have different skills, but come together, feel exactly like each other, communicate and complete their job (Hackman, 2002).

Several authors talked about four stages of team development. Guttman (2008) resembles it to a wheel. He puts them in the following order: testing, infighting, getting organized and high performance. During stage one, which is the testing, he describes the members having fear to contribute, feeling pressure and cautious from one another. The atmosphere is messed-up and no one knows in which direction they are heading. During stage two, members start personalizing things, they start feeling somehow connected, the fear and pressure still dominating them, and they have some control over their direction. At stage three, members start showing their skills, they start to have an idea about their roles and responsibilities (nothing is clear yet), they start receiving feedback from their peers, and they develop certain procedures. Finally at stage four, the team starts acting as one unit. Its goals are clear, and each member is in his/her right place. They feel committed to the

organization's goals. The methods of the decision making and conflict management are handled with the team members. They feel part of the organization and they hold themselves accountable to every step they make that contributes to the overall performance of the organization.

However, Guttman states that in reality not all teams move forward on the wheel, even if they have good performance. He says that the only key component which leads the team to the stage four is the time that the members spend together. The only way to get your team to the high-performance stage, he adds, is when it becomes a complete united entity. Most people in management positions and executives want teams to perform at their peak from the first stage of development. This simply can't work because managers don't realize that team building needs support and it develops over time (Wheelan, 2010). They just want the work done immediately. Wheelan (2010) adds that the teams at the high performance stage, are more productive, produce high quality products, and make more money than the teams at the first stages.

Those who build teams have two different tasks to accomplish; first, to provide the team with the unique structure that it needs, and second, to support its members to feel involved in that structure and hold themselves accountable. By concentrating on one of these tasks is when the team comes to life (Hackman, 2002). Teamwork is a whole new representation of organizational structure. It has a set of values that boosts communication skills of people. They learn to actively listen and respond to other's opinions, they learn from each other and support and identify the achievements of others. These values not only support team performance, but also raise individual level of accomplishments and of the whole organization (Katzenbach and Smith, 1992).

## **2.2 The High Performance Team**

Once the team reaches the high-performance stage of development, it acquires several characteristics:

- It has clearly stated and shared purpose: at high performance stage teams share precise, equal and agreed upon goals for which they are accountable.
- It inspires trust and respect: team members have high level of trust and respect to each other. They are aware of the different skills and personalities of each member and try to accept them all.
- It has clearly identified roles and responsibilities: at this stage individual team members know exactly what is expected from each and every one of them.
- It has effective communication: team has free, open and timely communication and the information is transferred to and from the leader, between members, and all through the organization.
- It has a leader who supports and encourages team members. We will discuss further the leader's contributions to the team later.
- It has a high degree of cooperation: team members work collectively to reach to their common purpose. They help each other and work as one unit.
- It values differences and manages conflict: team members are aware of the challenges that they will face together and they treasure conflicts because they believe that managing conflicts will get them to high performance (Cook, 2009).

The best way to create a high-performance team is not to see whether the individuals are smart but to understand how they contribute together to form and lead a team with successful communication (Pentland, 2012). Palanski, Kahai and Yammarino add two other characteristics for team development: transparency and behavioral integrity. They define team transparency as the allocation of reliable information and enlightenment within team members so that they know what are their roles and responsibilities. They also define behavioral integrity at both individual level and group

level. The group level integrity gives the team a unique and ethical value (Palanski, Kahai and Yammarino, 2011).

The research shows that high performing teams aren't an outcome of cheerful accident. They acquire higher levels of involvement, cooperation and communication because team members trust each other, have a solid sense of group identity, and confidence in their work. That is, such teams own a high degree of emotional intelligence (Ross, 2006). Moreover, Timothy (2012) states that communication can be effective in teams only if the right message arrives to the proper receiver through the right medium and with minimum interventions, which will help the team to have high performance.

Another characteristic of a great performance team is its problem solving ability. Defining the right problem, acquiring ideas, studying them, examining the outcomes, and implementing the reasonable ones are the most essential factors of team's success. Most teams are discovering from their daily work that solutions that were effective yesterday will not be effective tomorrow, or even today. They must more often go beyond their expectations to produce creative results (Beatty and Scott, 2004).

Organizations that concentrate on training and educating their people about the details of their job and effective group contribution will definitely help their groups become high performance teams (Wheelan, 2010). In order to be part of a team, team members should bring in others' opinions in decision making, freely share critical information, and if needed sacrifice their personal plans for the good of the team (Beatty and Scott, 2004).

Another characteristic of a high performance team is to have continuous feedback from the managers. Teams need precise and regular feedback on their performance so that they know their mistakes and help themselves to correct them. Studies have shown that teams that get feedback frequently are

successful (Wheelan, 2010). Ross says that “recognizing individual and group achievements not only strengthens a team’s identity but it also spotlights its effectiveness and fuels its collective passion for excellence” (Ross, 2006, p: 12). Teams can build effective communication by bearing the negative feedbacks with appreciation because that will take them to find opportunities in them (Garfield and Stanton, 2005). Guttman (2008) states that to achieve high performance the team members should acquire three types of skills: technical, strategic and leadership skills. The technical skills are essential for line managers and below, and as team members grow in the organization they acquire strategic skills. However, attaining leadership skills needs the ability of team members to influence others.

### **2.3 Team and Leadership**

The leadership role is very important in the formation and maintenance of a high performance team. The leader is the one who inspires the new ways of thinking and directing its team members. That’s why the leader’s role is critical in the creation and redirection of the team (Wheelan, 2010). Great leaders view every team member in the know category, which means members must know everything in the organization. Leader is the one who gets the whole team together. He/she doesn’t deal with them one on one and encourages the creation of the big picture among the team members, so that everyone knows everything in the organization (Guttman, 2008).

The road to a high performance team starts with two basic components of team building: the leader and team members. The process begins with changing the inner or individual performance of both the leader and members which means how the leader and members see themselves; Then, redesigning or reevaluating themselves to reach to effective team interactions (Guttman, 2008). The opportunities

that leaders create in teams become the basic components of the common vision shared by high performance teams (Michelman, 2004).

Timothy (2012) talks about four different leadership support in teams. First, emotional support which provides compassionate support in understanding of and responding to issues that the team faces. Second, informational support which means to reassure that the team has all the information needed to do its work. Third, instrumental support which helps the team member when he/she is overloaded with the tasks on hand. And finally, appraisal support which guides the team to find alternative solutions to a problem, but without giving them the exact solutions. So that they become confident in their work. However, having a charismatic leader may hinder the team's progress because his/her dominating character may influence the motivation and participation of the team member, which is necessary for the team success.

Teams perform well when all its members actively participate (Wheelan, 2010). The leader is responsible for the combined efforts of a team leading to success. He/she should provide safe and encouraging environment in which members can feel comfortable and in which accountability can be achievable. In other words, the leader can help team members to transform and be able to work in teams, but it is members' responsibility to do the effort and change the way they think in four different ways:

- They should think like a director: high performance team members should view themselves as board of directors. They should expand their horizon to see if the organizational goals are attained and the results to stay on top of the competition is also attained. They should oversee the health of the organization as a whole and be careful to effectively work because time is money.

- They should put themselves as a team first and function second: high performance team members should learn to balance their connection to the unique area that they represent and their team goals because they are team members in the first place and functional representatives in the second place.
- They should hold themselves accountable: team members should be aware that whatever they do in the name of the team they must be accountable for it.
- They should be comfortable with the discomfort: team members must understand that in order to be active participants in the team, they should come out of their personal comfort area and be comfortable with the discomfort (Guttman, 2008).

Smart team leaders create the base for team effectiveness by confirming that they have formed a real team. That is, they make sure that the specific job on hand is suitable for a team to work interdependently and determine the power needed to manage its work (Hackman, 2002).

Moreover, leaders should settle the directions of team's performance because those directions motivate team members, accelerate their work, and actions, and involve their skills (Hackman, 2002).

A team with diverse members and ideas must have a leader who can lead the team into a common and creative direction. He/she should delegate tasks to the right members. That is, he/she should know the strengths, weaknesses, likes and dislikes of the team members and he/she can learn these with the help of open communication. It is very important to the leader to know the strong and weak areas of his/her team members because in this way he/she can build on strong areas and help members improve their weaknesses. Occasionally leaders are forced to change the structure of the team either by recruiting certain skilled people or by taking out people who inhibit the performance and productivity of the team in order to achieve high performance (Agrawal, 2012).

Leaders must be cautious how to build the right spirit in their teams, and also they must have close relations with the reporting managers so that they receive the proper information from them. The only thing that leaders should avoid is questioning certain team members but not others. This not only encourage preference, but also promotes an environment of “in” versus “out” of team atmosphere. Leaders should be aware that they must spend balanced amount of time with all their team members, including the ones that they don’t like (Ross, 2006).

For the high performance team leaders, having authority is not an essential pride and it does not even provoke jealousy. It is just having it for the sake of their position title and just use it to guide the team and the organizational performance. They prefer using “disruptive power”, which means giving the authority and power to the teams and their members, but making sure that situations are right, procedures are in place, and members perform at their best (Guttman, 2008). In high performance teams, leaders sometimes change their leadership styles in order to satisfy the team needs. They can support team members by distributing power among them and changing their styles to suit their needs (Wheelan, 2010).

The best leadership behavior is empowerment, in the sole condition that team members have the talents and commitment to do their job horizontally and in this way leaders free themselves from strategic concerns. Empowerment saves time at every level of the organization because it reduces the time needed for the team members to go back and forth in order to take leader’s approval (Guttman, 2008).

Empowering teams is not an easy subject to the leader. Certain conditions should be in place in order to have effective teams. First, leaders should make sure that they have common trust and respect with their team members. Second, they should make sure that they delegate sufficient freedom and



responsibility to their team members, whether they participate in decision making, and drive them to manage themselves at maximum level. Finally, they should take into consideration that the individual within the team is important, and that it is their job to motivate and empower both the individual members and the teams (Allen, Chen, Kanfer, Kirkman, Rosen, 2007).

## **2.4 Team and Diversity**

In the modern organizations, team diversity is becoming an important issue that should be considered and managed by executives, so that they have effective results. Organizations are having more diverse workforce, not only because of varying employee demographics, but also because of the growth of new organizational structures (Jackson, May, and Whitney, 1995). In many years, organizations referred to diversity as being demographic differences among employees by taking only sex and racial differences into consideration.

However, in the new organizational forms, diversity is referred to differences among members specifically in job knowledge, behavioral styles, values, and beliefs (Jackson et al, 1995). According to Agrawal (2012), organizations that have diverse work-forces embed in their culture, a wide variety of knowledge and views, help create proper environments for teams to work and solve problems. Also, he adds that teams composed of members having different backgrounds and different sets of capabilities, knowledge and skills, are more prone to achieve greater results and increase innovation and creativity in the organization. Because of these differences, team members can look at problems and projects from different perspectives.

However, some researchers don't agree with this issue. They argue that having diverse members in teams create dysfunction of teams because they believe that differences in members which may result in high performance of the team, can also create communication problems. Moreover, they believe that diverse team members may have difficulties to come up with a possible solution of a problem or result because their diverse preferences may inhibit their performance (Agrawal, 2012). People in teams usually communicate and come closer to individuals who are similar to themselves. As a consequence, they create smooth relationships with these people and feel comfortable with them, which can boost their team performance.

However, there are more researchers for whom diverse team members can have valuable differences in knowledge, skills, capabilities and views, which can lead them to gather more diverse and helpful information and therefore achieve more successful results (Agrawal, 2012). Guzzo and Dickson (1996) say that there are some studies that prove that diverse team members lead teams to high performance by sharing their cognitive and innovative skills. Homogeneity of a team is temporary. That is, a team that has similar and familiar members can only be effective at the first stages of team development, which leads to rapid organization and cooperation of team members. It can also help during the times of pressure and high demand. But, familiarity is not effective over time since there is no change of skills or knowledge of members which hinders team effectiveness.

Consequences of team diversity come in two forms: individual and organizational. On the individual level, team members feel satisfied with their results by getting feedback from their peers on their performance. They acquire new knowledge and skills by participating in team discussions, and they create good relations within their work teams and the organization. On the organizational level, having diverse teams help the organization to achieve high-levels of performance and more innovative and creative results (Jackson et al, 1995).

I want to share with you from my personal experience regarding effectiveness of team diversity. In my two recent courses in the university, my two professors gave us team work about a subject and they chose randomly five or six members to work together. We didn't know each other and we were not even familiar. We were from different backgrounds, culture, race, and religion. Each one of us had different strengths and weaknesses, but we managed to come together, share information from our different backgrounds, and sometimes have conflicts in ideas or opinions. But, in the end we handled to our professors a great result out of our teamwork. Our different skills, knowledge, and perspectives helped us to achieve this great result. We even became friends and created a group chat on our smart phones. From my experience, I want to reassure that diverse team members can achieve tremendous results whether they are a small team of university students or a small team in big organizations.

In order for organizations to succeed in today's competitive businesses, they should have culturally diverse teams and team members because this is a reality in our community and it will not going to change (Timothy, 2012).

## **2.5 Team and Culture**

Culture, as defined by sociologists, "is the pattern of norms, values, and beliefs held by societies and groups within them" (Guttman, 2008, P: 177). These norms, values, and beliefs can be obvious by having them stated in the mission statement of the organization, or they can be embedded and expressed through daily business operations. Culture, as I said before, gives a unique entity to the organization. It is something that is acquired over time, and it reflects mutual acceptance among teams and team members which is not expressed in words (Timothy, 2012).

Organizations should set up the positive features and eliminate the negative ones of their current organizational culture to create high performance environment in the organization (Guttman, 2008). Wheelan (2010) says that theories reveal that team's culture and formation are the result of practices intrinsic in teams. She adds that creating team culture is due to internal forces. This means that there is different culture in different teams.

Every team has its own culture because it is composed of different individuals having various personalities and disagreements and therefore team's culture is the result of these dissimilarities. Hence, all team members participate in the creation of team's unique culture. Timothy (2012) adds that those members who agree with the principal values and beliefs within the team will remain and do their job very well. Consequently, those who do not agree with the principal values and beliefs within the team will for sure quit. Throughout researches, teams have shown that they are the only ones who by coming together develop and maintain high-performance work culture (Beatty and Scott, 2004).

Teams perform at their best in an organizational culture that inspires high performance and has the following values:

- Well-defined mission statement: team members must know the meaning behind every word stated in the mission statement and they should believe in those words.
- Encourage innovation: team members should feel free to share innovative and creative ideas because from their shared skills they can solve unexpected problems. Organizational culture should encourage them to participate.
- Believe in success, appreciate high quality and service, assess team suggestions, and put clear goals and hopes for teams to achieve high quality outputs.

- Prize teamwork and not only individual performance: the right mix is the best. Rewarding both individuals and teams they represent when achieving their goals and objectives (Wheelan, 2010).

There is no specific culture for a team to work in it. It develops in the team gradually. Teams don't start their work together with a culture already in hand. Rather, they develop one by working together and sharing problem solving and decision making skills. It includes not only cognition, but also affection and ethical behavior. The outsiders don't even understand the culture of a team. Moreover, understanding and operating in various cultures and working with multicultural members are the primary requirements of a successful teams (Timothy, 2012).

## **2.6 Dysfunctions of Teams**

Till now what we discussed is the bright side of teamwork in organizations. What we want to stress here is that a team not always takes the right track and succeeds, some pitfalls can occur during its stages of development. Patrick Lencioni explains these pitfalls very well in his book "The Five Dysfunctions of a Team". Actually, he reveals them through a meaningful story of how a dysfunctional executive team becomes a legend in its market.

Lencioni (2002) says that teamwork has been a difficult issue existing in organizations. The truth behind his thought is that teams are composed of imperfect individuals, which make them naturally dysfunctional. But, this doesn't mean that teamwork doesn't work. In reality, he adds "building a strong team is both possible and remarkably simple. But it is painfully difficult" (Lencioni, 2002, p: 8). Wheelan (2010), also explains that some teams don't mature in their organizations. They remain

in the conflict stage since their existence. So, what makes teams dysfunctional are the following, as explained by Lencioni (2002):

1. Absence of trust: team members who are unwilling to be part of the team, and are unable to openly discuss with their peers about their errors and weaknesses can't let the team build trust.
2. Fear of conflict: once there is no trust among the team members, fear of conflict arises. Team members don't feel comfortable to involve themselves in arguments with their peers.
3. Lack of commitment: not having normal discussions in teams cause the third dysfunction. When team members don't argue about their ideas with other team members freely, eventually they will not commit to their goals and won't participate in meetings.
4. Avoidance of accountability: when there is no real commitment among team members, they cannot hold each other accountable for the team's results. They will not have the strength to face their teammates and hold them accountable regarding unattained goals or mistakes.
5. Inattention to results: not holding each other accountable leads to the fifth dysfunction. It results as a consequence of putting self-interests above the mutual goals of the team.

As we can see, Lencioni's model shows that all the five dysfunctions are linked together. Once the team lacks trust, it loses its track to achieve high performance and it takes the whole organization into failure. The story that tells Lencioni (2002) in his book, shows how it is difficult to put a dysfunctional team into the right track because all of the team members are resisting to the changes that the new CEO is trying to implement. Fortunately, teams can overcome these five dysfunctions and act like a real team, but of course it takes some time. Lencioni (2002), also discusses how a team can overcome these dysfunctions and they are the following:

First, building trust in teams can take some time, but it is not impossible. Team members should learn over time how to get out of their individual barriers and share their experiences with their peers. Several exercises can help to build trust in a short time. Like for example, doing personal histories exercise where team members get together in a meeting around a table and answer questions about themselves. Questions can be simple like number of siblings, favorite hobbies, first job, childhood challenges, etc. In this way, team members become familiar with the interesting backgrounds of their peers, and they feel comfortable and encouraged. Other examples are team effectiveness exercise, personality and behavioral preference profiles, and 360-degree feedback. These all help teams to build trust. Also, we should not forget the leader's role in supporting the team and overcoming these problems, which we discussed earlier.

Second, Lencioni (2002) says that “all great relationships, the ones that last over time, require productive conflict in order to grow. This is true in marriage, parenthood, friendship, and certainly business” (Lencioni, 2002, p: 202). The Primary factor of overcoming fear of conflict is to recognize that conflict leads to productivity. Once team members start trusting each other, fear of conflict can be managed. The way that it is managed in teams is through having someone do the mining, which means revealing and solving the hidden disagreements among team members. This person can be anyone from the team who can take the step as a result of trusting his/her teammates. Moreover, once the person becomes engaged in describing his/her disagreements and feels discomfort, the leader should interrupt and encourage that what he/she is doing is very helpful and good for the team. In this way teams can overcome their fear of conflict and instead they feel the need for it to have productive teamwork.

Third, commitment is an essential ingredient of successful teams. It makes everything clear and accelerates by taking the complete consensus of the team. However, lack of it results from no

consensus and no certainty. An example of overcoming lack of commitment is cascading messaging which means that after meeting with the team, team members can review all the things discussed during the meeting and the decisions made, and can communicate them with their peers. This means that they came to consensus, everything became clear to them, and they felt committed to their goals and responsibilities.

Fourth, accountability is defined in teamwork as “the willingness of team members to call their peers on performance or behaviors that might hurt the team” (Lencioni, 2002, p: 212). One way of overcoming the fourth dysfunction is through publication of goals and standards. Team leaders take the step and publicly explain the roles and responsibilities of each and every member in the team, so that they know who is accountable for different tasks. Another way to solve this problem is regular progress reviews. It is a good way for team members to actively involve and give feedbacks on their performance by communicating with each other. Depending on them in this case is an essential step for overcoming the avoidance of accountability, which is the job of the team leader to hold members accountable for their actions.

Finally, achieving good results is the ultimate goal of every organization, but here we are not talking about financial results (revenues, profits or losses). Rather, we are talking about performance based results (achieving executive goals and objective). Lacking the tendency to attain these results as a team is the ultimate cause of the fifth dysfunction, inattention to results. Teams don't succeed if they behave carelessly towards winning and attaining their goals and objectives. One way to avoid this dysfunction is public declaration of results. By publicly declaring results, teams feel responsible and work passionately to achieve those stated results. Another way is rewarding teams based on the outcomes, like compensating them based on achieving the expected results.



As a consequence, a team can overcome difficulties once it becomes one unit with its thoughts and actions, and believes that its existence makes a difference in the whole organization. Going forward as a team to achieve high performance is not an easy way, but it is not impossible. There is always a solution for a problem and the most important is not to give up as a leader as well as a team member.

## **2.7 Team effectiveness and Outcomes**

Effective teams not only lead to organizational performance, but also lead to self-improvement at the individual level. Teams are perfect example of learning as individuals. They expand one's vision, knowledge, help him/her acquire new skills, and discover issues on the world that are different from one's own. Teamwork can also produce emotions of belongingness among team members by offering them a secure place in their society (Hackman, 2002). As a team member, the person's self-esteem and interpersonal relationships increases in his/her society. He/she starts feeling a sense of accomplishment by working with multicultural team members. As a result of teamwork, friendship arises and extends beyond the team site where it originated (Hackman, 2002). Working in teams can help an individual to build his/her character. He/she feels the importance of his/her presence as a member of the team by giving his/her opinions, and sharing and celebrating success with his/her teammates, which is the most important lesson that can be learned from the team concept.

Team-based work in organizations has also shown improvements in the behavioral side of performance like job satisfaction, low turnover rates, low absenteeism and high morale in team members. Other improvements have shown in the financial aspects of organizational performance like job redesign, increased employee commitment, flattening of organizational hierarchies, changes in work processes, and increasing high productivity (Guzzo and Dickson, 1996). Evidences show that

teamwork is the perfect formula for organizational restructure. It is a hopeful model for work productivity, independence, responsibility, and work development (Doorewaard, Hootegeem, and Huys, 2002). Team effectiveness increases when the team becomes a real team instead of just a name. It has a rowing direction. It has a horizontal structure which enables teamwork, and it has available training for collective performance (Hackman, 2002).

The results of effective team performance should be an issue that team members themselves should perceive as desirable. Even if managers post on the bulletin board in the back-area the team's name on the list of the top performing teams of the organization, it will have no effect to the team if they view it as meaningless (Hackman, 2002). Recognition of effective team performance should inspire its members to think of "us" as one team instead of "me" as individual and this will help them to maintain their mutual motivation (Hackman, 2002).

In conclusion, teamwork is the key concept to the successful organizations in today's business world. As we discussed above, teams are changing the organizational structure to a more open, horizontal and encouraging place to work. They are helping both individuals and organizations to improve their performance in the community. They are supporting the leaders to more openly and comfortably lead the people that they work with. There is no more dominating power in the organizations. All are working harmoniously with each other seeking to achieve their mutual goals and objectives. Team concept can be best described by resembling it to a basketball team or any sports team. Imagine during a game all team members play individually without communicating and passing the ball to each other, or the coach sitting with each team member one-on-one and giving him/her his instructions. This will lead to chaos and eventually they will lose the game. This is true at the

organizational level too. If team members are not prepared to work with each other harmoniously without common goals and objectives, or without the leader supporting them and putting them on the right track by communication with them all together as one team, the organization will definitely fail. In reality, team building can be difficult and it takes time to mature and develop. But once teams are adopted and function properly they yield tremendous results in the organization. Teamwork is also helping organizations grow intellectually and financially. They are achieving this growth by adopting culturally diverse work forces. People coming from different backgrounds and having different skills and capabilities are bringing new innovative and creative ideas to the organization. Overall, organizations are becoming high performing entities by changing their structures and adopting teamwork.

To sum up, I will share very good examples of three big organizations who changed their design, adopted teamwork in their organizational structures and are becoming more and more successful in their community because of teamwork. These organizations, as described by Hamel (2007), are Whole Foods Market, W. L. Gore and Google.

Whole Foods market is described as “community that performs”. Its purpose is to have a company which is more like a community than a hierarchy. All its great work is done by small empowered teams who have all what they need to make the company successful. Each team alone is a profit center, is responsible for all operating decisions, and it controls its own success. Whole Foods has adopted no secret management philosophy. Everything is open to its employees which is the result of high trust between team members. Its main goal is to build an environment that encourages its employees to work freely with passion, feel always motivated, and know that their creativity is valued by the company. Whole Foods highly appreciates the great work that its teams are doing because it understands that its success is only achieved by these small teams (its bottom line). It

believes that the imagination and creativity shared by its team members is the reason for its success. This kind of team-based culture that Whole Foods has is very difficult to be imitated by its competitors because it is unique. Also, it has unique management principles that are focused on “love, community, autonomy, egalitarianism, transparency, and mission” (Hamel, 2007, P: 79).

Similarly, W. L. Gore believes in innovation and creativity which are the core prerequisites of its company’s success. It strives to maintain its environment to be always supportive and free for its engineers to invent, invest, and succeed. It adopts a lattice organizational structure which is, how it describes, flat like a pancake. It adopts the principle of few titles in the company with no bosses. It is highly managed and successful because of its small teams all over the company’s operations. These small teams have access to all the organizational activities that they need to operate and invent new products in the organization. Communication links are direct between teams and they have no bosses but lots of leaders which have the responsibility of monitoring and supporting but not bossing. Gore also believes that redistribution of power is the only reason that makes an organization adaptable to change, more innovative and more engaging. It has given the power to its team members to feel free to make successful decisions because it trusts and appreciates their achievements and it wants to encourage them to give their best for self-improvement and for the organization as a whole.

Finally, we come to Google, which is very well known as the powerful search engine of this century. Google, is also successful because of its redesigned organizational structure, adoption of teamwork. Most people, who work in Google, know very well that they can achieve profitability only by their contribution and commitment as one team. Google’s management model, as described by Hamel (2007), “is built around small work units, lots of experimentation, vigorous peer feedback, and a mission to improve the world” (Hamel, 2007, p: 107). Google’s control over the organization is like peer-to-peer and not like manger-to-assistant. It believes that small teams when working together can

make high productivity than individuals working alone. Google has devoted deeply in building such an organization which is highly interactive and which makes it easy for its small teams to communicate, share ideas, and achieve innovative and creative results.

From these big successful organizations we can learn that it is really possible to get out of the old management style principles and still have successful businesses (Hamel, 2007). Teamwork can really make organizations better and successful and more importantly a home for innovation, creativity and development which are the basic components of 21<sup>st</sup> century businesses. I want to share one more statement which is said by a friend of Patrick Lencioni, “If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time (Lencioni, 2002, P: 7) and which is accomplished by teamwork.

## **2.8 SUMMARY OF LITERATURE REVIEW**

### **The Factors that Contribute to the Creation and Functioning of Successful Teams are:**

1. Team leaders share with their teams all the necessary information.
2. Team leaders make sure that team members know what the goals to be achieved are and what are their importance to the organization.
3. Team leaders explain to their teams why their contributions are important
4. Team leaders are creating the kind of environment which is challenging, encouraging openness and trust, providing support, and facilitating communication.
5. Coaching, training and educating are provided by team leaders for self-improvement of the team.
6. Team leaders reward teams based on the outcomes and their creative problem solving skills.
7. Team leaders empower the teams.
8. Teamwork is a highly appreciated value in the organizational culture.
9. Team members know the strengths, weaknesses, capabilities and personalities of the diverse members of their team and respect and work with them all.
10. Team members have mutual commitment.
11. Team members may, if necessary, sacrifice their plans for the good of the teams.
12. Team members actively participate in the interdependent teamwork.
13. The team has clearly identified roles and responsibilities.
14. The team exhibits high levels of cooperation, communication and conflict management skills.

15. The team has a solid sense of group identity and confidence in its work.

### **Organizational Performance Measures**

1. Greater productivity
2. Enhanced quality of products and services
3. Increased innovation and creativity
4. Low employee turnover
5. Low employee absenteeism
6. Increased employee commitment
7. Employee self-improvement, knowledge of new skills and accomplishments
8. Employee job satisfaction and high morale

## **CHAPTER THREE**

### **RESEARCH FRAMEWORK AND METHODOLOGY**

#### **3.1. RESEARCH QUESTIONS**

1. Whether the factors that contribute to the creation and functioning of successful teams impact organizational performance in terms of greater productivity, enhanced quality of products and services, increased innovation and creativity, low employee turnover, low employee absenteeism, increased employee commitment, increased employee self-improvement, knowledge of new skills and accomplishments, and employee job satisfaction and high morale.
2. Whether the organizational performance measures differ between the two categories of hotels in Lebanon, i.e. the five-star and four-star hotels.



## **3.2. HYPOTHESES**

### **First Set of Hypotheses**

Hypothesis 1. Factors that contribute to the creation and functioning of successful teams are positively related to productivity

Hypothesis 2. Factors that contribute to the creation and functioning of successful teams are positively related to quality of products and services

Hypothesis 3. Factors that contribute to the creation and functioning of successful teams are positively related to innovation and creativity

Hypothesis 4. Factors that contribute to the creation and functioning of successful teams are positively related to employee commitment

Hypothesis 5. Factors that contribute to the creation and functioning of successful teams are positively related to employee self-improvement, knowledge of skills and accomplishments

Hypothesis 6. Factors that contribute to the creation and functioning of successful teams are positively related to employee job satisfaction and high morale

Hypothesis 7. Factors that contribute to the creation and functioning of successful organizational teams are positively related to low employee turnover

Hypothesis 8. Factors that contribute to the creation and functioning of successful organizational teams are positively related to low absenteeism

## **Second Set of Hypotheses**

Hypothesis 1. Whether organizational performance measures differ between five-star and four-star hotels.

Hypothesis 2. Whether organizational performance measures differ among the four subcategories of hotels (five-star hotels inside Beirut, five-star hotels outside Beirut, four-star hotels inside Beirut and four-star hotels outside Beirut)

### **3.3 METHODOLOGY**

#### **3.3.1 Instrument**

The survey questionnaire, which is attached in the appendix, was primarily used for data-collection for the statistical analysis. The questionnaire is composed of 23 statements, which reflect all the important factors that contribute to the creation and functioning of organizational teams, and the aim is to see whether they have positive impact on the organizational performance.

The questionnaire was arranged by using a five-point Likert scale. Respondents were asked to indicate their level of agreement with the statements according to their perception regarding the application in their organizations, and using the following scale: strongly disagree-disagree-neutral-agree-strongly agree.

While conducting the survey, the respondents were not asked to identify themselves and the names of their organizations. They have been assured that the shared information was going to be used later for statistical analysis only and was going to be anonymous and confidential.

In order to be sure for the clarity of the questionnaire, a pilot test was conducted to twelve people, who all assured that the statements were clear, direct to the point, and relevant. The only question was regarding the low turnover rate. It was suggested to specify whether the turnover applies to employees or to the guests. So, it was adjusted by adding the term employee to the turnover rate statement.

### **3.3.2. Sample Size**

Since factor analysis was to be used to identify the structure of variables, Barlett, kotrlik and Higgins (2001) suggest that the number of observations should not be less than 100, the larger the better. As recommended by researchers, the sample size is equal to the number of the independent variables, times five. In this research, there were 15 independent variables used, which gives a number of 75.

Therefor 75 was defined to be the appropriate sample size, but since multiple regression was to be used for analysis, the sample size therefor was to be more than 100. Moreover, for more accuracy of results and for replacing the non-responses, the sample size was rounded to 150 people.

### **3.3.3 Industry Selection**

The chosen industry was the hospitality industry in Lebanon, and the specific type of business was the hotels. The selected hotels were the five stars (which also include the five stars superior hotels), and four stars as ranked by the Ministry of Tourism, which provided the comprehensive list of all the Lebanese hotels and their rankings. The reason for choosing only one industry and one type of business was to carry out a more in depth analysis. Moreover, the hotels were chosen by regions for the purpose of comparing the impact of teamwork on the organizational performance between five star hotels inside Beirut and those outside Beirut, and four star hotels inside Beirut and outside Beirut.

### **3.3.4 Sample Selection**

Stratified random sampling was used for the sample selection because the population of this study was divided into four strata: five-star hotels inside Beirut and outside Beirut, and four-star hotels inside Beirut and outside Beirut based on the list and rankings of the Ministry of Tourism in Lebanon.

The five-star and five (Superior) hotels were combined together to form the first subpopulation, and the four-star hotels formed the second subpopulation. The total number of registered hotels in these categories was counted and the number of hotels in each subpopulation was totaled. The two categories of hotels had different regional distributions based on the listing of Ministry of Tourism in Lebanon. The five-star hotels had a higher distribution inside Beirut, accounting 63%, and they had lower distribution outside Beirut, accounting 37%. Inversely, the four-star hotels had higher distribution outside Beirut, accounting 63%, and lower distribution inside Beirut, accounting 37%.

The total number of employees in each category of hotels was calculated in order to know the exact number of employees to be surveyed inside and outside Beirut. Hence, out of the 150 people targeted, 45 people were selected from inside Beirut and 27 people from outside Beirut for the first subpopulation, and 29 people were selected from inside Beirut and 49 people from outside Beirut for the second subpopulation based on the number of hotels, from each category and their respective regional distribution percentages.

### **3.3.5. Survey Participants**

The survey questionnaire was addressed to team members i.e. the front-line employees of the hotels randomly because they are the key employees of the organizations. They are the ones who can work in teams and closely with their peers, can perceive their organization's performance, have direct contact with the customers, and know their level of satisfaction and motivation in the organization.

### **3.3.6. Survey Administration**

The survey administration period were two weeks during which questionnaires were distributed personally to each category of hotels inside and outside Beirut and few were sent by e-mails.

### **3.3.7. Response Rate**

As explained in the sample size section, the targeted questionnaire distribution was to 150 people. The result was exactly like the targeted, 150 people filled and returned the survey questionnaires making the response rate 100%.

### **3.3.8. Ethical Considerations**

It was very important for the respondents to be aware of the ethical issues concerning the survey. During the survey administration, the respondents were informed of the anonymity and the confidentiality of the shared information. Moreover, the face sheet of the questionnaire did not contain any question of personal information of the respondents or their organizations. Finally, the

purpose of the survey was clearly explained to the respondents and they were very friendly and willing to share all the information needed.

## CHAPTER FOUR

### STATISTICAL ANALYSIS

#### **4.1. DESCRIPTIVE STATISTICS**

In order to simplify the display and interpretation of data, descriptive statistics were done from the responses gathered.

**Descriptive Statistics**

	N	Mean	Std. Deviation
T1 Team leaders share information	150	4.23	.899
T2 Team leaders explain goals and their importance	150	4.43	.689
T3 Team leaders explain importance of team contribution	150	4.32	.736
T4 Team leaders create appropriate environment	150	4.15	.951
T5 Team leaders provide coaching	150	4.17	.930
T6 Team leaders provide rewards	150	3.93	1.028
T7 Team leaders provide empowerment	150	4.17	.903
T8 Teamwork is a value in the organizational culture	150	4.13	.885
T9 Team members know and respect all the diverse members	150	4.11	.770
T10 Team members have mutual commitment	150	4.01	.815
T11 Team members may sacrifice personal plans	150	4.04	.810
T12 Team members actively participate in teamwork	150	4.09	.644
T13 Team has identified roles and responsibilities	150	4.12	.694
T14 Team exhibits cooperation	150	4.13	.717
T15 Team has sense of group identity and confidence	150	4.20	.602
T16 Your organization has greater productivity	150	4.35	.636
T17 Your organization has enhanced quality of products and services	150	4.42	.678
T18 Your organization has increased innovation and creativity	150	4.11	.820
T19 Your organization has increased employee commitment	150	4.07	.743
T20 Team members acquire self-improvement	150	4.24	.587
T21 Team members have job satisfaction and high morale	150	3.92	.863
T22 Your organization has low employee turnover	150	3.82	.949
T23 Team members have low absenteeism	150	3.83	.847



Among the 23 statements, T2 (team leaders explain goals and their importance has the highest mean (4.43) with a standard deviation of 0.689. T22 (your organization has low employee turnover) has the lowest score (3.32) with standard deviation 0.949.

## **4.2. RELIABILITY TEST**

Reliability test is built on the idea that individual item or set of items must give results consistent with the overall questionnaire and the most common measure of internal consistency (reliability) is the Cronbach's alpha. It is most commonly used when there are multiple Likert questions in a survey or questionnaire that form a scale and we want to decide whether the scale is reliable or not. So, Cronbach's alpha was used to evaluate the reliability of this study. Researchers suggest that the lower limit for Cronbach's alpha is 0.7.

The reliability analysis for all the variables of this study was calculated by using SPSS and Cronbach's alpha is shown in the Reliability statistics table below along with the Case Processing Summary:

**Case Processing Summary**

		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.921	23

The Cronbach's alpha is 0.921 which indicates an excellent level of internal consistency for our scale. The "Corrected Item-Total Correlation" shows the correlations between each item and the total score of the other items. In order to have reliable score, all the items must correlate with the total. If any of

the values are less than 0.3 then there is a problem because it indicates that a specific item does not correlate very well with the total scale and that item with low correlation should be dropped from the study.

The “Cronbach’s alpha if item deleted” shows Cronbach’s alpha outcomes if a certain item is removed from the study. We can see from the Item total statistics table below that all the values of the “Cronbach’s alpha if deleted item” are below the Cronbach’s alpha, this means that there is no need to drop any of the items studied.

**Item-Total Statistics**

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
(T01) Team leaders share information	.601	.916
(T02) Team leaders explain goals and their importance	.497	.918
(T03) Team leaders explain importance of team contribution	.674	.915
(T04) Team leaders create appropriate environment	.692	.914
(T05) Team leaders provide coaching	.591	.917
(T06) Team leaders provide rewards	.625	.916
(T07) Team leaders provide empowerment	.552	.917
(T08) Teamwork is a value in the organizational culture	.619	.916
(T09) Team members know and respect all the diverse members	.453	.919
(T10) Team members have mutual commitment	.481	.919
(T11) Team members may sacrifice personal plans	.441	.919
(T12) Team members actively participate in teamwork	.520	.918
(T13) Team has identified roles and responsibilities	.561	.917
(T14) Team exhibits cooperation	.591	.917
(T15) Team has sense of group identity and confidence	.560	.917
(T16) Your organization has greater productivity	.474	.919
(T17) Your organization has enhanced quality of products and services	.426	.919
(T18) Your organization has increased innovation and creativity	.607	.916
(T19) Your organization has increased employee commitment	.666	.915
(T20) Team members acquire self-improvement	.507	.918
(T21) Team members have job satisfaction and high morale	.660	.915
(T22) Your organization has low employee turnover	.545	.918
(T23) Team members have low absenteeism	.476	.919

### **4.3. MULTIPLE REGRESSION ANALYSIS**

Regression analysis is a statistical process for predicting the relationships among variables. Its main focus is to see if there is relationship between a dependent variable and one or more independent variables. In this study, there is large number of independent variables, so it was more preferable to do multiple regression with stepwise method. Stepwise method is the method of selecting the predictive variables with by a programmed procedure. It starts choosing the independent variables by the best predictor of the dependent variable. The independent variable with the largest contribution is added first, then additional independent variables are added as long as their partial correlation coefficients are statistically significant. The independent variables may also be removed by the system automatically if their predictive power falls below the significant level when another independent variable is added.

Multicollinearity of all the variables is also examined in this analysis and it is a problem for the variables that are not included in the analysis. All the variables included in the stepwise analysis will not have a collinear relationship.

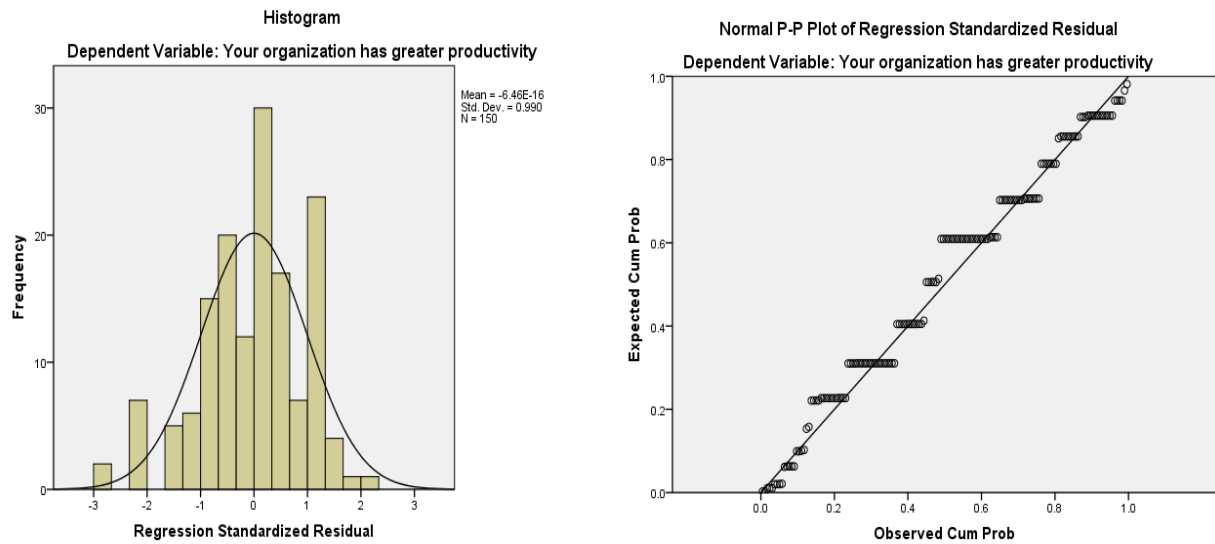
Before performing the regression analysis, it is necessary to test the Normality, which is used to determine if a data set is well modeled by the normal distribution, of the analysis. The Histogram of the standardized residuals helps in determining the normality of the test by giving a visual prediction of the distribution of the data approximating the normal distribution.

The Normal P-P Plot of Regression Standardized Residual is also a graphical representation, which helps to assess whether or not a data set is approximately normally distributed. The observed data is predicted as normally distributed when the points are closer to the straight line, which is the theoretical normal distribution standard.

The ANOVA, analysis of variance, is used to estimate the differences between group means and their associated procedures. It provides a statistical test of whether or not the means of the groups are equal and how significantly the regression model expects the outcome variable. Also, the coefficients of independent variables are examined to see how much the dependent variable varies with the variation of the Independent variable by one unit.

Multiple regression with stepwise method was performed between all the independent variables, which are the factors that contribute to the creation and functioning of successful organizational teams, and each of the eight dependent variables (T16, T17, T18, T19, T20, T21, T22, T23) and the results are shown below.

All the independent variables were tested against the dependent variable T16, your organization has greater productivity.



The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the straight line.

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed
1	Team has sense of group identity and confidence (T15)	.
2	Team leaders create appropriate environment (T04)	.
3	Team members have mutual commitment (T10)	.

a. Dependent Variable: Your organization has greater productivity

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

**Model Summary<sup>d</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.428 <sup>a</sup>	.183	.177	.577	.183	33.133	1	148	.000
2	.484 <sup>b</sup>	.234	.224	.560	.051	9.833	1	147	.002
3	.510 <sup>c</sup>	.260	.245	.553	.026	5.140	1	146	.025

- a. Predictors: (Constant), Team has sense of group identity and confidence
- b. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment
- c. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment, Team members have mutual commitment
- d. Dependent Variable: Your organization has greater productivity

In the model summary, model 1, 18.3% of the total variance in (T16), your organization has greater productivity, is explained by the team has a solid sense of group identity and confidence (T15). In model 2, team leaders create appropriate environment (T04) is added leading to 5.1% increase in the total variance explained from 18.3% to 23.4%. In model 3, team members have mutual commitment (T10) is also added leading to 2.6% increase in the total variance from 23.4% to 26%.

**Regression model 3 encloses the best group of independent variables (T15, T04, & T10), explaining 26% of the total variance in hotels achieving greater productivity.**

**ANOVA<sup>d</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	15.683	3	5.228	17.116	.000 <sup>c</sup>
	Residual	44.591	146	.305		
	Total	60.273	149			

- a. Predictors: (Constant), Team has sense of group identity and confidence
- b. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment
- c. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment, Team members have mutual commitment
- d. Dependent Variable: Your organization has greater productivity

From the ANOVA table above, we conclude that the probability of F statistic (17.16) for the regression model 3 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 3) is significant in forecasting the dependent variable.

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
3	(Constant)	1.981	.342	5.790	.000
	Team has sense of group identity and confidence (T15)	.292	.086	3.403	.001
	Team leaders create appropriate environment (T04)	.141	.052	2.697	.008
	Team members have mutual commitment (T10)	.140	.062	2.267	.025

a. Dependent Variable: Your organization has greater productivity (T16)

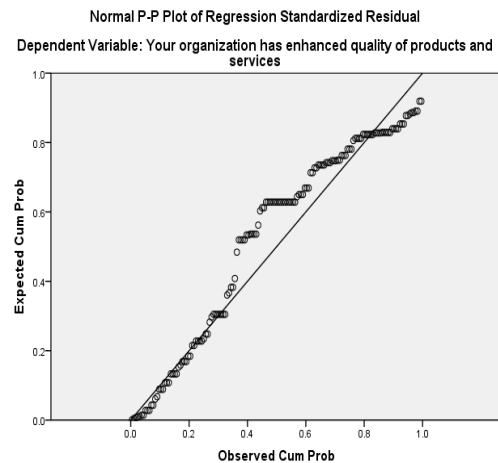
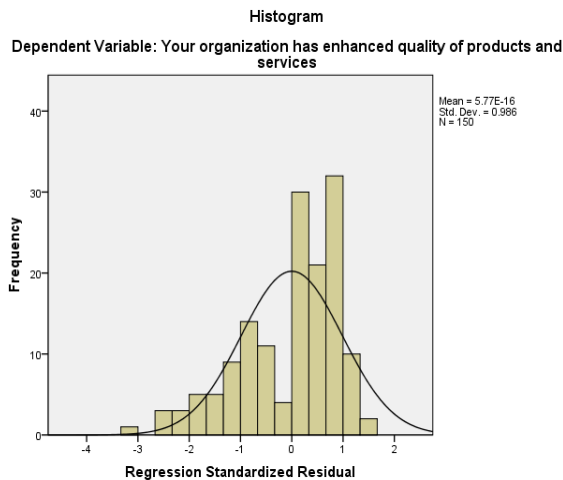
From the table above, we can write the regression equation as:

$$T16 = 1.981 + 0.292 (T15) + 0.141 (T04) + 0.140 (T10)$$

Since the significance of the T-values for all the independent variables are lower than 0.05 and since all the coefficients are positive, we conclude that there is statistically significant positive linear relationship between each of the three independent variables T15, T04 and T10, and the dependent variable T16.



All the independent variables were tested against T17, your organization has enhanced quality of products and services.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points almost close to the straight line.

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed
1	Team has sense of group identity and confidence (T15)	.
2	Team leaders create appropriate environment (T04)	.
3	Team members have mutual commitment (T10)	.
4	Teamwork is a value in the organizational culture (T08)	.

a. Dependent Variable: Your organization has enhanced quality of products and services

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >=.100).

**Model Summary<sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.385 <sup>a</sup>	.148	.142	.628	.148	25.697	1	148	.000
2	.445 <sup>b</sup>	.198	.188	.611	.051	9.266	1	147	.003
3	.472 <sup>c</sup>	.223	.207	.604	.024	4.560	1	146	.034
4	.495 <sup>d</sup>	.245	.224	.597	.022	4.254	1	145	.041

- a. Predictors: (Constant), Team has sense of group identity and confidence
- b. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment
- c. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment, Team members have mutual commitment
- d. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment, Team members have mutual commitment, Teamwork is a value in the organizational culture
- e. Dependent Variable: Your organization has enhanced quality of products and services

In the model summary, model 1, 14.8% of the total variance in (T17), your organization has enhanced quality of products and services, is explained by the team has a solid sense of group identity and confidence (T15). In model 2, team leaders create appropriate environment (T04) is added leading to 5.1% increase in the total variance explained from 14.8% to 19.8%. In model 3, team members have mutual commitment (T10) is added leading to 2.4% increase in the total variance from 19.8% to 22.3%. In model 4, teamwork is a value in the organizational culture (T08) is also added leading to 2.2% increase in the total variance from 22.3% to 24.5%.

**Regression model 4 encloses the best group of independent variables (T15, T04, T10, & T08), explaining 24.5% of the total variance in hotels enhancing quality of products and services.**

ANOVA <sup>e</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	16.785	4	4.196	11.757	.000 <sup>d</sup>
	Residual	51.755	145	.357		
	Total	68.540	149			

- a. Predictors: (Constant), Team has sense of group identity and confidence
- b. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment
- c. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment, Team members have mutual commitment
- d. Predictors: (Constant), Team has sense of group identity and confidence, Team leaders create appropriate environment, Team members have mutual commitment, Teamwork is a value in the organizational culture
- e. Dependent Variable: Your organization has enhanced quality of products and services

From the ANOVA table above, we conclude that the probability of F statistic (11.757) for the regression model 4 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 4) is significant in forecasting the dependent variable.

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
4	(Constant)	2.307	.383	6.019	.000
	Team has sense of group identity and confidence (T15)	.398	.093	4.292	.000
	Team leaders create appropriate environment (T04)	.127	.065	1.942	.054
	Team members have mutual commitment (T10)	-.166	.068	-2.454	.015
	Teamwork is a value in the organizational culture (T08)	.141	.068	2.063	.041

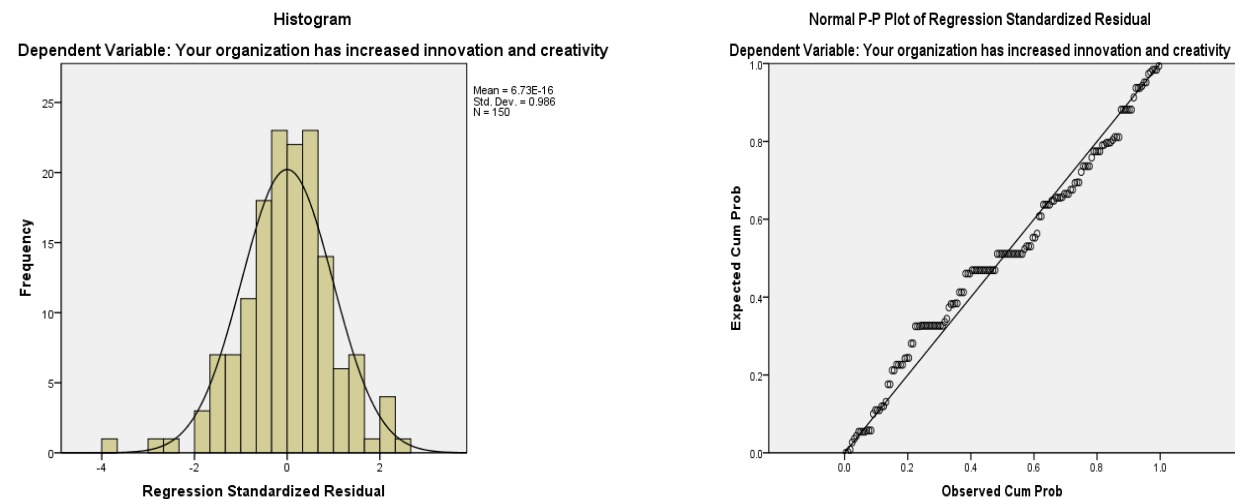
a. Dependent Variable: Your organization has enhanced quality of products and services (T17)

From the table above, we can write the regression equation as:

$$T17 = 2.307 + 0.398 (T15) + 0.127 (T04) - 0.166 (T10) + 0.141 (T08)$$

Based on the T-values and the coefficient signs, there is enough evidence that there is statistically significant positive linear relationship between each of the three independent variables T15, T04 and T08, and the dependent variable T17, and there is statistically negative relationship between T10 and the dependent variable T17.

All the independent variables were tested against the dependent variable T18, your organization has increased innovation and creativity.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the straight line.

Variables Entered/Removed <sup>a</sup>		
Model	Variables Entered	Variables Removed
1	Team members actively participate in teamwork (T12)	.
2	Teamwork is a value in the organizational culture (T08)	.
3	Team members may sacrifice personal plans (T11)	.
4	Team has sense of group identity and confidence (T15)	.

a. Dependent Variable: Your organization has increased innovation and creativity (T18)  
Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

**Model Summary<sup>e</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.516 <sup>a</sup>	.266	.261	.705	.266	53.581	1	148	.000
2	.616 <sup>b</sup>	.379	.371	.651	.114	26.926	1	147	.000
3	.653 <sup>c</sup>	.427	.415	.627	.048	12.109	1	146	.001
4	.676 <sup>d</sup>	.457	.442	.613	.030	8.029	1	145	.005

a. Predictors: (Constant), Team members actively participate in teamwork

b. Predictors: (Constant), Team members actively participate in teamwork, Teamwork is a value in the organizational culture

c. Predictors: (Constant), Team members actively participate in teamwork, Teamwork is a value in the organizational culture, Team members may sacrifice personal plans

d. Predictors: (Constant), Team members actively participate in teamwork, Teamwork is a value in the organizational culture, Team members may sacrifice personal plans, Team has sense of group identity and confidence

e. Dependent Variable: Your organization has increased innovation and creativity

In the model summary, model 1, 26.6% of the total variance in (T18), your organization has increased innovation and creativity, is explained by the team members actively participate in the interdependent teamwork (T12). In model 2, teamwork is a value in the organizational culture (T08) is added leading to 11.4% increase in the total variance explained from 26.6% to 37.9%. In model 3, team members may sacrifice personal plans for the good of the team (T11) is added leading to 4.8% increase in the total variance from 37.9% to 42.7%. In model 4, team has solid sense of group identity and confidence (T15) is also added leading to 3% increase in the total variance from 42.7% to 45.7%.

**Regression model 4 encloses the best group of independent variables (T12, T08, T11 & T15), explaining 45.7% of the total variance in hotels increasing innovation and creativity.**

ANOVA<sup>e</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
4	Regression	45.840	4	11.460	30.516	.000 <sup>d</sup>
	Residual	54.454	145	.376		
	Total	100.293	149			

- a. Predictors: (Constant), Team members actively participate in teamwork
- b. Predictors: (Constant), Team members actively participate in teamwork, Teamwork is a value in the organizational culture
- c. Predictors: (Constant), Team members actively participate in teamwork, Teamwork is a value in the organizational culture, Team members may sacrifice personal plans
- d. Predictors: (Constant), Team members actively participate in teamwork, Teamwork is a value in the organizational culture, Team members may sacrifice personal plans, Team has sense of group identity and confidence
- e. Dependent Variable: Your organization has increased innovation and creativity

From the ANOVA table above, we conclude that the probability of F statistic (30.516) for the regression model 4 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 4) is significant in forecasting the dependent variable.

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
4	(Constant)	-.275	.422	-.651	.516
	Team members actively participate in teamwork (T12)	.295	.094	3.132	.002
	Teamwork is a value in the organizational culture (T08)	.292	.062	4.753	.000
	Team members may sacrifice personal plans (T11)	.215	.071	3.019	.003
	Team has sense of group identity and confidence (T15)	.263	.093	2.834	.005

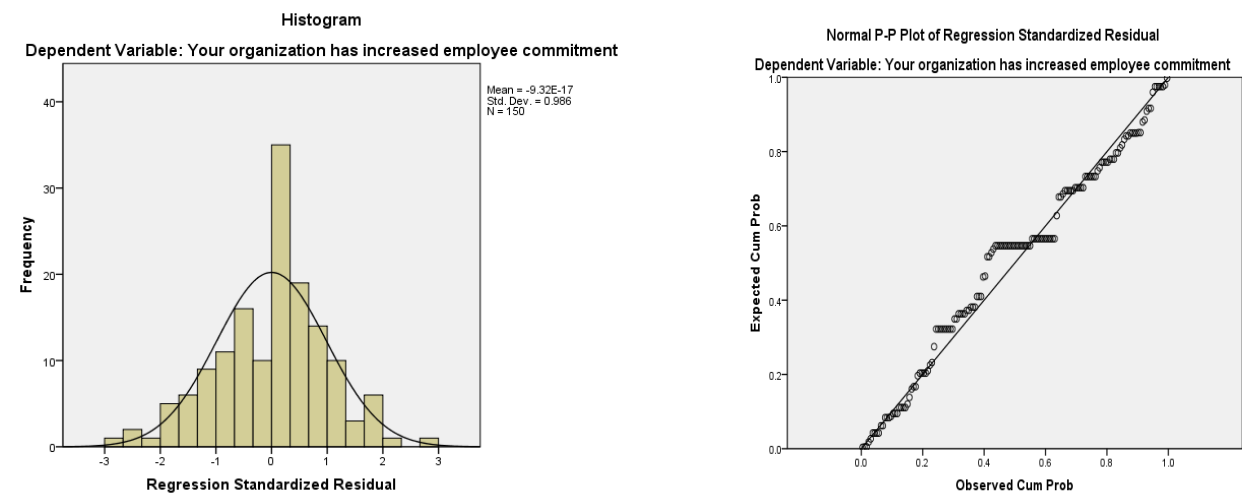
- a. Dependent Variable: Your organization has increased innovation and creativity (T18)

From the table above, we can write the regression equation as:

$T18 = -0.275 + 0.295 (T12) + 0.292 (T08) + 0.215 (T11) + 0.263 (T15)$ . Based on the T-values and the coefficient signs, there is enough evidence that there is statistically significant positive linear

relationship between each of the four independent variables T12, T08, T11 and T15, and the dependent variable T18.

All the independent variables were tested against the dependent variable T19, your organization has increased employee commitment.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points almost close to the straight line.

Variables Entered/Removed <sup>a</sup>		
Model	Variables Entered	Variables Removed
1	Team leaders share information (T01)	.
2	Team members may sacrifice personal plans (T11)	.
3	Team members actively participate in teamwork (T12)	.
4	Team has sense of group identity and confidence (T15)	.

a. Dependent Variable: Your organization has increased employee commitment  
 Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100)

**Model Summary<sup>e</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.508 <sup>a</sup>	.258	.253	.642	.258	51.461	1	148	.000
2	.655 <sup>b</sup>	.430	.422	.565	.172	44.209	1	147	.000
3	.680 <sup>c</sup>	.462	.451	.550	.033	8.824	1	146	.003
4	.693 <sup>d</sup>	.481	.466	.543	.019	5.198	1	145	.024

a. Predictors: (Constant), Team leaders share information

b. Predictors: (Constant), Team leaders share information, Team members may sacrifice personal plans

c. Predictors: (Constant), Team leaders share information, Team members may sacrifice personal plans, Team members actively participate in teamwork

d. Predictors: (Constant), Team leaders share information, Team members may sacrifice personal plans, Team members actively participate in teamwork, Team has sense of group identity and confidence

e. Dependent Variable: Your organization has increased employee commitment

In the model summary, model 1, 25.8% of the total variance in (T19), your organization has increased employee commitment, is explained by the team leaders share with their teams all the necessary information (T01). In model 2, team members may sacrifice personal plans for the good of the team (T11) is added leading to 17.2% increase in the total variance explained from 25.8% to 43%. In model 3, team members actively participate in the interdependent teamwork (T12) is added leading to 3.3% increase in the total variance from 43% to 46.2%. In model 4, team has solid sense of group identity and confidence (T15) is also added leading to 1.9% increase in the total variance from 46.2% to 48.1%.

**Regression model 4 encloses the best group of independent variables (T01, T11, T12 & T15), explaining 48.1% of the total variance in hotels increasing employee commitment.**



ANOVA<sup>e</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	39.509	4	9.877	33.553	.000 <sup>d</sup>
	Residual	42.684	145	.294		
	Total	82.193	149			

a. Predictors: (Constant), Team leaders share information

b. Predictors: (Constant), Team leaders share information, Team members may sacrifice personal plans

c. Predictors: (Constant), Team leaders share information, Team members may sacrifice personal plans, Team members actively participate in teamwork

d. Predictors: (Constant), Team leaders share information, Team members may sacrifice personal plans, Team members actively participate in teamwork, Team has sense of group identity and confidence

e. Dependent Variable: Your organization has increased employee commitment

From the ANOVA table above, we conclude that the probability of F statistic (33.553) for the regression model 4 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 4) is significant in forecasting the dependent variable.

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
4	(Constant)	.040	.379	.105	.917
	Team leaders share information (T01)	.314	.053	5.956	.000
	Team members may sacrifice personal plans (T11)	.274	.063	4.356	.000
	Team members actively participate in teamwork (T12)	.199	.084	2.380	.019
	Team has sense of group identity and confidence (T15)	.187	.082	2.280	.024

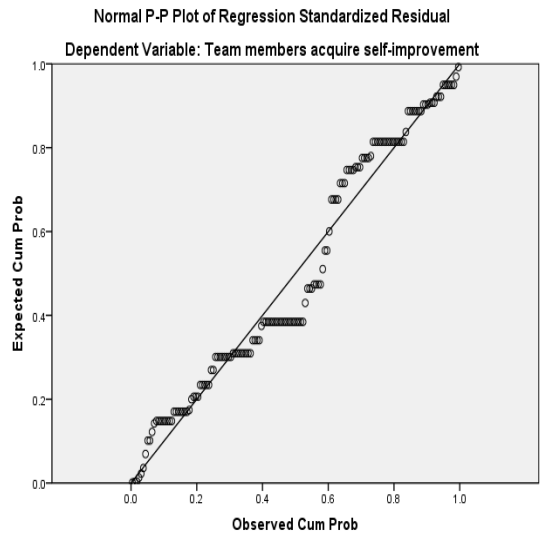
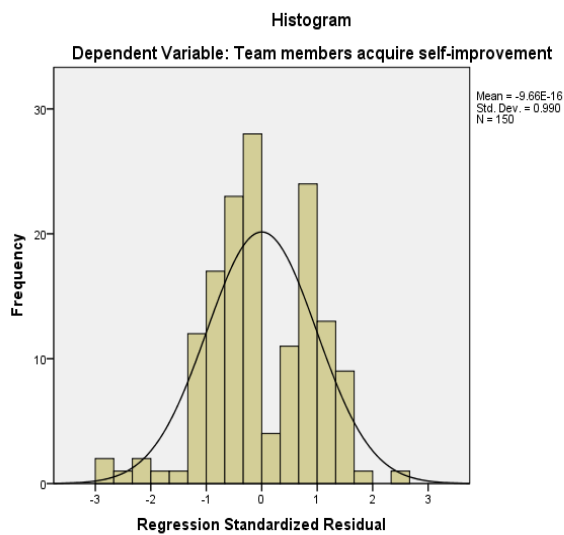
a. Dependent Variable: Your organization has increased employee commitment (T19)

From the table above, we can write the regression equation as:

$T19 = 0.040 + 0.314 (T01) + 0.274 (T11) + 0.199 (T12) + 0.187 (T15)$ . Based on the T-values and the coefficient signs, there is enough evidence that there is statistically significant positive linear

relationship between each of the four independent variables T01, T11, T12 and T15, and the dependent variable T19.

All the independent variables were tested against the dependent variable T20, team members acquire self-improvement.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points almost close to the straight line.

Variables Entered/Removed <sup>a</sup>		
Model	Variables Entered	Variables Removed
1	Team leaders create appropriate environment (T04)	.
2	Team has sense of group identity and confidence (T15)	.
3	Team members have mutual commitment (T10)	.

a. Dependent Variable: Team members acquire self-improvement (T20)  
 Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

**Model Summary<sup>d</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.417 <sup>a</sup>	.174	.169	.535	.174	31.210	1	148	.000
2	.471 <sup>b</sup>	.222	.211	.521	.047	8.967	1	147	.003
3	.493 <sup>c</sup>	.243	.228	.516	.021	4.142	1	146	.044

a. Predictors: (Constant), Team leaders create appropriate environment

b. Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence

c. Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence, Team members have mutual commitment

d. Dependent Variable: Team members acquire self-improvement

In the model summary, model 1, 17.4% of the total variance in (T20), team members acquire self-improvement, is explained by the team leaders create the appropriate environment (T04). In model 2, team has solid sense of group identity and confidence (T15) is added leading to 4.7% increase in the total variance explained from 17.4% to 22.2%. In model 3, team members have mutual commitment (T10) is added leading to 2.1% increase in the total variance from 22.2% to 24.3%.

**Regression model 3 encloses the best group of independent variables (T04, T15, & T10), explaining 24.3% of the total variance in hotels' team members acquiring self-improvement.**

**ANOVA<sup>d</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	12.486	3	4.162	15.631	.000 <sup>c</sup>
	Residual	38.874	146	.266		
	Total	51.360	149			

a. Predictors: (Constant), Team leaders create appropriate environment

b. Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence

c. Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence, Team members have mutual commitment

d. Dependent Variable: Team members acquire self-improvement

From the ANOVA table above, we conclude that the probability of F statistic (15.631) for the regression model 3 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 3) is significant in forecasting the dependent variable.

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
3	(Constant)	2.601	.319	8.141	.000
	Team leaders create appropriate environment (T04)	.223	.049	4.569	.000
	Team has sense of group identity and confidence (T15)	.283	.080	3.530	.001
	Team members have mutual commitment (T10)	-.118	.058	-2.035	.044

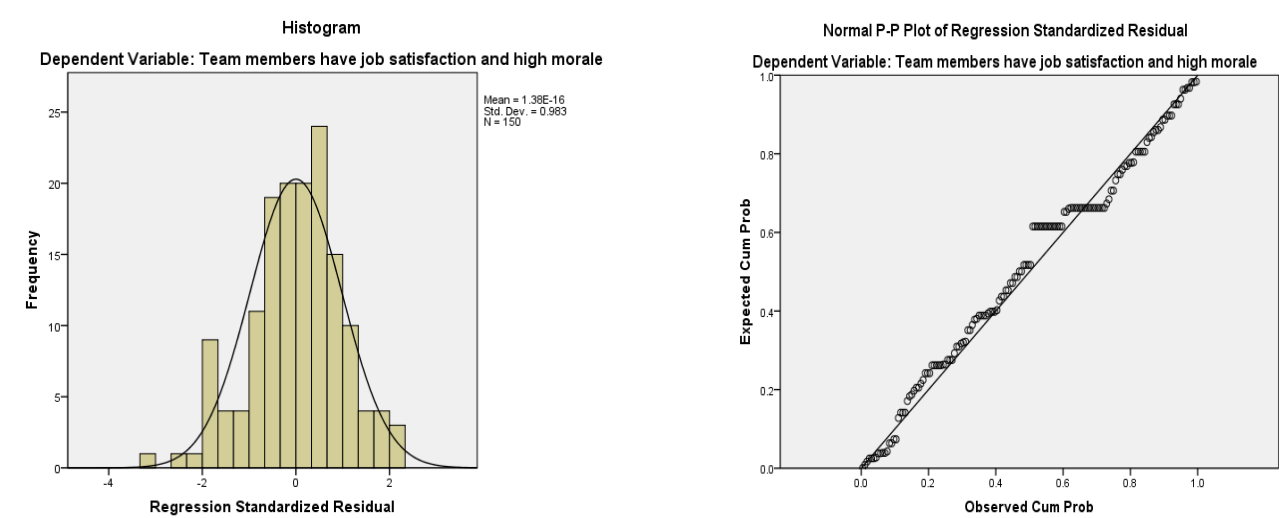
a. Dependent Variable: Team members acquire self-improvement

From the table above, we can write the regression equation as:

$$T20 = 2.601 + 0.223 (T04) + 0.283 (T15) - 0.118 (T10).$$

Based on the T-values and the coefficient signs, there is enough evidence that there is statistically significant positive linear relationship between each of the two independent variables T04 & T15, and the dependent variable T20, and there is statistically negative relationship between the independent variable T10 and the dependent variable T20.

All the independent variables were tested against the dependent variable T21, team members have job satisfaction and high morale.



The histogram shows bell-shaped curve and the normal plot of the residuals shows the points close to the straight line.

Variables Entered/Removed <sup>a</sup>		
Model	Variables Entered	Variables Removed
1	Team leaders share information (T01)	.
2	Team exhibits cooperation (T14)	.
3	Team has sense of group identity and confidence (T15)	.
4	Teamwork is a value in the organizational culture (T08)	.
5	Team leaders explain goals and their importance (T02)	.

a. Dependent Variable: Team members have job satisfaction and high morale  
 Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F- to-remove >=100).

**Model Summary<sup>f</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.525 <sup>a</sup>	.276	.271	.737	.276	56.426	1	148	.000
2	.597 <sup>b</sup>	.356	.347	.697	.080	18.246	1	147	.000
3	.618 <sup>c</sup>	.382	.369	.686	.026	6.127	1	146	.014
4	.633 <sup>d</sup>	.401	.384	.678	.019	4.500	1	145	.036
5	.646 <sup>e</sup>	.418	.397	.670	.017	4.242	1	144	.041

a. Predictors: (Constant), Team leaders share information

b. Predictors: (Constant), Team leaders share information, Team exhibits cooperation

c. Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Team has sense of group identity and confidence

d. Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Team has sense of group identity and confidence, Teamwork is a value in the organizational culture

e. Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Team has sense of group identity and confidence, Teamwork is a value in the organizational culture, Team leaders explain goals and their importance

f. Dependent Variable: Team members have job satisfaction and high morale

In the model summary, model 1, 27.6% of the total variance in (T21), team members have job satisfaction and high morale, is explained by the team leaders share with their teams all the necessary information (T01). In model 2, team exhibits high levels of cooperation (T14) is added leading to 8% increase in the total variance explained from 27.6% to 35.6%. In model 3, team has solid sense of group identity and confidence (T15) is added leading to 2.6% increase in the total variance from 35.6% to 38.2%. In model 4, teamwork is a value in the organizational culture (T08) is added leading to 1.9% increase in the total variance from 38.2% to 40.1%. In model 5, team leaders explain goals and their importance (T02) is also added leading to 1.7% increase in the total variance from 40.1% to 41.8%.

**Regression model 5 encloses the best group of independent variables (T01, T14, T15, T08, & T02), explaining 41.8% of the total variance in hotels' team members having job satisfaction and high morale.**

ANOVA<sup>f</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	46.377	5	9.275	20.656	.000 <sup>e</sup>
	Residual	64.663	144	.449		
	Total	111.040	149			

a. Predictors: (Constant), Team leaders share information

b. Predictors: (Constant), Team leaders share information, Team exhibits cooperation

c. Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Team has sense of group identity and confidence

d. Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Team has sense of group identity and confidence, Teamwork is a value in the organizational culture

e. Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Team has sense of group identity and confidence, Teamwork is a value in the organizational culture, Team leaders explain goals and their importance

f. Dependent Variable: Team members have job satisfaction and high morale

From the ANOVA table above, we conclude that the probability of F statistic (20.656) for the regression model 5 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 5) is significant in forecasting the dependent variable.

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
5	(Constant)	.141	.470	.299	.765
	Team leaders share information (T01)	.428	.077	5.581	.000
	Team exhibits cooperation (T14)	.233	.091	2.570	.011
	Team has sense of group identity and confidence (T15)	.296	.107	2.766	.006
	Teamwork is a value in the organizational culture (T08)	.167	.071	2.343	.021
	Team leaders explain goals and their importance (T02)	-.209	.102	-2.060	.041

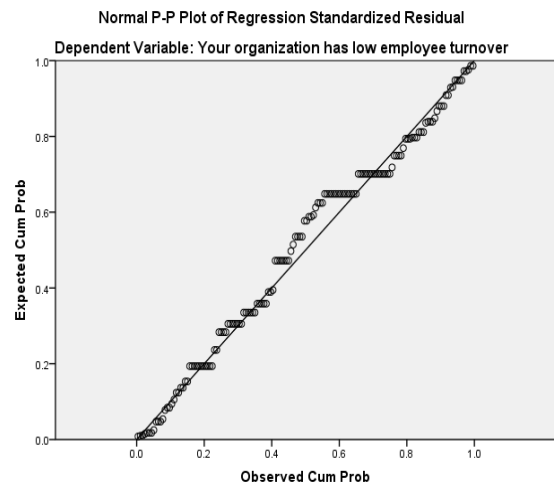
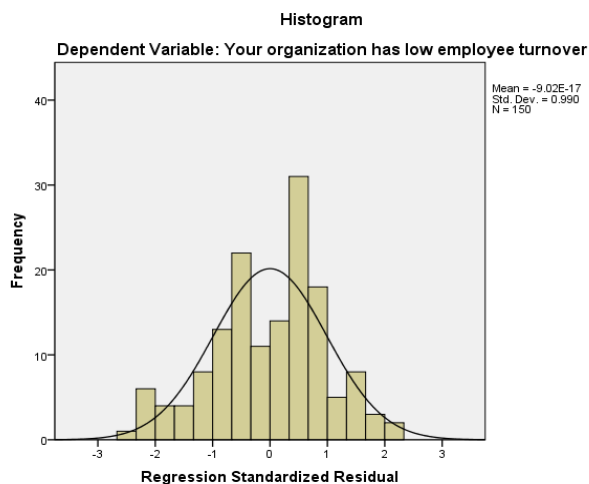
a. Dependent Variable: Team members have job satisfaction and high morale

From the table above, we can write the regression equation as:

$$T21 = 0.141 + 0.428 (T01) + 0.233 (T14) + 0.296 (T15) + 0.167 (T08) - 0.209 (T02).$$

Based on the T-values and the coefficient signs, there is enough evidence that there is statistically significant positive linear relationship between each of the four independent variables T01, T14, T15, T08, & T02 and the dependent variable T21, and there is statistically negative relationship between the independent variable T02 and the dependent variable T21.

All the independent variables were tested against the dependent variable T22, your organization has low employee turnover.



The histogram shows bell-shaped curve and the normal plot of the residuals shows the points close to the straight line.

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed
1	Team leaders share information (T01)	.
2	Team members actively participate in teamwork (T12)	.
3	Team has identified roles and responsibilities (T13)	.
4	Team members may sacrifice personal plans (T11)	.
5	.	Team members actively participate in teamwork (T12)

a. Dependent Variable: Your organization has low employee turnover

Method: Stepwise (Criteria: Probability-of-F-to-enter  $\leq$  .050, Probability-of-F-to-remove  $\geq$  .100).



**Model Summary<sup>f</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.458 <sup>a</sup>	.209	.204	.847	.209	39.185	1	148	.000
2	.517 <sup>b</sup>	.268	.258	.818	.058	11.683	1	147	.001
3	.537 <sup>c</sup>	.289	.274	.808	.021	4.373	1	146	.038
4	.555 <sup>d</sup>	.308	.289	.800	.019	3.969	1	145	.048
5	.546 <sup>e</sup>	.298	.284	.803	-.010	2.029	1	145	.157

a. Predictors: (Constant), Team leaders share information

b. Predictors: (Constant), Team leaders share information, Team members actively participate in teamwork

c. Predictors: (Constant), Team leaders share information, Team members actively participate in teamwork, Team has identified roles and responsibilities

d. Predictors: (Constant), Team leaders share information, Team members actively participate in teamwork, Team has identified roles and responsibilities, Team members may sacrifice personal plans

e. Predictors: (Constant), Team leaders share information, Team has identified roles and responsibilities, Team members may sacrifice personal plans

f. Dependent Variable: Your organization has low employee turnover

In the model summary, model 1, 20.9% of the total variance in (T22), your organization has low employee turnover, is explained by the team leaders share with their teams all the necessary information (T01). In model 2, team members actively participate in the interdependent teamwork (T12) is added leading to 5.8% increase in the total variance explained from 20.9% to 26.8%. In model 3, team has clearly identified roles and responsibilities (T13), is added leading to 2.1% increase in the total variance from 26.8% to 28.9%. In model 4, team members may sacrifice personal plans for the good of the team (T11) is added leading to 1.9% increase in the total variance from 28.9% to 30.8%. In model 5, team members actively participate in the interdependent teamwork (T12) is removed leading to 1% decrease in the total variance from 30.8% to 29.8%.

**Regression model 5 encloses the best group of independent variables (T01, T12, T13, & T11), explaining 29.8% of the total variance in hotels having low employee turnover.**

ANOVA<sup>f</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	39.989	3	13.330	20.670	.000 <sup>e</sup>
	Residual	94.151	146	.645		
	Total	134.140	149			

a. Predictors: (Constant), Team leaders share information

b. Predictors: (Constant), Team leaders share information, Team members actively participate in teamwork

c. Predictors: (Constant), Team leaders share information, Team members actively participate in teamwork, Team has identified roles and responsibilities

d. Predictors: (Constant), Team leaders share information, Team members actively participate in teamwork, Team has identified roles and responsibilities, Team members may sacrifice personal plans

e. Predictors: (Constant), Team leaders share information, Team has identified roles and responsibilities, Team members may sacrifice personal plans

f. Dependent Variable: Your organization has low employee turnover

From the ANOVA table above, we conclude that the probability of F statistic (20.670) for the regression model 5 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 5) is significant in forecasting the dependent variable.

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
5	(Constant)	.167	.490	.341	.734
	Team leaders share information (T01)	.362	.081	4.460	.000
	Team has identified roles and responsibilities (T13)	.285	.107	2.675	.008
	Team members may sacrifice personal plans (T11)	.235	.083	2.816	.006

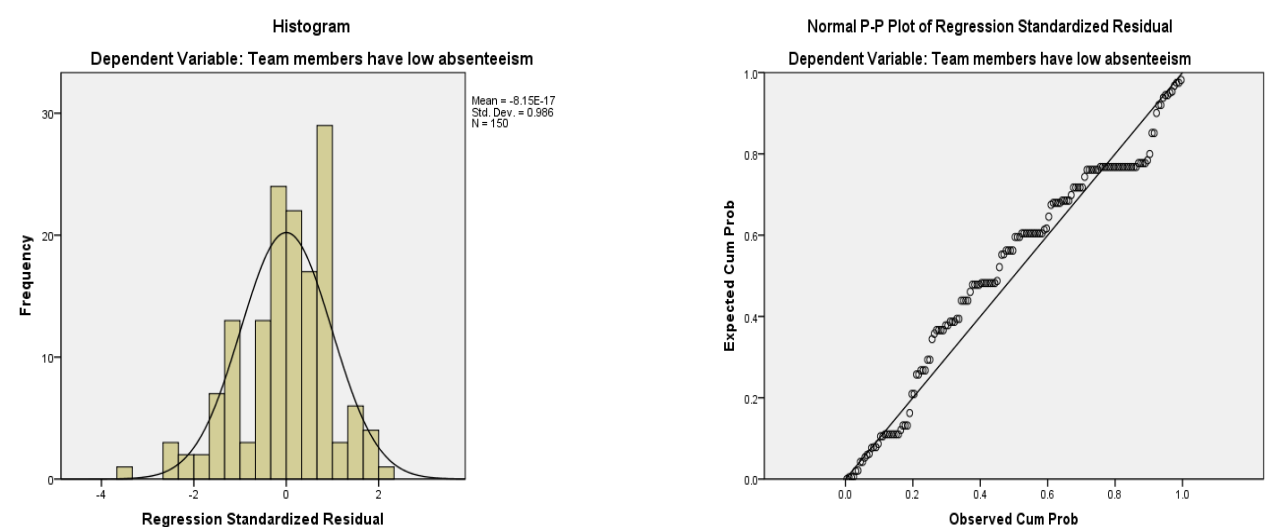
a. Dependent Variable: Your organization has low employee turnover (T22)

From the table above, we can write the regression equation as:

$$T22 = 0.167 + 0.362 (T01) + 0.285 (T13) + 0.235 (T11)$$

Based on the T-values and the coefficient signs, there is enough evidence that there is statistically significant positive linear relationship between each of the three independent variables T01, T13, T11, and the dependent variable T22.

All the independent variables were tested against the dependent variable T23, team members have low absenteeism.



The histogram shows bell-shaped curve and the normal plot of residuals shows the points almost close to the straight line.

Variables Entered/Removed <sup>a</sup>		
Model	Variables Entered	Variables Removed
1	Team leaders share information	.
2	Team members have mutual commitment	.
3	Team has sense of group identity and confidence	.
4	Team leaders explain goals and their importance	.

a. Dependent Variable: Team members have low absenteeism  
 Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

**Model Summary<sup>e</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.368 <sup>a</sup>	.135	.129	.790	.135	23.116	1	148	.000
2	.469 <sup>b</sup>	.220	.210	.753	.085	16.064	1	147	.000
3	.498 <sup>c</sup>	.248	.232	.742	.027	5.329	1	146	.022
4	.539 <sup>d</sup>	.291	.271	.723	.043	8.746	1	145	.004

a. Predictors: (Constant), Team leaders share information

b. Predictors: (Constant), Team leaders share information, Team members have mutual commitment

c. Predictors: (Constant), Team leaders share information, Team members have mutual commitment, Team has sense of group identity and confidence

d. Predictors: (Constant), Team leaders share information, Team members have mutual commitment, Team has sense of group identity and confidence, Team leaders explain goals and their importance

e. Dependent Variable: Team members have low absenteeism

In the model summary, model 1, 13.5% of the total variance in (T23), team members have low absenteeism, is explained by the team leaders share with their teams all the necessary information (T01). In model 2, team members have mutual commitment (T10) is added leading to 8.5% increase in the total variance explained from 13.5% to 22%. In model 3, team has solid sense of group identity and confidence (T15), is added leading to 2.7% increase in the total variance from 22% to 24.8%. In model 4, team leaders explain goals and their importance (T02), is added leading to 4.3% increase in the total variance from 24.8% to 29.1%.

**Regression model 4 encloses the best group of independent variables (T01, T10, T15, & T02), explaining 29.1% of the total variance in hotels' team members having low absenteeism.**

**ANOVA<sup>e</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	31.040	4	7.760	14.845	.000 <sup>d</sup>
	Residual	75.794	145	.523		
	Total	106.833	149			

- a. (Constant), Team Predictors leaders share information
- b. Predictors: (Constant), Team leaders share information, Team members have mutual commitment
- c. Predictors: (Constant), Team leaders share information, Team members have mutual commitment, Team has sense of group identity and confidence
- d. Predictors: (Constant), Team leaders share information, Team members have mutual commitment, Team has sense of group identity and confidence, Team leaders explain goals and their importance
- e. Dependent Variable: Team members have low absenteeism

From the ANOVA table above, we conclude that the probability of F statistic (14.845) for the regression model 5 is 0.000, which is less than 0.05 therefore we accept the alternative hypothesis that there is statistically significant relationship between the best group of the independent variables and the dependent variable, which means the regression model (model 4) is significant in forecasting the dependent variable.

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
4				
(Constant)	1.159	.506	2.289	.024
Team leaders share information (T01)	.399	.079	5.023	.000
Team members have mutual commitment (T10)	.224	.080	2.808	.006
Team has sense of group identity and confidence (T15)	.360	.115	3.137	.002
Team leaders explain goals and their importance (T02)	-.321	.109	-2.957	.004

- a. Dependent Variable: Team members have low absenteeism (T23)

From the table above, we can write the regression equation as:

$$T23 = 1.159 + 0.399 (T01) + 0.224 (T10) + 0.360 (T15) - 0.321 (T02)$$

Based on the T-values and the coefficient signs, there is enough evidence that there is statistically significant positive linear relationship between each of the three independent variables T01, T10, & T15, and the dependent variable T23, and there is statistically significant negative relationship between T02 and the dependent variable T23.

#### **4.4. FACTOR ANALYSIS**

Researchers define factor analysis as a statistical method, which is used to describe inconsistency among observed, correlated variables in terms of possibly lower number of unobserved variables called factors. In other terms, it is a method in which the values of observed data are stated as functions of a number of possible sources in order to find which are the most important and reduces them from the complexity of data set.

In order to determine whether factor analysis is appropriate to be conducted for this study, it was necessary to examine the Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA) and Bartlett Test of Sphericity.

Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA) is used for assessing sampling adequacy and evaluates the correlations to conclude whether the data are to combine on components or not (some components highly correlate, some not). It varies between 0 and 1, and values that are closer to one are better and the minimum suggested value is 0.5.

Bartlett Test of Sphericity tests the null hypothesis that the correlation matrix is an identity matrix (each variable correlates perfectly with itself (indicating 1) but no correlation with other variables (indicating 0)). For the factor analysis to work we need to find relationships between the variables and if the correlation matrix shows the coefficients zero then it will be an identity matrix (means no correlations). We want the test to be significant (i.e. less than alpha 0.05), so that we can perform factor analysis on the study i.e. we must reject the null hypothesis.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.850
Bartlett's Test of Sphericity	Approx. Chi-Square	1934.808
	df	253
	Sig.	.000

We can see from the table above that the KMO MSA measure of this study is 0.850 which is greater than 0.5 and the Bartlett's Test of Sphericity is 0.000 which is less than alpha 0.05 which means it is significant. Hence, based on the results shown we can proceed with the factor analysis on the study.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.188	41.255	41.255	6.188	41.255	41.255	3.962	26.413	26.413
2	1.894	12.630	53.884	1.894	12.630	53.884	2.779	18.524	44.937
3	1.067	7.116	61.000	1.067	7.116	61.000	2.409	16.063	61.000
4	.979	6.524	67.524						
5	.828	5.521	73.045						
6	.752	5.016	78.060						
7	.631	4.205	82.265						
8	.573	3.822	86.087						
9	.457	3.048	89.134						
10	.373	2.489	91.623						
11	.358	2.389	94.013						
12	.272	1.810	95.823						
13	.242	1.612	97.435						
14	.206	1.374	98.809						
15	.179	1.191	100.000						

Extraction Method: Principal Component Analysis.

Total variance explained table above lists the eigenvalues linked with each factor before extraction, after extraction, and after rotation. We can see that the SPSS identified fifteen components representing the number of independent variables in this study (there are as many factors as variables). The eigenvalues linked with each factor show the variance explained by that specific factor (each variable is equal to 1 eigenvalue) and SPSS shows the eigenvalue in terms of percentage of variance explained, like the first factor explains 41.25% of total variance. As shown in the table,

the first few factors explain large amount of variance, whereas the remaining factors explain small amounts of variance.

Only those factors that have eigenvalues greater than 1 are considered significant. Therefore, we are left with only three factors from the independent variables.

The column labeled “Extraction sums of squared loadings” also shows the eigenvalues linked with each factor and the values are the same except that the values of the extracted factors are removed.

The importance of the last column labeled “Rotation sums of squared loadings” is that it equalizes the values of the three factors. As we can see, before the rotation, percentage variance of the first factor is 41.25% however after the extraction it is 26.41% of variance compared to the other two respectively and all the three together account for 61% of the total variance.

Looking to the factor analysis of dependent variables alone, we find in the total variance explained table below that SPSS combined all the eight components into only two factors 65.39%

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.824	47.804	47.804	3.824	47.804	47.804	3.052	38.155	38.155
2	1.407	17.585	65.389	1.407	17.585	65.389	2.179	27.234	65.389
3	.873	10.918	76.306						
4	.556	6.952	83.258						
5	.455	5.690	88.948						
6	.356	4.455	93.403						
7	.302	3.772	97.175						
8	.226	2.825	100.000						

Extraction Method: Principal Component Analysis.

The “Rotated Component Matrix” table below shows the factor loadings for each of the independent variables of this study. As we can see, the red ones in the table represent the factor that each variable loaded most strongly on.



Rotated Component Matrix<sup>a</sup>

	Component		
	1	2	3
Team leaders share information	.493	.025	<b>.549</b>
Team leaders explain goals and their importance	<b>.588</b>	-.118	.556
Team leaders explain importance of team contribution	<b>.665</b>	.130	.487
Team leaders create appropriate environment	<b>.741</b>	.222	.342
Team leaders provide coaching	<b>.743</b>	.183	.181
Team leaders provide rewards	<b>.777</b>	.205	.097
Team leaders provide empowerment	<b>.805</b>	.119	-.012
Teamwork is a value in the organizational culture	<b>.624</b>	.264	.207
Team members know and respect all the diverse members	.230	<b>.484</b>	.261
Team members have mutual commitment	.170	<b>.793</b>	.054
Team members may sacrifice personal plans	.093	<b>.842</b>	-.050
Team members actively participate in teamwork	.088	<b>.639</b>	.309
Team has identified roles and responsibilities	.146	.304	<b>.793</b>
Team exhibits cooperation	.146	.447	<b>.665</b>
Team has sense of group identity and confidence	.216	<b>.515</b>	.343

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Based on these factor loadings we can combine the variables for each of the three factors as follows:

Factor 1: team leader's role in the creation of teamwork in the organization

- Team leaders explain goals and their importance
- Team leaders explain the importance of team contribution
- Team leaders create appropriate environment
- Team leaders provide coaching
- Team leaders provide rewards

- Team leaders provide empowerment
- Teamwork is a value in the organizational culture

Factor 2: team member's role in the creation of teamwork in the organization

- Team members know and respect all the diverse members
- Team members have mutual commitment
- Team members may sacrifice personal plans
- Team members actively participate in teamwork
- Team has sense of group identity and confidence

Factor 3: team spirit in the organization

- Team leaders share all the necessary information
- Team has identified roles and responsibilities
- Team exhibits cooperation

Rotated Component Matrix was also done for the dependent variables, as shown in the table below, and results are as follows:

Factor 1: impact of teamwork on individual performance

- Your organization had increased employee commitment
- Team members acquire self-improvement
- Team members have job satisfaction and high morale
- Your organization has low employee turnover
- Team members have low absenteeism

Factor 2: impact of teamwork on organizational performance

- Your organization has greater productivity

- Your organization has enhanced quality of products and services
- Your organization has increased innovation and creativity

**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
Your organization has greater productivity	.077	<b>.836</b>
Your organization has enhanced quality of products and services	.086	<b>.850</b>
Your organization has increased innovation and creativity	.516	<b>.557</b>
Your organization has increased employee commitment	<b>.731</b>	.377
Team members acquire self-improvement	<b>.513</b>	.371
Team members have job satisfaction and high morale	<b>.742</b>	.390
Your organization has low employee turnover	<b>.829</b>	.050
Team members have low absenteeism	<b>.859</b>	-.109

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

#### **4.5. INDEPENDENT SAMPLES T-TEST**

In order to test the second set of hypothesis of this study, we perform independent-samples t-test.

The independent-samples t-test compares the means of two independent groups. It decides if there is a statistically significant difference between the means of two independent groups. In this test we look into two assumptions: assumptions of normality of the dependent variable and the assumption of equality of variance. Levene's test is used for testing the equality of variances. It is the test that decides if the two conditions have the same or different amounts of variability between values.

It is necessary to look to the significance of Levene's test, if the value is above 0.05, then this means that the variance in the two conditions is about the same (the two conditions are not significantly different). So, we remain on the same row (Equal variances assumed) and look at the significance two-tailed column. If the value is above 0.05, we accept the null hypothesis that the two population means are equal (not different). If the value is below or equal to 0.05, we reject the null hypothesis that the two population means are equal and accept the alternative hypothesis that two population means are not equal (different).

If we find that the significance of Levene's test is below 0.05, this means that the variance in the two conditions is not the same (the two conditions are significantly different). So, we read from the second row (equal variances not assumed), the significance 2 tailed, if the value is above 0.05, we accept the null hypothesis that the two population means are equal (not different). If the value is below or equal to 0.05, we reject the null hypothesis that the two population means are equal and accept the alternative hypothesis that two population means are not equal (different).

The table of independent samples test shown below contains the results of the independent-samples t-test performed on the dependent variables to see whether organizational performance measures

differ in five star and four star hotels in Lebanon.

#### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Your organization has greater productivity	Equal variances assumed	2.130	.147	2.774	148	.006
	Equal variances not assumed			2.803	143.022	.006
Your organization has enhanced quality of products and services	Equal variances assumed	.115	.735	.423	148	.673
	Equal variances not assumed			.423	147.639	.673
Your organization has increased innovation and creativity	Equal variances assumed	.014	.905	1.667	148	.098
	Equal variances not assumed			1.677	147.489	.096
Your organization has increased employee commitment	Equal variances assumed	2.144	.145	.597	148	.551
	Equal variances not assumed			.601	147.210	.549
Team members acquire self-improvement	Equal variances assumed	1.047	.308	.200	148	.842
	Equal variances not assumed			.201	147.730	.841
Team members have job satisfaction and high morale	Equal variances assumed	2.204	.140	2.657	148	.009
	Equal variances not assumed			2.669	147.879	.008
Your organization has low employee turnover	Equal variances assumed	2.542	.113	1.201	148	.232
	Equal variances not assumed			1.204	147.960	.231
Team members have low absenteeism	Equal variances assumed	5.320	.022	.771	148	.442
	Equal variances not assumed			.776	147.268	.439

Interpreting from the results, we can conclude that:

- Your organization has greater productivity is different in five star and four star hotels.
- Your organization has enhanced quality of products and services is not different in five star and four star hotels.

- Your organization has increased innovation and creativity is not different in five star and four star hotels.
- Your organization has increased employee commitment is not different in five star and four star hotels.
- Team members acquire self-improvement is not different in five star and four star hotels.
- Team members have job satisfaction and high morale is different in five star and four star hotels.
- Your organization has low employee turnover is not different in five star and four star hotels.
- Team members have low absenteeism is not different in five star and four star hotels.

The table below summarizes that only two of the organizational performance measures are different in five star and four star hotels.

<b>Organizational Performance Measures</b>	<b>Different in five star and four star hotels</b>
Your organization has greater productivity	<input checked="" type="checkbox"/>
Your organization has enhanced quality of products and services	<input type="checkbox"/>
Your organization has increased innovation and creativity	<input type="checkbox"/>
Your organization has increased employee commitment	<input type="checkbox"/>
Team members acquire self-improvement	<input type="checkbox"/>
Team members have job satisfaction and high morale	<input checked="" type="checkbox"/>
Your organization has low employee turnover	<input type="checkbox"/>
Team members have low absenteeism	<input type="checkbox"/>

#### **4.6. ONE-WAY ANOVA**

One-way ANOVA is used to decide if there are any significant differences between the means of two or more independent groups (the minimum is three).

For the second set of hypothesis, One-way ANOVA was performed to this study to see if there are statistically significant differences in organizational performance measures (dependent variables) among the four categories of hotels (five star inside Beirut, five star outside Beirut, four star inside Beirut, and four star outside Beirut).

The table below shows the results of the test. By referring to the significance column, if the value is above 0.05, we can conclude that there is insufficient evidence that there are statistically significant differences among the four categories, and if the value is below 0.05, we can conclude that there is sufficient evidence that there is significant difference among the four categories of hotels.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Your organization has greater productivity	Between Groups	8.947	3	2.982	8.483	.000
	Within Groups	51.326	146	.352		
	Total	60.273	149			
Your organization has enhanced quality of products and services	Between Groups	6.559	3	2.186	5.150	.002
	Within Groups	61.981	146	.425		
	Total	68.540	149			
Your organization has increased innovation and creativity	Between Groups	5.861	3	1.954	3.021	.032
	Within Groups	94.432	146	.647		
	Total	100.293	149			
Your organization has increased employee commitment	Between Groups	5.294	3	1.765	3.350	.021
	Within Groups	76.899	146	.527		
	Total	82.193	149			

Team members acquire self-improvement	Between Groups	1.404	3	.468	1.368	.255
	Within Groups	49.956	146	.342		
	Total	51.360	149			
Team members have job satisfaction and high morale	Between Groups	8.904	3	2.968	4.242	.007
	Within Groups	102.136	146	.700		
	Total	111.040	149			
Your organization has low employee turnover	Between Groups	8.537	3	2.846	3.308	.022
	Within Groups	125.603	146	.860		
	Total	134.140	149			
Team members have low absenteeism	Between Groups	1.530	3	.510	.707	.549
	Within Groups	105.303	146	.721		
	Total	106.833	149			

Based on the results, we can conclude that there is no significant difference among the four categories for the following Organizational performance measures:

- Team members acquire self-improvement
- Team members have low absenteeism

And there is significant difference among the four categories for the following Organizational performance measures:

- Your organization has greater productivity
- Your organization has enhanced quality of products and services
- Your organization has increased innovation and creativity
- Your organization has increased employee commitment
- Team members have job satisfaction and high morale
- Your organization has low employee turnover

The problem with the one-way ANOVA test is that it only shows if there are significant differences between some of the conditions, but it doesn't show which ones are actually causing the difference.



The post hoc test in one-way ANOVA shows this detailed difference by each time taking a category and comparing it with the other three, for each of the dependent variable. The results are shown below in the table called multiple comparisons with LSD method (Least significant difference). The interpretation is the same like the one-way ANOVA. We refer to the significance column to see which category is different compared to the other three, for each of the eight dependent variables.

#### Multiple Comparisons

LSD

Dependent Variable	(I) Hotel Type	(J) Hotel Type	Mean Difference (I-J)	Std. Error	Sig.
Your organization has greater productivity	Five star inside Beirut	Five star outside Beirut	.267	.144	.067
		Four star inside Beirut	.703 <sup>*</sup>	.141	.000
		Four star outside Beirut	.192	.122	.119
	Five star outside Beirut	Five star inside Beirut	-.267	.144	.067
		Four star inside Beirut	.437 <sup>*</sup>	.159	.007
		Four star outside Beirut	-.075	.142	.599
	Four star inside Beirut	Five star inside Beirut	-.703 <sup>*</sup>	.141	.000
		Five star outside Beirut	-.437 <sup>*</sup>	.159	.007
		Four star outside Beirut	-.512 <sup>*</sup>	.139	.000
	Four star outside Beirut	Five star inside Beirut	-.192	.122	.119
		Five star outside Beirut	.075	.142	.599
		Four star inside Beirut	.512 <sup>*</sup>	.139	.000
Your organization has enhanced quality of products and services	Five star inside Beirut	Five star outside Beirut	.533 <sup>*</sup>	.159	.001
		Four star inside Beirut	.438 <sup>*</sup>	.155	.005
		Four star outside Beirut	.134	.135	.320
	Five star outside Beirut	Five star inside Beirut	-.533 <sup>*</sup>	.159	.001
		Four star inside Beirut	-.096	.174	.583
		Four star outside Beirut	-.399 <sup>*</sup>	.156	.012
	Four star inside Beirut	Five star inside Beirut	-.438 <sup>*</sup>	.155	.005
		Five star outside Beirut	.096	.174	.583
		Four star outside Beirut	-.303 <sup>*</sup>	.153	.049
	Four star outside Beirut	Five star inside Beirut	-.134	.135	.320
		Five star outside Beirut	.399 <sup>*</sup>	.156	.012
		Four star inside Beirut	.303 <sup>*</sup>	.153	.049

Your organization has increased innovation and creativity	Five star inside Beirut	Five star outside Beirut	.474 <sup>*</sup>	.196	.017
		Four star inside Beirut	.469 <sup>*</sup>	.192	.016
		Four star outside Beirut	.359 <sup>*</sup>	.166	.032
	Five star outside Beirut	Five star inside Beirut	-.474 <sup>*</sup>	.196	.017
		Four star inside Beirut	-.005	.215	.981
		Four star outside Beirut	-.115	.193	.552
	Four star inside Beirut	Five star inside Beirut	-.469 <sup>*</sup>	.192	.016
		Five star outside Beirut	.005	.215	.981
		Four star outside Beirut	-.110	.188	.561
	Four star outside Beirut	Five star inside Beirut	-.359 <sup>*</sup>	.166	.032
		Five star outside Beirut	.115	.193	.552
		Four star inside Beirut	.110	.188	.561
Your organization has increased employee commitment	Five star inside Beirut	Five star outside Beirut	.296	.177	.096
		Four star inside Beirut	.464 <sup>*</sup>	.173	.008
		Four star outside Beirut	.018	.150	.904
	Five star outside Beirut	Five star inside Beirut	-.296	.177	.096
		Four star inside Beirut	.167	.194	.390
		Four star outside Beirut	-.278	.174	.112
	Four star inside Beirut	Five star inside Beirut	-.464 <sup>*</sup>	.173	.008
		Five star outside Beirut	-.167	.194	.390
		Four star outside Beirut	-.445 <sup>*</sup>	.170	.010
	Four star outside Beirut	Five star inside Beirut	-.018	.150	.904
		Five star outside Beirut	.278	.174	.112
		Four star inside Beirut	.445 <sup>*</sup>	.170	.010
Team members acquire self-improvement	Five star inside Beirut	Five star outside Beirut	.104	.142	.468
		Four star inside Beirut	.220	.139	.117
		Four star outside Beirut	-.038	.121	.756
	Five star outside Beirut	Five star inside Beirut	-.104	.142	.468
		Four star inside Beirut	.116	.156	.459
		Four star outside Beirut	-.141	.140	.315
	Four star inside Beirut	Five star inside Beirut	-.220	.139	.117
		Five star outside Beirut	-.116	.156	.459
		Four star outside Beirut	-.258	.137	.062
	Four star outside Beirut	Five star inside Beirut	.038	.121	.756
		Five star outside Beirut	.141	.140	.315
		Four star inside Beirut	.258	.137	.062
Team members have job satisfaction and high	Five star inside Beirut	Five star outside Beirut	.296	.204	.148
		Four star inside Beirut	.705 <sup>*</sup>	.199	.001

morale		Four star outside Beirut	.345*	.173	.048
	Five star outside Beirut	Five star inside Beirut	-.296	.204	.148
		Four star inside Beirut	.409	.224	.070
		Four star outside Beirut	.048	.200	.810
	Four star inside Beirut	Five star inside Beirut	-.705*	.199	.001
		Five star outside Beirut	-.409	.224	.070
		Four star outside Beirut	-.360	.196	.068
	Four star outside Beirut	Five star inside Beirut	-.345*	.173	.048
		Five star outside Beirut	-.048	.200	.810
		Four star inside Beirut	.360	.196	.068
Your organization has low employee turnover	Five star inside Beirut	Five star outside Beirut	.459*	.226	.044
		Four star inside Beirut	.641*	.221	.004
		Four star outside Beirut	.191	.192	.320
	Five star outside Beirut	Five star inside Beirut	-.459*	.226	.044
		Four star inside Beirut	.181	.248	.466
		Four star outside Beirut	-.268	.222	.229
	Four star inside Beirut	Five star inside Beirut	-.641*	.221	.004
		Five star outside Beirut	-.181	.248	.466
		Four star outside Beirut	-.450*	.217	.040
	Four star outside Beirut	Five star inside Beirut	-.191	.192	.320
		Five star outside Beirut	.268	.222	.229
		Four star inside Beirut	.450*	.217	.040
Team members have low absenteeism	Five star inside Beirut	Five star outside Beirut	.237	.207	.253
		Four star inside Beirut	.254	.202	.212
		Four star outside Beirut	.161	.175	.359
	Five star outside Beirut	Five star inside Beirut	-.237	.207	.253
		Four star inside Beirut	.017	.227	.942
		Four star outside Beirut	-.076	.204	.711
	Four star inside Beirut	Five star inside Beirut	-.254	.202	.212
		Five star outside Beirut	-.017	.227	.942
		Four star outside Beirut	-.092	.199	.644
	Four star outside Beirut	Five star inside Beirut	-.161	.175	.359
		Five star outside Beirut	.076	.204	.711
		Four star inside Beirut	.092	.199	.644

\*. The mean difference is significant at the 0.05 level.

What we conclude from the results are the following:

By comparing five-star hotels inside Beirut with five-star hotels outside Beirut, we conclude that both five-star hotels inside and five-star hotels outside have the same level of productivity, employee commitment, self-improvement, job satisfaction/ high morale, and low absenteeism. However, they differ in the remaining three variables, which we found that five-star hotels inside Beirut have enhanced quality of products/services, increased innovation and creativity, and low employee turnover rate more than five-star hotels outside Beirut.

By Comparing four-star hotels inside Beirut with four-star hotels outside Beirut, we conclude that both have the same level of innovation/creativity, employee self-improvement, job satisfaction/high morale, and low absenteeism. However, they differ in the remaining four variables, which we found that four-star hotels outside Beirut have greater productivity, enhanced quality of products and services, increased employee commitment, and low employee turnover more than four-star hotels inside Beirut.

By comparing five-star hotels inside Beirut with four-star hotels inside Beirut, we conclude that they differ in all the variables except two, which are employee self-improvement, and low absenteeism. Five-star hotels inside Beirut have greater productivity, enhanced quality of products/services, increased innovation/creativity, increased employee commitment, job satisfaction/high morale, and low turnover more than four-star hotels inside Beirut.

By comparing five-star hotels outside Beirut with four-star hotels outside Beirut, we conclude that they differ in only one variable, which is enhanced quality of products and services, where four-star hotels outside Beirut have enhanced quality of products and services more than five-star hotels outside Beirut. And, they do not differ in all the other remaining variables, which means they achieve

the same level of productivity, innovation/creativity, employee commitment, self-improvement, job satisfaction/high morale, low turnover, and low absenteeism.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS AND RECOMMENDATIONS**

#### **5.1. FINDINGS**

The main purpose of this research was to investigate whether the factors that contribute to the creation and functioning of successful teams impact organizational performance, as stated previously in the research question. Moreover, the research tested also whether organizational performance measures differ between five star and four star hotels in the hospitality industry.

#### **Findings from Regression Analysis**

As stated previously, the first set of hypotheses was to test whether the set of independent variables, which are the factors that contribute to the creation and functioning of successful teams, are positively related to each of the eight dependent variables, which are greater productivity, enhanced quality of products and services, increased innovation and creativity, increased employee commitment, acquiring self-improvement, job satisfaction and high morale, low employee turnover, and low absenteeism.

#### **Finding #1**

**Team has solid sense of group identity and confidence in its work (T15), team leaders create appropriate environment (T04), and team members have mutual commitment (T10) are statistically significant in forecasting greater productivity.**

Based on the hotel's employee perspective these three factors are the most important teamwork practices that create greater productivity in the hotels. As discussed in the literature review, it is very

important for the employees to have sense of group identity and confidence while working in teams. This means that there is harmony, trust and commitment between each other that helps them to give their best to the organization. In addition, leader's role in creating challenging, encouraging, open, trustful, and supportive environment is the most important factor in having greater productivity in the organization.

### **Finding #2**

**Team has solid sense of group identity and confidence in its work (T15), team leaders create appropriate environment (T04), and teamwork is a value in the organizational culture (T08) are statistically significant in predicting enhanced quality of products and services in the organization. Whereas, team members have mutual commitment (T10) negatively affects on enhanced quality of products and services.**

As observed by employees, teams having the sense of group identity and confidence, leaders creating the appropriate environment, and the highly appreciated value of teamwork in the organizational culture help the organization to have enhanced quality of products and services. Employees need to feel that they are part of the organization and that without their continuous effort as a team the organization will fail to produce good quality of products and services. Although mutual commitment is an essential factor of teamwork it revealed that it has little to do with enhanced quality of products and services.

### **Finding #3**

**Team members actively participate in the interdependent teamwork (T12), teamwork is a value in the organizational culture (T08), team members may sacrifice personal plans for the good of**

**the team (T11), and team has solid sense of group identity and confidence in its work (T15) are statistically significant in predicting increased innovation and creativity in the organization.**

Increasing innovation and creativity in the organization requires active participation of team members in the interdependent teamwork. Team members must share their innovative ideas because it can be essential in solving problems in the organization and they can do this only by creating interdependent teamwork i.e. highly trustful teams. Moreover, sacrificing personal plans for the good of the team also encourages sharing of innovative and creative ideas between team members because in a team-based organization sacrificing is the only way for successful results, as it is in other relationships. Highly appreciated value of teamwork in the organization and group identity also affects increase of innovation and creativity in the organization. Since the teamwork culture encourages openness and trust among employees, so they feel more comfortable to share personal ideas and skills.

#### **Finding #4**

**Team leaders share all the necessary information (T01), team members may sacrifice personal plans for the good of the team (T11), team members actively participate in the interdependent teamwork (T12), and team has solid sense of group identity and confidence in its work (T15) are statistically significant in predicting increased employee commitment in the organization.**

When leaders share with their teams all the necessary information, employees feel committed to the organization and as a result they definitely sacrifice their personal plans to give better results to the organization. As a consequence, they actively participate in highly trustful teamwork and have the sense of group identity. So, they are all related to each other. Once leaders trust and empower their employees, they encourage them to feel committed and give their best for the success of the organization.



### **Finding #5**

**Team leaders create appropriate environment (T04), Team has sense of group identity and confidence in its work (T15) are statistically significant in predicting team members acquiring self-improvement. Whereas, team has mutual commitment negatively affects to the team members acquiring self-improvement.**

When there is challenging, encouraging, open, trustful, and supportive environment in the organization, team members become motivated to improve themselves in their work. They start to show their knowledge and skills and they learn from each other because they start communicating and understanding each other. The group identity reveals that they understand each other's strengths and weaknesses and are confident in their abilities. However, mutual commitment has little effect on self-improvement of team members because it shows negative relationship with it.

### **Finding #6**

**Team leaders share all the necessary information (T01), Team exhibits high levels of cooperation (T14), Team has solid sense of group identity and confidence in its work (T15), and teamwork is a value in the organizational culture (T08) are statistically significant in predicting team members have job satisfaction and high morale. Whereas, team leaders explain goals and their importance (T02) negatively affects to job satisfaction and high morale.**

As observed by employees, factors that have positive relationship with their job satisfaction and high morale are when leaders share all the necessary information with them. Leaders make sure that all the

members know what to expect from different situations in the organization, and that they empower them to make critical decisions. So, team members start showing high levels of cooperation, communication, and conflict management skills and thus they value teamwork in their culture. As a consequence of these actions, team members feel motivated and start having job satisfaction and high morale. Although team leader's role in explaining what the goals to be achieved are and what is their importance to the organization is an essential factor, it shows negative relationship with job satisfaction and high morale of employees. This means that from employee's perspective this factor doesn't affect in having job satisfaction and high morale.

#### **Finding #7**

**Team leaders share all the necessary information (T01), Team has clearly identified roles and responsibilities (T13), and team members may sacrifice personal plans for the good of the team are statistically significant in organization having low employee turnover.**

Again from employees' perspective these three factors help organizations to have low employee turnover rate. When team leaders share with their team members all the necessary information and they clearly identify their roles and responsibilities, employees feel encouraged, valued, work hard and sacrifice their personal plans to stay in the organization and give their best.

#### **Finding #8**

**Team leaders share all the necessary information (T01), team members have mutual commitment (T10), and team members has solid sense of group identity and confidence in its work (T15) are statistically significant in predicting team members have low absenteeism in the organization. However, team leaders explain goals and their importance (T02) negatively affects low absenteeism.**

The factors that have positive relationship with low absenteeism are when team leaders share with their teams all the necessary information, team members trust each other, have mutual commitment, and work as one team. Eventually, they feel valued in the organization, start loving their job and go daily to work. However, as observed by employees, team leaders explaining goals and their importance to the team members have negative effect on low absenteeism.

The table below shows the summary of the regression analysis results.

<b>The Relationship between the Factors that Contribute to the Creation and functioning of organizational teams and Organizational Performance</b>		<b>R Square</b>	<b>Statistically Significant Relationship</b>
Team has solid sense of group identity and confidence	Greater Productivity	26%	+
Team leaders create appropriate environment			+
Team members have mutual commitment			+
Team has solid sense of group identity and confidence	Enhanced quality of products and services	24.5%	+
Team leaders create appropriate environment			+
Team members have mutual commitment			-
Teamwork is a value in the organizational culture			+
Team members actively participate in teamwork	Increased innovation and creativity	45.7%	+
Teamwork is a value in the organizational culture			+
Team members may sacrifice personal plans			+
Team has solid sense of group identity and confidence			+
Team leaders share information	Increased employee commitment	48.1%	+
Team members may sacrifice personal plans			+
Team members actively participate in teamwork			+
Team has solid sense of group identity and confidence			+
Team leaders create appropriate environment	Self-improvement	24.3%	+
Team has solid sense of group identity and confidence			+
Team members have mutual commitment			-
Team leaders share information	Job satisfaction	41.8%	+
Team exhibits cooperation			+

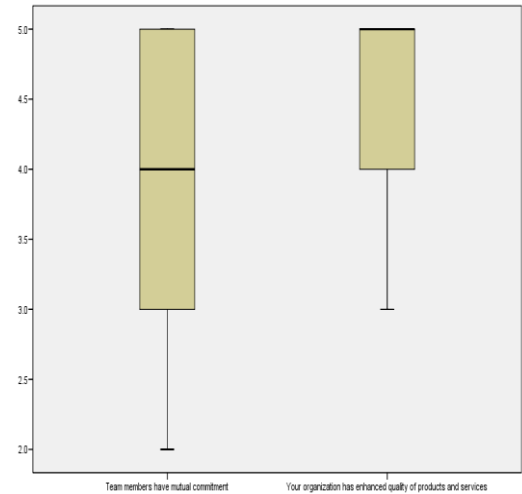
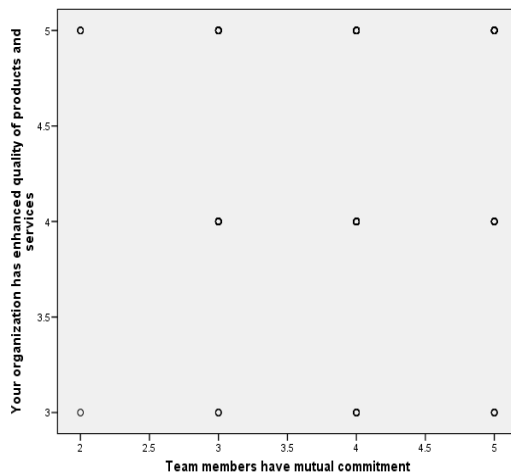
Team has solid sense of group identity and confidence	and high morale		+
Teamwork is a value in the organizational culture			+
Team leaders explain goals and their importance			-
Team leaders share information	Low employee turnover	29.8%	+
Team has identified roles and responsibilities			+
Team members may sacrifice personal plans			+
Team leaders share information	Low absenteeism	29.1%	+
Team members have mutual commitment			+
Team has solid sense of group identity and confidence			+
Team leaders explain goals and their importance			-

Explaining the negative relationship of the independent variable T10 (team members have mutual commitment) with enhanced quality of products and services and employee self-improvement, and T2 (leaders explain goals and their importance) with job satisfaction/high morale and low absenteeism, the following statistical analysis was done:

Concerning the results for “Your organization has enhanced quality of products and services” The problem is that the independent variable T10: “Team members have mutual commitment” was entered into the stepwise regression with negative coefficient.

The residual plot for this particular independent variable shows and suggests the existence of influential observations.

In closer look to the box-plots of both the dependent and independent variables as below, shows clearly the existence of influential cases that strongly affect the results of the regression by pulling the slope of regression for this independent variable towards the negative zone.



Therefore, such cases/observations should rather be omitted from the analysis.

These cases are the one highlighted in yellow.

type	T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15	T16	T17	T18	T19	T20	T21	T22	T23
3	3	4	3	3	2	3	3	3	2	2	4	4	4	4	4	3	3	4	4	4	3	4	3
4	4	5	4	5	5	4	5	3	4	2	2	3	4	4	4	4	5	2	3	5	3	5	3
4	4	5	4	5	5	5	5	3	4	2	3	3	4	4	4	4	5	2	3	5	3	3	3
4	4	5	4	5	5	4	5	3	4	2	2	3	4	4	4	4	5	2	3	5	3	3	3
4	4	5	4	5	5	4	5	3	4	2	2	3	4	4	4	4	5	2	3	5	3	5	3

When having done so the new stepwise regression results removed the independent variable on stake, i.e. “Team members have mutual commitment”.

The results are as shown below:

#### Model Summary (c)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397(a)	.158	.152	.62676
2	.477(b)	.228	.217	.60226

a Predictors: (Constant), Team has sense of group identity and confidence

b Predictors: (Constant), Team has sense of group identity and confidence, Teamwork is a value in the organizational culture

c Dependent Variable: Your organization has enhanced quality of products and services

#### ANOVA(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	15.289	2	7.644	21.075	.000(b)
	Residual	51.869	143	.363		
	Total	67.158	145			

a Predictors: (Constant), Team has sense of group identity and confidence

b Predictors: (Constant), Team has sense of group identity and confidence, Teamwork is a value in the organizational culture

c Dependent Variable: Your organization has enhanced quality of products and services

#### Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
2	(Constant)	1.977	.382		5.172	.000
	Team has sense of group identity and confidence	.368	.085	.329	4.337	.000
	Teamwork is a value in the organizational culture	.212	.059	.273	3.599	.000

a Dependent Variable: Your organization has enhanced quality of products and services

Clearly, the independent variable “Team members have mutual commitment” is not affecting the dependent variable (enhanced quality of products and services), the coefficients are positive.

Again, when those cases were removed, the regression with the dependent variable “Team members acquire self-improvement” provided similar results, giving positive coefficients, as shown below:

**Model Summary (d)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399(a)	.159	.153	.53482
2	.468(b)	.219	.208	.51736
3	.490(c)	.240	.224	.51204

a Predictors: (Constant), Team leaders create appropriate environment

b Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence

c Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence, Teamwork is a value in the organizational culture

d Dependent Variable: Team members acquire self-improvement

**ANOVA (d)**

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	11.757	3	3.919	14.947	.000(c)
	Residual	37.230	142	.262		
	Total	48.986	145			

a Predictors: (Constant), Team leaders create appropriate environment

b Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence

c Predictors: (Constant), Team leaders create appropriate environment, Team has sense of group identity and confidence, Teamwork is a value in the organizational culture

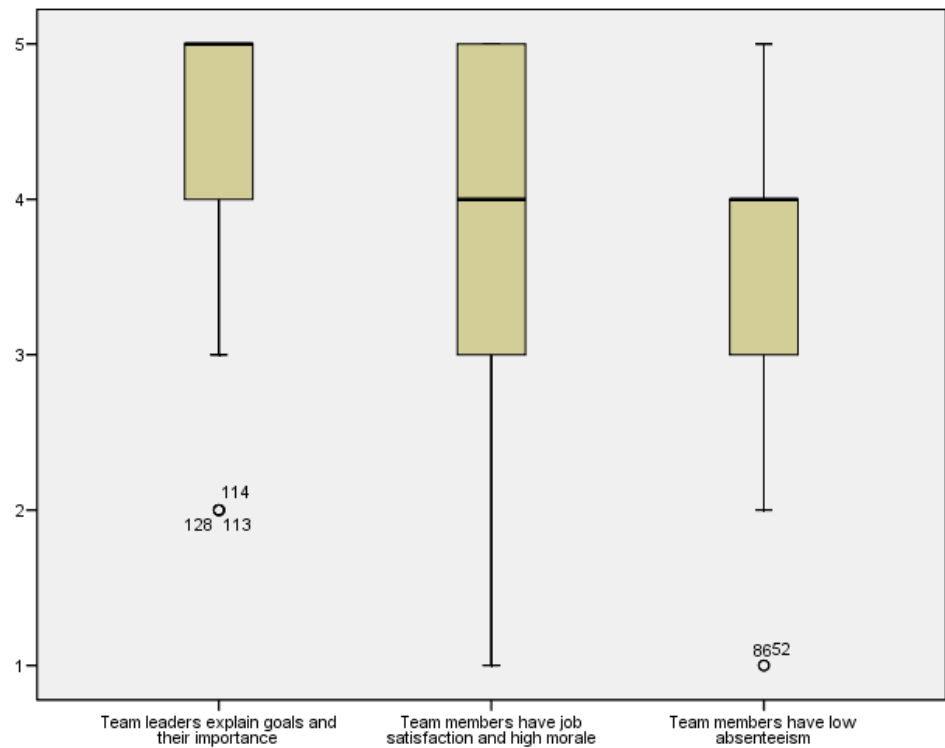
d Dependent Variable: Team members acquire self-improvement

**Coefficients (a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t		Sig.
		B	Std. Error	Beta	B	Std. Error	
3	(Constant)	2.196	.325		6.757		.000
	Team leaders create appropriate environment	.112	.060	.183	1.871		.063
	Team has sense of group identity and confidence	.250	.076	.262	3.303		.001
	Teamwork is a value in the organizational culture	.124	.062	.186	1.997		.048

a Dependent Variable: Team members acquire self-improvement

Another similar case occurred for the independent variable: T2 “Team leaders explain goals and their importance” with the two dependent variables “Team members have job satisfaction and high morale” and “Team members have low absenteeism”. The following box-plot shows why:



Upon removing the influential (also outlier) observations numbered 52, 86, 113, 114, and 128 from the data set the following results are obtained.

Concerning the dependent variable “Team members have job satisfaction and high morale”, the results are as follows:



**Model Summary (e)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526(a)	.277	.271	.734
2	.595(b)	.354	.345	.696
3	.625(c)	.391	.378	.678
4	.646(d)	.417	.400	.666

a Predictors: (Constant), Team leaders share information

b Predictors: (Constant), Team leaders share information, Team exhibits cooperation

c Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Teamwork is a value in the organizational culture

d Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Teamwork is a value in the organizational culture, Team has sense of group identity and confidence

e Dependent Variable: Team members have job satisfaction and high morale

**ANOVA (e)**

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	44.387	4	11.097	25.035	.000(d)
	Residual	62.054	140	.443		
	Total	106.441	144			

a Predictors: (Constant), Team leaders share information

b Predictors: (Constant), Team leaders share information, Team exhibits cooperation

c Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Teamwork is a value in the organizational culture

d Predictors: (Constant), Team leaders share information, Team exhibits cooperation, Teamwork is a value in the organizational culture, Team has sense of group identity and confidence

e Dependent Variable: Team members have job satisfaction and high morale

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
4	(Constant)	-.377	.458		-.823	.412
	Team leaders share information	.370	.076	.348	4.834	.000
	Team exhibits cooperation	.187	.090	.159	2.072	.040
	Teamwork is a value in the organizational culture	.203	.073	.204	2.803	.006
	Team has sense of group identity and confidence	.264	.105	.186	2.507	.013

a Dependent Variable: Team members have job satisfaction and high morale

And for the dependent variable: “Team members have low absenteeism”, the results are as follows:

**Model Summary(d)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401(a)	.161	.155	.729
2	.474(b)	.225	.214	.703
3	.522(c)	.272	.257	.683

a Predictors: (Constant), Team has sense of group identity and confidence

b Predictors: (Constant), Team has sense of group identity and confidence, Team leaders share information

c Predictors: (Constant), Team has sense of group identity and confidence, Team leaders share information, Team members may sacrifice personal plans

d Dependent Variable: Team members have low absenteeism

**ANOVA(d)**

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	24.654	3	8.218	17.595	.000(c)
	Residual	65.856	141	.467		
	Total	90.510	144			

a Predictors: (Constant), Team has sense of group identity and confidence

b Predictors: (Constant), Team has sense of group identity and confidence, Team leaders share information

c Predictors: (Constant), Team has sense of group identity and confidence, Team leaders share information, Team members may sacrifice personal plans

d Dependent Variable: Team members have low absenteeism

**Coefficients(a)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
3 (Constant)	.555	.466		1.193	.235
Team has sense of group identity and confidence	.340	.102	.261	3.344	.001
Team leaders share information	.225	.074	.230	3.042	.003
Team members may sacrifice personal plans	.228	.075	.234	3.042	.003

a Dependent Variable: Team members have low absenteeism

### **Findings from independent Samples T-Test**

#### **Finding #9: Five star hotels are different from four star hotels in the following factors:**

As concluded from the Independent samples t-test, there are two measures of organizational performance that five star hotels are achieving better than four star hotels. These two measures are greater productivity and job satisfaction/high morale. Based on employees' perspectives, teamwork practices are contributing in the achievement of greater productivity more in five star hotels than in four star hotels. Moreover, as a result of teamwork practices, employees are having job satisfaction and high morale more in five star hotels than in four star hotels.

#### **Finding #10: Five star hotels are not different from four star hotels in the following factors:**

Both five star and four star hotels approve that as a result of applying teamwork practices their organizations enhance quality of products and services, increase innovation and creativity, increase employee commitment, have low employee turnover, their members acquire self-improvement, and have low absenteeism.

### **Findings from One-way ANOVA and Post HOC**

#### **Finding #11**

As we saw from the outcomes of one-way ANOVA and post HOC, there is statistically significant evidence that there are differences in six of the organizational performance measures among the four categories. Achieving greater productivity, enhancing quality of products and services, increasing

innovation and creativity, increasing employee commitment, having low employee turnover, and job satisfaction/high morale differ among all the categories of hotels.

Moreover, increasing employee commitment, job satisfaction and high morale are different among the three categories (five-star hotels inside Beirut, four-star hotels inside Beirut, and four-star hotels outside Beirut) and are not different in five star hotels outside Beirut.

This means that teamwork practices are conducted differently in achieving the six of organizational performance measures in each category of hotels.

The remaining two organizational performance measures which are employees acquiring self-improvement and having low absenteeism are not different among the four categories.

The detail of these findings are summarized on p. 84-85 of this study.

## **5.2. LIMITATIONS**

To mention some of the limitations to this research, we can say that this study was based on employee perception only, which I believe is valid, since employees are the most important persons practicing teamwork in organizations especially in the hospitality industry.

However, obtaining feedback data about some of the dependent variables, such as quality and innovative nature of products/services, and employee commitment as perceived by guests could have brought additional understanding about the performance of the hotels.

Moreover, it could have been better to study also other industries, to investigate whether teamwork is practiced in their organizations and whether it has the same impact on some of the organizational performance measures stated in this research.

However, due to the limited time and in order to do more in-depth analysis, this research was done only on one industry.

### **5.3. RECOMMENDATIONS AND CONTRIBUTIONS**

Based on the findings of this research, I bring to the attention of management of the hospitality industry that they should cultivate all the variables studied in order to enhance the performance of their organizations. Particularly, the most powerful variable that influences the performance of the organization is the team's solid sense of group identity and confidence in its work. Therefore, creating this identity and confidence should be their first priority.

Also, the management should make sure that leaders of the teams share information with the team members; this is the second most powerful variable. This will increase the commitment, job satisfaction and high morale of employees and assure their low turnover and low absenteeism.

Also, very important variables that management should pay attention to are creating the kind of environment which is challenging, encouraging openness and trust, providing support, facilitating communication, making the teamwork a highly appreciated value in the organization, and inspiring the team members to sacrifice personal plans.

These findings will be very helpful for the managers of hotels who are focusing already on these important variables, in the sense that the findings will show them the importance of their attention to them. This is especially true for the five-star hotels inside Beirut.

These findings will also help the managers of hotels who are not focusing their attention on the important variables, so that they start to do so in order to upgrade their hotels.

Therefore, I believe that this study will contribute significantly to the overall improvement of the hospitality industry.

## **APPENDIX**



## **Questionnaire**

### **The factors that contribute to the creation and functioning of Successful teams and their impact on organizational performance**

Dear Participants,

As part of the fulfillment of the requirements of the MBA degree from Haigazian University, I am conducting a survey about the impact of teamwork in organizations.

I would really appreciate and be grateful if you would take time to fill out the attached questionnaire.

Your frank response will remain confidential and the data from this survey will be reported in the thesis anonymously. To ensure anonymity, you are not required to disclose any personal information, identify yourself or your organization.

Your active participation will be an expression of your valuable sense of social responsibility that I definitely need.

The questionnaire consists of 23 statements which describe factors that contribute to the creation and functioning of organizational teams.

Please read through each of the following statements and fill in the check box that indicates your level of agreement with the implementation of these practices in your organization according to the following scale: Strongly Disagree – Disagree – Neutral – Agree – Strongly Agree.

For any clarification, please do not hesitate to contact me at: [houry\\_makhoulian@hotmail.com](mailto:houry_makhoulian@hotmail.com)

Sincerely,

Houry Makhoulian

No.	These questionnaires pertain to the ways in which teams function in your organization. Please read through each of the following statements and fill in the check box that indicate your level of agreement with the implementation of below practices in your organization:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Team leaders share with their teams all the necessary information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Team leaders make sure that teams know what the goals to be achieved are and what are their importance to the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Team leaders explain to their teams why their contributions are important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Team leaders are creating the kind of environment which is challenging, encouraging openness and trust, providing support, and facilitating communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Coaching, training and educating are provided by team leaders for self-improvement of the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Team leaders reward teams based on the outcomes and their creative problem solving skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Team leaders empower the teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Teamwork is a highly appreciated value in the organizational culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Team members know the strengths, weaknesses, capabilities and personalities of the diverse members of their team and respect and work with them all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Team members have mutual commitment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Team members may, if necessary, sacrifice their plans for the good of the teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Team members actively participate in the interdependent teamwork.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	The team has clearly identified roles and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	The team exhibits high levels of cooperation, communication and conflict management skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	The team has a solid sense of group identity and confidence in its work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	As a result of good team performance your organization has greater productivity i.e. more goods and services are generated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	As a result of good team performance your organization has enhanced quality of products and services i.e. you have happier and returning guests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	As a result of good team performance your organizations has increased innovation and creativity i.e. new ideas/initiatives take place in operations, products/services, strategy, or management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	As a result of good team performance your organization has increased employee commitment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No.	These questionnaires pertain to the ways in which teams function in your organization. Please read through each of the following statements and fill in the check box that indicate your level of agreement with the implementation of below practices in your organization:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
20	As a result of good team performance, team members in your organization acquire self-improvement, knowledge of new skills and accomplishments on individual level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	As a result of good team performance, team members in your organization have job satisfaction and high morale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	As a result of good team performance, your organization has low turnover rate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	As a result of good team performance, team members in your organization have low absenteeism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your participation

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## **DEDICATION**

This research is dedicated to my lovely parents and brother, and to my precious fiancé.

## **ACNOWLEDGMENTS**

At this stage of my life with all the difficulties and stressful days, first I want to thank God for giving me the strength and determination to accomplish my thesis research.

Second, I want to thank Dr. Sona Jerejian for being always beside me with her continuous support, encouragement, kind heart, and advice.

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## **AN ABSTRACT OF THE THESIS OF**

**Houry Bedros Makhoul**      **For**      **Master of Business Administration**  
**Major: Management**

**Title:** The impact of successful teams on the performance of organizations in the hospitality industry in Lebanon

**Introduction:** In the modern world, organizations are moving more and more into changing their structure from traditional bureaucratic forms into a community like model. They are striving to create positive conditions for their employees so that they come together, share and learn organizational challenges and come up with new ideas. One way to have this creative potential of employees to surface is through teamwork. Teamwork is becoming an essential component for the survival of today's organizations, large or small.

Teamwork is breaking down the hierarchies, eliminating silos, empowering employees, and creating a spirit of accountability all through the organization.

This research is based on exploring more about teamwork by studying its guidelines and principles and how it effects the overall performance of the organizations, particularly in Hospitality industry in Lebanon.

Survey questionnaire was used for data collection from front-line employees of five star and four star hotels.

**Statistical Analysis:** Descriptive statistics were done in order to simplify the interpretation of data collected. Then reliability test was done in order to show if both

dependent and independent variables are correlated, and in order to reveal the internal consistency of the scale. Multiple regression with stepwise method was done also to see if there were significant positive relationships between the factors that contribute to the creation and functioning of successful teams and organizational performance measures. Factor analysis was done to see the number of factors that the data can be reduced to. Finally, independent samples t-test and one-way ANOVA were also studied to see if there are statistically significant differences in organizational performance measures between the two categories of hotels and among the subcategories of hotels in Lebanon.

**Conclusion:** the study revealed that there is statistically positive relationship between the factors that contribute to the creation and functioning of successful teams and the organizational performance measures and there are statistically significant differences between five-star and four-star hotels, and among the subcategories of hotels.

## TABLE OF CONTENTS

DEDICATION-----	iv
ACNOWLEDGEMENTS-----	v
ABSTRACT-----	vi
TABLE OF CONTENTS-----	viii
CHAPTER ONE: INTRODUCTION-----	1
1.1 Purpose-----	6
 CHAPTER TWO: LITERATURE REVIEW-----	8
2.1 Defining the Team-----	8
2.2 The High Performance Team-----	10
2.3 Team and Leadership-----	13
2.4 Team and Diversity-----	17
2.5 Team and Culture-----	19
2.6 Dysfunctions of Teams-----	21
2.7 Team Effectiveness and Outcomes-----	25
2.8 Summary of Literature Review-----	30
 CHAPTER THREE: RESEARCH FRAMEWOTK AND METHODOLOGY-----	32
3.1 Research Questions-----	32
3.2 Hypotheses-----	33
3.3 Methodology-----	35
3.3.1. Instrument-----	35
3.3.2. Sample size-----	36
3.3.3. Industry Selection-----	36
3.3.4. Sample Selection-----	37
3.3.5. Survey Participants-----	38
3.3.6. Survey Administration-----	38
3.3.7. Response Rate-----	38
3.3.8. Ethical Considerations-----	38

CHAPTER FOUR: STATISTICAL ANALYSIS-----	40
4.1. DESCRIPTIVE STATISTICS-----	40
4.2. RELIABILITY TEST-----	42
4.3. MULTIPLE REGRESSION ANALYSIS-----	44
4.4. FACTOR ANALYSIS-----	70
4.5. INDEPENDENT SAMPLES T-TEST-----	76
4.6. ONE-WAY ANOVA-----	79
 CHAPTER FIVE: SUMMARY OF FINDINGS AND RECOMMENDATIONS----	86
5.1. FINDINGS-----	86
5.2. LIMITATIONS-----	102
5.3. RECOMMENDATIONS AND CONTRIBUTIONS-----	103
 APPENDIX-----	104
REFERENCES-----	108

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SUCCESSFUL TEAMS ON THE PERFORMANCE OF  
ORGANIZATIONS IN THE HOSPITALITY INDUSTRY IN  
LEBANON**

**By**

**HOURY BEDROS MAKHOULIAN**

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Submitted in Partial Fulfillment of the Requirements for the Degree of  
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