PERFORMANCE MARKETING IN REAL ESTATE

The Influence of Teamwork and Collaboration on Performance of Employees

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Abstract

This paper examines the positive impact of teamwork and collaboration on individual and organizational employee performance. As they used a mixed-method approach that is apt for small sample size (N = 60), the authors of this paper have conducted a structured survey through Google forms. Findings from the results of frequency and thematic analysis imply that better collaboration team work enhances the problem-solving efficiency, effectiveness, and satisfaction at work. The results also highlight that the collaboration depends on the environment it is being performed in, in the workplace. Psychological safety, technology, and organizational communication, serves as the environment factors that influence collaboration. Three barriers, namely over collaboration, role conflict, and role ambiguity were also analyzed as the biggest obstructers to performance.

Keywords: teamwork; collaboration; organizational psychological safety; employee performance; work environment; organizational behavior; survey method

1 Introduction

1.1 Background of the study

In this ever-changing environment, organizations are encountering new complexities with rapid technological change and alternative working realities. As a result of these challenges, to stay ahead in this environment modern organizations are starting to move away from traditional hierarchy towards teamwork and collaboration. Teamwork can be defined as a mode of interaction amongst people who combine their competencies and work together to accomplish a common goal.

Yet, since on top of this change of work from offices to the more complicated, but also as the time goes on, the hybrid workplaces, remote and digitalized workplaces, team-based working culture and collaboration tools introduce the huge chance of synergy, it doesn't equally mean that there will be a positive outcome.

1.2 Problem statement

Despite the widespread opinion that one achieves a more successful outcome when one collaborates, the reality is very different. In the case of ineffective collaboration, collaboration can be dysfunctional and characterized by "collaboration overload" with too many meetings, "social loafing" and 'turf' disputes. Furthermore, workers who operate in a psychologically unsafe environment will experience stress and lower levels of personal productivity. Although there is extensive writing about team collaboration within organizations, we would like to point out the gap in researching how small-

medium groups (N=60) of employees evaluate the specific environment factors that enhance collaboration.

1.3 Research questions

The primary research questions to be addressed in the research paper include:

- What do workers think about the immediate effects of teamwork and collaboration?
- What are the best work environment conditions that facilitate high performing collaboration?
- What are the high-impact conflicts and constraints in the workplace which diminish collaborative effectiveness on the part of individual employees and workgroups?

1.4 Aim of the present study

The major objectives of the research paper are to:

- Determine the relationship between collaborative team configurations and individual workers' performance data (e.g. Speed, accuracy, problem solving skills and job satisfaction)
- Identify the critical elements in the work setting that enable cooperation.
- Pinpoint the friction points that emerge in the workplace when people work together.
- Make research-based suggestions for managers to follow in creating an environment conducive to work.

1.5 Significance of the study

The present study contributes to the organizational behavior and human resource management literature with the empirical investigation of a controlled sample consisting of 60 organizational members. Following the small-n methodology that integrates quantitative and qualitative approaches to research, the present paper combines the theory of team synergy and management practices.

2 Literature review

Research underlines the role of team work and collaboration in enhancing employee performance. Cohen and Bailey (1997) showed that effectiveness of teams is related to team structure, organizational support and work processes. Hoegl and Gemuenden (2001) showed that communication, coordination, mutual support, and team effort are relevant considerations in team work.

Edmondson (1999) found psychological safety fostered team learning, which further enhanced team performance. Salas et al. (2005) also found that communication, trust, leadership and adaptability are vital to effective team work. McEwan et al. (2017) researched that teamwork training can enhance teamwork behaviours and team performance.

To conclude, the literature supports that teamwork is more successful for employee's performance if there is good communication within a team and between teams and that clear goals, the building of mutual trust and a supportive work environment that is related to the organizational culture is essential.

2.1 Theoretical foundations

These are the two current theories and arguments:

Social Exchange Theory (SET): SET is a theory that posits that social exchange in the workplace was mediated through exchanges of mutual trust, cooperation, and expectations. Worker in an accommodative team will put in greater discretionary effort and show higher performance when they perceive that their colleagues and supervisors will exert equitable inputs and provide psychological support.

Resource Based View (RBV): From organizational point of view, internal resources of organizations (human capital and culture of organization) provide organizations source of competitive advantage. Collaborative synergy is an intangible capability of an organization that can not simply be imitated by competitors in the work environment.

2.2 Employees' team dynamics and performance parameter

1. The empirical study focuses on a direct, positive correlation between good team work and some outputs of employees:
2. When working as a group, dividing work based on team members' skills will result in a difficult task being finished faster than doing the same task alone.
3. Various points of views provided by team members bring about creative tension and multiple ways of solving the problems.
4. Working as a team avoids the social isolation of the individual and enhances the sense of involvement and job satisfaction of each member.

Yet, the researchers note that the performance will be affected by how tightly knit a team is and how focused their goals are. In the absence of such measures, team members may act inefficiently.

2.3 Organizational work environments' role

The workplace serves as the critical mediating framework by which inputs are converted into performance outputs. These dimensions include:

- A simple way of communicating (instant message, project management tools, co-editing documents, co-editing software, etc.) which simplifies work and limits bureaucracy.
- Supportive and transformational leadership style break down any operational hurdle, establish standards, and recognizes the team efforts.
- Organizational Culture: An organizational culture where the communication is two-way and continuous creates an environment conducive to cross-functional collaboration.

2.4 Psychological safety and team friction

One of the main factors of the research on the effectiveness of teams is psychological safety. According to Amy Edmondson's definition, psychological safety is "a shared belief held by members of a team that the team is safe for interpersonal risk-taking" (Edmondson, 2014). It means that the team members feel free to give voice to their concerns and questions, to make errors and try out new ideas without feeling ashamed.

Poorly organized collaboration brings friction:

- Participating in Too Many Interactions, notifications, and meetings take valuable time away from deep work.

- Social Loafing: People tend to slack off on team projects more than on individual projects because they feel their contributions are not evaluated separately.
- Confusion and time wastage on responsibilities due to role confusion and lack of authority levels.

3 Methodology

This study also adopts a primary research approach, a descriptive research design to study the effect of teamwork and organizational work environment on the employee productivity. The Primary data collected through online Google Survey questionnaire were circulated to working people. The survey design was considering the four most important elements. Academic purpose: Pre-test the statements based on the theories of the organizational behavior including, the social exchange theory, the psychological safety model to measure the employee perception. Measurability: Quantitative, 5-point Likert scale questions(1=strongly disagree, 5=strongly agree). For ranking and having thematic indexes, close-ended, interval questions were used. Clarity: Short, simple questions which state a single variable and defined only in everyday language with no jargon or acronyms. Ethical consideration: The statement declaring Confidentiality before the survey so as to ensure confidentiality and encourage free expression in response fields.

Table 1. Data analysis framework

Steps	Components	Explanation/Tools
1	Data Collection	Google Survey Form (number of respondents: 60 people)
2	Quantitative Part	Analysis of 23 statements with the help of five-point Likert scale
3	Quantitative Themes	Work performance and satisfaction; collaboration; communication; teamwork; leadership
4	Qualitative Part	2 open-ended questions about workplace problems and suggested recommendations
5	Descriptive Data Analysis	Calculation of average scores for each theme, ranking of items and respondent's profiles
6	Thematic Coding	Ideation of friction points and solutions to them from open-ended questions
7	Integration of Data	Combination of the outcomes of quantitative and qualitative data analysis
8	Outcome	Conclusions and Implications

Source: Author's self-made research method and analysis process.

3.1 Structure of the survey instrument

The instrument used for the survey comprised three structured parts: Respondent profile: Multiple choice questions on age, job position, years of service, current work mode (office, hybrid, remote), and sector of industry. Core research constructs (23 items): Statements on a precise 5-point Likert scale (1=strongly disagree to 5=strongly agree) were answered on the following five domains: Work Performance and Satisfaction, Collaboration, Communication, Teamwork, Leadership. Qualitative component: two open-ended questions focused on the most important collaboration problems and areas for improvement.

3.2 Procedures for data analysis

The data processing included analysis of the entire data set of n = 60 people. The processing of categorical demographic data was performed by means of frequencies and percentages. Means (M) were calculated for the 23 items of the Likert scale on the individual level as well as on thematic indexes. Thematic coding was performed on qualitative open-ended responses.

4 Survey responses analysis

4.1 Data collection and analysis

There were 60 questionnaires used in the analysis. The questionnaire asked seven demographic questions, 23 attitude questions measured on a five point Likert scale (1 = strongly disagree to 5 = strongly agree) and two qualitative questions. The quantitative questions were collated in mean scores, with the higher the mean score, the more positive the perception. Qualitative data was thematically reviewed and grouped into commonly identified problems and requests.

Table 2. Respondent profile

Demographic variable	Distribution (n, %)
What is your age group?	Below 25: 51 (85.0%); 25–34: 6 (10.0%); 35–44: 3 (5.0%)
What is your gender?	Male: 39 (65.0%); Female: 18 (30.0%); Prefer not to say: 3 (5.0%)
Which industry do you currently work in?	Healthcare: 12 (20.0%); Other: 12 (20.0%); IT: 9 (15.0%); Education: 6 (10.0%); Banking & Finance: 6 (10.0%); Real Estate: 6 (10.0%); Retail: 6 (10.0%); Manufacturing: 3 (5.0%)
What is your level of employment?	Entry-level: 45 (75.0%); Managerial: 6 (10.0%); Mid-level: 6 (10.0%); Senior: 3 (5.0%)
How many years of working experience do you have?	Less than 1 year: 36 (60.0%); 1–3 years: 24 (40.0%)
What is your current mode of working?	Fully in-office: 27 (45.0%); Hybrid: 18 (30.0%); Fully remote: 15 (25.0%)
About how many members are on your immediate team?	1–5: 36 (60.0%); 6–10: 12 (20.0%); 21–50: 6 (10.0%); More than 50: 3 (5.0%); 11–20: 3 (5.0%)

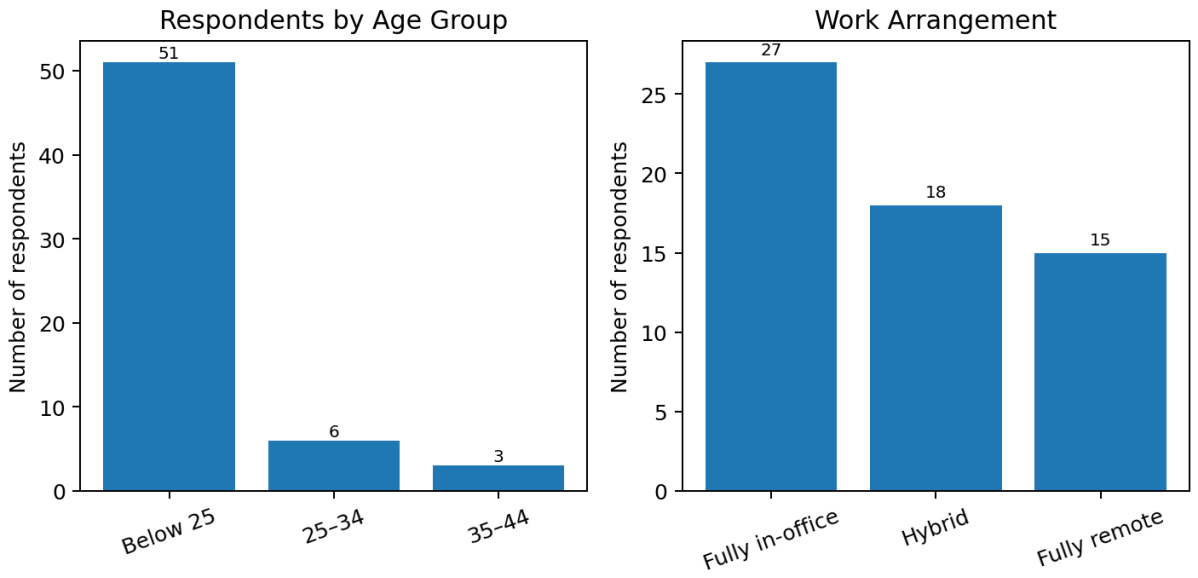


Figure 1. Age distribution of participants and workgroups

4.2 Likert-scale results

The mean values for these four broad dimensions are:

Table 3. Mean score by dimension

Dimension	Mean score (out of 5)
Teamwork & collaboration	3.69
Communication	3.75
Leadership	3.58
Employee performance	3.74

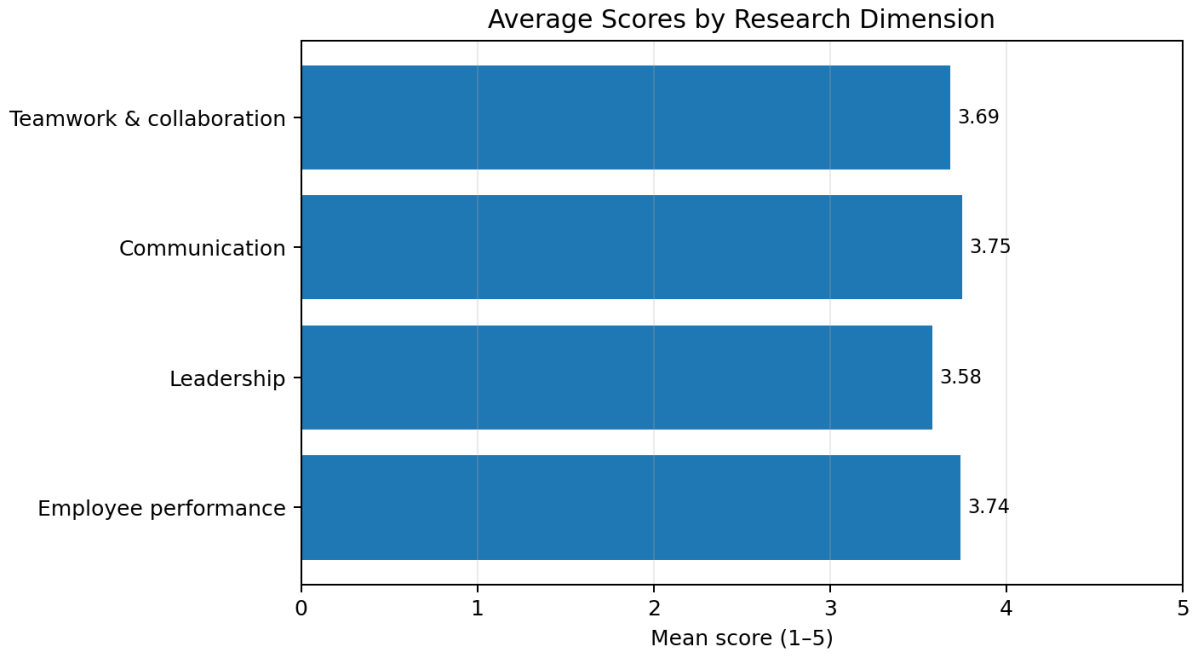


Figure 2. Average Likert-scale scores by research dimension

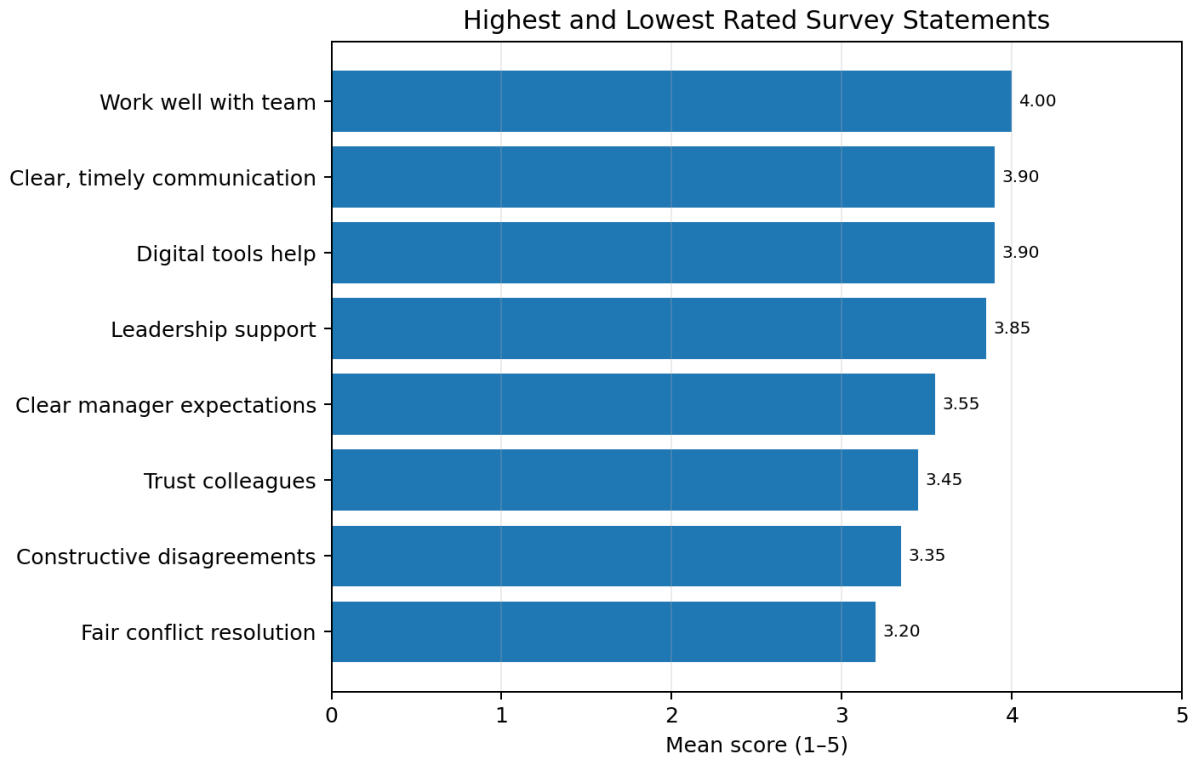


Figure 3. Four highest- and four lowest-rated statements

4.3 Key findings and interpretation

The overall average across the 23 statements was 3.68/5, which shows that the perceptions were somewhat more positive than negative. The mean for communication was 3.75, ranked highest of all dimensions. The employee performance was 3.74, and the third highest dimension being teamwork & collaboration was 3.69. Leadership had the lowest dimension mean of 3.58.

4.3.1 Highest-rated statements

- Work well with team - mean 4.00/5.
- Digital tools help - mean 3.90/5
- Clear, timely communication - mean 3.90/5

4.3.2 Lowest-rated statements

- Fair conflict resolution - mean 3.20/5
- Constructive disagreements - mean 3.35/5
- Trust colleagues - mean 3.45/5

4.4 Open-ended responses

Report the open-ended questions as a short thematic report, not as long quotations for each comment. Read through the responses and make note of what topics are mentioned, for example, communication and exchange of information, coordination and scheduling, roles and responsibilities, resolution of disagreements, experience/training, and tools available for working together. Don't list a topic unless it is present in the responses; quantify the number of people who mentioned it if you count the topics. Replies given: working challenges = 39; proposed solutions = 36. Do not create

counts from qualitative themes. Count each theme emerging from the written response before displaying percentages.

5 Conclusion

Overall, the survey shows positive and/or neutral responses in the key areas of teamwork, communication and employee performance. There seem to be weaker areas such as leadership and resolving fair conflict. The results seem to point towards the need for a better allocation of roles, communication in advance, resolving conflicts in a constructive manner and addressing the employees' involvement better. The sample has a significant percentage of young and entry level respondents hence the results should be interpreted carefully.

6 Recommendations for organizational practice

Based on the survey results, the organization is recommended to explore the following four operating suggestions:

1. Foster psychological safety by establishing open access avenues so young workers can voice their concerns during project planning to address the qualitative issues around managerial bias.
2. Align leadership's conflict resolution through training leaders on fair conflict management as managers' skills on managing conflicts get rated poorly.
3. Clarify who owns each task by utilizing RACI (Responsible, Accountable, Consulted, Informed) charts to develop clarity and peer trust.
4. Set up communication service-level agreements (SLA).

6.1 Study limitations

Interpretation of these results must be done considering the following limitations:

1. The survey was conducted with 60 employees. While the sample offers important exploratory insights, the results cannot necessarily be taken as representative of all employees and all workplaces.
2. Respondents age and career length: 85% of respondents were under 25 years of age and 75% of respondents had been in their current job for under a year. The sample was skewed toward the less experienced (less than 1 year of work experience), whereas 3–5 years' experience accounted for 16.7% of respondents, representing a limitation for more senior employees.
3. The study is based on descriptive survey responses and self-reported data. This means that the research identifies some insights or trends concerning the types of teamwork and collaboration but not causal relationships.
4. Potential areas for development: Fair resolution of conflicts (3.20), dealing effectively with differences of opinion (3.35) and trust in colleagues (3.45) seem to be the main areas of concern, but it is not clear from the study as to why these problems exist.

6.2 Recommendations for additional research

Future research could focus on the following areas:

1. Repeat this study with larger samples across other industries, different ages, and experience and positions in organizations to increase the generalizability of the findings.

2. Link survey data from employees with tangible measures of organizational performance to explore the connection between collaboration, teamwork, and worker productivity.

3. Explore the impact of leadership training and formalised conflict-resolution programmes on employees' skills to handle conflict objectively and constructively.

4. Trust and Communication: Understand the dynamic between trust levels, communication quality, and effective teamwork in order to develop a better understanding of ways to enhance workplace collaboration.

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