

**THE IMPACT OF TEAMWORK QUALITY ON NEW
PRODUCT DEVELOPMENT CYCLE TIME: EVIDENCE
FROM SAUDI ARABIA TELECOM INDUSTRY**

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**THE IMPACT OF TEAMWORK QUALITY ON NEW PRODUCT
DEVELOPMENT CYCLE TIME: EVIDENCE FROM SAUDI ARABIA
TELECOM INDUSTRY**

**By
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ABSTRACT

The research filled a gap in existing knowledge regarding the impact of teamwork quality on new product development (NPD) cycle time through the mediation of internal market orientation in the telecommunication industry in Saudi Arabia. The present research also considered environmental turbulence as a moderator in the relationship between teamwork quality and NPD cycle time. Specifically, this research extended previous effort done by providing evidence that high teamwork quality and internal market orientation could decrease the time taken in producing new products or services. Random sampling was used to select respondents for a survey from among members of NPD teams in Saudi telecommunications firms with total respondents 149 teams and response rate of 88.67 percent. PLS-SEM was used to analyze the direct and indirect relationships between teamwork quality, internal market orientation, environmental turbulence, and NPD cycle time, while path coefficient and assessment of measurement and structural model used to test the research hypotheses. Findings indicate that five out of six teamwork quality factors had significant effects on NPD cycle time but not on communication among teamwork members. Internal market orientation was found to affect positively NPD cycle time. Internal market orientation fully mediated the relationship between balance of member contribution and mutual support, and NPD cycle time. Internal market orientation partially mediated communication, coordination, efforts and cohesion, and NPD cycle time. Environmental turbulence moderated the relationship between two factors of teamwork quality, namely, communication and coordination, and NPD cycle time. Environmental turbulence did not moderate balance of member contribution, mutual support, effort and cohesion. The findings suggest that managers should facilitate an environment conducive to teamwork. The study also provides a theoretical understanding of how teamwork qualities drive new product development cycle time. Recommendations for future research and limitations of the study are also highlighted.

Keywords: product, development, cycle time, teamwork quality, Saudi Arabia

ABSTRAK

Kajian ini telah memenuhi lompang dalam bidang ilmu yang sedia ada berkaitan kesan kualiti kerja berpasukan terhadap kitaran masa pembangunan produk baharu (PPB) dengan mengambil kira orientasi pasaran dalaman sebagai pengantara. Kajian ini dilakukan dalam konteks persekitaran yang kompetitif dan perubahan teknologi yang pantas iaitu dalam industri telekomunikasi di Arab Saudi. Kajian ini turut mengambil kira gejala persekitaran sebagai penyederhana dalam hubungan antara kualiti kerja berpasukan dan kitaran masa PPB. Secara khususnya, kajian ini memperluas kajian terdahulu dengan menyediakan bukti bahawa kualiti kerja berpasukan dan orientasi pasaran dalaman dapat mengurangkan masa yang diambil untuk menghasilkan produk dan perkhidmatan baharu. Persampelen rawak telah digunakan untuk memilih responden bagi menyoal-selidik ahli-ahli pasukan PPB dalam firma telekomunikasi di Arab Saudi. Sebanyak 149 pasukan dan kadar respons sebanyak 88.67 peratus telah diperolehi. PLS-SEM digunakan untuk menganalisis hubungan langsung dan tidak langsung antara kualiti kerja berpasukan, orientasi pasaran dalaman, gejala persekitaran, dan kitaran masa PPB manakala pekali laluan dan penilaian dan pengukuran model berstruktur digunakan untuk menguji hipotesis kajian. Dapatan kajian menunjukkan bahawa lima daripada enam faktor kualiti kerja berpasukan mempunyai kesan yang signifikan terhadap kitaran masa PPB tetapi tidak pada komunikasi antara ahli-ahli pasukan. Orientasi pasaran dalaman didapati memberi kesan yang positif terhadap kitaran masa PPB. Orientasi pasaran dalaman mengantara secara penuh hubungan antara imbalan sumbangan ahli, sokongan bersama, dengan kitaran masa PBB. Bagaimanapun, orientasi pasaran dalaman hanya mengantara secara sebahagian hubungan antara komunikasi, koordinasi, usaha dan perpaduan dengan kitaran masa PPB. gejala persekitaran menyederhanakan hubungan antara dua faktor kualiti kerja berpasukan iaitu komunikasi dan koordinasi dengan kitaran masa PPB. Sebaliknya gejala persekitaran tidak menyederhanakan imbalan sumbangan ahli, sokongan bersama, usaha dan perpaduan. Dapatan kajian mencadangkan agar pengurus menyediakan persekitaran yang menggalakkan kerja berpasukan. Kajian ini juga menawarkan kefahaman teoritis tentang bagaimana kualiti kerja pasukan dapat mengurangkan kitaran masa pembangunan produk baharu. Cadangan kajian akan datang dan kekangan kajian juga turut diketengahkan.

Kata Kunci: produk, pembangunan, kitaran masa, kualiti kerja berpasukan, Arab Saudi

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LIST OF ABBREVIATIONS

ANOVA	Analysis of variance
ATM	automated teller machines
AVE	Average Variance Extracted
B2B	Business-to-Business
B2C	Business-to-Consumer
CE	Concurrent Engineering
CEO	Chief executive officer
CFA	Confirmatory Factor Analysis
CITC	Communication and Information Technology Commission
CR	Composite Reliability
e.g.	Exempli gratia (= for instance)
EDI	Electronic Data Interchange
EFA	Exploratory factor analysis
ET	Environmental Turbulence
GoF	Goodness of Fit
i.e.	Id est (that is)
ICT	Information and Communications Technology
IMO	internal market orientation
KACST	King Abdul Aziz City for Science and Technology
MICT	Ministry of Communications and Information Technology
MO	Market Orientation

NPD	new product development
p.	Page
PEU	Perceived environmental uncertainty
PLS	Partial Least Squares
QFD	Quality Function Deployment
R&D	Research and development
RBV	resource-based view
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
STC	Saudi Telecommunication Company
STITC	Saudi Telecommunications and Information Technology Commission
TQM	Total Quality Management
USA	United State of America
UUM	Universiti Utara Malaysia
VAF	Variance Accounted For

CHAPTER ONE

INTRODUCTION

1.1 Introduction

In Saudi Arabia, the telecommunication industry is highly competitive in nature particularly during the past decade with the emergence of a number of telecommunication companies into the local market. For example, after many years of dominating the market, the Saudi Telecommunication Company (STC) is now facing tremendous challenges of maintaining its market share as customers are moving to rival companies. According to El Emary, Alsereihy, and Alyoubi (2012), STC's challenges that threaten its growth and profitability include attrition and erosion in the market share, reduction in telephone and Internet prices due to activities of rivals and increased demand from the customers for better services. But at the same time, rival companies are facing the challenge of attracting customers who have been with the STC that has been dominating the market for years. Furthermore, an intensified competition in the Saudi Arabia telecommunication industry took place in 2013 when customers could switch between all companies while at the same time maintaining their contact numbers (Al-Malik, 2013; Ibrahiem *et al.*, 2012). This system puts a great pressure on all service and new product providers in the Saudi telecommunication market to keep their customers loyal and to work hard to attract customers from other rival companies.

New products are the lifeblood of companies and innovation and early launching of products are perhaps the final frontier for companies to gain competitive advantage (Ceccagnoli, 2009; Langerak *et al.*, 2008; Lichtenthaler & Frishammar,

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