

TEAMWORK QUALITY AND TEAM PERFORMANCE  
OF THE NATIONAL RAILWAYS TRANSPORT COMPANY (SNTF) IN ALGERIA



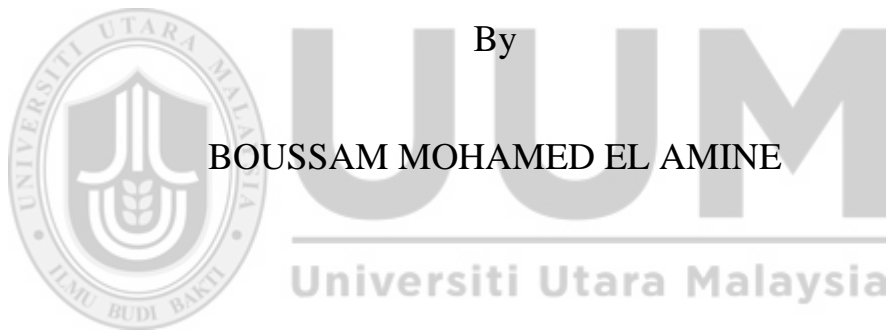
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MASTER OF SCIENCE (MANAGEMENT)

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TEAMWORK QUALITY AND TEAM PERFORMANCE  
OF THE NATIONAL RAILWAYS TRANSPORT COMPANY (SNTF)  
IN ALGERIA



Thesis submitted to  
Othman Yeop Abdullah School of Business,  
University Utara Malaysia,  
In fulfilment of the Requirement for the Master of Science (Management)

## DECLARATION

I declare that this thesis work described in this research paper is my own work (unless otherwise acknowledged in the text) and that there is no previous work which has been previously submitted for any academic Master's program. All sources quoted have been acknowledged by reference.



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## ABSTRACT

The research filled a gap on the effect of teamwork quality on team performance in the Algerian national railways SNTF. Random sampling was used to select respondents for a survey from among members of SNTF teams in Algeria firms with total respondents 113 teams. Under many team PLS-SEM was used to analyse the relationships between teamwork quality, team performance while path coefficient and assessment of measurement and structural model used to test the research hypotheses. Findings indicate that two out of seven teamwork quality factors had significant effects namely the communication and cohesion on team performance but not the balance of member contribution, mutual support, effort and cohesion and improvisation. The findings suggest that managers are required to be concerned about how to improve team effectiveness in order to assess higher team performance. This should facilitate an environment conducive to teamwork to realize superior course of reflective activities. The study also provides a theoretical implication of the study are also highlighted.

Key word: team performance, teamwork quality, communication, cohesion, mutual support, balance of team member contribution, effort, coordination, and improvisation.

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## ABSTRAK

Kajian ini mengkaji jurang ilmu pengetahuan tentang pengaruh kualiti kerja berpasukan ke atas prestasi pasukan di Syarikat Nasional Rel SNTF Algeria. Sampel rawak telah digunakan untuk memilih responden di kalangan anggota pasukan SNTF, Algeria yang mempunyai jumlah responden 113 orang. PLS-SEM telah digunakan untuk menganalisis hubungan antara kualiti kerja berpasukan, prestasi pasukan manakala pekal jalan dan penilaian pengukuran dan model struktur yang digunakan untuk menguji kajian hipotesis. Dapatan kajian menunjukkan bahawa dua daripada tujuh faktor kualiti kerja berpasukan mempunyai pengaruh yang penting iaitu komunikasi dan perpaduan kepada prestasi pasukan tetapi tidak kepada lebih sumbangan ahli, sokongan bersama, usaha dan perpaduan dan penambahbaikan. Hasil kajian mencadangkan bahawa pengurus perlu mengambil berat tentang bagaimana untuk meningkatkan keberkesanan pasukan disamping untuk menilai prestasi pasukan yang lebih tinggi. Ini dapat memudahkan persekitaran yang kondusif untuk kerja berpasukan bagi merealisasikan kursus yang unggul untuk aktiviti reflektif. Kajian ini juga memberi implikasi teori dan menitikberatkan.

Kata kunci : prestasi pasukan, pasukan kualiti pekerja, komunikasi, perpaduan, sokongan bersama, penyelarasan, usaha, baki ahli pasukan, penambahbaikan.



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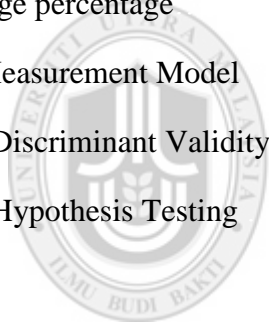
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## List of abbreviations

<b>Abbreviations</b>	<b>Meaning</b>
SNTF	Société Nationale des Transports Ferroviaires (National Railways Transport Company)
COM	communication
COH	cohesion
COOR	coordination
IMPRO	improvisation
MS	mutual support
EFF	effort
BTM	balance of team member contribution



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# CHAPTER 1

## INTRODUCTION

### 1.1 BACKGROUND OF STUDY

Globally, railways are considered “hot topic” from ancient Greece to the present day, and, particularly, in 1825, when the world’s first passenger service was initiated. In the previous decades, the railways’ revival, in the national transport system of a country, as the basic transport facility has always been an ongoing process. In the world’s history, the role of the railway is considered important. Literature has widely described their significant contribution (Berghaus, 1964; Nock, 1975; Ransom, 1981; Wolmar, 2007; Reville, 2012) and amongst others, the following are included; countries and continents, industrial development, transportation for passengers and goods and the formation of nations, and trade proliferation.

In most countries, national and international policy makers have deep concern over exemplary railways in Europe. Infrastructure is modernized after years of consolidation; new (high speed) railway lines are opened and new rolling stock investment is making their way through. Railways are considered more environmentally friendly if it is compared with other transport competitors and, thus, railways are flourishing specifically in densely urbanized areas. Historically, railways have been radically evolved and have accomplished various technological achievements. According to Dhillon (2007), in railways, passengers and goods of million dollars’ worth are transported. Railways today are considered powerful, efficient and faster than ever before. The effort of operational and regulatory entities and national

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