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**THE CONTRIBUTING FACTORS OF TEAM PERFORMANCE AMONG
EMPLOYEES OF AKADEMI SENI BUDAYA DAN WARISAN
KEBANGSAAN (ASWARA)**

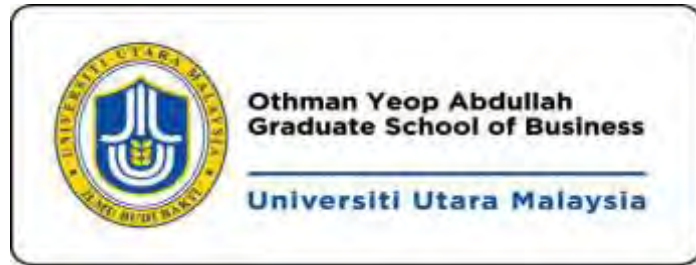
By

MUHAMMAD RIDHWAN BIN ALI



UUM
Universiti Utara Malaysia

**Thesis Submitted To
Othman Yeop Abdullah Graduate School Of Business,
University Utara Malaysia,
In Partial Fulfilment Of The Requirement For The Master Of Human Resource
Management**



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ABSTRACT

The primary aim of this quantitative research is to identify the factors that influence team performance in Akademi Seni Budaya dan Warisan Kebangsaan (ASWARA). A total of 114 respondents from Akademi Seni Budaya dan Warisan Kebangsaan (ASWARA) participated in this study and data was gathered using structured questionnaires and has been analysed using Statistical Package for Social Science (SPSS) version 22.0. Through the Statistical analysis- correlation analysis, it is found that there are positive significant relationship independent variables namely leadership, communication, and emotional intelligence with the dependent variable: team performance. Factor of conflicts however showed insignificant positive relationship with team performance. Among all four independent variables, leadership is found to be the most influencing independent variable that affects the team performance of Akademi Seni Budaya dan Warisan Kebangsaan (ASWARA). Based on the findings of the study, the theoretical and possibility implication were discussed. Limitations and recommendations for future research are also underlined.

Keyword: Team performance, leadership, communication, emotional intelligence, and conflicts



ABSTRAK

Tujuan utama penyelidikan kuantitatif ini dijalankan adalah untuk mengenalpasti faktor-faktor yang mempengaruhi prestasi berpasukan di Akademi Seni Budaya dan Warisan Kebangsaan (ASWARA). Seramai 114 responden daripada Akademi Seni Budaya dan Warisan Kebangsaan (ASWARA) telah mengambil bahagian di dalam kajian ini dan data diperolehi menggunakan soal selidik berstruktur dan dianalisa menggunakan “Statistical Package for Social Science” (SPSS) versi 22.0. Melalui analisis statistik – analisis korelasi, didapati bahawa terdapat hubungan yang signifikan antara pembolehubah tidak bersandar iaitu kepimpinan, komunikasi, dan kecerdasan emosi dengan pembolehubah bersandar iaitu prestasi berpasukan. Walaubagaimanapun, konflik menunjukkan hubungan yang tidak signifikan dengan prestasi berpasukan. Antara keempat-empat pembolehubah tidak bersandar, kepimpinan didapati pembolehubah yang paling mempengaruhi prestasi berpasukan keseluruhannya di Akademi Seni Budaya dan Warisan Kebangsaan (ASWARA). Berdasarkan hasil kajian, teori dan implikasi yang mungkin akan berlaku telah dibincangkan. Had dan cadangan untuk kajian akan datang juga digariskan.

Kata Kunci: Prestasi pasukan, kepimpinan, komunikasi, kecerdasan emosi, dan konflik



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CHAPTER ONE: INTRODUCTION

1.1 Background of study

In all levels of an organization, high performance teams are crucial for strong organization results and sustained growth (Mitchell, 2013). Impacted by current economy situation, organizations regardless private or government sectors have to be more dynamic and competitive in their future operating environment. In order to enhance the effectiveness and efficiencies, plus facing stiff market phenomenon, organizations keep pursuing better competitive advantages among them. A successful organization came from good combination of people and the systems, and strategies. Best group of human capital with effective governance at the same time ensuring successful organizations, the champion in its market. This is aligned with Porter (2012), suggested that operation is one of related matters when redefining productivity in business value chain which involving employees towards achieving competitive advantage. Organization and its management must not only focus on individuals, but also in term of teams. It is important to set impactful team in organization as it influence organization performance.

A team is a set of people who work together on a permanent or impermanent basis to attain an objective (Stewart & Mainwright, 2012) while been said that in an intricate world, short term project teams are one of the norms, different approaches are required to grow, evaluate the performance of the whole team. In addition, it is necessary to create and nourishing teams as modern teams require upper levels of accountability and emotional intelligence to work fine.

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APPENDIX A- QUESTIONNAIRE

THE CONTRIBUTING FACTORS OF TEAM PERFORMANCE AMONG

EMPLOYEES OF AKADEMI SENI BUDAYA DAN WARISAN KEBANGSAAN

(ASWARA)

I am Muhammad Ridhwan Bin Ali student from Northern University of Malaysia (UUM) Master in Science Human Resource Management are conducting a survey on the contributing factors of team performance among employees of Akademi Seni Budaya Dan Warisan Kebangsaan (ASWARA). I believe that your participation in this study will contribute to the findings of the study. It will take you about 10 minutes to complete the questionnaire. We are really interested your feedback and participation of the topic. Please complete the questionnaire and return back to us. We really hope that you will complete the questionnaire at your earliest convenience. All responses are confidential and will be used only for this study. Any report of the data will be aggregated and will not identify the respondent. If you have any question about this study, we will most happy to clarify. We thank you for your cooperation and wish you all the best.

Muhammad Ridhwan Bin Ali
Othman Yeop Abdullah Graduate School of Business
University Utara Malaysia, Kuala Lumpur

Lecturer:

Dr Jasmani Binti Mohd Yunus

PART A: RESPONDENT BACKGROUND

Please kindly answer all questions and tick (/) the appropriate box.

1. Job category

Supervisory ()

Clerical ()

2. Length of Service

< 1 year ()

1-10 years ()

11-20 years ()

21-30 years ()

31-40 years ()

3. Age

18-25 years old ()

26-35 years old ()

36-45 years old ()

46-55 years old ()

56-65 years old ()

4. Gender

Male ()

Female ()



UUM
Universiti Utara Malaysia

PART B: TEAM PERFORMANCE

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neutral (N); 4 = Agree (A); and
5 = Strongly Agree (SA)

NUM.	STATEMENT	SCORING				
		SD	D	N	A	SA
1.	The team delivers quality work.					
2.	The team is highly effective					
3.	The team performs duties accurately and consistently					
4.	The team is highly effective at implementing solutions to problems on the line					
5.	The quality of team's output is very high					

PART C: LEADERSHIP

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neutral (N); 4 = Agree (A); and
5 = Strongly Agree (SA)

NUM.	STATEMENT	SCORING				
		SD	D	N	A	SA
1.	Members of my team talk about how trusting each other can help overcome difficulties					
2.	Members of my team emphasize the importance of being committed to our beliefs					
3.	Members of my team envision exciting new possibilities					
4.	Members of my team work out agreements about what is expected from each other					

PART D: COMMUNICATION

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neutral (N); 4 = Agree (A); and
5 = Strongly Agree (SA)

NUM.	STATEMENT	SCORING				
		SD	D	N	A	SA
1.	There is frequent communication within team					
2.	Team members communicate often in spontaneous meeting, phone conversations					
3.	Team members are happy with timeliness in which they received information from other team members					
4.	Team members are happy with accuracy in which they received information from other team members					
5.	Team members are happy with usefulness in which they received information from other team members					

PART E: EMOTIONAL INTELLIGENCE

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neutral (N); 4 = Agree (A); and
5 = Strongly Agree (SA)

NUM.	STATEMENT	SCORING				
		SD	D	N	A	SA
1.	I have good understanding of my own emotions					
2.	I am sensitive to the feelings and emotion of others					
3.	I am motivated to do task without needing pressure from others					
4.	I am able to control my temper and handle difficulties wisely					

PART F: CONFLICTS

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); **2** = Disagree (D); **3** = Neutral (N); **4** = Agree (A); and
5 = Strongly Agree (SA)

NUM.	STATEMENT	SCORING				
		SD	D	N	A	SA
1.	We often have different views and ideas on the topics we discuss in the team					
2.	Team meetings frequently include a healthy exchange of opinions					
3.	In our team we often challenge each other's opinions					
4.	There are members of the team who do not work well together					
5.	There are personal conflicts between some members of the team					

-THANK YOU-



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APPENDIX B – DEMOGRAPHIC ANALYSIS

Job Category

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Management	61	53.5	53.5	53.5
Non-management	53	46.5	46.5	100.0
Total	114	100.0	100.0	

Job Category

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Management	61	53.5	53.5	53.5
Non-management	53	46.5	46.5	100.0
Total	114	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	5	4.4	4.4	4.4
26-35	50	43.9	43.9	48.2
36-45	40	35.1	35.1	83.3
46-55	12	10.5	10.5	93.9
56-65	7	6.1	6.1	100.0
Total	114	100.0	100.0	

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	58	50.9	50.9	50.9
Female	56	49.1	49.1	100.0
Total	114	100.0	100.0	

APPENDIX C – DESCRIPTION ANALYSIS

Demographic Profile

Statistics

		Job Category	Length of Service	Age	Gender
N	Valid	114	114	114	114
	Missing	0	0	0	0
Mean		1.46	2.23	2.70	1.49
Median		1.00	2.00	3.00	1.00
Mode		1	2	2	1
Range		1	4	4	1
Minimum		1	1	1	1
Maximum		2	5	5	2
Percentiles	25	1.00	2.00	2.00	1.00
	50	1.00	2.00	3.00	1.00
	75	2.00	2.25	3.00	2.00

a. Multiple modes exist. The smallest value is shown

Dependent variables

Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
Job Category	114	1	2	1.46	.501
Length of Service	114	1	5	2.23	.610
Age	114	1	5	2.70	.940
Gender	114	1	2	1.49	.502
Department/Faculty/ Unit	114	1	29	14.38	8.770
Valid N (listwise)	114				

Independent Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TP 1	114	2	5	4.04	.769
TP2	114	1	5	4.04	.819
TP3	114	1	5	4.05	.774
TP4	114	1	5	4.01	.815
TP5	114	1	5	3.99	.847
LD 1	114	1	5	3.86	.977
LD 2	114	1	5	3.86	.949
LD 3	114	1	5	3.75	.920
LD 4	114	1	5	3.76	.934
CM1	114	1	5	4.11	.886
CM2	114	1	5	4.17	.882
CM3	114	1	5	3.86	.958
CM4	114	1	5	3.82	.934
CM5	114	1	5	3.86	.901
EI1	114	3	5	4.39	.602
EI2	114	2	5	4.17	.740
EI3	114	1	5	4.33	.661
EI4	114	3	5	4.32	.656
CF1	114	1	5	3.81	.891
CF2	114	1	5	3.82	.914
CF3	114	1	5	3.78	.966
CF4	114	1	5	3.04	1.320
CF5	114	1	5	2.90	1.276
Valid N (listwise)	114				

APPENDIX D – RELIABILITY ANALYSIS

Team Performance

Case Processing Summary (Pilot Study)

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0
	Total	30	100.0

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

Case Processing Summary (Main Study)

		N	%
Cases	Valid	114	100.0
	Excluded ^a	0	.0
	Total	114	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.939	5

Reliability Statistics (Main Study)

Cronbach's Alpha	N of Items
.959	5

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
TP1	4.10	.662	30
TP2	4.17	.648	30
TP3	4.10	.712	30
TP4	4.07	.785	30
TP5	4.13	.681	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
TP1	4.04	.769	114
TP2	4.04	.819	114
TP3	4.05	.774	114
TP4	4.01	.815	114
TP5	3.99	.847	114

Scale Statistics (Pilot Study)

Mean	Variance	Std. Deviation	N of Items
20.57	9.840	3.137	5

Scale Statistics (Main Study)

Mean	Variance	Std. Deviation	N of Items
20.13	13.938	3.733	5

Leadership

Case Processing Summary (Pilot Study)

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0
	Total	30	100.0

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

Case Processing Summary (Main Study)

		N	%
Cases	Valid	114	100.0
	Excluded ^a	0	.0
	Total	114	100.0

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

Reliability Statistics (Pilot Study)

Cronbach's Alpha	N of Items
.907	4

Reliability Statistics (Main Study)

Cronbach's Alpha	N of Items
.940	4

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
LD 1	3.77	.971	30
LD 2	3.97	.809	30
LD 3	3.87	.860	30
LD 4	3.70	.915	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
LD 1	3.86	.977	114
LD 2	3.86	.949	114
LD 3	3.75	.920	114
LD 4	3.76	.934	114

Scale Statistics (Pilot Study)

Mean	Variance	Std. Deviation	N of Items
15.30	9.941	3.153	4

Scale Statistics (Main Study)

Mean	Variance	Std. Deviation	N of Items
15.23	12.125	3.482	4

Communication**Case Processing Summary (Pilot Study)**

	N	%
Cases Valid	30	100.0
Excluded ^a	0	0
Total	30	100.0

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

Case Processing Summary (Main Study)

		N	%
Cases	Valid	114	100.0
	Excluded ^a	0	.0
	Total	114	100.0

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

Reliability Statistics (Pilot Study)

Cronbach's Alpha	N of Items
.915	5

Reliability Statistics (Main Study)

Cronbach's Alpha	N of Items
.945	5

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
CM1	4.23	.679	30
CM2	4.37	.556	30
CM3	3.97	.890	30
CM4	3.90	.845	30
CM5	3.97	.765	30

Scale Statistics (Pilot Study)

Mean	Variance	Std. Deviation	N of Items
20.43	10.668	3.266	5

Scale Statistics (Main Study)

Mean	Variance	Std. Deviation	N of Items
19.82	17.090	4.134	5

Emotional Intelligence

Case Processing Summary (Pilot Study)

	N	%
Cases Valid	30	100.0
Excluded ^a	0	0
Total	30	100.0

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

Case Processing Summary (Main Study)

	N	%
Cases Valid	114	100.0
Excluded ^a	0	.0
Total	114	100.0

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

Reliability Statistics (Pilot Study)

Cronbach's Alpha	N of Items
.708	4

**Reliability Statistics
(Main Study)**

Cronbach's Alpha	N of Items
.778	4

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
EI1	4.13	.571	30
EI2	4.20	.664	30
EI3	4.10	.803	30
EI4	4.20	.714	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
EI1	4.39	.602	114
EI2	4.17	.740	114
EI3	4.33	.661	114
EI4	4.32	.656	114

Scale Statistics (Pilot Study)

Mean	Variance	Std. Deviation	N of Items
16.63	4.102	2.025	4

Scale Statistics (Main Study)

Mean	Variance	Std. Deviation	N of Items
17.20	4.269	2.066	4

Conflicts

Case Processing Summary (Pilot Study)

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0
	Total	30	100.0

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

Case Processing Summary (Main Study)

		N	%
Cases	Valid	114	100.0
	Excluded ^a	0	.0
	Total	114	100.0

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

Reliability Statistics (Pilot Study)

Cronbach's Alpha	N of Items
.683	5

Reliability Statistics (Main Study)

Cronbach's Alpha	N of Items
.419	5

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
CF1	3.67	.922	30
CF2	3.90	.885	30
CF3	3.73	.944	30
CF4	2.97	1.351	30
CF5	3.00	1.414	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
CF1	3.81	.891	114
CF2	3.82	.914	114
CF3	3.78	.966	114
CF4	3.04	1.320	114
CF5	2.90	1.276	114

Scale Statistics (Pilot Study)

Mean	Variance	Std. Deviation	N of Items
17.27	13.995	3.741	5

Scale Statistics (Main Study)

Mean	Variance	Std. Deviation	N of Items
17.36	8.923	2.987	5

APPENDIX E – MEAN TEST

Statistics

		LD	CM	EI	CF	TP
N	Valid	114	114	114	114	114
	Missing	0	0	0	0	0
Mean		3.807025	3.96316	4.30045	3.47192	4.0193
Std. Deviation		3.48203	4.13396	2.06608	2.98707	3.79093



APPENDIX F – PEARSON CORRELATION ANALYSIS

Correlations		TP	LD	CM	EI	CF
TP	Pearson Correlation	1	.791**	.753**	.458**	.210*
	Sig. (2-tailed)		.000	.000	.000	.025
	N	114	114	114	114	114
LD	Pearson Correlation	.791**	1	.846**	.365**	.136
	Sig. (2-tailed)	.000		.000	.000	.150
	N	114	114	114	114	114
CM	Pearson Correlation	.753**	.846**	1	.366**	.124
	Sig. (2-tailed)	.000	.000		.000	.190
	N	114	114	114	114	114
EI	Pearson Correlation	.458**	.365**	.366**	1	.249**
	Sig. (2-tailed)	.000	.000	.000		.008
	N	114	114	114	114	114
CF	Pearson Correlation	.210*	.136	.124	.249**	1
	Sig. (2-tailed)	.025	.150	.190	.008	
	N	114	114	114	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

APPENDIX G – REGRESSION ANALYSIS

Descriptive Statistics

		LD	CM	EI	CF	TP
N	Valid	114	114	114	114	114
	Missing	0	0	0	0	0
Mean		15.2281	19.8158	17.2018	17.3596	20.0965
Std. Deviation		3.48203	4.13396	2.06608	2.98707	3.79093

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1108.907	4	277.227	58.671	.000 ^b
	Residual	515.032	109	4.725		
	Total	1623.939	113			

a. Dependent Variable: TP

b. Predictors: (Constant), CF, CM, EI, LD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.379	1.922		.197	.844
	LD	.547	.111	.503	4.938	.000
	CM	.238	.093	.260	2.555	.012
	EI	.298	.110	.163	2.721	.008
	CF	.088	.071	.069	1.243	.216

a. Dependent Variable: TP

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.683	.671	2.17372

a. Predictors: (Constant), CF, CM, EI, LD