

## The Emergence and Development of the Concept of Teamwork from the Perspective of Organization and Management Theories.

ظهور وتطور مفهوم فريق العمل من منظور  
نظريات التنظيم والإدارة.

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### ملخص:

تهدف هذه الدراسة إلى تسليط الضوء على موضوع فريق العمل من خلال تقديم إطار نظري نشرح من خلاله مفهوم فريق العمل ثم التطرق إلى ظهور وتطور مفهوم فريق العمل من خلال أهم نظريات الإدارة والتنظيم بدءاً بالنظريات الكلاسيكية وبالضبط نظرية "ماري باركر فوليت" ثم النظريات النيوكلاسيكية وبعدها النظريات الحديثة والمعاصرة في التنظيم والإدارة.

الكلمات المفتاحية: فريق العمل، نظريات الإدارة، التنظيم.

### Abstract:

This study aims to shed light on the subject of the teamwork by presenting a theoretical framework in which we explain the concept of the teamwork and then address the emergence and development of the teamwork concept through the most important theories of management and organization, based on the classical theories; namely, the theory of "Mary Parker Follett" then the neoclassical theories and after then the Modern and contemporary theories in organization and management.

**Key words:** Teamwork, Management theories, organization.

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## **Introduction:**

The subject of the teamwork has received a great deal of attention as the management theories that appeared in the mid-twentieth century contributed to the trend towards attention to the human element, especially after the concepts of total quality gave additional support to the planned and thoughtful teamwork. The teamwork has become one of the basic pillars upon which the methodology of teamwork is based. Therefore, we can say that the transformations and changes in the administrative field were in favor of paying more attention to the human element as a member belonging to a working group. So, the majority of the entrepreneurial organizations adopted the teamwork methodology as a basic method for distinguished organizational performance.

## **1-Objectives of the Study:**

The present research seeks to answer the following questions:

- What is meant by the teamwork and what is its significance?
- When did the signs of teamwork appear?
  - How did the concept of teamwork develop? and how was it interpreted through organization and management theories?

## **2-Methodological procedures of the study:**

The descriptive approach was used by surveying the literary heritage. In this survey a number of books and papers from peer-reviewed scientific journals and conferences were reviewed which identified the major features of the study with their elements and dimensions. To achieve the various objectives of the research, the descriptive and analytical method was used.

## **3-The concept of Teamwork:**

A common definition of teamwork includes a group of people working together toward achieving a desired goal (1)

« Teamwork is a process in which team players cross functional boundaries to work together on som task or project, a process where organizational hierarchy, rules and regulations, and strict role definition are defied in order to get the job done faster to meet the market needs better. Teamwork, thus defined, collides head-on with an organization's traditional structure characterized by multiple layers of management, and often an awesome number of rules and regulations ». (2)

Teamwork « group of employees who have at least some collective tasks and where the team members are authorised to regulate mutually the execution of these collective tasks ». (3)

Teamwork is an adaptive, dynamic, and episodic process that encompasses the thoughts while they interact toward a common goal. Teamwork is necessary for effective team performance, as it defines how tasks and goals are accomplished in a team context. (4)

The definition of team starts to become tangible the moment that teamwork is identified as a competence and parameters are established for its measurement. (5) like this definition: « A team is a small number of interdependent persons that are spontaneously and naturally coordinated, with the motive of a common project, due to a feeling of membership resulting from a determined level of cohesion, making decisions based on shared knowledge ». (6)

#### **4-1-As an operational definition of a teamwork:**

It is a group of individuals who have integrated skills and common goals associated with the organization in which they work.

Teamwork is a group of individuals with integrated skills and common goals associated with the organization in which they work.

#### **4-2-Significance of the study:**

Teamwork has become important in today's business environment as teamwork results in gaining problem-solving synergy, as multiple minds work on one solution. (7)

Teamwork is important for improving creativity and innovation. It is essential for making quality decisions, each team member has greater commitment to the assigned tasks and teamwork helps organizations to increase the level of motivation of their employees. Therefore, teamwork is particularly preferred by those organizations that aim to reduce the costs and enhance their organizational effectiveness. (8)

Teamwork provide social support to employees, encourage cooperation and make jobs more interesting and challenging. (9)

#### **4-3-Teamwork studies:**

Teamwork is increasing because forming teams is an effective way to improve performance and job satisfaction. Large-scale studies on the use of production work teams show their effectiveness. Teams improve both the efficiency and the quality of organizational performance. Using teams provides the flexibility needed to operate in today's rapidly changing world business. When work teams are wider spread in an organization, the organization tends to show improvement in other performance areas, such as employee relations. (10)

A comprehensive survey of the existing research on the effect of workplace participation and teamwork on productivity suggests that the effects are positive. Of the 29 studies reviewed, 14 indicated that workplace participation has a positive effect

on productivity, only 02 indicated negative effects, and in the remainder the effects were inconclusive. The 29 studies reviewed included 08 case studies, 12 field experiments, and 09 econometric tests, thirteen of the studies examined substantive participation in decisionmaking on the shopfloor. Three of these were econometric studies of which two analyzed American firms; one showed a positive relationship between participants of clerical and production workers and productivity, while the other showed ambiguous effects for autoworkers. The participation measures included the existence of quality circles, teamwork and work councils, as well as the numbers of workers participating in such groups. The reviewers concluded that participation and teamwork positively correlated with productivity.) Bureau of Labor Statistics, (11)

In another study by Hamilton, B. et al. (2003) about the effects of implementing production teams on production goals. Their study was conducted at Koret Inc. from 1995-97 and included 288 employees. The introduction of teams led initially to an 18 % increase in productivity. The researchers were surprised to observe that high-productivity workers were the first to join team's despite receiving decreases in pay. Early teams demonstrated the benefits of collaboration through productivity increases that surpassed productivity levels of their highest-ability workers. As the number of teams increased low-ability workers were assimilated resulting in a final productivity increase of 14 % overall.

It is evident through these two studies that participating and working in teams has positive results for the organization through a higher rate of productivity.

#### **4-Emergence and development of the concept of teamwork:**

Teamwork system as a new form of work organization was proposed by the action researchers based on the sociotechnical theory and accepted by many companies in Europe under the social movement of Humanization of work or Quality of Working Life in 1960s, 1970s and 1980s. The concept of semi-autonomous work group became a kind symbol of sociotechnical design of work organization and evaluated to be progressive practices from the viewpoint of industrial democracy especially in Europe. Therefore, one of the roots of teamwork system come from the sociotechnical theory and new practices of work organization under the deep influence of the Humanization of Work all over the world. (12)

Another roots of the teamwork system especially at the shopfloor level came from Japanese automobile companies operating outside Japan. NUMMI (New United Motors Manufacturing Incorporated), a joint-venture between GM and Toyota in California, U.S. was a successful example of new production system based on Japanese model of teamwork. (13)

##### **4-1/ Mary Parker Follett:**

Mary Parker Follett stressed the importance of an organization establishing common goals for its employees. However, she also began to think somewhat differently than

the other theorists of her day, discarding command-style hierarchical organizations where employees were treated like robots, she began to talk about such things as ethics, power, and leadership. She encouraged managers to allow employees to participate in decision making. She stressed the importance of people rather than techniques- a concept very much before her time. (14)

Much of what managers do today is based on the fundamentals that Follett established more than 70 years ago. (15)

Shared leadership in teams is not a new concept. In earlier research, it was called, in addition to « Shared leadership », « collective leadership » and « peer leadership ». The concept first appeared in the work of the turn-of-the-century scholar, Mary Parker Follett. (16)

Shared leadership and delegation of authority is often on the situation as well as skill sets needed by group. It recognizes that in diverse and dispersed team, a single individual may not be able to fulfil all the leadership roles that may be needed over the life of a team, especially within the subgroups emerging functional faultlines. Shared leadership confers status and responsibility on selected team members, often resulting in stronger team cohesion. (17)

The Follett approach to participative problem solving, based on the concepts of constructive conflict and power-with, anticipated both the work of Likert and McGregor on participative leadership, and principal of effective teamwork expounded more recently by Tom Peters and others. (18)

#### **4-2/ Chester Barnard:**

Chester Barnard introduced the idea of the informal organization (exclusive groups of people) that naturally form within a company. He felt that these informal organizations provided necessary and vital communication functions for the overall organization and that they could help the organization accomplish its goals. (19)

Barnard Stated that it was particularly important for managers to develop a sense of common purpose where a willingness to cooperate is strongly encouraged. (20)

Barnard argues that four factors affected the willingness of employees to accept authority:(21)

- The employees must understand the communication.
- The employees accept the communication as being consistent with the organisation's purposes.
- The employees feel that their actions will be consistent with the needs and desires of the other employees.

- The employees feel that they are mentally and physically able to carry out the order.

#### **4-3/ Human relations theory:**

The Human Relations movement was founded by Elton Mayo; he was the inspirer of the famous Hawthorn experiments of 1927- 1932. These experiments were named after the Hawthorn works of the Western Electric Company in Chicago. They were conducted by a team of Harvard scientists under Mayo's leadership. Between 75 and 100 investors worked with 20,000 Western Electric employees, The results in the Hawthorn studies led to the emergence of the Human Relations approach to public administration. Here we shall review the findings of the three critical Hawthorne experiments. (22) The Hawthorne study (1925) is one of the best examples. The concluding study at Hawthorne was significant, because it confirmed the importance of one aspect of the informal organisation on worker productivity. The power of the peer group and the importance of group influence on individual behaviour. (23) The basic principles of the human relations approach are as follows : (24).

- Work is a group activity. Workers may react to management, the organization, and work itself as members of groups of informal organizations rather than as individuals.
- Informal groups within the work plant exercise strong social control over the work habits and attitudes of the individual worker. Group standards strongly influence the behaviour of individuals in organisations.
- The most effective style of supervision will be created when the managers consult the work groups and their informal leaders before introducing every change in the work schedule. This is what is called the participative management. This style of management allows the workers to influence decisions that affect them and leads to the highest level of workers effectiveness. It not only prevents the alienation of workers but also wins their acceptance of organizational goals.

The influence of human relations ideas is clear. The notion of involving the employees in their work and making them feel that they are value is taken further perhaps than in Mayo s ideas, where good communication with employees and engaging them as valued employees was sufficient. Neo-human relations ideas encourage some devolution of authority and decision-making, and hence the further changes required in relation to structure. Strategies requiring devolution of power and decision-making should have in place less hierarchical, more decentralised structures with stronger horizontal links than mechanistic structures allow. (25)

Employees work behaviour was very much influenced by friendships with colleagues, group pressures and group norms and the social environment of the work spot. Motivation to work productivity and quantity of work are all related to the nature of the social relations between the workers and their boss. (26)

#### 4-4/ Abraham Maslow's theory of needs :

Maslow's theory argued that individuals are motivated to satisfy numerous different kinds of needs, some of which are more powerful than others, or in the psychological jargon, are more prepotent than others. Certain needs are more urgent as compared to others. When one need is satisfied and therefore becomes less important to an individual, other needs loom up and become motivators of the behaviour of an individual. (28)

Maslow represented this prepotency of needs as a hierarchy. The most prepotent needs are shown at the bottom of the ladder, with prepotency decreasing as one progresses upwards. (29)

**Self-Actualisation:** This need belongs at the top of the ladder and is concerned with an individual reaching his maximum potential or doing the thing he knows to the best of his ability.

**Esteem:** This need refers to respect from others, self-respect and recognition.

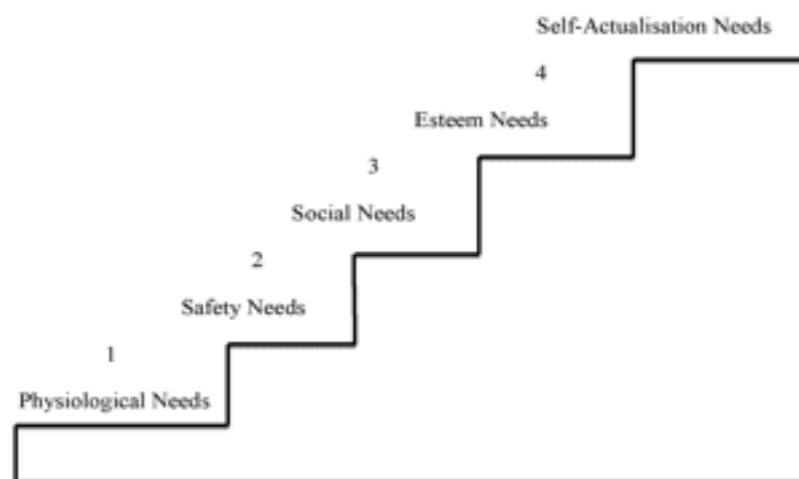
**Belonging:** This need is concerned with the feelings of affiliation, acceptance or being a part of a group.

Relationships such as friendships, families help fulfil this need for companionship and acceptance, along with involvement in social, community, or religious groups.

**Safety:** This need refers to physical safety and psychological security.

**Physiological:** This need is concerned with the feelings of hunger, thirst, sex and rest.

**Figure (1)** Maslow's Hierarchy of Needs.



**Source:** Tallo, J. T. (2007): Business Organisation And Management, Department of Commerce Jesus and Mary College, University of Delhi. data McGraw-Hill. Publishing Company Limited. New Delhi, p146



#### **4-5/ Kurt Lewin and Group Dynamics:**

The field of group dynamics grew most rapidly in the 1930s and 1940s, during which a few prominent social scientists centered their attention on understanding group processes and interactions.

Lewin created the term group dynamics to show his interest in the group as a unit of study. For the first time, psychologists took the study of groups seriously, rather than simply looking at the effects of groups on individuals. Lewin's innovations in research methods, applications, and focus still define much of the study of group dynamics today

One of Lewin's primary concerns was social change. He believed it is easier to change a group than it is to change as individuals return to their everyday life, the influence of the people around them will tend to reverse the behavior change. If the behavior of a group of people is changed, the group will continue to reinforce or stabilize the behavioral change in its members. Lewin developed models of organizational change and group dynamics techniques that are still used today.(34)

#### **4-6/ Douglas McGregor:**

Douglas McGregor (1906-1964) was a professor. In the 1960, McGregor wrote a book entitled Human Side of Entrepreneurship. In that work, McGregor introduced the now well-known as concept of Theory X and Theory Y. McGregor said that many managers feel that they tend to have tight controls over their organization because workers are lazy and resist the demands of their managers. McGregor called this traditional style of management Theory X and said that it was not a good way to manage.

McGregor proposed an alternative style, something he called Theory Y. He felt that people would accept work and responsibility if given a chance, and that management should provide suitable working conditions so that people could achieve personal goals while satisfying the organization's goals.

McGregor goes on to describe the benefits of teams:

1/ Group target-setting offers advantages that cannot be achieved by individual target-setting alone. The two are supplementary, not mutually exclusive.

2/ An effective managerial group provides the best possible environment for individual development. It is the natural place to broaden the manager's understanding of functions other than his own and to create a genuine appreciation for the need for collaboration. It is the best possible training ground for skill in problem solving and in social interaction.

3/ Many significant objectives and measures of performance can be developed for the group that cannot be applied to the individual. The members of cohesive groups will



work at least as hard to achieve group objectives as they will to achieve individual ones.

4/ In an effective managerial team the aspects of « dog-eat-dog » competition, which are actually inimical to organizational accomplishment, can be minimized by the development of « unity of purpose » without reducing individual motivation.

#### **4-7/ Japanese Management:**

Japanese style of Teamwork is developed under the « Loosely –structured Organization » which spread widely in the development of ME and Information Technology in the 1960s.

The indicators of Japanese style of teamwork are: assignment of task to a team, development of multi-skilled workers, wide scope of discretion of operators, feeling of group cohesiveness, information sharing among team members about team targets, supporting role of supervisors. These indicators can be used to identify teamwork from work organisation and the degree of team working of any organisation.

For-runners of Japanese style of teamwork are QC circle, ZD activities and « Jisyukanri-katudou (self-managing group) » which became popular in the 1970s and 1980s. However the determining factor of the spread of Japanese style of teamwork is not Japanese culture of groupism, but the development of new technology.

Traditional Japanese management is exemplified by the three pillars of Japanese management: lifetime employment, the seniority system, and unionism.

As can be seen in an automobile factory where workers assemble parts components Japanese workers exercise their multiskilling ability and handle a wide range of work tasks, their ability to perform multiskilling tasks allows for team-based or interdependent jobs and teamwork is a source of the high level of productivity and competitiveness demonstrated by Japanese companies.

Japanese workers are inclined to work together and are skilled at teamwork Japan is also an egalitarian Society, and the difference between managerial and general employees in terms of authority and all employees are allowed to make decision. The nature of Japanese teams involves a large amount of discretion or autonomy in decision-making, Decisions are occasionally group oriented in that each employee makes a decision in the interests of her or his team, not in his or her own interests. (Sakikawa, 2012 )Team-based management practices have contributed to improved efficiency, as demonstrated particularly by Japanese companies in the manufacturing sector, and eventually, to greater competitiveness.

Japanese management and workforces were forced to work together starting from scratch after the disasters of the Second World War. But the essential need is for integrated teamwork by all company members

#### **4-8/ Total Quality Management:**

Total Quality Management became popular in the 1980s for reasons of competitiveness in the globalising contexts mentioned earlier, the influence of the quality movement and Japanese management methods.

Many large companies worldwide have attempted to implement Total Quality Management in the last few decades. The principles of continuous improvement to decrease waste, thereby enhancing productivity, have been taken up more widely than those of encouraging teamwork and employee involvement, which have had more varied responses.

The Quality school of management considers the employees working in team. These groups are primary vehicles for planning and problem solving. And

confidence among members of the organization at all levels is an important condition for success.) Quality management involves employees in decision making as a way to prevent quality problems.(48)

Teams have the advantage of involving the maximum number of people in the total quality process. It is useful to think of the TQM institution as a series of overlapping teams. The synergy required to make quality improvements comes from people working in harmony. Quality improvement is hard work, and this is best approached with the support of others.

Quality circles are considered an essential part of quality processes in Japan, whereas they are not in the West. This may have something to do with their voluntary and after-hours image that does not fit easily into the western industrial culture. In the West, teams and teamwork have been emphasized in place of quality circles

Kaoru Ishikawa, who formalized the concept of Quality Circles, and brought attention to the importance of small groups in eliminating product variability points out.

Change from the traditional way of doing things; change from an autocratic system to one that empowers its people, it means replacing a people-blaming environment with a fresh, new atmosphere of learning how to work together. It is based on participation and teamwork.

#### **4-9/ Kaizen Strategy in Japanese management:**

Kaizen is a Japanese word that, loosely translated, means to take apart (kai=change) and put together in a better way (zen= good). The term, commonly used in Japan, moved into mainstream American business language when Masaaki Imai's book kaizen : the key to Japan's Competitive success was published in 1986.

Kaizen is a Japanese term meaning continuous improvement.

The very notion of continuous improvement suggests that managers, teams and individuals learn from both their accomplishments and their mistakes.

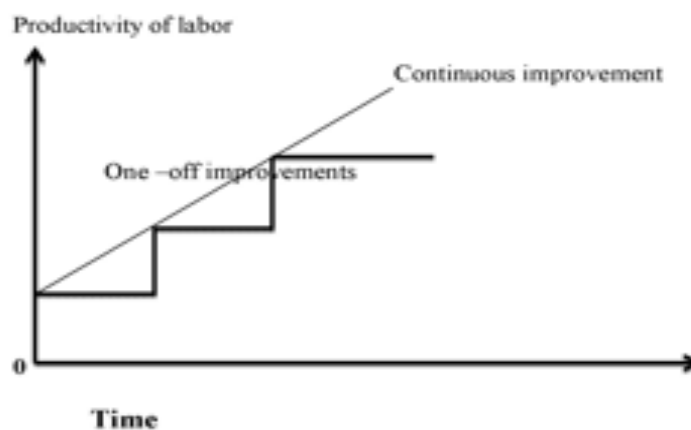
Quality managers help their employees gain insights from personal work experiences, and they encourage everyone to share with others what they have learned. In this way, everyone reflects upon his or her own work experiences in this manner helps to create an organization that is continuously discovering new ways to improve.

The kaizen approach is based on teamwork as well as on systematic use of industrial engineering and operations management tools and concepts to achieve incremental improvements on a continuous basis.

The following conditions are necessary for Kaizen to operate :

- Team-working- suggesting and discussing new ideas to improve quality or productivity is best done in groups. These kaizen groups are likely to be drawn from the work team-or cell-operating in the place of work. Each kaizen group should meet regularly-and this requires management to provide the time and necessary training- to discuss problems that they have identified. Recommendations for change could then be put forward to managers, or each group may be empowered to put their own ideas into practice.
- Empowerment-by giving each kaizen group the power to take decisions regarding workplace improvements, this will allow speedier introduction of new ideas and motivate employees to come up with even more ideas.

**Figure (2) :** kaizen compared to (one-off) changes.



**Source:**Rylatt, (2001): Learning Unlimited (Transforming Learning In The Workplace) (2nd ed). Kogan Page. London,p38

#### **4-10/ williamOuchi's Theory Z:**

William Ouchi's Theory Z. Often referred to as the « Japanese » management style, Theory Z offers the notion of a hybrid management style, which is a combination of a strict American management style (Theory A) and a strict Japanese management style

(Theory J). This theory speaks of an organizational culture which mirrors the Japanese culture in which workers are more participative and are capable of performing many and varied tasks. (30)

One of the most important tenets of this theory is that management must have a high degree of confidence in its workers in order for this type of participative to work. While this theory assumes that workers will be participating in the decisions of the company to a great degree, such employees must be very knowledgeable about the various issues of the company, as well as possessing the competence to make necessary decisions. The management sometimes has a tendency to underestimate the ability of the workers to effectively contribute to the decision making process

William Ouchi's Theory Z is a response to Douglas McGregor's Theory X/Y. Theory Z focuses on the employees and the perceptions and needs of employees. Employees have a high degree of self-discipline, order, organization, and a sense of cohesiveness within the organization. Continual education and training is emphasized as well so that employees can remain productive and be more valuable as participants in the organization.

#### **4-11/ The learning organization:**

The learning organization is a management approach that is also based on the systems approach to management. In many ways Senge's work is a direct offshoot of Deming's work on quality management, which was discussed previously.

Michael Beck (1992) in an article, « Learning Organisation; How to create them », defines a learning organisation as one that:

...Facilitates learning and personal development for all its employees, while continually transforming itself.

Organizations are really only a collection of individuals. A learning organisation therefore requires learning individuals. However, certain learning disabilities can cripple an organization

According to Senge, five disciplines enable us to overcome these disabilities and create new futures for the organisation. These disciplines are:

- Becoming committed to lifelong learning.
- Challenging one's own assumptions and generalisations about the organisation and the world around it.
- Sharing a vision for the organization.
- Encouraging active dialogue in the organization.
- Promoting systems thinking.

Teamwork is central to Senge's description of a learning organization where « people continually expand their capacity to create desired results, where new patterns of thinking are nurtured, and where people are continuously learning how to learn together ».

Teamwork does not just happen. As Philip Crosby said: « being part of a team is not a natural human function ; it is learned ». (1979). Training in teamwork and problem-solving skills is often necessary. The members of a team have to learn to work together.

Learning organisations use teamwork as a high leverage strategy to stimulate growth and achievement. To achieve this, teams work hard to stamp out destructive behaviour that inhibits learning. The transition to greater team maturity and responsibility is an underlying behaviour of a learning organisation.

## **6-Results:**

The current study concluded to a number of conclusions, which can be summarized as follows:

- The use of the teamwork methodology has spread in organizations because of its importance, as it helps the organization to adapt, especially after it became working in a complex and unstable environment. In order to be able to succeed and compete, it became necessary to interact with these environmental variables and respond to them with the highest degree of flexibility.
- Several studies indicated that there is a positive effect of using work teams in the organization on improving employee performance and increasing productivity.
- The concept of teamwork did not appear directly with this term, but its first signs began to appear with the classical theories and precisely the theory of "Mary Parker Follett" which focused its attention on the group significantly more than its focus on the individual as it focused on cooperation, communication and coordination in addition to the concept of participation in authority which was contrary to what was brought by the classical theories.
- Chester Bernard considered "the organization as a" cooperative social system "in addition to being a productive system. His ideas were complementary to what was brought by" Follett "through his interest in developing coordination and cooperation between individuals to achieve goals collectively.
- The concern for the human or moral aspect of the individual clearly began with the theory of human relations, where the human relations school, after the experiments carried out by "Elton Mayo" and his team, reached the importance of coordination between the efforts of individuals, and focused on the development of work groups, specifically informal groups, as it highlighted the role of values and the standards that these groups take.

- "Abraham Maslow" was interested in working in a team or group through arranging human needs in a hierarchical and gradual manner. He considered the social needs of feeling belonging, acceptance and attention from the other side as among the most important and deepest human needs.
- Curt Lewin studies on group dynamics have contributed to the increase in group interest in the workplace, an interest that outweighs the concern for the individual.
- "Douglas MacGregor" was interested in the relational and human dimension within the organization through the theory or the perception of the workers, which he considered the path that leads to the integration between the objectives of the worker and the organization in which he is a member through the positive relationship between workers, especially between the boss and subordinates.
- Teamwork style is one of the most important features of Japanese management. The Japanese worker carries out his work through his team in which he works, and the work supervisor is chosen from among the team members and by the team members. The decision-making process takes place collectively, and thus accountability for work results is collective.
- Total quality management is based on adopting the teamwork method, as quality is a joint responsibility among all members of the organization and it is distributed across all units and levels of the organization, so everyone is responsible for achieving the desired goals and being able to survive and continue competition.
- The Japanese experience, which the Japanese called "Kaizen", was able to achieve high productivity and quality through continuous improvement in work.
- Theory Z of William Uchi, as a Japanese theory that adopts environments outside Japan, is concerned with teamwork through collective decision-making and the interest in involving workers in everything related to work and the organization.
- The organization tendency towards adopting the principles of the learning organization is evident in its interest in working in a team by sharing information and making it available to everyone by facilitating the flow of information and knowledge between all levels of the organization and by working in a team that facilitates coordination in work and collective learning that enhances the team's work.
- The best type of investment is to invest in the human resource, yet the organization interest in working in a team is one of the most important pillars of this investment.
- Attention to the methodology of a team or work teams has become an urgent adaptive necessity as a result of the intensification of competition and the complexity of the business environment, which has become characterized by rapid change and

work in an atmosphere of uncertainty. It is often better than a one-person decision without consulting with the opinions and ideas of team members or co-workers.

### **Conclusion:**

In conclusion, it can be said that working in a team spirit is one of the secrets of the success of the organization. So, the organization that establishes the culture of the teamwork, which is one of the requirements of modern management, is often a successful organization. As we explained earlier, this has been evidently evidenced by the increasing interest in modern theories in the style of teamwork. Involving all workers and giving them a wider scope of freedom to act and assume responsibility and encourage them to take risks and self-monitoring is the basis for the success of modern organizations that operate in an environment characterized by complexity and uncertainty. This makes change and development at work and the speed and accuracy of responding to the needs and aspirations of the external environment (customers) an urgent adaptive necessity that is more successful and flexible through the organization's reliance on the work team methodology.

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