

# The Communication, Collaboration, Relationship Building and Cohesion influence Team Performance

Submitted by: Qandeel Nazir

Enrollment no: 01-298321-060

Supervised by: Sumia Mumtaz

Department Of Management Sciences

Bahria University Islamabad

#### Abstract

Research has shown that performance of employee depends on many factors, like personal abilities, skills, communication, cooperation, mutual trust, and group cohesion. This show that individual as well as group factors affect performance. These factors increases the efficiency and productivity of any employee. And also make the employees more satisfied. Researches illustrate that effectual and well-organized communication, mutual trust among employees, and cohesive work unit positively relates to the job satisfaction, performance and positive attitudes of employees.

A study by University Of East London shows that the concept of communication is immeasurable. Other factors are also related to effective communication. Communication will help employees to build relationship, collaborate effectively at work place and work as cohesive unit. It explains that employee communication is; infect exchange and clear provision of information, commands and directions between management and employees. And it makes the organization to work properly and employees to be well aware about their responsibilities and duties and hence they can perform in a much better way. (University of East London, 2009).

This thesis develop a model based on general sociological research literature and several arguments that will further explains the relationship between communication and performance of employee and how other factors like relationship building, collaboration, cohesion affects employee performance.

The research goal is to verify if factors like communication, collaboration, relationship building, and cohesion affect the performance of employee positively or negatively. Hypothesis regarding the relationship between employee performance and communication and other factors are tested using data from 273 employee working in different companies.

The main contribution of this thesis is the significantly stronger support for the notion that effective communication positively affects employee performance. We will give special emphasis to research investigating factors that influence the performance of employees at work in organizations. Several performance-relevant factors are considered, including relationship

building, communication, collaboration, and cohesiveness. We will compare the variables for teams, highlighting the progress that has been made, suggesting what still needs to be done.

#### Acknowledgement

This thesis is written as completion to the Master in Project Management at Bahria University Islamabad. This thesis is intended to show the importance of effective communication and other factors like collaboration, relationship building and cohesion which positively affect employee performance.

I would like to thank participants for their participation in the questionnaire. My supervisor Miss Sumia Mumtaz, provided me with feedback and guided me through research project. Her time, advice and encouragement have been invaluable.

#### **Table of content**

CHAPTER1: INTRODUCTION	9
1.1 Background of Study	9
1.2 Problem statement & research question	10
1.3 Approach	11
1.4 Scope of research	11
1.5 Proposed thesis structure	11
CHAPTER2: LITERATURE REVIEW	12
2.1 Concept & Definition	12
2.1.1 Communication	12
2.1.2 Relationship building	13
2.1.3 Collaboration	14
2.1.4 Cohesion	14
2.1.5 Effective Communication	15
2.1.6 Importance of Effective Communication	15
2.1.7 15 principles of Effective Communication	18
2.1.8 Impact of Effective Communication	20
2.1.9 Different levels of Communication	21
CHAPTER3: THEORETICAL FRAMEWORK	24
3.1 Communication & Performance	24
3.2 Cohesion & Performance	31
3.3 Collaboration & Performance	32
3.4 Relationship building & Performance	33
3.5 Employee Performance	34
3.6 Conceptual Model	35
3.7 Hypothesis	35
CHAPTER4 : RESEARCH DESIGN	36

4.1 Independent Variables	36
4.2 Dependent Variables	36
4.3 Research Methodology	36
4.4 Respondent to study	36
4.5 Data collection tools & techniques	37
4.5.1 Handling Missing data	39
4.6 Population & sampling	39
4.7 Type of study	39
4.8 Data Analysis Techniques	39
4.8.1 Descriptive Statistic Techniques Used	39
4.8.2 Inferential Statistics Used	40
CHAPTER5: RESULT & DATA ANALYSIS	41
<b>5.1 Frequency Tables</b>	41
5.2 Cross Tabulation	46
5.3 Descriptive Statistics	52
5.4 Reliability	55
5.5 Correlation	56
5.6 Regression	57
<b>CHAPTER6: CONCLUSION &amp; RECOMMENDATION</b>	68
6.1 Summary	68
6.2 Conclusion	70
6.3 Recommendations	71
6.4 Limitations	71
Reference	
Appendix	

### **List of Tables**

Table 4.1: Table of Response Rate	37
Table 5.1: Gender Frequency table	41
Table 5.2: Age Frequency table	42
Table 5.3: Education Frequency table	43
Table 5.4: Team size Frequency table	44
Table 5.5: Designation Frequency table	44
Table 5.6: Experience Frequency table	45
Table 5.7: Cross tabulation of gender and age	46
Table 5.8: Cross tabulation of gender and education	47
Table 5.9: Cross tabulation of gender and team size	48
Table 5.10: Cross tabulation of gender and designation	49
Table 5.11: Cross tabulation of gender and experience	50
Table 5.12: Descriptive Results of Variables	52
Table 5.13: Reliability Results of Variables	55
Table 5.15: Table of Correlation between Variables	56

## **List of Figures**

Figure 3.1 The conceptual model of the theoretical frame work	35
Figure 5.1: Graph of gender frequency	41
Figure 5.2: Graph of age frequency	42
Figure 5.3: Graph of education frequency	43
Figure 5.4: Graph of team size frequency	44
Figure 5.5: Graph of designation frequency	45
Figure 5.6: Graph of experience frequency	46
Figure 5.7: Bar chart between gender and age	47
Figure 5.8: Bar chart between gender and education	48
Figure 5.9: Bar chart between gender and team size	49
Figure 5.10: Bar chart between gender and designation	50
Figure 5.11: Bar chart between gender and experience	51