

marital status, while participants significantly differed in terms of educational level. The results of this study had many implications for human resources and other practitioners and managers who must enhance the teamwork atmosphere in their organizations. As for the originality/value, employee involvement and teamwork effectiveness had previously lacked attention, especially in the Middle East countries, and this paper contributed to the body of knowledge by empirically studying the correlation between employee involvement and teamwork effectiveness.

### **2.3.2. International Studies**

- 1- Aleksander P. E. Bradford, S. B. Robert, E. P. John, R. H. & Daniel, R. I. (2005) study entitled: "Evaluation of Generic Teamwork Skills Training with Action Teams: Effects on Cognitive and Skill-Based Outcomes".**

This study evaluated the utility of generic teamwork skills training for enhancing the effectiveness of action teams. Results from 65 four-person action teams working on an interdependent command and control simulator revealed that generic teamwork skills training had a significant and positive impact on both cognitive and skill-based outcomes. Trained team members evidenced higher levels of declarative knowledge regarding teamwork competencies and demonstrated greater proficiency in the dimension of planning and task coordination, collaborative problem solving, and communication. Furthermore, results indicated that cognitive and skill based outcomes were interrelated. Team member's declarative knowledge regarding teamwork competencies positively affected planning and task coordination, collaborative problem solving, and communication skills. However, the researcher found that the effects of declarative