

ratings are meant as an initial guide, and each situation should be looked at and assessments should be chosen based on the situational needs.

Exploring more about the main elements included and covered by teamwork KSA test, O'Neill, Goffin & Gellatly (2012) mentioned that teamwork KSA test includes two main factors: the first is Interpersonal KSAs that includes conflict resolution, collaborative problem solving and communication. The second is Self-management KSAs that includes goal setting/performance management, planning and task coordination.

Leach et.al (2005) tested three hypotheses: Hypothesis 1, autonomy and teamwork KSAs will be individually related to team performance and member job strain. Hypothesis 2, teamwork KSAs will mediate the relationship of autonomy with both team performance and member job strain. Hypothesis 3, autonomy and teamwork KSAs will interact to predict team performance and member job strain. Based on that and many other studies, one can assume that the team individual capabilities, skills, learning, knowledge and abilities could affect the team performance effectiveness.

#### **2.2.4. The Demographic Variables and Team Performance:**

On the other hand, different research studied the effect of demographic characteristics on the team performance; Athanasaw (2003) studies the team characteristics and team member KSA relationship to the effectiveness of team in cross-functional teams in public sector. He found that the more years of professional experience the cross-functional team members have, the higher the KSA test score. His findings indicate that those persons who volunteered to participate more often on teams scored higher on the teamwork KSA