

**5- Al-Rawi, K. (2008) study entitled: "Cohesiveness within teamwork: the relationship to performance effectiveness – case study"**

This study aimed to explore the nature and the function of teamwork cohesiveness in organizations in the UAE. It addresses and assesses how teams can progress to be of maximum use through teamwork and to view teams as performing organizational units, which is similar to other studies that focus on teamwork processes. Teamwork cohesiveness is defined as a small number of people with complementary skills who are committed to common purposes, performance goals, and approaches for which they hold themselves mutually accountable. These include being a team player with participation propensity, cooperative behaviors, and leadership skills. A model was tested, relating teamwork cohesiveness with intelligence and skills; reduce conflict, and 2D of organizational commitment, i.e. value, and performance. Survey data from 76 teams (n=294) were collected in three industrial institutions in the UAE.

Findings: The results are supportive of a multi-component structure for cohesiveness and of its importance to the functioning of teams and organizations. Teamwork cohesiveness appeared strongly related with team member's attitudes towards the organization. Cohesiveness between team members was positively associated with value commitment and negatively with performance commitment. In addition, intelligence and skills appeared strongly related to team satisfaction.

**6- Al-Saudi, M. (2013) study entitled: "The Role of Teamwork Empowerment in Enhancing their Performance in Jordanian Hospitals: A Case Study: Al Israa Hospital"**