

## **CHAPTER V**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1. Introduction**

Several researchers have studied the factors that affect team performance; many still, however, did not focus on studying the effect of one or few factors of team characteristics on team performance such as knowledge, skills and abilities. This research referred to different studies like: Steven and Campion (1994), Leach et.al (2005), Robins and Judge (2011) and many others, and aimed to find scientific, valid and reliable instruments that cover the major team characteristics that affect team performance. The research adopted the international teamwork KSA test developed by Stevens and Campion in 1994 and validated in 1999, which gives detailed analysis about teams' KSA regarding Interpersonal KSAs, (which includes Conflict Resolution, Collaborative Problem Solving, Communication) and Self-management KSAs, (which includes Goal Setting & Performance Management and Planning & Task Coordination).

On the other hand, it is difficult to find a perfect way to measure the teams' performance. Some researchers depend on individual self-satisfaction score with simple questions like Miller (2001), McClough and Rogelberg (2003). Others depend on external observer judges like Tagger and Brown (2001). This research adopted the WUE survey issued by Uhl-Bien and Graen in 1998, which measures the team performance, effectiveness and dynamics by the team heads that are influenced in or affected by the team performance.