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The positive impact of collaboration on teams' performance

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ABSTRACT

The motivation of the review paper is to find out the advantages and the positive impact of collaboration between team members on the performance of a team and motivate members to use the collaborative techniques on a regular basis. The steps to achieve effective collaboration is also defined. Initially the definitions are clarified. A team is defined as a collection of like-minded people who have banded together to achieve a common objective with an average size between 4 to 20 members. Collaboration is working in sync as a group. Then twenty unique research papers are reviewed. Finally, the findings are presented with highlighting the positive impact collaboration has on team and how it can be achieved by teams to their own advantage.

Keywords: Teamwork, Improving Team Performance, Management, Leadership

1. INTRODUCTION

1.1 What is a team?

A team is a group of like-minded individuals that have come together to work towards a similar goal. Everyone is unique in their way and thus brings a different set of skills to the table. A group of people working towards the same set vision is known as a team. For a team to effectively resolve all the issues and challenges encountered in the process, it must be well-organized. Social and hierarchical order has to be in place.

The number of people in a team can range from 4 to 20 approximately. Whether it is a sport or military, members of the team will not exceed the range. The reason for a team to have this particular range of people is because if the number exceeds then the ability to control the team compromises. Or the interaction between the groups becomes loose. In a team, the members collaborate or work together. They might assign different jobs to each other. Working with each other creates interdependence among the teammates. What binds a team to work with one another is the shared goal or set of objectives.

An effective individual level analysis has to be done that identifies the strengths and weaknesses of all the individuals in the team. Effective distribution of work must be done, according to the specific skill sets of individuals. Allotting the work based on an individual's strength will highly improve the functionality of the team and the overall efficiency of the team will be improved. This will reduce the time taken by the team to achieve the desired outcome.

Along with the individual analysis, a hierarchical order must be put in place. This makes certain individuals responsible for certain tasks. This allows holding the people of the team accountable for performing allotted tasks. It is like dividing a big organization into smaller departments. It helps in the simplification of the process and makes it easier for people to work together.

1.2 What is collaboration?

A team is a group of individuals. But that alone doesn't make them a good team. An ideal team would have an effective collaboration among them. A highly effective team will make sure that any indifference among team members is resolved. All the members of team must be well organized for an effective collaboration.

The term "group" refers to a recognizable group of two or more people that interact progressively, reliantly, and adaptively to achieve predetermined, shared, and respected goals. In a group setting, each individual contributes to the organization's overall success.

Collaboration means the process of two or more people working together to complete a defined goal. It can also happen between two or more organizations.

Let us illustrate.

Consider an automobile manufacturing plant where they shared the goal of the people working is to manufacture an automobile. To achieve the task, the leader has to divide different jobs into different people. Usually, there are several teams, sometimes there the job or work can be given to a single person too depending on how small is the work. The teams include supply chain, R and D, designing, assembles line workers et cetera. The working people in these teams are collaborating to manufacture the automobile.

2. MOTIVATION

When compared to the labour done by a group of people, working alone yields very little profit. This research will advise organizations to follow the combined effort inside the group to achieve beneficial results. This review paper will aim to outline the competitive advantage a team can develop and even suggest steps on how to achieve effective collaborative environment. This research will also provide motivation to the members of the group. They can improve their execution by cooperating with one another.

3. LITERATURE REVIEW

1) Adarsh K. Kakar (2013) [1], used the approach-avoidance theory in his work to propose the “closure effect”. Closure effect refers to the increase in motivation of the team as the work reaches closer to its deadline. Agile initiatives have repeatedly shown increased motivation and satisfaction among users and team members than projects that use plan-driven methodologies. Higher team member motivation is known to increase productivity, corporate loyalty, and higher levels of engagement, and it is a critical metric of success if not synonymous with it. Various theories for this beneficial occurrence have been proposed, all of which are based on the special qualities of Agile techniques, such as a focus on people, increased degrees of user interaction, and a collaborative development approach.

Kakar, Adarsh K. (2013), " What motivates team members and users of agile projects?", *Southern Association for Information Systems Conference*, pp. 82-87.

2) Assbeihat , Jamal M. (2016) [2], research studied the inspiration of team members of the group on how they may improve their performance by collaborating with one another. After the data has been obtained through interviews and study, it is processed, the process is known as post coding. After the data has been coded, it has been categorized according to the subjects' grasp of ideas and then moved to the third stage. The data analysis is done in the final stage. In corporations, collaboration is valued more than individual work when it comes to achieving efficient and successful results. Collaboration among team members has a good correlation with team performance.

Assbeihat , Jamal M. (2016), “The Impact of Collaboration among Members on Team’s Performance”, Volume 5, Issue 5 Pages: 248-259

3) Torrente et al. (2012) [3], studied the function of team work engagement as a mediator between team social resources and team performance. Data from 533 people has been compiled. Employees were divided into 62 teams and 13 organizations, with team performance being measured. Supervisory ratings are used to evaluate the work. Teamwork, as expected, was found via structural equation modeling. Engagement acts as a bridge between team-level social resources and team-level social resources. The supervisor's assessment of your performance.

Torrente et al. (2012) “Teams make it work: How team work engagement mediates between social resources and performance in teams”, *Psicothema*, Vol. 24, n° 1, pp. 106-112

4) Khoshroor S. et al. (2016) [4], studied allocating surplus resources to near-failure projects is a common organizational choice error. This decision error can be exceedingly costly, especially in a competitive scenario. The study's main objectives are to determine, to what extent individual trait anxiety predicts team commitment escalation. It can help forecast how teams will allocate resources in a competitive setting based on some team member characteristics. We propose that disparities in the allocation of extra resource in near-failure projects are a result of competition shadow and individual anxiety, by noting that diverse resource assigning is provoked by distinct competitive situations and personality variability within the team. Finally, they address how managers may better assess whether to continue or abandon a project that is on the verge of failing.

Khoshroor S. et al. (2016), “How team allocate the resource; a model of escalation of commitment in competitive situation”, *International Conference on Industrial Engineering and Operations Management Kuala Lumpur*, pp. 2117-2124

5) Mazzocato et al. (2011) [5], conducted research in the Emergency Departments of a Swedish university hospital during the early stages of teamwork implementation. The intervention aimed to improve teamwork by modifying the surroundings and revamping the work process. Each team was in charge of the whole care episode, which included everything from patient arrival to discharge from the emergency rooms. Data was gathered over the course of three days of observations organized around an observation strategy. Behavior analysis was used to identify essential teamwork behaviors for consistent teamwork implementation and to investigate the factors that reduced or enhanced the likelihood of these behaviors.

Mazzocato et al. (2011), "Team behaviors in emergency care: a qualitative study using behavior analysis of what makes team work", *Scandinavian Journal of Trauma Resuscitation and Emergency Medicine*, pp. 19-70

6) Clemente, F.M. et al. (2015) [6] studied the general properties of networks in various team sports. As a result, the examination of variance to the general network properties between different team sports and different team sports and different team sports and different team sports and different team sports and different team sports It was carried out at competitive levels. Sixty-six official matches (from handball, basketball, football, futsal, and other sports) were played. Rink hockey and volleyball were examined at five different levels of competition (U12, U14, U16, U18, and U20). Amateurs (those who have been doing it for more than 20 years). Football has also been discovered to create greater sense of teamwork among team members. Basketball and volleyball, however, encourage greater density and clustering coefficient values due to links between teams.

Clemente, F.M. et al. [2015], "How team sports behave as a team? general network metrics applied to sports analysis", *Sport Science*, pp. 81-87

7) Jahanshahi, A.A. et al. (2020) [7], researched high-tech ventures that have significant market rivalry. Market rivalry encourages team members for constant new innovation. They looked at the direct and indirect effects of transformative leadership on team innovation in small high-tech businesses in this study. Twenty four team leaders and 133 employees from Iran's high-tech industries took part in this research. It discovered that transformational leaders have a critical role in promoting team innovation, facilitating team trust, and improving team communication quality using structural equation modeling. This study presented empirical evidence of the important function of transformational leadership in stimulating team innovation by improving communication and trust among team members in developing countries.

Jahanshahi, A.A. et al. (2020), "What makes teams more innovative in small high-technology ventures? The role of leadership", *Int. J. Entrepreneurial Venturing*, pp 1-23

8) Maldonado, R.M. et al. (2021) [8], in this study presented a collaborative analytics conceptual model to assist researchers and designers in identifying opportunities. Developments in this model have made it possible to progress our knowledge in collaborative learning. They suggest that connecting low-level data to higher-order constructs is educationally beneficial. In order to measure the validity of a study, it must be useful and understandable to educators and students. The paper highlights the importance of theory, task design, and human factors through four case studies. Aspects in interface design are studied in this research which provides actionable insights for boosting group learning and collaboration

Maldonado, R.M. et al., (2021), "What Do You Mean by Collaboration Analytics? A Conceptual Model", *Journal of Learning Analytics*, pp. 126-153

9) Paassen [9] addressed the challenge of current landscape study in this work. Poverty, environmental degradation, and climate change continue to demonstrate that landscape development is complicated and unpredictable. Landscapes are made up of nested biophysical and social systems that are multi-dimensional and highly dynamic, interacting at many system levels at the same time. Complex, non-linear, divergent processes occur as a result, as do new landscape layouts. There is a need for collaborative research-for-action and research-inaction with societal stakeholders.

Paassen, A.V., (2011), "The search for collaborative research for sustainable landscape development", *Mansholt publication series - Volume 11*, pp. 7-319

10) M. van Braak [10] showed in his research that the potential of reflection for learning and development is broadly accepted across the medical curriculum. Our understanding of how exactly reflection yields its educational promise, however, is limited to broad hints at the relation between reflection and learning. Yet, such understanding is essential to the re-design of reflection education for learning and development. In this qualitative study, we used participants' video-stimulated comments on actual practice to identify features that do or do not make collaborative reflection valuable to participants. We concentrate on parts of the interactional process that make up the instructional activity of reflection in this way.

M. van Braak et al. (2020) "A participant perspective on collaborative reflection: video-stimulated interviews show what residents value and why", *Advances in Health Sciences Education*, pp. 2-16

11) Zöller et al. (2012) (11) investigated the collaboration patterns of open source software projects on GitHub. They created a group typology based on the structural attributes of the corresponding directed networks, and we investigate how the topology relates to the repository's collective identity, hierarchy, productivity, popularity, resilience, and stability. These analyses reveal considerable differences between group kinds, providing useful information on how to structure collaborative software development effectively. Identifying the mechanisms that underpin self-organized collaboration on digital platforms is critical not only for better understanding open source software development, but also for all other decentralized and digital work environments, which are widely seen as a key feature of the future workplace.

Zöller N. et al. (2012), "A topology of groups: What GitHub can tell us about online collaboration", *Technological Forecasting and Social Change*, pp. 1-19

12) Bradley, B. H. and Klotz, A. C. (2012), in their research found out although previous research has suggested that task conflict in teams might boost performance, yet the composition variables have remained unexplored. The previous research on the effects of personality traits on team processes and results, determining whether various personality compositions influence the effect of task conflict on team performance is crucial to researchers' knowledge of team conflict. Their findings suggest that team-level averages of both openness to experience and emotional stability act as modifiers of the task conflict enhancing team performance and communication.

Bradley, B. H. and Klotz, A. C. (2012), "Ready to Rumble: How Team Personality Composition and Task Conflict Interact to Improve Performance", *Journal of Applied Psychology* 2013, Vol. 98, No. 2, pp. 385–392

13) Derksen, K. et al. (2012) in this exploratory study, looked at how teams feel and deal with the "developmental space paradox," as well as how it influences team success. Individual members of 12 teams (N = 70) were interviewed. The teams that were successful (n = 7) and unsuccessful (n = 5) were compared. The findings reveal that successful teams deal with the paradox differently than failing teams, and that both groups use distinct coping techniques to deal with it.

Derksen, K. et al. (2012), "Breaking the Paradox: Understanding How Teams Create Developmental Space", *Journal of Management Inquiry*, pp. 1–16

14) Kammerer M., (2020) studied the high conflict contexts of South Korea and the United States. Their research analyses the impact of beliefs and influence in determining collaboration under high and low conflict settings. He found out that both beliefs and influence are related with the creation of collaborative links, whereas neither is important in the low conflict contexts of Sweden and Switzerland. Their findings provide a more sophisticated picture of when attitudes and influence shape collaboration patterns by taking conflict into account.

Kammerer M., (2020), "What explains collaboration in high and low conflict contexts? Comparing climate change policy networks in four countries", *Policy Studies Journal*, pp 1-19

15) Jones, M., et al. (2009) proposed in this research that various kinds of collaboration all play a significant role in clinical practice. The purpose of their research is to demonstrate how clinical reasoning is an ideal vehicle by which physiotherapy practitioners can reflect on the process of collaboration with their patients in clinical practice.

They suggested that collaborative decision making is an advanced clinical skill, while also casting doubt on just how well or consistently physiotherapists are able to set goals with their patients and nurture a collaborative approach in working towards those goals. They address the diversity and underlying nature of therapeutic environments.

Jones, M., et al. (2009), "What is Collaborative Reasoning?", *Advances in Physiotherapy*, volume 6, pp. 70-83

16) Druskat, V.U. (1999), made a socio-emotional model to represent team effectiveness and interaction process in detail. There are three aspects of their model that are not found in others. First, they propose social capital facilitates the development of an engagement in appropriate performance strategies. Second, they propose a parallel emotional process through which members build social capital. Third, their model integrates both individual and group level data and constructs a model to describe the development of group's emotional intelligence and social capital.

Druskat, V.U. (1999), "The link between emotions and team effectiveness: how teams engage members and build effective task processes", *Academy of Management Annual Meeting Proceedings*, pp. 1-8

17) Kauffmann, D., (2015), presented a conceptual model that facilitates the development of collaboration within virtual teams. It claims that information and communication technology is important to create trust among the team members. It further shows that team leaders have a major impact on the effectiveness of communication.

Kauffmann, D., (2015) "Economics and Business Economics and Business Review", *Economics and Business Review*, Vol. 1 (15), No. 2, 2015: 52–75

- Edwards, M., (2019), "The Child Support Scheme: What innovative collaboration can achieve", *Successful Public Policy: Lessons from Australia and New Zealand*,

18) Flowers, N., et al. (2000) [18], studied several teaming techniques that can help teachers in the classrooms. Student achievement improves as a result of sustained, enhanced classroom practices. Middle school classrooms come in a variety of styles and sizes. Some are bright and encourage creativity other are kind and open. Although schools functions on a variety of levels, including school-wide, grade-level, multidisciplinary team, and classroom, it is the implementation of programs and practices in the classroom that is most important for student's overall achievement.

Flowers, N., et al. (2000), "How Teaming Influences Classroom Practices", *Middle School Journal*, pp. 52-59

19) Duffy R. (2015), provides a significant contribution to our understanding of global environmental governance (GEG), demonstrating the importance of ethnographic research in understanding how conventions work, alliances emerge, and particular

ideas rise to prominence while others fade away. In this research, he situates the collection of papers in the context of broader discussions about the changing character of global governance.

Duffy R., (2015), "What Does Collaborative Event Ethnography Tell Us About Global Environmental Governance?", *Global Environmental Politics*, pp. 125-132

20) Vanichvatana, S. (2020) [20] research aimed at exploring how students utilized SNA to support team project work at home, how they learned about SNA, and students' perspectives on the benefits and drawbacks of social network applications. As a case study, business students from a Bangkok private institution were used. The findings revealed that, despite the multiple benefits of social networking apps, students still favored face-to-face meetings during many stages of a team project.

Vanichvatana, S. (2020), "How social network applications enhancing team project collaborations at home", *Cypriot Journal of Educational Sciences*, Volume 15, Issue 2, pp. 386-398

4. FINDINGS

4.1 Advantages of Collaboration on Team

As we have discussed, teams should collaborate for the betterment of the organization or company. Here are the following points on how it is good for them -

1. **Problem-solving**—Team collaborating with each other can solve a problem to ensure smooth working inside the company. Many times, first they have to figure out the problem before working on solving it.
2. **Increasing productivity**—The main reason for team collaboration is to increase productivity. Dividing people according to skills to form a team and then collaborating with other teams is the best way to increase the efficiency of the workforce.
3. **Learning** – Team workers collaborating with others can provide a good opportunity to explore different fields or jobs. They can learn what is working and what's not. It can be very beneficial for the organization as a whole.
4. **Creativity** – Any team working with other teams can create a fantastic platform by brainstorming and discussing the creative aspects of the organization or company. Creativity can increase efficiency, so the more they collaborate the better.

4.2 Steps teams follow to collaborate successfully

- Have set deadlines for each task.

The team must have set deadlines for each task.

- Assign each team member with specific responsibilities.

Each member must be assigned certain responsibilities; they must not overlap with each other.

- A community environment must be fostered.

A friendly and communicable environment must be cherished in the team. People should feel like they are

- The goals must be clear and precise.

All team members must be clear in their minds about the target.

- Encourage a creative temperament.

Among the team members, a creative temperament must be encouraged. Members should be motivated to think out-of-the-box solutions.

- The team leader must lead by example.

Team leaders must lead with examples rather than words. People tend to imitate what they see. If the team leader displays hardworking and sincere attitude it will be copied by others.

- Plan team's trips together.

Spending time in a constricted environment of the office doesn't allow the people to interact with each other freely. Members should plan regular meet-ups outside the workplace.

- Have set milestones.

You should have well-defined milestones for the team. It would make sure that the team is progressing towards the goal and will achieve it in the given deadline.

- Have a clear deadline.

The deadline must be set in stone. It must be visually represented to keep reminding members of the deadline they are required to meet.

- Keep checking progress.

Regular progress updates need to be made in team meetings. It keeps the morale of the team members high.

5. CONCLUSION

Our findings demonstrate how collaboration among team members impacts the team positively. Effective collaboration among organizations helps make sure that the amount of time wasted in the transit can be minimized. Effective communication is the foundation for any collaboration. Collaboration in team is done by like-minded people. The internal issues or in-differences must be put aside. The team should work together and towards a similar goal. Collaboration ensure that the team's goal is met in due time. Team and collaboration are interdependent. In a team, the required goal is only met when the people working in the team are collaborating with each other. Otherwise, it's not a team, it might be a group. Team collaboration is a process where the working people share knowledge and creative ideas through communication and help each other to create and manage the process to achieve a goal. Two or more teams can come together and decide what's best for the company. They can also collaborate to solve a problem which can increase the efficiency of the organization.

6. REFERENCES

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