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Teamwork and Project Execution: A Survey of Extant Literature

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Abstract:
The study examined the effects of team work on project execution, a survey of extant literature. The specific objectives of the study are to; examine the influence of team commitment and shared goals on project execution, to understand the effects of team interdependence on project execution, to assess the effects of interpersonal skill on project execution, to examine the effects of open communication on project execution, to evaluate the effects of team composition on project execution and to ascertain the effects of team leadership on project execution. Extant literatures were extensively reviewed. The study revealed that team commitment, team interdependence, interpersonal skill, open communication, team composition and team leadership are relevant to and positively related to project execution. The paper concludes amongst others that; commitment to team success, process and shared goals is essential for effective project execution in the firm, Team interdependence plays a significant role in team cohesion which eventually translates into proper project execution and management.

Keywords:Teamwork, project execution, team commitment, team interdependence, interpersonal skill, open communication, team composition and team leadership

1. Introduction

The importance of project management cannot be overemphasized, especially in the context of developing economies. Projects are generally accepted as the basic building blocks of development. Without successful project identification, preparation and implementation, development plans are mere wishes and developing nations would remain stagnant or regress. A number of commentators have drawn attention to the fact that projects are the "cutting edge" of development. Others called them the "privileged particles of the development process." And Projects are crucial elements in both the formulation and implementation of development plans. As critical leverage points in the development process, projects translate plans into action. As vehicles for social and economic change, they can provide the means of mobilizing resources and allocating them to the production of new economic goods and social services.

Over the years, the art of business has developed into a complex system whose main goal is not just profitability but doing so in a more efficient manner. In-view of this, businesses has therefore adopted different ways of achieving its goals and one of such ways is for organizations to partition their operations. A successful project execution is the key business objective of organizations. Effectiveness in Project execution pertains to efficiency in the accomplishment of the project goals, and objectives as defined by the requirements of the context or the stakeholders. A well-trained and efficient project team guarantees an accurate and on-time completion of projects. This allows the organization to take on more projects, generate more revenue without necessarily having to add more staff or increasing operational overhead.

Teamwork which is basically people management drives project success much more than technical issues. And a project with a disjointed and dysfunctional team is bound to face unprecedented challenges in its life cycle. Operating in the 21st century global economy, project managers face the challenges of operating in a project environment characterized by high levels of uncertainty, cross-cultural teams, and global competition. Project teams are often made up of members from diverse corporate functions and these teams seek to integrate their diverse expertise in order to achieve the given project goals. Therefore, a clear understanding of managing the human aspect in project execution and the ability to effectively utilize the individual strengths of the project team are necessities for accomplishing stakeholders' satisfaction and attaining project objectives.

A number of studies have advanced several frameworks for examining different dimensions of teamwork. These include individual team member characteristics (e.g., competencies, personalities), team-level factors (e.g., task structure, external leader influences), and organizational and contextual factors (e.g., organizational design features, environmental complexity). These various antecedents combine to drive team processes, which describe members' interactions directed toward task accomplishment. Other studies have focused on the quality of interactions within teams which determines the success of their collective output. For example, Hoegl and Gemuenden (2001) studied the influence of six teamwork quality (TWQ) factors; communication, coordination, balances of member contribution, mutual support, effort, and cohesion on the success of innovative projects.

From the study, teamwork can be viewed as the additional ingredients, skills or dimensions which every team member should develop and nurture for them to be efficient in their respective teams. The teamwork dimensions include: Commitment to team success and shared goals, Team interdependence, Interpersonal skills, Open communication, Quality of team composition and Team leadership and accountability.

1.1. Problem Statement

Teamwork is a worthy objective aimed at accomplishing high level cooperation, synergy, productivity and success in project execution. In best practices where organizational activities are projectized, project teams are the basic structures upon which the organizational activities and success revolve. The success or failure of a project depends largely on the overall performance of the project teams. This increased attention towards teams has forced many organizations to focus on improving the overall performance of the global nature of businesses and projects. But the challenge however, is on how to build effective and efficient project teams that would deliver success in project execution. There is also the challenge of how to harmonize the wide range of factors which tends to affect individual team members; commitment to team success, process and shared goals, team-interdependence, interpersonal skill, open communication, team composition, team leadership and accountability.

1.2. Objectives of the Study

- To know the influence of commitment to team success, process and shared goals on project Execution
- To understand the effects of team interdependence on project execution
- To assess the effects of interpersonal skill on project execution
- To examine the effects of open communication on project execution
- To evaluate the effects of team composition on project execution
- To, indicate the effects of team leadership and project execution

2. Review of Related Literature

2.1. Concept of Teamwork

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal (Eduardo, Cooke & Rosen, 2008). Teamwork is defined by Scarnati (2001) "as a cooperative process that allows ordinary people to achieve extraordinary results". Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. According to Montebello &Buzzotta (1993) the basic requirements for effective teamwork are an adequate team size, the context and team sizes which vary, depending upon the objective.

A team must include at least two or more members, and most teams range in size from two (2) to a hundred (100). Sports teams generally have fixed sizes based upon set rules, and work teams may change in size depending upon the phase and complexity of the objective. Teams need to be able to leverage resources to be productive (meeting spaces, scheduled times for planning, guidance from supervisors, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose (West, 2012; Woods & West, 2014; Hoegl&Gemuenden, 2001). Teamwork is present in any context where a group of people are working together to achieve a common goal (Montebello &Buzzotta, 1993). These contexts include any work organization working on projects or any formal work teams). In each of these settings, the level of teamwork and interdependence can vary from low to intermediate to high depending on the amount of communication, interaction, and collaboration present between team members (Hackman, 2019).

2.2. Advantages of Teamwork

Potential Staff (2020) noted the following are the benefits of Teamwork;

- Teamwork creates a smoother and looser structure by developing a friendly environment, where leaders are not trying to be bosses but rather work together with members of a team. This builds a strong bond and synergy between the members.
- Encourages flexibility: with teams working and communicating together, different perspectives are considered and taken into consideration and thus allow the business to respond to change faster.
- Enhances problem-solving by combining different solutions, abilities, and talents into one big productive unit and allows new ideas to flourish and goals to be achieved faster.
- Improves productivity since the performance and knowledge of an individual are limited compared with a group of varied skill sets.
- Motivates the workforce and creates a healthy environment between the team-members as which are essential given that most people spend time with their colleagues more than they do with their friends.

2.3. Stages in Team Development

Overall, teamwork and performance can be enhanced through specific training that targets the individual team members and the team as a whole. Tuckman (2016) proposed a team developmental model that separated the stages of a team's lifespan and the level of teamwork for each stage (Eduardo, et al, 2008; Neusch&Siebenalar, 1998):

- Forming stage: This stage is described by approach/avoidance issues, as well as internal conflicts about being independent vs. wanting to be a part of the team. Team members usually tend to 'play it safe' and minimize their risk taking in case something goes wrong.
  Teamwork in this stage is at its lowest levels.
- Storming stage: The second stage is characterized by a competition for power and authority, which is the source of most of the conflicts and doubts about the success of the team. If teamwork is low in this stage, it is very unlikely that the team will get past their conflicts. If there is a high degree of teamwork and willingness to collaborate, then the team might have a brighter future.
- Norming stage: The third stage is characterized by increasing levels of solidarity, interdependence, and cohesiveness, while simultaneously making an effort to adjust to the team environment. This stage shows much higher levels of teamwork that make it easier for the above characteristics to occur.
- Performing stage: This fourth stage of team development includes a comfortable environment in which team members are effectively completing tasks in an interdependent and cohesive manner. This stage is characterized by the highest levels of comfort, success, interdependence, and maturity, and therefore includes the highest levels of teamwork.
- Adjourning stage: This is the final stage, here; the delegated roles have either been completed effectively or not and the goal has been achieved or not. According to the effective goal accomplishments, the team either becomes permanent or temporary. While some members are forced to go back to the forming stage in different teams so as to achieve better results in project execution, others remain as a stable team taking up more responsibilities on future projects.

2.4. Project Execution

There are five process groups in project life cycle with each phase having multiple objectives and outcomes; Project Initiation, Project Planning, Project Execution, Project monitoring and Control and Project Close-out. Project execution which is the third and longest phase of project life circle comprises of specific set of behaviors and techniques that organizations require to have competitive advantage in their respective industries. Here, deliverables are constructed and presented to the customers and key stake-holders. During the Project Execution phase, the Project Manager focuses on the following key processes as asserted by Workfront (2021);

2.4.1. Managing People

During the planning phase of project management, the Project Manager outlines systems and procedures to help finish the project within the organizational requirements. This entails the creation of processes to interact with third-party vendors who supply essential raw materials, manpower requirement and engagement etc. Sticking to your processes can help ensure your project proceeds efficiently. Rather than making a series of time-consuming, one-off decisions, you can look to your plan for guidance and move ahead with confidence. However, if circumstances or market forces change, don't be afraid to reevaluate and adjust course. Stubbornly sticking to a plan when a change is warranted can jeopardize your entire project.

2.4.2. Following Processes

During the planning phase of project management, the systems and procedures to finish project within the organizational requirements are clearly outlined. This requires diligence in following up the systems and processes created to the execution of the project. Adherence to the agreed processes guaranties efficient project execution. However, if during the life circle of the project execution it becomes important to make changes in the project plan, sticking to the old plan when the change is necessary can jeopardize the entire project.

2.4.3. Communicating Information to All Key Stakeholders, Sponsors and Team Members

It is imperative for project managers to involve their clients and stakeholders throughout the execution phase of the project. Leaving them in the dark can result in collateral and costly misunderstandings and delays. During the project execution phase, deliberate effort should be made to encourage open communication and transparency. One way to increase visibility during the execution phase of project management is to schedule regular check-ins to discuss progress. Naomi Caietti (2018) recommended the following as a-must-do tasks during the Project Execution Phase, Develop team, Assign resources, Execute project management plans, Procurement management if needed, PM directs and manages project execution, Set up tracking systems, Task assignments are executed, Status meetings, Update project schedule and Modify project plans as needed.

2.5. Commitment to Team Success and Project Execution

Team members who understand the project are more committed to making the project successful. Studies have shown how commitment affects performance in the context of knowledge sharing. Scarnati(2001) pointed out that by following proper structure of organization, enduring effective communication, making resources available, developing trust among team members, promoting respect for culture differences of the corporate and the conditions in which teamwork is conducted can lead to effective and high performing teams. McGrath (1999) identified team effectiveness, demographics and experiences and skills are important factors at individual level. Whereas, structure and composition of team are important factors at group level and finally situation of business, culture and physical conditions are major factors

affecting team effectiveness.Smith and Wyatt (1998) stated that early planning of a project is crucial to its success or failure as it has immense effect on cost, time and quality at later stages of the project.

Camilleri(2011) stated that personality and style of leader, management skills, employee commitment, participation and effective communication at all levels are the important factors for the successful outcomes of project. Cobb (2012) indicated that the main reason for the success of construction firms is making resources available when needed by project members. Chan and Tam (2000) concluded that the influential factors affecting performance of the project from quality point of view include the effectiveness of design team leader and project manager. They also indicated that nature, scope and complexity of the project, role of construction team leader, support from parent company, nature and competence of client, environment, client's emphasis on quality, time andcost, project management actions, procurement method and client size are also additional factors that affect the performance of the project team. Peter(2005) pointed out that the fluctuation of market prices for materials and labors, time and technical skills required for completing construction project are major factors contributing to the success of the project.

2.6. Teamwork Interdependence and Project Execution

A number of studies have shown that the mediating effects of different aspects of teamwork quality on the relationship between task interdependence and project execution (Jehn, Shah, 2017). Brass (1981) revealed that workflows are the basic reason of interaction behind all kind of interdependencies between different people working together whereas task interdependence is the coordination of team members to execute their task duties (Stewart &Barrick, 2000). Interdependence is a mutual attribute of project team working on different kinds of projects and amplified level of task interdependence among co-workers boosts the quality of tasks performed by the team which points towards enhanced project performance (Kuthyola, Liu & Klein, 2017).

Wang et al. (2011) pointed out the influence of individual performance on teamwork when tasks are highly dependent. High interdependence within teams has strengthened the importance of team-efficacy (belief in the capabilities of the team on a specific task) and cohesion (degree to which a team is united in its work through goals and objectives) on performance (Godard, J. (2001). Gundlach, Zivnuska, and Stoner (2006) proposed task interdependence as a moderator in the relationship between individualism-collectivism and the degree to which a collection of individuals identify themselves as being a part of a team (team identification). Therefore, it is not surprising to see positive relationships between task interdependence and team performance.

2.7. Team Interpersonal Skills and Project Execution

Project management must have many different types of skills involved before it can be seen as successful. According to Wellman (2007), those that come to mind immediately are the technical skills that are needed to put together a project plan, schedule, budget and all of the necessary documentation. It is also important to have the conceptual skills needed to "see" the project as it is being developed. However, and as Gillard (2015) puts it, those skills won't ensure a successful project unless the project manager is able to complement his / her technical skills with many different types of interpersonal skills. Interpersonal skills in project management, is defined as not only the ability to establish a relationship with others but also to maintain it (Van Ingen, 2007).

Efficient project manager is often faced with the challenge of ensuring that all the schedules are followed and maintaining good communication with their project team. This is the reason why the need to learn how to balance different skills like interpersonal, technical and conceptual skills so that they do not only know how to analyze different situations but also know how to interact properly with other people. The success of the project management activities is to have a project manager that possesses great interpersonal skills. According to Gillard (2015), the project manager does need to possess the right values and should also possess good soft skills. Project managers needs to have good leadership skills and should know how to promote team building within its members. Other skills necessary include a good decision maker, negotiator, motivator, coach, and communicator. Being able to communicate well is an important interpersonal skill so that the project manager can direct his or her project team to the right direction

2.8. Open Communication and Project Execution

Communication can be defined as the exchange of an information, thought and emotion between individuals or groups. In other words, communication plays a fundamental role in balancing individual and organizational objectives (Oh & Lee, 2019; Rogers, 2018). Communication is the activity of conveying information. Communication requires a sender, a message, and an intended recipient, although the receiver need not be present or aware of the sender's intent to communicate at the time of communication; thus, communication can occur across vast distances in time and space. Communication requires that the communicating parties share an area of communicative commonality. The process is only complete when the receiver understands the message of the sender. Feedback is critical to effective communication between parties.

Successfully managing a project from start to finish requires certain key skills. Scheduling, time management, and the ability to negotiate with internal and external parties are all critical competencies (Rogers, 2018; Beale & Freeman, 2018). Leadership, risk management, and critical thinking similarly all fall high on the list. Research has, however, indicated that the most crucial skills needed for the success of projects is communication (Azmy, 2012; Rogers, 2018). According to a group of researchers, without strong communication skills, project managers would find it incredibly difficult, if not impossible, to effectively manage their teams and coordinate efforts in order to bring about a project's successful resolution (Higgs, Plewnia&Ploch, 2005).

Communicationmakes possible the interaction between members of the working team. A manager should be the first to establish bridges between the members of the organization, through a careful and effective communication. According to Clutterbuck, (2017), a good manager will use communication in order to make it understandable to convey its message receptor exactly as we think in order to obtain the expected feedback at the time of the initiation of the communicative process. All these elements form the basis of communication processes, whereby individuals of an organization will be able to establish interpersonal connections, which are be the basis of good management activities, both internally and externally.

O'Reilly and Roberts (2017) propose communication is measured along five dimensions, including openness, accuracy, timeliness, understanding, and satisfaction. Openness involves the extent to which team members can talk openly and share information without fear of repercussion. Accuracy is the degree to which team members feel information relayed to them is true and reliable. Timeliness is the degree to which information about project management is relayed promptly. Understanding involves the extent to which team members believe the information relayed is comprehensive. And, satisfaction is the degree with which team members are satisfied with communication between each other and with other stakeholders involved in the project performance. These dimensions of communication influence the establishment of shared meaning among team members.

An open communication leads to a more engaged and trusting team of employees. Having fewer boundaries and more spontaneous discussions allows employees to bounce ideas off one another more freely and, in a team, setting (Bernold&AbouRiske, 2010). Employees who are in constant communication with colleagues will feel more comfortable sharing their thoughts and ideas and try to better contribute to projects. As pointed out by Lonergan (2014), it is no surprise that some of the most groundbreaking ideas have come out of such collaborative work spaces. Not to mention employees begin to develop a level of trust toward each other as the idea of teamwork becomes more commonplace. Open communication can also lead to increased levels of productivity. Müller(2003) suggests that welcoming dialogue into the workplace gives employees a chance to not only share their opinions, but also have their input acknowledged and recognized by others. As a result, team members and employees feel more valuable and invested in the project. They begin to take ownership for certain projects and get excited at the company's success. When employees really feel part of a project, they take ownership of it and work hard to see its success.

2.9. Team Composition and Project Execution

Studies have indicated significant relationship between team composition and overall project performance (Odusami, Iyagba&Omirin, 2003). Besides many other factors, team composition has been identified as a key factor that influences team performance and ultimately, project performance (Belbin, 2012). Team composition not only questions what individual members bring to the group in terms of skill, ability, experience, role etc. but also whether these individual capabilities combine to result in higher performance for the team as a whole forming a synergy. Literature that has focused on design factors points at aggregated member characteristics, member heterogeneity and team size as categories associated with team composition (Stewart, 2006). From the perspective of aggregated member characteristics, different abilities of individuals provide the team with a different resource and each resource adds linearly to team performance. Therefore, the value of the team success and project performance is based on the value of the team members (Templar, 2011; Chapman, 2011).

2.10. Team Leadership and Project Execution

A number of studies have suggested that increases in levels of leadership may enhance relationships among team members and improve project performance (Yang, Huang & Wu, 2011). Working on a project as a team helps team members feel more accountable. It is the informal peer pressure; the feeling that one does not want to let other members of the team down.

Because everyone can play the leadership role, accountability occurs in teamwork. When a team member is working with people he or she respects, they do not want to disappoint them. This goes for all the project stakeholders, not just people on the direct project team.

According to Egeland (2014), more than 50% of all projects already fail; there's no need to increase that percentage by failing to include the full project team in ownership of the project's overall mission. Every project needs a strong leader to have a decent chance of success. An organized leader running a well-planned project is much more likely to achieve project success and customer satisfaction than an indecisive, inexperienced project leader. Add to that a very committed and accountable project team and the likelihood can increase exponentially.

3. Theoretical Review

3.1. McGregor's Theory X and Theory Y

McGregor developed the Theory X and Theory Y which provides a distinction between management styles. Theory X is described as an authoritarian style which emphasizes on productivity and fairness and rewards for performance (Ramesh, 2013). It is the assumption of this theory that workers are reluctant in carrying out their duties and usually find ways of not getting them done. The theory suggests having a motivated management staff that will encourage employees into being productive. The theory prescribes the use of strict control and monitoring once it is detected that employee are reluctant to work. It believes that the major reason for trouble in the work environment is the issue of employees avoiding taking up any responsibility. Theory Y on the other hand illustrates a participative style of management based on the assumption that when people are committed to an objective, they will be self-motivated to achieve those objectives.

According to Ramesh (2013), it falls on the management to maximize such commitment. Thus, employees become more productive when trust and responsibility is bestowed upon them, which is a strong motivator.

3.2. System Theory and Project Management

The system theory is based on the idea that everything is interrelated and interdependent. There are two types of systems: open systems and closed systems. The open systems are systems that allow interactions between their internal elements and the environment. An open system is defined as a "system in exchange of matter with its environment, presenting import and export, building-up and breaking-down of its material components." Closed systems, on the other hand, are held to be isolated from their environment. From the system theory, we see project management (PM) as a process of ensuring that set of activities and outputs meets an organization's goals in an effective and efficient manner. Project management can focus on the performance of an organization, a department, or the processes in place to manage particular tasks as a system of interrelated parts.

Project management as a system of interrelated parts is made up of standards that are generally organized and disseminated and it can include specifying tasks and outcomes of a job, providing timely feedback and coaching, comparing employee's actual performance and behaviors with desired performance and behaviors, instituting rewards, etc. As an open system, project management must continually interact with its environment as source of inputs. This environment consists of various parties or stakeholders such as governmental agencies, clients, suppliers, engineers, advocates, etc (Kast&Rosenzweig, 1985). The successful management of any project seeks inputs from its external environment, transforms these inputs into outputs (finished or completed projects). Coordinating the efforts of the various stakeholders in the project management system is a decisive management practice. Mac Aualey (2013); asserted that the systems approach views the project management in the organizational form as a total system comprised of interacting subsystems, all of which are in complex interaction with the relevant external environment.

3.3. Empirical Review

Assaf, Hassanain and Hafiz (2014) undertook an empirical study of the effectiveness of project teams and their impact on the performance of Saudi Construction Projects. The objective of this study is to determine the nature and strength of relationship between the different elements of teamwork effectiveness and overall project success. Literature has been reviewed on constituents of effective teamwork and indicators for project success to determine the relationship. Two questionnaires were used to determine the nature and strength of the relationship between components of effective teamwork and overall project success. Data on the questionnaires were gathered from 13 different project teams of large commercial buildings in Saudi Arabia. The research showed a positive and high correlation between team effectiveness and project success. Analysis of the obtained data indicated that three factors of teamwork are strongly associated with project success. These factors are team roles and responsibilities, team goals and objectives and team leadership. The research conducted is most beneficial for project managers and team leaders in construction organizations to adjust their focus on key components of effective teamwork that lead to augment the possibilities of project success.

Yang, Huang and Wu (2011) undertook an empirical study on the association among project manager's leadership Style, teamwork and project success. This study aims to examine whether the impact of teamwork on project performance was moderated by the following data class variables: industry sector, total installed cost, owner regulation, initial site, team size, complexity, project type, and international involvement. Additionally, this study also investigated the relationships among the project manager's leadership style, teamwork, and project success. To address the primary aims, a questionnaire-based survey was used to measure the project manager's leadership style, teamwork, and project success in terms of schedule performance, cost performance, quality performance, and stakeholder satisfaction. The analyses suggest that increases in levels of leadership may enhance relationships among team members. The results also indicate that teamwork exhibits statistically significant influence on project performance. Finally, the findings suggest that project type has a moderating effect on the relationship between teamwork dimensions and overall project success.

Porter and Lilly (1996) empirically examined the effects of conflict, trust and task commitment on project team performance. The researchers pointed out that whereas recent research linking conflict to performance has focused on strategic or executive teams, this paper examines task performing project teams. The authors present an overall model for team performance which includes relationship characteristics such as commitment, trust, conflict, and task processes. The authors propose that conflict, which may be quite beneficial for strategic teams, is more likely to hinder than help performance in project teams. The structural model is tested using data from 464 individuals in 80 student teams working on a new product introduction case project. The empirical findings support the view that (1) commitment and trust have only an indirect relationship with team performance, (2) and conflict and task processes are key explanatory variables directly related to team performance.

Odusami, Iyagba and Omirin (2003) undertook an empirical study on the relationship between project leadership, team composition and construction project performance in Nigeria. A total of 60 questionnaires drawn from project team leaders comprising 12 each from architecture, building, civil engineering, estate surveying, and quantity surveying were collected and used for the study. Data collected were analyzed using descriptive statistics and Pearson product–moment correlation. The tests of the hypotheses led to the conclusion that there was significant relationship between the project leader's professional qualification, his leadership style, team composition and overall project performance. No significant relationship was found between the project leader's profession and overall project performance.

Boakye (2015) empirically examined the impact of teamwork on employee performance in Ghana. The researcher observed that in today's society, there have been so much emphasis on pride and personal achievement at work place; where by the concept of teamwork seems to be overlooked by managers and employees, due to this management sees less

essence of teamwork as a major tool of performance which has led them to poor performance and productivity in the industry market. Therefore, the study seeks to identify the impact teamwork has on organizational performance. The objective of this study was to identify factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on organization performance. This research study analyzes the impact of teamwork on organizational performance on the employees of KomfoAnokye Teaching Hospital and Ejisu Government Hospital. Several measures of team performance were analyzed including team trust, recognition and rewards. Convenience sampling technique was used to select the employees whiles purposive sampling technique was used to select management in the organization. A self-structured questionnaire was used in the data collection. The research study used correlation techniques in order to analyze the relationship between two variables that was Teamwork and Organization Performance. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance.

Kuthyola, Liu and Klein (2017) undertook an empirical study on the influence of task interdependence on teamwork quality and project performance. The researchers posit that although task interdependence is regarded as a key factor in determining individual performance, empirical evidence on the relation between interdependence and project performance is limited. This work investigates how task interdependence influences project performance. Specifically, it empirically examined the relationship between task interdependence, teamwork quality, and project management performance using a questionnaire survey of 300 software personnel. The analysis results show the mediating effects of different aspects of teamwork quality on the relationship between task interdependence and project performance. They recommended that when assigning tasks with high interdependence for an agile process, managers should provide team members the platform for facilitating their teamwork behaviors.

4. Discussion

The paper revealed that a successful project execution is key to business objective of many organizations. Performance is a useful term to describe the capability of a team and the processes that the team undertakes. The concept of teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. The relationship between teamwork and project execution is examined, three sets of theories that are related to the teamwork and project execution are examined. In any context of project management, certain leadership styles are required for securing organizational commitment; and (iii) systems theory sees project management as consisting of interrelated subsystems and parts which are interdependent. As a system, the theory suggests that the organization in managing a project must interact with its external environment in order to secure necessary inputs, transform these into outputs in form of finished projects.

From the extant literature reviewed, six previous empirical studies related to the objective of this study are reviewed. One examined the nature and strength of relationship between the different elements of teamwork effectiveness and overall project success. The second studied the association among project manager's leadership style, teamwork and project success, next one examined the effects of conflict, trust and task commitment on project team performance. The fourth assessed the relationship between project leadership, team composition and construction project performance in Nigeria. The fifth empirically examined the impact of teamwork on employee performance in Ghana. Finally, the sixth is a study on the influence of task interdependence on teamwork quality and project performance. The results of all the empirical studies carried out in this study clearly reaffirmed that a cohesive teamwork in any organization leads to effective and efficient project execution and project success.

5. Conclusions

The paper concludes that commitment to team success, process and shared goals is essential for effective project execution in the firm, Team interdependence plays a significant role in team cohesion which eventually translates into proper project execution and management. To achieve project execution successfully, open communication among team members is necessary; and team interdependence, and team leadership are key requirements to achieve project success and long-term survival of a firm.

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