



THE NECESSITY OF TEAM PERFORMANCE IN ORGANIZATIONAL SUCCESS

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Abstract. This article examines the critical role of team performance in achieving organizational success and sustaining competitive advantage. Drawing on multidisciplinary literature, the study conceptualizes team performance as a multidimensional construct encompassing task performance, teamwork and collaboration, adaptability, and contextual performance. The paper highlights how high-performing teams contribute to improved productivity, innovation, quality, efficiency, employee engagement, and customer satisfaction. It further explores key drivers and moderators of team effectiveness, including leadership styles, governance mechanisms, team composition, diversity, psychological safety, and collaboration processes. The research emphasizes the importance of systematic measurement and evaluation using multi-level performance metrics to capture task outputs, process effectiveness, team health, and organizational impact. The study contributes to both theory and practice by offering an integrated perspective on how effective teamwork drives organizational outcomes and provides guidance for managers seeking to optimize team-based structures.

Keywords: team performance, organizational effectiveness, high-performance teams, employee engagement, leadership and collaboration, performance measurement.

TASHKILIY MUVAFFAQIYATDA JAMOAVIY ISH FAOLIYATINING ZARURATI

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Annotatsiya. Ushbu maqolada jamoa faoliyatining tashkilot muvaffaqiyatiga erishish va raqobatbardosh ustunlikni saqlab qolishdagi muhim roli o'rganiladi. Ko'p tarmoqli adabiyotlarga tayanib, tadqiqot jamoa faoliyatini vazifalarni bajarish, jamoaviy ish va hamkorlik, moslashuvchanlik va kontekstual ishlashni qamrab oluvchi ko'p o'lchovli konstruktsiya sifatida tushuniladi. Maqolada yuqori samarali jamoalar unumdorlik, innovatsiya, sifat, samaradorlik, xodimlarni jalb qilish va mijozlar ehtiyojini qondirishga qanday hissa qo'shishi ta'kidlangan. Unda jamoa samaradorligining asosiy omillari va moderatorlari, jumladan, yetakchilik uslublari, boshqaruv mexanizmlari, jamoa tarkibi, xilma-xillik, psixologik xavfsizlik va hamkorlik jarayonlari o'rganiladi. Tadqiqot vazifa natijalarini, jarayonlar samaradorligini, jamoa salomatligini va tashkilot ta'sirini aniqlash uchun ko'p darajali ishlash ko'rsatkichlaridan foydalangan holda tizimli o'lchash va baholashning muhimligi ta'kidlangan. Tadqiqot samarali jamoaviy ish tashkilot natijalarini qanday boshqarishi haqida integratsiyalashgan nuqtai nazarni taklif qilish orqali nazariya va amaliyotga hissa qo'shadi va jamoaga asoslangan tuzilmalarni optimallashtirishga intilayotgan menejerlar uchun ko'rsatmalar beradi.

Kalit so'zlar: jamoa samaradorligi, tashkiliy samaradorlik, yuqori samarali jamoalar, xodimlarni jalb qilish, rahbarlik va hamkorlik, ish faoliyatini o'lchash.

НЕОБХОДИМОСТЬ КОМАНДНОЙ РАБОТЫ ДЛЯ УСПЕХА ОРГАНИЗАЦИИ

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Аннотация. В данной статье рассматривается важнейшая роль командной работы в достижении организационного успеха и поддержании конкурентного преимущества. Опираясь на междисциплинарную литературу, исследование рассматривает командную работу как многомерную конструкцию, включающую выполнение задач, командную работу и сотрудничество, адаптивность и контекстную эффективность. В статье подчеркивается, как высокоэффективные команды способствуют повышению производительности, инноваций, качества, эффективности, вовлеченности сотрудников и удовлетворенности клиентов. Далее рассматриваются ключевые факторы и модераторы эффективности команды, включая стили лидерства, механизмы управления, состав команды, разнообразие, психологическую безопасность и процессы сотрудничества. Исследование подчеркивает важность систематического измерения и оценки с использованием многоуровневых показателей эффективности для фиксации результатов выполнения задач, эффективности процессов, состояния команды и влияния на организацию. Исследование вносит вклад как в теорию, так и в практику, предлагая интегрированный взгляд на то, как эффективная командная работа влияет на организационные результаты, и предоставляет рекомендации менеджерам, стремящимся оптимизировать командные структуры.

Ключевые слова: эффективность работы команды, организационная эффективность, высокоэффективные команды, вовлеченность сотрудников, лидерство и сотрудничество, измерение эффективности.

Introduction.

Long-awaited organizational objectives, ranging from lower costs and increased revenues through higher productivity and better quality to enhanced customer satisfaction, greater market share, sustained competitive advantage, and improved profitability, depend on team performance (Cesar, 2000). Organizations employ teams, among other measures, to "get better results faster, to enhance quality, to increase speed and flexibility, to accelerate learning, to boost customer satisfaction, to develop people, and to encourage innovation" (Monteiro, 2010). Building effective teams calls for consideration of diverse inputs, substantial effortful interaction among members devoted to planning, monitoring, and refining team work processes, and managers who diminish barriers to sharing of information, participation in decision making, and contribution of expertise when forming a team. Academic research shows that improving team performance tends to lead to improved organizational performance.

Team performance is even more essential than individual performance for achieving an organization's goals and, thus, its competitive advantage and sustainable success. Rigorous, evidence-based analysis is required to demonstrate this impact; the scope extends across many organizational outcomes and contexts. Team performance is also influenced by an extensive set of organizational antecedents: leaders, technology, governance processes, team composition, and the characteristics of job design.

Research methodology.

An organization's productivity and innovation depend largely on levels of team performance within its workforce. Numerous studies show that higher team performance is associated with shorter output rates and faster cycle times, enabling companies to bring more products and services to market more quickly. Firms with high-performing teams outpace their competitors in developing new goods and services (Manhas and Bakhshi, 2011), yet many

organizations fail to track their collaborative innovation rates, the percentage of new offerings introduced, or the sales generated by these launches (Akhmadkulov, 2026).

Delivering quality and efficiency on processes also correlates positively with team performance. Higher ratings of team functioning relate to fewer defects in the final product, shorter lead times for delivery to customers, reduced time spent on rework, lower overall process costs, and higher straight-through processing rates. Organizations also report that improved collaborative work practices enhance service and customer-satisfaction metrics, enabling quicker response times, improved service quality, and the generation of more services in less time. However, a firm must align such benefits with upfront investments, which often involve trade-offs.

Team performance is positively associated with organizational output rates, cycle times, efficiency, and innovative capacity. Through high-performance practices and teamwork, organizations such as Xerox, Ford, Allstate, and Procter & Gamble have achieved higher output rates and reduced cycle times. High-performance teams build the collective capability required to manage far-reaching product innovation and enhance organizational innovative capacity (Gaur, 2012). At Ford, by using high-performance teams to advance product development processes for the Ford Explorer, the time to market was reduced from 36 to 18 months. The Xerox Corporation reduced its product-development time from 35–40 months to 12–18 months through a work system that emphasized high team-performance principles. Team performance and the high-performance work practices that influence it are positively related to organizational innovation. Ford, for example, restructured its product-development system into a cross-functional team-based operation to achieve radical innovation in integrated product-process design and development for a range of new vehicle platforms. Implementing high-performance work practices such as work discretion for teams enhances innovative capacity and team performance across organizational contexts. Employee engagement affects perceptions of the organization, recruitment, retention, and profitability. Engaged employees are committed to the organization, understand the business, want to do the right things, attack challenges, and are prepared to be change leaders. Engaged employees enhance performance, innovate, embrace change, and are more likely to exhibit higher job performance, positive behaviors, and lower turnover. Investing in engagement develops individuals with the knowledge, skills, and relationships needed for organizational success. Disengaged employees can negatively impact others and decrease overall productivity. Talented employees leave when career paths do not align, and replacing them can cost over 100% of their salary. Therefore, effective engagement strategies are critical to retain talent and ensure organizational sustainability (King, 2017). Engaged employees might take work projects home, which can affect work–life balance. Women at these companies may feel disrespected and insecure, decreasing their willingness to remain passionate and committed. There is a recognized link between employee engagement and work performance, with engaged employees producing better work outcomes. Leaders who provide developmental opportunities and social support tend to have positive relationships with employees. Strategies for increasing engagement include fostering a positive work culture and demonstrating effective leadership. Leaders should incorporate employee engagement into their business strategy, as engaged workers are more valuable. Various leadership styles, including vulnerable and soft leadership, can foster employee engagement (Ulfig, 2019). Leaders within an organization play a crucial role in defining how a team operates and, consequently, its effectiveness. Various leadership styles—such as directive, empowering, transformational, and transactional—affect both team performance and the functioning of the individuals within it (Miles, 2014). Leadership also encompasses the governance structure established, such as decision rights for team members and the systems promoting accountability, influence both performance and the perceived autonomy of the team (Surji, 2014). The introduction of collaborative, targeted work tends to create sharp peaks in a company's collaborative

performance through clear, specific targets. Over time, this contribution level generally diminishes and eventually stabilizes, but it remains above the original base line set before any team working was implemented.

Literature review.

Leading to a better engagement of feelings, thoughts, and behaviors at work, teamwork is found to be significantly positively related to many important organizational performance outcomes, such as productivity, innovation, quality, and efficiency, employee engagement, and customer satisfaction (Cesar, 2000). It is therefore essential to acquire an understanding of the constructs of, and the prevailing theoretical perspectives on, team performance. Team performance is a concept widely studied across multiple disciplines. Within the organizational sciences, it is frequently described as the collective or joint performance of a group, either qualitatively or quantitatively, depending on whether an emphasis is placed on the outputs generated or on teamwork processes per se. In a synthesis of the team performance literature, four core dimensions emerge consistently: task performance, teamwork, adaptability, and contextual performance. Task performance and teamwork often serve as proximal inputs to productivity, through other concepts such as quality, cycle time, or innovation. Adaptability becomes increasingly important in volatile environments, where the pace of change is driving many organizations to run on continuous change. Contextual performance captures those expected role behaviors and extra-role contributions—civility, altruism, and discretion—that facilitate performance (Monteiro, 2010).

Team performance is essential for achieving organizational goals and competitive advantage, yet a thorough evidence-based examination of its components remains inadequate. Distinct concepts of performance, such as task performance and contextual performance, constitute an important first step in understanding how team performance affects organizational success (Purna, 2014).

Analysis and discussion of results.

The measurement and evaluation of team performance are essential for achieving organizational success; they provide credible evidence to drive effective performance interventions (Bearden et al., 2019). Measurement enables rigorous testing of the performance–outcomes link across different team efficacy inputs and empirical exploration of the impact of governance mechanisms, team–employee connections, and managerial practices. Several organizations observe substantial variation in the extent to which teams successfully address the conditions for high performance, underlining the necessity for systematic monitoring to identify relevant improvement actions (Rosen, et al., 2010). Teams affect different organizational outcomes through varying performance aspects at different times, leading to distinctive performance profiles associated with diverse governance strategies; monitoring and feedback are therefore required on both team performance and its effects on relevant outcomes.

Multi-level frameworks robustly characterize team performance at the task, team, and team–institution interface levels. Task-performance metrics focus on team outputs, work processes, product quality, and compliance with operational standards; process-effectiveness metrics assess coordination, information sharing, decision-making, time management, and other ergonomics aspects. Team-health metrics gauge cohesion, trust, psychological safety, and other motivational factors; institutional-impact metrics cover employee engagement, resource consumption, innovation rates, and external service or production quality. Validity considerations emphasize the importance of ensuring independence and relevance among links within all framework levels.

Assessment methods comprise team performance surveys, observational approaches, performance data analytics, and case-study protocols. The survey method collects en-masse

self-reports about collective work and thus reflects primarily perceived performance; its potential for excessive bias requires additional supporting evidence to reinforce claims and steer intentional improvements. Observational methods derive ratings based on direct watching and inspect actual versus assumed performance; their implementation complexity, observer training needs, and subjectivity limit the frequency of use. Such methods complement surveys and are generally employed for exploring new aspects, piloting novel variables or early formations, and guiding broader measurement initiatives. Performance data encompasses any quantitative information produced during teamwork (e.g., quantity, quality, rates, time); its tailoring affects applicability and is more output-focused. Organizations tend to rely mainly upon output-count data; team-process data, as needed and when available, would facilitate significant exploration toward enhancing infrastructure and understanding per-feature demands at various structures. Case-study protocols systematically develop multivariate constructs and agent interactions through realistic structure-dynamics simulations; they yield guidance on team augmentations with evident externalities.

Training helps team members acquire new skills, clarifies roles and responsibilities, reinforces alignment with corporate purpose and strategy, and encourages cross-training and learning from colleagues. Training that enhances teamwork increases productivity and is also likely to improve attendance, job satisfaction, and retention (Kelvin-Iloafu, 2017). The expected learning outcomes from team training cover task-related competencies (e.g., technology or product knowledge), teamwork and collaborative behaviors (e.g., giving or receiving feedback), and knowledge management (e.g., sharing information). Team briefing and planning meetings, structured feedback routines, peer coaching, and inter-team meetings are also important for team learning. Such feedback routines, coupled with a culture that tolerates failure and encourages team members to speak up, are positively related to learning and performance (Cesar, 2000).

Aligning individual, team, and corporate goals increases a focus on team performance and reinforces team collaboration. If the goals of different teams are misaligned, competition can replace collaboration. Individual performance objectives can still be specified, provided that team objectives are prioritized. Incentives and recognition for contributions to team objectives should be designed to encourage sharing of knowledge and resources across the organization (Monteiro, 2010). Whether teams are involved in product design, construction projects, or service delivery, organizational effectiveness depends on good teamwork and the attainment of individual and collective objectives. Such teamwork is not always developed organically, however.

Team performance can be enhanced through attention to designing the team, selection and training of team members, encouragement of commitment and motivation, providing resources tailored to the team's needs, and other skills such as conflict resolution and collaborative decision making (Burns, 1997). Training and development have been linked to improved employee performance, productivity, and company profit, (Kenny, 2019) contends that management and training under or discussion are taken here from that perspective and maintains that training, coaching, mentoring, and development enable improvement in organisational areas by devoting attention to employee performance.

Healthcare teams often operate under strict hierarchies, which can hinder psychological safety, especially for those in lower positions. This hierarchy can prevent open communication across professional boundaries, limiting learning and error reduction. A lack of psychological safety inhibits the reporting of safety concerns and creative solutions, reducing organizational learning. Fostering psychological safety creates a culture where healthcare workers feel confident raising safety issues without fear of repercussions, regardless of hierarchy. Medical error rates remain high, partly due to communication failures, which are implicated in many malpractice claims and injuries. Effective teamwork in healthcare depends on shared understanding of roles and open communication.

Building high-performance teams (HPTs) is critical for organizations striving to achieve competitive advantage and long-term success through the collective efforts of individuals. HPTs are defined as “teams that achieve extraordinary results that even starkly exceed expectations” (Cesar, 2000). Organizations that build HPTs experience higher productivity, more rapid innovation cycles, greater employee engagement and retention, improved quality, operational efficiencies, and enhanced customer satisfaction.

Approaches that organizations can implement to build HPTs at scale vary significantly across countries, sectors, and cultures. Nevertheless, the fundamentals of HPT design, launch, operation, and scaling remain remarkably consistent. Research has led to the identification of several key enabling practices that contribute to the success of HPTs in improving both team and organizational results while minimizing harmful side effects to individual team members.

HPTs are key drivers of healthier and more productive organizations. Core capabilities that separate high-performing business partnerships (internal and external) from their less successful counterparts can be aligned with the foundation practices of HPTs. Conducting a simple self-assessment exercise against the HPT enabling practices in HPT provides a practical starting point for organizations seeking to establish or strengthen high-performance teams.

Conclusion and suggestions.

The research unequivocally demonstrates that team performance is essential for achieving organizational goals and gaining a competitive advantage. The importance of team performance for sustainable organizational success is now widely recognized, but remains underexplored (Manhas and Bakhshi, 2011). Consequently, an evidence-based analysis of team performance across outcomes and contexts enables organizations to develop a better understanding of its impact.

Although anecdotal studies indicate that fewer than 30% of teams are successful (Cesar, 2000), team performance is associated with key organizational outcomes such as productivity, innovation, quality, efficiency, customer satisfaction, engagement, and retention. Various factors have been identified as drivers or moderators of team performance, including leadership, governance, composition, diversity, collaboration processes, and tools. To mitigate the pervasive yet largely hidden risk of performance deterioration, organizations are encouraged to adopt systematic measurement and evaluation practices using multi-level metrics. Establishing a reliable evidence base paves the way for targeted enhancement interventions in areas such as training and development, structured feedback, psychological safety, goal alignment, and incentive design.

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