

# IMPROVEMENT OF TEAMWORK COMPATIBILITY: THE EXAMPLE OF AN INDUSTRIAL ENTERPRISE

ALGIRDAS GIEDRAITIS, RIMANTAS STAŠYS

## ABSTRACT

Teamwork in an industrial enterprise is particularly relevant in the context of conditional uncertainty. To improve teamwork compatibility, a team manager needs to coordinate individual and team goals, professional competences and values as well as motivation and internal communication, and to change them in a timely manner when applicable. Improving teamwork compatibility requires internal consistency and interoperability of factors in the management system. To achieve this, a teamwork compatibility improvement model has been developed and tested by means of a study in a furniture manufacturing company. The research involved 189 respondents (45 top managers, 144 executors). It has been established that the greatest teamwork incompatibility between top managers and executors is in terms of internal communication, which increases the incompatibility of goals, professional competences and values, as well as motivation. Our research showed that the compatibility of teamwork in industrial enterprises can be improved when top managers set a positive example, provide support to executors, regularly inform them of teamwork compatibility issues, and promote and maximise the involvement of all team members in improving compatibility.

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## KEY WORDS

Teamwork, teamwork compatibility, industrial enterprise.

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## Introduction

One of the key factors for an organisation that is preparing for changes and seeks to implement them is teamwork. According to Smith (2006), in an ever-changing organisational environment where technology, speed of decision making and flexibility are important, teamwork combines individual work efforts and fosters innovation and creativity. Organisational goals and objectives vary, causing variation in teamwork specificity. When an unstructured and non-recurrent solution is

required, the changes make it possible to create unusual compatibility.

To ensure teamwork is smooth in times of change, team members need to understand each other and, when needed, help each other in a timely manner. So, what hinders effective teamwork and what is its potential? The big obstacle is that changes are often not perceived as a whole; on the contrary, only certain problems and their solutions are highlighted (Higgs and Rowland, 2005). According to Jezerskytė and

Įydžiūnaitė (2005), the problems of teamwork that hinder a team from effectively working and achieving results have to date been poorly analysed. It should also be borne in mind that a team consists of people with social, emotional and other human needs, and that team can either help fulfil them or ruin them (West, 2012). Therefore, it is important to recognise, analyse and eliminate teamwork problems in a timely manner; yet there is a lack of a more detailed analysis of teamwork factors that determine the quality and effectiveness of teamwork in implementing changes. During the process of change, the team's work is unsuccessful until there is a compatibility between team goals, professional competences and values, motivation tools and internal communication. Therefore, teamwork compatibility is a guarantee of stability and effective action. The issue of improving teamwork compatibility is of particular relevance. The non-systemic solution to these problems only postpones them until later periods instead of eliminating them.

The topic is an insufficient analysis of the improvement of teamwork compatibility in times of change in an organisation. Given this fact, the object of the research is the compatibility of teamwork in the industrial enterprise. The aim of the research is to analyse teamwork compatibility factors in times of change in the industrial enterprise and to develop and verify a model for improving the teamwork compatibility process. Research was conducted by means of a *questionnaire survey*. The research involved 189 respondents (top managers and executors of the industrial enterprise). *A statistical analysis of the research data* was carried out. Survey data was processed by means of SPSS-22 and MS Excel. The graphical representation of the results was used to submit significant findings.

## 1. Literature review

Typically, teamwork is characterised by team members' trust, focus on the work process, a high level of commitment, common goals, conflict resolution skills, the participation of team members in decision making, a good microclimate, and effective communication (Rao and Suryaprakasam, 2004). Teamwork improves the performance of an organisation and, therefore, the results of such work are usually better than the results of individual work. This means that the number of interactions throughout the teamwork processes should directly influence the result of learning within teamwork, and therefore interactions can be considered as indicators in order to evaluate the teamwork process (Fidalgo-Blanco et al., 2015).

Team performance depends on the level of teamwork compatibility. Kasiulis and Barvydienė (2015) describe teamwork compatibility as the ability of team members to work together, to interact in the best possible manner, and to coordinate their actions. Thus, if leaders hope to get the best out of their people, they should continue to be demanding, but in ways that foster a positive mood in their teams (Goleman, Boyatzis, 2008). Team members should complement each other in order to form a mature unit, which is why teamwork compatibility is based on better knowledge and information management.

The compatibility of team members strengthens team spirit and the effectiveness of teamwork and increases the satisfaction of team members (Vasilaki and O'Regan, 2008). The main methods of teamwork compatibility are synergy, symbiosis and halo effects (Schneider et al., 2016; Kaztenbach and Smith, 2005; Kvedaravičius and Narbutaitė, 2005; Yukl, 1994). However, these methods are difficult to measure and require a significant

amount of time and money. Failure to use the existing methodologies and lack of experience in improving team compatibility are the major issues that reduce the effectiveness of teamwork. Based on the analysis of research undertaken by scientists on teamwork compatibility, five main factors

influencing the compatibility of teamwork are distinguished: 1) goals, 2) professional competencies, 3) professional values, 4) motivational tools, and 5) internal communication. The model of factors affecting teamwork compatibility is presented in Figure 1.

Figure 1. Factors of teamwork compatibility



Source: our elaboration based on Gražulis (2012); Raižienė and Endriulaitienė (2008); Duda-Daianu and Abrudan (2015); Vveinhardt and Gulbovaitė, (2012); Gholipour et al., (2011), Marcinkevičiūtė and Žukovskis (2008); Judeh (2011); and Luck and Buchanan (2008).

1. The compatibility of the *team goals* was emphasised by Gražulis (2012), Vasilaki and O'Regan (2008), Hirschfeld (2006), and West et al. (2001). To increase the efficiency of an organisation, it is first necessary to set goals and develop a plan for their implementation. It is recommended that team goals be formulated with the participation of all team members. It is important to match the goal of the team with the individual goals of the team members by using the 'involvement culture' as recommended. If the goals of the team and its members are too large or too small, team members will not try to reach them. Once the

set goals have been achieved, team members must be rewarded, and a new, more promising plan should be developed with compatible new goals for the team and its members.

2. The compatibility of the *professional competencies* in a team was identified by Raižienė and Endriulaitienė (2008), Smith (2006), Skilbeck (2003), and Duda-Daianu and Abrudan (2015). Professional competence is the ability to perform a particular job or task using the acquired knowledge and skills. The professionalism of an employee varies with the practice of gaining new knowledge and skills. The team needs to combine three

different skills – technical, conceptual, and communication – in order to improve its performance. When a team is multidisciplinary, i.e. consisting of employees with different skills, it is possible to use the strengths of different team members. The compatibility of these skills in the team's work creates synergies, which is an opportunity to increase the team's activity potential and creativity.

3. The *professional values* acquired by the team members form the foundation for the team's compatibility, as indicated by Vveinhardt and Gulbovaitė (2012), Vasilaki and O'Regan (2008), Yaniv and Farkas (2005), and Nazir (2005). The compatibility of values in a team reduces the number of conflicts and improves team performance. Controversial core values in a team may cause serious conflicts, which are usually harmful to the organisation. It is important to properly evaluate and encourage employees to combine team values and employees' personal values. Team members will be less likely to resist change if such change fits the values accepted by the team, is associated with more interesting offers, and changes routine work within the team.
4. The main mistake made by the majority of organisations is having the same *motivational tools* for everyone and applying them to all employees. This fact was noticed by Gholipour et al. (2011), Marcinkevičiūtė and Žukovskis (2008), and Elding (2005). It is very difficult to find a set of motivational tools that are suitable for all team members. As the nature and extent of each employee's activities differ, motivating all employees using the same means is not effective. Workers are encouraged using material (finan-

cial and non-financial) and intangible (psychological, moral) measures, and the impact of such measures depends on their compatibility. The incorrect combination of motivational tools reduces the effectiveness of teamwork, harms relations between teammates and can lead to undesirable moral consequences. Therefore, the goal of each organisation is the proper compatibility of motivational tools.

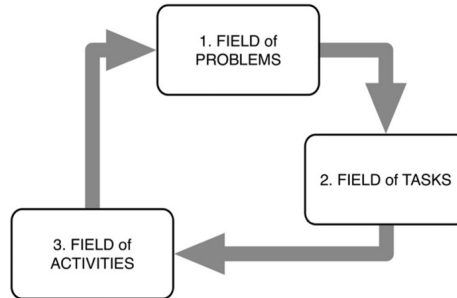
5. The compatibility of *internal communication* in a team was emphasised by Judeh (2011), Luck and Buchanan (2008), Reader et al. (2007), and Callanan (2004). Internal communication is the exchange of information within an organisation (or team). During a stressful situation, internal communication can become an unwanted stimulus, draining and troubling the employees and creating an environment of uncertainty in an organisation. Each member of the team must receive information about the results of the team and his/her personal work. The compatibility of communication forms is necessary in order to create a favourable relationship between team members. The information transmitted must become a process for the formation of new knowledge.

All five factors of teamwork compatibility (Figure 1) are interrelated and affect each other. Their compatibility will help to better coordinate team activities and achieve the set goals. It is important to note that these teamwork compatibility factors are not static, so the level of compatibility of each of them - indeed all of them - may vary. In practice, some matching processes are faster, while others are slower. In order to improve the effectiveness of teamwork, using a model for the process of improving teamwork compatibility is rec-

ommended (Figure 2). The latter model will allow the team to plan and implement the planned changes in team activities. The model is based on the analysis of scientific literature and the practical experience

of the authors. In the process of improving teamwork compatibility, three main fields are distinguished: 1) field of problems, 2) field of tasks, and 3) field of activities.

**Figure 2. Teamwork compatibility improvement process**



Source: Own elaboration.

The field of problems undergoes a constant *situation analysis*, which evaluates the results of the team itself and the team environment. The researcher must provide for all the existing and future challenges for the development of the team, assess how the team's work plans are implemented, and whether the tools and resources available, i.e. personnel, equipment and finances, are in line with the team's objectives. To objectively assess the situation in a team, its leader should first review the following results: deviations from the work goals (quality and time mismatches); discrepancies in employee competence (employee stress and recurring mistakes); mismatches of professional values (internal conflicts, lack of employee awareness); shortcomings in the use of motivational tools (staff turnover, lack of loyalty); and communication shortcomings (interrelationships, mistakes, conflicts). The correct assessment of the situation and the compatibility factors that limit teamwork effectiveness make it possible to avoid undesirable phenomena within the team.

The *activity goals* are formulated in the *task field* based on the situation analysis

performed. The researchers compile all the tasks that can be formulated based on the problems identified in the first phase. The mistakes and drawbacks are discussed and the best practices of other teams are analysed. The team's tasks should be corrected by the managers by means of assessing the actual situation and taking feedback from team members into consideration. Formulating tasks while also considering the benefits of the team members' learning is recommended, because the knowledge gained by an individual when communicating and working with colleagues becomes the common asset of the entire team.

The *field of activities* is where activity work is carried out to improve the compatibility of team members' activities, i.e. tasks are solved, problems are eliminated, etc. This is a process for the implementation of teamwork compatibility. The team implements the planned work in pursuance of the set goal within the budget and no time constraints. The team's activities are directed towards the achievement of the goal set for the entire team and each member thereof, which is a must. Team mem-

bers are able to work on tasks that would increase the interoperability of teamwork factors and team performance. The team manager should not forget to control the work in the team. Once the process of improving teamwork compatibility is implemented, we return to phase one.

This model can be used as a universal and ongoing tool for improving teamwork compatibility within an organisation. Improving teamwork compatibility is a managed process. Both the ongoing process of teamwork compatibility improvement and the provided changes lead the team towards the intended achievements. The teamwork compatibility improvement model offers a specialised focus on the perception of the task in general and in terms of each individual team member. The model proposes the use of collective decision-making tools in formulating tasks, promoting compatibility among team members, motivation in developing competences, and ultimately maintaining good relationships among teammates.

## 2. Methods

Apart from the factors influencing the compatibility of teamwork, the developed theoretical process model of teamwork compatibility improvement allows for an assessment of the current situation in the industrial enterprise and the determination of the level of teamwork compatibility. An exploratory study was carried out prior to starting the scientific research. According to Kardelis (2016), an exploratory study is recommended where there is little information about the problem being investigated. For the purposes of the study, a furniture manufacturing company in the Dīlutė District, Klaipėda Region, which is involved in furniture design and production, was selected as a mechanical, informational and social system.

An exploratory study is not subject to stringent requirements for sample volumes because its representativeness is determined not by random methods of selection of subjects but rather by flexible cases selected according to one or another theoretical criterion. The study is based on the voluntary principle of the subjects, so the survey respondents were only those employees of the organisation who agreed to participate. The sample of this study is targeted and convenient.

The research involved 189 respondents (employees of the industrial enterprise): one top level manager, eight line managers, 36 lower-level managers and 144 executors. 85% of the respondents were men and 15% women. Age groups were as follows: 18 to 25 years – 10%; 26 to 35 years – 64%; 36 to 45 years – 14%; 46 to 55 years – 10%; > 56 years – 2%. Education: secondary – 8%; vocational – 32%; higher non-university degree – 58%; university degree – 2%. Work experience: up to one year – 2%; from two to five years – 54%; from six to 10 years – 32%; > 10 years – 12%.

*The research tool is a questionnaire.* The questionnaire survey method is recommended because it ensures the sufficient selection of the sample and the researcher has the opportunity to instruct the respondents. The questionnaire survey is suitable for both existing and emerging teams. The research tool allows the researchers to investigate the suitability of the model for improving teamwork compatibility through changes in the work team.

The respondents were asked to evaluate their teamwork compatibility statements using the Likert scale from 1 to 5 (1 – strongly disagree, 5 – strongly agree). The questionnaire is designed so that a higher score marks greater compatibility, and vice versa – the lower the score for each subcategory and the combined scale, the lower the level of teamwork compatibility. The question-

naire consists of eight segments: 1) demographic data; 2) teamwork compatibility; 3) compatibility of objectives; 4) compatibility of professional competences; 5) compatibility of professional values; 6) compatibility of motivational tools; 7) compatibility of internal communication, 8) issues of improving teamwork compatibility. Each of these segments contains five compatibility statements. The entire questionnaire consists of 30 statements. All statements in the questionnaire are positive.

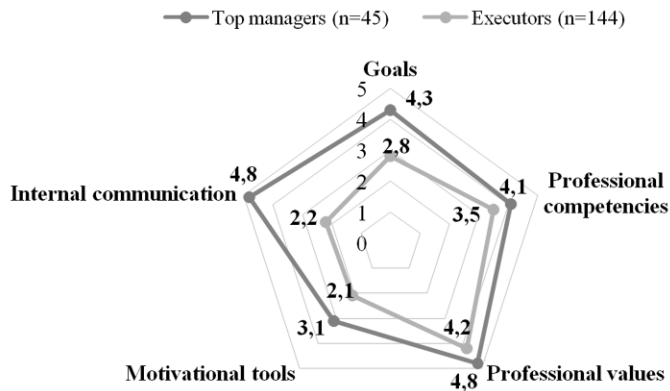
The data was processed using the SPSS-22.0 software package. The reliability of the questionnaire was evaluated by *Cronbach  $\alpha$* , i.e. index of internal consistency coefficient. Based on the findings, *Cronbach  $\alpha$*  of segment 2 of the questionnaire is 0.552; *Cronbach  $\alpha$*  of segment 3 – 0.623; *Cronbach  $\alpha$*  of segment 4 – 0.752; *Cronbach  $\alpha$*  of segment 5 – 0.822; *Cronbach  $\alpha$*  of seg-

ment 6 – 0.738; *Cronbach  $\alpha$*  of segment 7 – 0.798; and *Cronbach  $\alpha$*  of segment 8 – 0.852. Internal reliability must be at least 0.5. Having considered the reliability of the scales, we can say that the statements of all the segments can be used in the statistical analysis.

### 3. Analysis of research results

In order to achieve the goal of the empirical research, firstly, the evaluations of compatibility of the work team managers and executors (the second segment of questions) were analysed. The diagnostic factors of team managers and team members (executors) are compared here. If teamwork compatibility factors differ sufficiently, it is advisable to initiate changes in the workgroup (Figure 3).

Figure 3. Assessment of teamwork compatibility factors



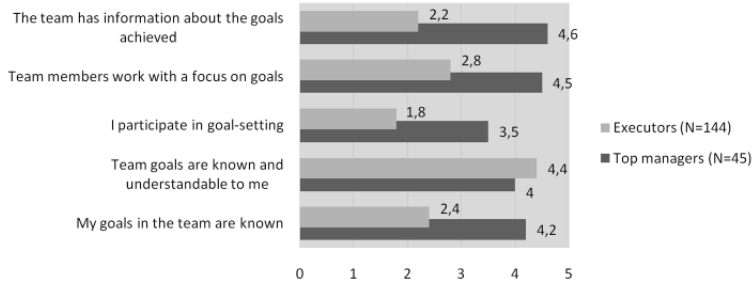
Source: Own elaboration.

A comparison of the assessment of compatibility factors of team managers and executors revealed significant differences. The compatibility of *professional values* is clearly high. The difference between team managers and executors is only 0.6 points, which shows the priority of teamwork compatibility. Although the difference in the means of *professional competences* also

amounts to only 0.6 points, however, the assessment indicators are lower. One of the key issues in improving teamwork is the compatibility of *internal communication*. The purpose of internal communication is to ensure *feedback*. The difference in compatibility level is 2.6 points, which indicates that the executors are not sufficiently informed and involved in teamwork.

The *compatibility* of teamwork goals revealed the importance of the findings of this research (Figure 4) (the third segment of questions)

**Figure 4. Assessment of compatibility of teamwork goals**



Source: Own elaboration.

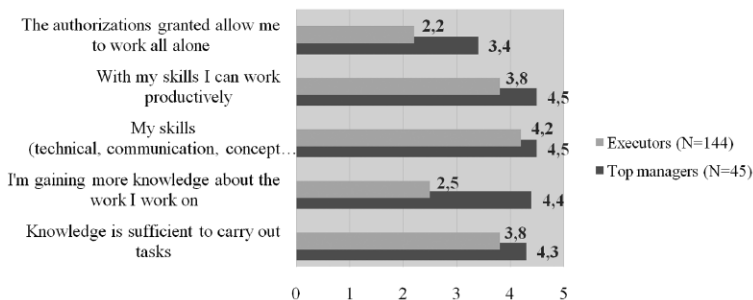
Assessments by team members indicate that team managers have information about the achieved goals (4.6), yet do not submit them to the executors (2.2). Awareness of the teamwork achievements should be corrected as the difference in compatibility level is 2.4 points. The findings of the research show how the team goals are formed and how their implementation is verified. Team members who do not support change can focus on the opposition group. It is important that all team

members are included in the process of goal planning.

The best compatibility between team managers and their executors is due to the awareness of the *team's goals*. The difference in the compatibility assessment is only 0.4 points.

Assessments of the *compatibility of professional competences* of managers and executors (the fourth segment of questions) are presented in Figure 5.

**Figure 5. Assessment of compatibility of the team's professional competences**



Source: Own elaboration.

Figure 5 shows that *compatibility of competences* is the greatest. The assessment of the managers and executors differ by only 0.3 points. The worst situation is in the case of the delivery of knowledge to the executors. The mean assessment of managers is

4.4 and of executors is 2.5. The difference is 1.9 points. Team members are required to have a knowledge of materials, work tools and technological processes. An executor must be able to reconstruct and reflect on his/her activities, seek to improve them and

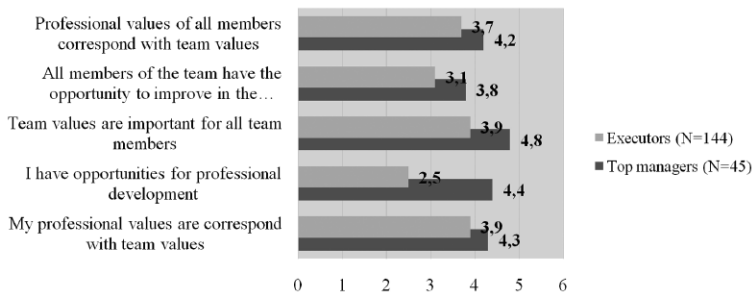


recognise his/her competencies. If, however, this information is not received by the executors, this situation becomes critical. The improvement of professional competence of team members is a comprehensive development and improvement of personality, the ability to improve and change by responding to changes in a creative way

and being an active participant in change, to be able to evaluate and to be able to initiate and complete the process.

According to the questionnaire, the *compatibility of professional values* of the team members at the furniture manufacturing company (the fifth segment of questions) is quite high (Figure 6).

**Figure 6. Assessment of compatibility of the team's professional values**



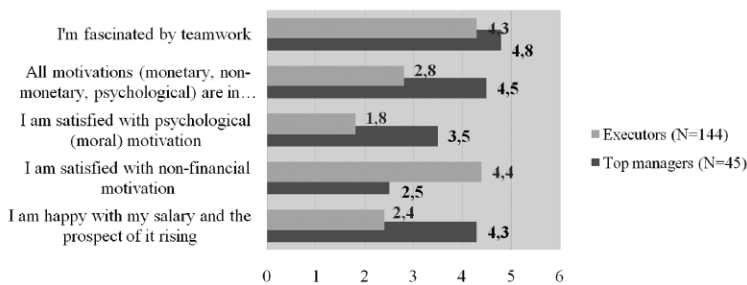
Source: Own elaboration.

The average assessment by the managers is 4.3 points, and by the executors 3.9 points. This data indicates the flexibility of an employee's relationship with the team and the task and interpersonal relationships within the team. The greatest incompatibility (1.9 points) is due to the lack of opportunities for team members' professional development. The main difficulty in the efficient use of competences is due to the lack of effort on the part of employees that are responsible for the change and development process. It is necessary to know the motivation of employees to study

and develop in the professional field. Other statements regarding professional values in this segment were assessed by the respondents in a uniform manner. It is recommended that companies review and adjust the plans for the professional development of employees to improve the compatibility of professional values.

In the segment of compatibility of motivational tools (the sixth segment of questions), the level of *compatibility of motivational tools* of managers and executors in the team was evaluated (Figure 7).

**Figure 7. Assessment of compatibility of team members' motivational tools**



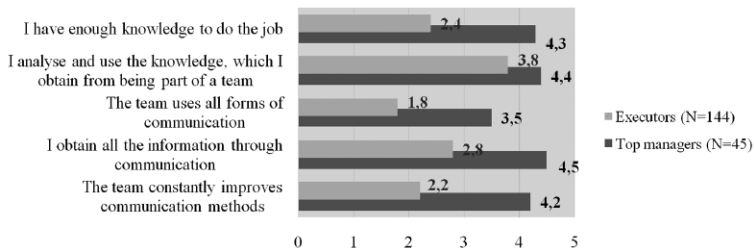
Source: Own elaboration.

The greatest factor in the compatibility of motivational tools is the work itself. The difference between financial and non-financial indicators of motivational tools is as much as 1.9 points. The difference between the psychological and all motivational tools is sufficiently high as well, at 1.7 points. This demonstrates the degree of incompatibility of motivational tools in achieving a goal, and the orientation of team members towards achievements. It can be argued that systems of discipline and incentives, which should include an assessment of merits, do not operate within the organisation. Other statements were evaluated by the respondents more or less

uniformly. Team managers demonstrate initiative to increase the use of motivational tools, which shows the prospects for employee development. The correct compatibility of motivational tools depends on the individual needs of the employee, which change as the employee progresses in a professional sense.

Internal communication within a team shows how team members collaborate, exchange information and solve problems and conflicts. The results of the research on internal communication (the seventh block of questions) show quite significant differences in the assessment of managers and executors (Figure 8).

**Figure 8. Assessment of compatibility of team members' internal communication**



Source: Own elaboration.

The *compatibility* of improvement of *communication tools* is minimal. The amount of knowledge does not satisfy the executors. The incompatibility level of this statement is 1.9 points. The incompatibility of other statements is about 1.7 points. These results indicate a failure of the communication process in teamwork. The team does not share important information with executors. Increasing compatibility in internal communication requires systematically informing all members of the team – without exception – about the goals and causes of changes and process improvement, measures, current and future changes, problems, crisis situations, and ways of overcoming them, as well as other information necessary for team work.

Using all possible means of communication is recommended.

The analysis of the research findings according to individual factors revealed that the teamwork compatibility is inadequate. Improvement of teamwork compatibility requires the development of a proper programme. The authors of the programme should explore the possible concepts of teamwork development and select the optimal ones.

The eighth block of questions was developed to discern the possibilities of improving teamwork compatibility through change (Table 1).

Table 1. Analysis of processes of teamwork compatibility improvement

No.	Phases of improvement of teamwork compatibility	Questions on improvement of teamwork compatibility	Responses (%)
1.	Situation analysis (Field of problems).	Are you familiar with the issues of compatibility (of goals, professional competences and values, motivational tools and internal communication) in teamwork?	Yes – 46.8 No answer – 42.3 No – 10.9
		Is it possible to assess the levels of incompatibility in teamwork according to criteria or indicators?	Yes – 52.6 No answer – 26.3 No – 21.1
		Is it compulsory to introduce team members to the compatibility issues identified in teamwork?	Yes – 57.9 No answer – 32.1 No – 10.0
2.	Activity goals (Field of tasks).	Is it necessary to create a programme for the improvement of teamwork compatibility?	Yes – 68.4 No answer – 20.5 No – 11.1
		Do team members need to become familiar with the possibilities, resources and expected outcomes of the programme for the improvement of teamwork compatibility and identify those responsible for implementing the programme?	Yes – 57.9 No answer – 22.1 No – 20.0
		Is it necessary to conduct teamwork training (practical and theoretical) under the programme for the improvement of teamwork compatibility?	Yes – 77.5 No answer – 18.4 No – 4.1
3.	Activity work (Field of activities).	Are all team members obliged to participate in the implementation of the programme for the improvement of teamwork compatibility?	Yes – 14.7 No answer – 28.2 No – 57.1
		Are the example and support of top managers needed for implementing the programme for the improvement of teamwork compatibility?	Yes – 85.0 No answer – 12.9 No – 2.1
		Will team members have worse working conditions when implementing the programme for the improvement of teamwork compatibility?	Yes – 84.1 No answer – 9.7 No – 6.2

Source: Own elaboration.

The research findings indicate that the team members are not fully involved in teamwork. The request is for the managers to set an example and provide support (85%) for the implementation of the programme of teamwork compatibility improvement. Team members do not want to promote and maximise their participation in the implementation of the programme (57.1%), despite the environment created, in which team members can participate. The main reasons for these problems are: lack of awareness of teamwork (42.3%) and compatibility problems and lack of awareness of how difficult the work would be in the course of the programme's implementation (84.1%). Each team member

should have more information about the programme and should willingly participate in the process of these changes in order to achieve their own goals and the general goals of the team.

## 4. Discussion

Teamwork is relevant when an organisation operates in the context of conditional uncertainty. Therefore, there was a clear need and opportunity to investigate compatibility in teamwork as a particular phenomenon in managing organisations. Compatibility in teamwork is a result of economically profitable activity of interaction between team members that has a positive impact on the organisation. The

improvement of compatibility in teamwork is determined by the system's internal consistency and interaction between its actions. This can be achieved by using a model developed for the improvement of teamwork compatibility.

A quantitative survey performed in the furniture manufacturing company revealed that the level of 'internal communication compatibility' is coordinated worst between top managers and executors. The difference amounts to 2.6 points on the scale used. This is confirmed by the assessments of other statements: the difference in awareness of the results of teamwork on the achievement of goals is 2.4 points; the difference in improvement of communication tools is 2.0 points; the difference in presentation of professional knowledge is 1.9 points; the difference in the team members' ability to undergo professional development is 1.9 points; and the difference in the combination of financial and non-financial motivational tools is 1.9 points.

Scientific research has shown that the organisation, as the object of the study, has created conditions for the rapid improvement of the team in terms of the implementation of change. However, the research revealed that there is an incompatibility between goals and motives in teamwork: team members want tangible returns from performance in the short term, while team-generated output growth is most effective from a long-term perspective. Research on the compatibility of professional competence and values has established the situational maturity of employees in the context of a particular work activity. This maturity depends on business professional knowledge and skills of the team members and the compatibility of the motivational tools used. The worst situation is in the field of compatibility of internal communication. Additional communication tools must be used and the information received while

implementing individual and team goals must be announced additionally. Knowledge of intermediate and final results of work stimulates the employee's internal motivation, improves the quality of work results, and increases satisfaction with work.

There are some limitations of the research conducted. First of all, the theoretical model of teamwork compatibility improvement has been tested in only one organisation. In addition, the research has been carried out in a production organisation of an appropriate size and activity, so in the future, research in service organisations, organisations of different sizes and so on should be carried out in order to ascertain the reliability of the theoretical model.

## Conclusions

Based on the analysis of research on teamwork compatibility, five main factors influencing the compatibility of teamwork are distinguished: 1) goals, 2) professional competencies, 3) professional values, 4) motivational tools, and 5) internal communication. In the process of improving teamwork compatibility, three main fields are suggested: 1) field of problems, 2) field of tasks, and 3) field of activities. The teamwork compatibility model can be used as a universal and ongoing tool for improving teamwork compatibility within an organisation.

Based on the empirical verification of the theoretical model of teamwork compatibility, team managers need to combine individual and team goals, professional competences and values, motivational tools and internal communication with the environment in the broad sense, and change, adjust and increase compatibility accordingly in a timely manner to see the survival of and improvement in teamwork. Team managers must not only stimulate interest in planning and implementing new opportunities and new goals, i.e. making changes, but also propose a wide range of professional knowl-

edge and feedback on the results achieved by each of the executors.

The programme for the improvement of compatibility in teamwork can be implemented by means of managers setting an example and providing support to the executors; through the ongoing submission of information on compatibility issues in teamwork and on the expected difficulties in implementing the programme; through promoting and maximising the involvement of all members of the team in the implementation of the programme. The findings of the research are useful for various types of organisations that analyse the teamwork process and seek to implement change. It seems that the information provided could help various organisations identify the causes of ineffective teamwork.

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