Enhancing Triangular Dimensions of Teamwork at the Top through Knowledge Donating An exploratory study

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ABSTRACT

This study aimed to examine the relationship between knowledge donating and the triangular dimensions of Teamwork at the top, and to achieve this goal, the researcher conducted a survey study on a sample of its members (100) of the telecommunications company, and the number of valid forms (84) and the (84 %) A total of 16 % of the forms are invalid. In the study of the influence of knowledge donating in the triangular dimensions of Teamwork at the top, the researcher used statistical methods to analyze the data and test hypotheses, including using the statistical program SPSS to analyze the data and descriptive statistical methods to classify the expectations of the individuals.

The results show that knowledge donating variables are significant in improving team performance and that knowledge donating has a direct impact on team performance.

Keywords: Triangular dimensions of Teamwork at the top, Knowledge donating

Introduction

The issue is not how to spread news, knowledge, and rumors about personal matters involving individuals and general matters involving fields of work and related topics among different organizations, but rather how to use or employ this information, which is not subject to any official

regulation or control and freely moves across lines and levels *(Sycara & Sukthankar,2006).*

It spreads from top to bottom without any physical or moral barriers, takes the form of people's natural tendencies and desires to interact with others, and is primarily reliant on the strength of personal relationships that bind the administrative organization's parts and members, and uses them to simplify organizational matters, save time in knowledge sharing, improve social relations, and assist employees in achieving job goals, so from this perspective *(Van den Hooff, & de Ridder ,2004).*

As a result of a series of events, many organizations attempted to implement the task team approach by incorporating individual capacities and skills into cooperative activities and activities to transfer and employ these strengths and possibilities on a continuous basis to increase efficiency and quality. Transitioning from control to delegation, transferring authority to staff, and moving from vertical to horizontal organizational structures are all examples of changes in the leadership and management positions of businesses' leaders and managers.

High levels of waste of the organization's resources, failure of outputs to meet standards, and an increase in grievances and complaints from the parties involved, with a significant drop in individual morale within the company, are just a few of the signs and concerns that indicate an immediate need for the company to implement team methodology. Contrary to common assumption, building a team does not mean bringing a bunch of people together and forcing them to work together. Instead, building a team means passing through a series of stages *(Herb et al,2001).*

Many organizations struggle to reap the benefits of this strategy because their leaders and managers are unfamiliar with the methods and foundations for forming successful teams, as well as how to be effective team builders in order to achieve the organization's goals and satisfaction while also meeting the needs of individual leaders and managers , Integration gives businesses an advantage over their competition.

The main contribution of this research is to present a more comprehensive picture of the linkages between knowledge donation and the triangular dimensions of top-level teamwork. Many research have been conducted on knowledge donation and its relationship to a variety of characteristics *(Kmieciak,2020), (Iriarte-Ahón,2020)* and *(Dysvik et al,2015)*, However, wherever relevant factors occur as triangular dimensions of Teamwork at the top, they left the prospect of fixing the problem and exposing it to further research open.

Literature review
   Knowledge donating
Managers that are prepared to contribute their knowledge to other colleagues will find it easier to obtain and share information.
One of the most important parts of the concept of knowledge donation is that someone shares or donates their knowledge .
Van den Hoff & de Ridder (2004) "An effective procedure that assumes an interest in sharing knowledge with another person," she said of knowledge sharing. The fundamental, environmental, technological, logistical, organizational, and cultural settings are all addressed in this process *(Nguyen, 2019).*
   Triangular Dimensions of Teamwork at The Top
Some define the team as "a group of individuals with integrated skills, team members with common goals and one purpose, as well as a common entry point for action among themselves," while others define it as "a group of individuals with integrated skills, team members with common goals and one purpose, as well as a common entry point for action among themselves *(Herb et al,2001)*."
"Teams are formed within the organizational framework to accomplish a specific goal or mission that necessitates collaboration, interaction, and integration among team members, and team members are responsible for attaining these goals, and the team has a lot of decision-making authority."
The team is simply a means of allowing individuals to work together in a harmonic manner as a single organism, and while the term group is

frequently used when discussing community dynamics, we use the term team when addressing functional applications *(Sycara & ukthankar,2006).*

Even brave executives like GE's Jack Welch emphasize the importance of team leadership at work, saying, "We've built an extremely talented team of people to run our core business, and perhaps more importantly, there's a healthy sense of teamwork, mutual confidence, and appreciation for success that exists in this organization *Herb et al(2001).*

More effective teams focus on working together at initially, getting early results in their attempts to solve essential business problems, and then focusing on how they achieved it while learning how to work as a team.

Teams do not develop on their own, and their members must be professional rather than personal acquaintances; they can succeed in a conflict-ridden atmosphere if they can improve creative output and drive change. Achieving high results should be one of the team's top focuses *(Sycara & Sukthankar,2006).*

Teams must master three output dimensions to achieve this goal *(Herb et al,2001).* It requires, **first** and foremost, a shared orientation: a shared understanding of aims and values.

Second, interaction skills are vital whether the team is to go beyond individual competence in solving complex challenges or if it is necessary to resist in front of the rest of the firm. Individuals usually follow the leader's lead.

Finally, great teams must be able to refresh themselves on a regular basis, expanding their capabilities in reaction to change.

Interaction, guidance, and rejuvenation are all intertwined, and teams must rely on all three to make true progress. This is one of the reasons why improving a team's success is so tough**.**

It's hardly surprising that elite teams respond poorly when they lack a shared orientation. Improved output in one area, on the other hand, leads to not only changes in other areas, but also to actual personal growth and success.

There are three elements of performance that can be explained as follows in order to keep team performance at bay Herb et al(2001)and Sycara & Sukthankar(2006):

1. **Quality orientation**

Team members' individual and group functions, including duties and activities, are more clearly defined. A number of market basics, such as strategy, efficiency, staffing, and structure, have been agreed upon.

2. **Quality interaction**

It is extremely dependent on panel discussions and decision-makers' success, and it improves the transparency of their discourse. They are now able to take risks with each other because their trust has developed significantly.

As a result, participation has grown, positive conversation has grown, passion has grown, and artistic production has grown.

3. **Quality renovations**

Look for outside sources of information and build a variety of business scenarios to present new thoughts and horizons. If the team is more effective, it will be more effective.

Third, identify the root causes of the difference; there are conventional alert indicators for each of the three aspects of team success (Herb et al,2001):

- *Confused direction*

Many executives think that they and their senior teams have a common understanding of the company's aims and values. Official explanations of stances, planned actions, policies, and institutional plans support this assumption, although numerous realities contradict it.

- *Lack of alignment incompatibility*

Executives will nod in agreement when the CEO pushes the vision, but there is no unanimity on how to put it into reality. One well-known energy company's top five executives were asked to list the company's top 10 priorities (Corsaro & Snehota , 2011) .

It's alarming that it specified a total of 23 priorities, only two of which were on each of the executive's lists and only seven on my list of more

than three members; in fact, 13 of the 23 priorities appeared on only one of the executive's lists. In other cases, the team is unable to agree on how to measure results, identify the company's greatest performer, or encourage the organization.

- *Lack of deep understanding*

In rare circumstances, the supreme team can approve plans, but later actions contradict its judgments. This problem exemplifies senior management teams' penchant for focusing on decision-making without understanding the assumptions, norms, and rationale that drive those decisions *(Riegel & Branker , 2019) .*

- *Lack of strategic focus*

Teams without a popular orientation spend more time going about their business and "putting out fires" rather than focusing on discovering and accomplishing the job at hand, which is crucial for the organization and allows the team to generate value as a whole.

Half of the CEOs we spoke with said they had failed to bring value to the majority of their company's operations.

- *Ineffective interaction*

Many management teams believe it is critical to consider not just the need of contact, but also the need to alter the method of operation that prohibits effective communication and collaboration.

- *Poor dialogue vulnerability*

Despite spending so much time together, team members frequently struggle to communicate by hiding key information, censoring critical opinions, or embracing dubious practices for fear of punishment.

These factors not only induce resentment, but they can also lead to hidden agendas - problems that can occur when team members are unfamiliar with one another or when organizational units have a history of conflict.

- *Dysfunctional behavior disordered behavior*

Inadequate communication frequently results in a team's inability to function creatively and respond to market changes by failing to take use

of varied ideas and experiences. Top teams, like any other group of people, will participate in damaging behaviors such as humiliating team members in general *(Subramanian, S., 2006).*

Isolating and blaming a team member can lead to anxiety and defensive responses, as well as escalate difficulties. Because the upper team's behavior mirrors the least in the company, this type of behavior will spread or be presumed.

- ***Inability to renew an inability to renew***

While many senior management teams understand the importance of organizational innovation, only a tiny fraction of them are actively participating in systems that reward hard work and dedication. Three issues that make it difficult for team members to sit back and evaluate their work.

As middle-level executives, these worries are often ingrained in team members' minds, *Herb et al (2001)*.

Many executives have isolated themselves from problems and are accustomed to defending the regulatory sector. Large strategic difficulties that influence the bottom line are typically tough for these individuals to deal with.

Executives also have a hard time adapting their leadership style to life at the top, where encounters are shorter, more frequent, and less planned, and they must address a larger and more varied audience.

- ***Personal dissatisfaction***

Many team members have been unhappy or unsuccessful in their work, despite their seemingly successful positions and preferred locations. A quarter of those we interviewed claimed their employment did not align with their objectives. Team members, both collectively and individually, ignore fresh sources of input, knowledge, and experience that can push them out of their comfort zones. *(de Sousa et al ,2021) .*

Participation in toxic politics, on the other hand, discourages people from trying new things or taking risks.

As a result, these executives are unsatisfied with their jobs, and as a result, their productivity declines.

- ***Insularity isolation***

Senior teams do not give enough thought to knowledge from outside their organizations or markets, which can be easily assimilated and affect important strategic and regulatory choices. Furthermore, senior teams rarely devote time to analyzing the data they collect and determining its potential future impact.

Because there are no formal mechanisms in place to collect and reflect on information from external sources, most teams do not have the time to build a meaningful strategic focus.

- ***Poor individual skills Deficient individual skills***

Most companies don't give their senior management teams any guidance or instructions on how to make a difference. Senior executives, unlike middle-management managers, who receive extensive training and development, are frequently obliged to work without security protections or a second chance.

The top management team should focus on the most pressing challenges, as well as the job that they can alone accomplish. It is critical to provide tangible results in a variety of administrative issues. The practices of strategy growth, success management, stakeholder management, and top talent analysis are all likely to improve coordination and thought *(Brun-Schammé & Rey , 2021)* .

The team must do these things whether or not the team members want to improve their overall performance. The job component of the course helps teams develop new methods to interact more successfully, while the idea component increases the organization's direction and ability to renew itself.

When undertaking all of this, teams must keep in mind their leadership continuity, the effectiveness of their relationships, and the opportunity for renewal. They must also set aside time at work to evaluate the underlying causes of problems, areas where they can provide the most value as a group, and the consistency of their prior decisions.

It's a process for discovering the most effective manner for team members to collaborate in order to ensure that basic behavioral lessons are remembered. *, Sycara & Sukthankar , (2006)*.

Stronger strategies, more consistent performance, and higher stakeholder trust result from effective team formation. They deliver excellent outcomes while also making work more fun for team members and supervisors.

Hypotheses Development

The null hypothesis was used to develop the study hypotheses, which is consistent with the Literature review because it is a hypothesis that is formulated in the absence of prior studies on research variables. In other words, the null hypothesis supports the alternative hypothesis **(Creswell,2014:239),** *(Sekaran, 2010: 89).*

The study's main hypothesis is as follows:

There is no statistically relevant moral association between knowledge donation and the triangular dimensions of teamwork at the top.
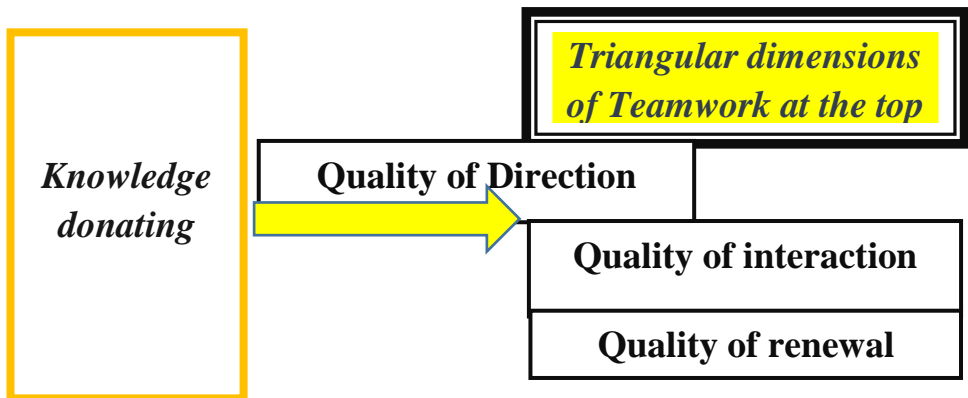

Figure (1) Conceptual model

Method
Description of variables

This researcher offers the findings of the statistical analysis of the response of the members of the Inspection and Analysis Unit to the variables in which they were adopted by providing the initial statistical measures of their replies through arithmetic Means.

all test variables' standard deviations and relative significance, as well as an examination of the research hypothesis and its statistical implications.

Knowledge donating

Table 1 shows the results of a sample search in the research community for the terms "knowledge donation."

This variable's mean ranged from (3.817- 4.268). *" I regularly tell my colleagues what I am doing* ," with a mean of 4.268, higher than the general mean of (3.933) , and a standard deviation of (0.768) .

The paragraphs "*I share information I have with my colleagues*" and "*When I've learned something new, I tell my colleagues about it.* " were ranked fourth and last on Mean. (3.817), respectively, which are lower than the overall arithmetic Mean of 3.933 and the standard deviation of (1.010).

The table also shows the low dispersion in the responses of the research sample members to Knowledge donating, showing the research sample members' convergence of views on the importance of Knowledge donating in the research group.

There were no disparities in the perspectives of the study sample members on the terms creating Knowledge donating in the research community, where all levels of semantics were below (0.05) for all paragraphs, as evidenced by the levels of indication.

From the perspective of the research sample, the level of knowledge donation in the research group in question was found to be high.

Table (1) Mean , standard deviations, t values

Knowledge donating	Mean	Standard deviation	Value "t" Calculated	Sig * Signal Level	Order of importance of the paragraph	Importance Level

When I've learned something new, I tell my colleagues about it.	**3.817**	**1.010**	**7.801**	**0.000**	**3**	**high**
I share information I have with my colleagues.	**3.817**	**1.010**	**7.801**	**0.000**	**3**	**high**
I think it is important that my colleagues know what I am doing.	**3.827**	**1.017**	**7.847**	**0.000**	**2**	**high**

*value (t) at (0.05) (**1.661**)*

The tabular value of (t) has been calculated based on the default mean of.(3)

Triangular Dimensions of Teamwork at The Top

To define the Triangular Dimensions of Teamwork at the Top in the research group, the researcher employed mean and standard deviations, the "t" style test to assess the morale of the paragraph, and the value of the paragraph, as shown in tables (2).

(**quality of orientation ; quality of interaction; quality of renovations**).

Table (2) reveals systemic success in the research community, with a mean ranging from (3.769- 4.101) to (3.882) on the Lekert scale and a high level of significance.

The ***quality of the renewal*** was ranked first, with a mean calculation of (4.101), a standard deviation of (0.583) , and a high degree of significance.

The quality of interaction variable of (5) paragraphs came in second, with a mean (3.776) and a standard deviation (0.688) earning equal weight.

Finally, the variable *Quality of Direction* of five paragraphs came in third and fifth, with a mean calculation of (3.769) , a standard deviation of (0.870), and a high degree of significance.

In addition, the table (3) displays the effects of a sample search on the consistency of *quality of Direction* in the research group.

On a Likert scale, the mean of this variable ranged from 3.548-4.000 to 3.769, suggesting a high degree of Quality of Direction in the research community.

Table (2) Mean , standard deviations, t values

Triangular Dimensions of Teamwork at The Top	Mean	Standard deviation	Value "t" Calculated	Sig* Signal Level	Order of importance of the paragraph	Importance Level
Quality of Direction	3.769	0.870	8.526	0.000	3	high
Quality of interaction	3.776	0.688	10.876	0.000	2	high
Quality of renewal	4.101	0.583	18.195	0.000	1	high
Mean and general standard deviation	3.882	0.637	13.348	0.000	-	high

value (t) at (0.05) (1.661)
The tabular value of (t) has been calculated based on the default mean of.(3)

Table (3) Mean , standard deviations, t values

Quality of Direction	Mean	Standard eviation	Value "t" Calculated	Sig * Signal Level	Order of importance of the paragraph	Import ance Level
Talent developme nt and initiatives to drive growth	3.548	1.211	4.365	0.000	3	Medi um
The strategic focus is on the goals and direction of the team	3.591	1.125	5.068	0.000	2	Medi um
The alignment of priorities	4.000	1.010	9.540	0.000	1	High

value (t) at (0.05) (1.661)

The tabular value of (t) has been calculated based on the default mean of (3)

It was ranked first in the paragraph "*Alignment of priorities*" with a Mean of (4.000) above the general Mean of (3.769) and a standard deviation of (1.010), while the paragraph "*The strategic focus is on the team's goals and direction of the team*" was ranked third and last with a Mean of (3.548) below the overall Mean of (3.769) and a standard deviation of (1.010). (1.211).

As indicated in table, the study sample members' responses in their paragraphs on the quality of contact have a low dispersion, showing that their viewpoints on its value in the research community are equivalent (4).

The table also shows consistency in Mean values, indicating that there were no gaps in the study sample participants' opinions on its constituent phrases, as measured by degrees of support, with all semantics levels for all paragraphs lying below (0.05).

From the perspective of the research sample, the degree of advice in the research group in question was deemed to be high.

Table also includes sample search results for words related to the *quality of interaction* in the research group (4).

The mean of this variable ranged from (3.634-3.967) to an average of (3.776) on the scale, indicating that the research community has a high level of interaction quality.

With Mean of (3.967) above the general Mean of (3.776) and a standard deviation of (0.729), "*Obtaining diverse views*" was ranked first, while "*Promoting critical thinking through effective debate*" was ranked fifth and last with Mean of (3.634) below the overall Mean of (3.776) and a standard deviation of (0.729). (0.975).

Table (4) Mean , standard deviations, t values

Quality of interaction	*Mean*	*Standard deviation*	*Value "t " Calculated*	*Sig * Signal Level*	*Order of importance of the paragraph*	*Importance Level*
Get diverse views	3.967	0.729	12.800	0.000	1	**High**
Promoting critical thinking through effective debate	3.634	0.975	6.270	0.000	2	**Medium**

 value (t) at (0.05) (1.661)

The tabular value of (t) has been calculated based on the default mean of (**3**)

The table shows that the research sample members' replies to the importance of quality of interaction in their paragraphs have a low dispersion, implying that the research sample members' perspectives on the importance of quality of interaction in the research group are similar.

The table also indicates consistency in Mean values, implying that there were no gaps in the study sample members' opinions about its constituent phrases in the research group, where all semantic levels were less than (0.05) for all paragraphs, as determined by levels of evidence.

The example search responses for the ***Quality of renewal*** in the scientific community are listed in Table (5).

On a Likert scale, the mean of this variable ranged from (4.053-4.172) to (4.101), suggesting a high degree of consistency of renewal in the research community.

It came in first with a mean of (4.172), which is higher than the overall mean of (4.101), and a standard deviation of (0.892), while the paragraph "***Encourages individual development and risk tolerance***" came in fourth and last with Mean calculation (4.053), which is lower than the overall mean of (4.101) and a standard deviation of (0.851), respectively.

The minimal dispersion in the research sample members' replies to the quality of the renewal is reflected in the table's paragraphs as the research sample members' perspectives on the value of the quality of the renewal in the research community converge.

Table (5) Mean , standard deviations, t values

quality of renewal	Mean	Standard deviation	Value "t" Calculated	Sig * Signal Level	Order of importance of the paragraph	Importance Level
Avoiding isolation	4.129	0.849	12.811	0.000	2	**High**
Provision of guidance	4.096	0.723	14.623	0.000	3	**High**

and training						
Drawing on insights and knowledge from outside the company	4.172	0.892	12.667	0.000	1	**High**
Encourages individual development and risk tolerance	4.053	0.851	11.932	0.000	4	**High**

value (t) at (0.05) (1.661)

The tabular value of (t) has been calculated based on the default mean of.(3)

The table also shows that all denomination levels were below (0.05) for all paragraphs, indicating that there were no gaps in the views of the research sample participants on the terms defining the consistency of the quality of the renewal in the research group, as measured by the levels of indication.

From the standpoint of the study sample, the consistency of the renewal in the research group in question was found to be strong.

Test search hypothesis

There is no statistically significant moral link between knowledge donation and the three-dimensional dimension of top-level teamwork.

The likely influence of Knowledge donation and the triangle aspects of Teamwork at the top was validated using multiple regression analysis, as shown in table (6).

Table (6) Multiple regression analysis test results

Sig*	B		Sig*	DF		F calculated	R^2	R	dependent variable
0.000	0.495			4	regression				
0.000	0.625			79	Residuals				Triangular Dimensions of Teamwork at the top
		Knowledge donating	0.000			25.963	0.568	0.754	
0.000	0.709			83	aggregate				

Conclusions

The Knowledge Donation variable has a high agreement rate among the research sample, demonstrating the organization's desire in using it as a management tool for accomplishing company goals including member engagement and teamwork, as well as responding to all client requirements.

The presence of a moral contrast at the top between the variables of Knowledge donation and Triangular Dimensions of Teamwork, showing that the research sample comprehends all dimensions and their relevance.

Recommendations and Limitations

While the sample understands the value of knowledge donation and the inequality of ownership, educational initiatives promoting knowledge donation and its importance should be promoted through seminars and courses.

Examine the prospect of including beneficiaries and business clients in such decisions that are in their best interests through sending proposals to the company as a vital factor in the company's performance in relation to other rivals.

In terms of the study's limitations, knowledge donation has been discussed in general and its key aspects have not been highlighted.

Future research, rather than a case study or a qualitative study, should concentrate on these variables Or the study of dimensions and other variables thereof .

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