The Relationship between Team Communication and Team Performance among Selected Banks' Employees in Selangor

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Abstract

Team performance refers to the ability of a group of individuals to work together cohesively and efficiently towards a common goal. One of the issues that can arise and impact team performance in an organization is poor communication. Effective communication is crucial for team performance to avoid misunderstandings, delays, and mistakes. Hence, the purpose of this research is to identify the level of team communication and team performance among selected banks' employees in Selangor. It also aims to investigate the relationship between team communication and team performance. This research employed quantitative approach using structured questionnaire to collect data. A total of 400 employees from four selected banks which are Maybank, CIMB, RHB and Bank Islam were chosen via quota sampling in this research. The questionnaires were used to measure team communication and team performance levels respectively. The collected data was then analysed using IBM Statistical Package for Social Science (SPSS). It was found that team communication and team performance were both at high levels. Moreover, team communication is positively correlated to team performance among selected banks' employees in Selangor. This research strengthened the notion of the importance of team communication for team performance enhancement and improvement.

1. Introduction

Team performance is conceptualized as the sum of positive expected behaviours linked to facilitating team and peer performance activities during a given period of time (Motowidlo & Kell, 2012). Team performance is essential for achieving organizational goals and objectives. There are several reasons why team performance is important in an organization. Firstly, achieving common goals whereby team members work towards a common objective that help to align individual efforts and lead to greater overall success. Secondly, improved communication whereby team members learn how to communicate effectively with one another, reduce misunderstandings, and improve the quality of work produced. Thirdly, increased creativity and innovation whereby working in a team can bring diversity of ideas, perspectives, experiences, and skills owned by the team members. Many organizations use team-based projects to manage activities and resources in an integrated way and to share knowledge and best practices internally (Gupta & Govindarajan, 2000; Sydor *et al.*, 2004).

1.1 Research Background

In the dynamic landscape of the banking sector in Malaysia, effective team communication emerges as a crucial factor influencing organizational success. According to Kim & Shin (2021), team communication is one of the essential elements of team performance and plays a significant role in influencing team morale, productivity and engagement, yielding either positive or negative outcomes. It was emphasized in the study that effective communication within a team has a positive influence, while poor communication adversely affects team performance, hindering their ability to carry out tasks efficiently. For instance, when team communication is robust, it fosters a favourable work environment that significantly impacts the well-being of team members and directly contributes to team performance and the organization's overall success.

As banking institutions navigate the complexities of a rapidly evolving financial environment, the need for seamless communication within teams becomes increasingly notable. While leadership styles and supportive team behaviours have received considerable attention in previous studies, the relationship between team communication and team performance among bank employees in Selangor remains relatively unexplored. Hence, the researcher decided to conduct research in the bank context.

1.2 Problem Statement

Bank performance is the accumulated performance of teams in the respective branches. According to the Ministry of Finance (2020), it was reported that the top Malaysian banks, Malayan Banking Bhd (Maybank), Public Bank Bhd and CIMB Group Holdings Bhd in 2020 had all posted a drop in their net profit in the second quarter by 51.55 per cent, 24.84 per cent and 82 per cent, respectively. Maybank saw its net profit dropped to RM941.73 million from RM1.94 billion in 2019, Public Bank's net profit reduced to RM1 billion from RM1.33 billion in 2019, and CIMB's net profit slipped to RM277.08 million from RM1.51 billion in 2019. These data highlight the decline in bank performance in Malaysia during the COVID-19 pandemic.

Meanwhile, in bank's organizational structure, employees are grouped into teams focusing on specific functions such as banking, investment, and loan. However, employees working in different departments or teams may develop a silo mentality, where they prioritize their own tasks and goals without considering the broader objectives of the bank. This can hinder information sharing and collaboration between teams, thus affecting bank performance as a whole. Therefore, team leaders need to play a role to make sure each of the team members gives their commitment to task completion. However, issues that can impact team performance may occur inadvertently.

One of the issues that can impact team performance is poor communication. It has been discovered that either too little or too much communication may disrupt team performance (Patrashkova-Volzdoska *et al.*, 2003). Therefore, the trait that high-performing teams utilize most often to outperform average teams is effective communication. According to the Impact of Team Performance Survey Report conducted by ThinkWise, leaders of high-performing teams rate communicating frequently (daily or weekly) as the most important (4.24 out of 5) contributor to team performance.

Moreover, there are limited past studies that investigate the relationship between team communication and team performance. According to the literature scan that was conducted via Scopus, there are 230 studies about team performance, narrowed down to eight studies about the relationship between communication and team performance. The majority of other studies are about other factors that impact team performance such as leadership styles, team cohesion, and team structure.

Therefore, to achieve the research objectives the level of team communication and performance among selected banks' employees in Selangor are determined. Consequently, the relationship between team communication and team performance among selected banks' employees in Selangor is identified

1.3 Scope of the Research

The scope of this research was limited to selected banks' employees in Selangor, examining the relationship between team communication and team performance. Also, this research emphasizes the level of both team communication and team performance and the relationship between both variables. Hence, due to limited studies in the banking sector, the researcher has decided to conduct research among employees that are working at Maybank, CIMB, RHB and Bank Islam in Selangor as target respondents.

1.4 Significance of the Research

The stakeholders who were benefit from this research are bank management and the researcher. In terms of benefits to bank management, they could benefit from effective team communication by providing feedback and performance appraisals. Employees could communicate to upper management their achievements, challenges, and areas that need support. In turn, upper management can provide constructive feedback, recognize

accomplishments, and address performance issues within the team. This feedback loop promotes continuous improvement, accountability, and a learning culture within the organization.

In terms of benefits to the researcher academically, this research allows the researcher to bridge the gap between academic and real-world industry, making their research more applicable and valuable. Not only that, collaborating with banks and financial institutions for research purposes often provides the researcher with access to valuable data sets, resources, and expertise. Hence, it allows the researcher to gain deeper insights into the industry's challenges and complexities.

2. Literature Review

This section discusses conceptualizations and related models of team performance and team communication. The definitions of team performance and team communication based on previous studies were discussed. In addition, the previous studies to determine the significance of the relationship between team performance and team communication, which forms the basis for constructing the conceptual framework were reviewed.

2.1 Team Performance

Kozlowski & Klein (2000) defined team performance as a multilevel process that arises from the management of individual-level and team-level task work and teamwork processes. Meanwhile, Devine & Philips (2000) defined team performance as how a team accomplishes its goals or mission objectives. Also, Sparrowe *et al.* (2001) defined team performance as the quality, quantity, and timeliness of work achieved at the team level, along with team members' cooperation. Palacios *et al.* (2016) defined team performance as the accumulation of experience and effort by an organized body to achieve specific goals.

Hence, the definition of team performance that was used in this research is the definition by Palacios *et al.* (2016), which defined team performance as the accumulation of experience and effort by an organized body to achieve specific goals. This research used the conceptual definition proposed by Palacios *et al.* (2016) because it has been empirically tested more often compared to other definitions proposed.

2.2 Models of Team Performance

2.2.1 Katzenbach and Smith Model

The Katzenbach and Smith model was developed in 1993 by Jon Katzenbach and Douglas Smith in their book "The Wisdom of Teams", which provides a method for measuring team performance that focuses on both task outcomes and team procedures. This model of team performance includes three elements which are skills, accountability, and commitment. Skills where team members need specific skills to get their work done, accountability where team members are mutually and personally responsible, and commitment where there is a shared approach, goal and also purpose that is meaningful to the team. Therefore, these elements aimed to achieve various outcomes such as personal growth of team members, the creation of high-quality collective work products and improved overall team performance and results.

2.2.2 Lencioni's Model

The Lencioni model was developed in 2002 by Patrick Lencioni in his book "5 Dysfunctions of a Team," which reverses perspective and focuses on the factors that undermine high-performing and effective teams and can lead to their failure. He suggested that a high-performing and effective team can be built by being aware of its dysfunctions. The five dysfunctions of teams are absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results. This model aims to improve and sustain team performance by directing the focus and efforts of team members toward the collective goals of the team rather than the goals of the individual. Therefore, by fostering trust, encouraging healthy conflict, promoting commitment, establishing accountability, and refocusing on collective results, teams can become more effective and high performing.

Hence, the model of team performance that was used in this research is the Katzenbach and Smith model. This model was chosen because it has been widely used in various previous studies. Also, the explanation about the model is very easy to understand, and the design of the questionnaire makes it easy for the respondents to understand and answer.

2.3 Factors Commonly Associated with Team Performance

According to the literature scan that was conducted via Scopus, there are few factors associated with team performance which are leadership styles, supportive team behaviour and team communication. Eleven studies examined the relationship between leadership styles and team performance (Han *et al.*, 2018; Stewart & Johnson, 2009; D'Innocenzo *et al.*, 2021; Ben *et al.*, 2021). In addition, ten studies associated supportive team behaviour

with team performance (Bachrach *et al.*, 2006; Bang & Park, 2015; Reimer, 2001; Shaukat *et al.*, 2017; Verma *et al.*, 2012; Warner *et al.*, 2012).

On the other hand, there are eight studies that have examined the relationship between team communication and team performance (Marks *et al.*, 2001; Patrashkova-Volzdoska *et al.*, 2003; Hassall, 2009; Salas *et al.*, 2015; Othman *et al.*, 2017; Marlow *et al.*, 2018, Zawawi *et al.*, 2023). Based on the literature scan that was conducted via Scopus, there are six studies that show significant positive relationship between team communication and team performance (Patrashkova-Volzdoska *et al.*, 2003; Hassall, 2009; Othman *et al.*, 2017; Kim & Shin, 2021; Zawawi *et al.*, 2023). In contrast, the other two studies show weak relationship between team communication and team performance (Marks *et al.*, 2001; Marlow *et al.*, 2018).

Thus, leadership styles and supportive team behaviours are the most frequently studied factors with eleven and ten studies respectively, followed by communication as the least frequently studied factor with a total of only eight studies. However, these eight studies have been focusing on other sectors such as manufacturing, healthcare and telecommunication, and none have been studied in the context of banks. Therefore, it is one of the main reasons that strengthened the researcher's decision to conduct research in the banking sector.

2.4 Team Communication

Marks *et al.* (2001) emphasize team communication as integral to many team processes, suggesting that communication is intertwined with various aspects of team functioning. Meanwhile, Adams (2007) and Mesmer-Magnus & DeChurch (2009) defined team communication as an exchange of information, occurring in both verbal and non-verbal (email, physical gestures such as nodding) manners, between two or more team members of the team. Also, Reiter-Palmon *et al.* (2021) emphasize team communication as the dialogues, conversations, and team meetings between team members during regular operations. Lurie *et al.* (2011) defined team performance as a reciprocal process of team members' sending and receiving information that forms and re-forms a team's attitudes, behaviours, and cognitions. The definitions highlight the transmission of information among team members rather than its integration within broader team processes.

Hence, the definition of team communication that was used in this research is the definition by Lurie *et al.* (2011), which defined team communication as a reciprocal process of team members' sending and receiving information that forms and re-forms a team's attitudes, behaviours, and cognitions. This research used the conceptual definition proposed by Lurie *et al.* (2011) because the definition offers clarity and precision to ensure a shared understanding of key concepts, whereby the researcher believes clear and well-defined terms could contribute to the accuracy and reliability of the research.

2.5 Models of Team Communication

2.5.1 Jakobsen's Model of Communication

The Jakobsen model of communication was developed in 1958 by Roman Jakobsen, who presented an elaborated model that includes the effects of contact (physical and psychological connection), context (what a message refers to), and code (shared meaning) that mitigate the communication of a message between an addressee and an addressee (Lanigan, 2013). This model recognises the importance of shared context and connection between two people with a similar understanding of meaning for effective communication. A message cannot be removed from this context without losing its meaning. Therefore, if someone intends to communicate effectively, it is necessary for the sender to understand the influence of the context and connection between the sender and receiver if the intended meaning of the message is to be understood. Overall, Jakobsen's model highlights the interconnectedness of contact, context, and code in effective communication. It underscores the importance of establishing a connection, considering the context, and using a shared code to ensure that the intended meaning of the message is understood by the receiver.

2.5.2 Riley and Riley Model of Communication

The Riley and Riley model of communication was developed in 1959 by a couple named John and Matilda Riley, who presented a model in which the communication process is an integral part of the social system. Both the sender and the receiver are influenced by the three social orders, i.e., the primary groups to which they belong, the larger social structure (the immediate community - social, cultural, industrial – to which they belong), and the entire social system. All of these interact dynamically, with messages flowing in multiple directions. Therefore, this model underscores how a communicator's social context influences how a message is perceived. By considering the interplay between these social orders, the model provides a framework for understanding how social factors influence the communication process. It highlights the importance of contextualizing communication within the broader social context to gain a comprehensive understanding of its dynamics and impact.

Hence, the model of team communication that was used in this research is the Riley and Riley Model of Communication. This model was chosen because it has been widely used in most recent studies. Besides that, the explanation about the model is very easy to understand, and the design of the questionnaire makes it easy for the respondents to understand and answer.

2.6 Previous Studies Linking Team Communication and Team Performance

There are several studies that have examined the relationship between team communication and team performance. Patrashkova-Volzdoska *et al.* (2003) found that frequent communication increases information sharing among team members and thus team performance because team members are able to share more information. A quantitative approach was employed, with a total of 630 respondents working at corporate and government organizations in Bulgaria participated in the study. It was emphasized in the study that the frequency of team communication must be sufficient to convey enough relevant information among the team members that could contribute to high team performance.

Meanwhile, Hassall (2009) supported that team communication correlates to team performance. This study employed a quasi-experimental research design, with a total of 1039 respondents working at a large multi-national information technology company based in Sydney, Australia. The results show a significant positive relationship between team communication and team performance, indicating that team communication is indeed vital to the performance of the team as a whole.

Other than that, Othman *et al.* (2017) found that team communication significantly influences team performance, with a total of 356 respondents working at two selected Malaysian telecommunication companies participated in the study. The results show that communication between team members significantly contributed to the enhancement of team performance.

Meanwhile, a study by Jariwala *et al.* (2012) shows a significant positive relationship between team communication and team performance. The study comprised two teams that consist of 10 students were observed at the University of California, Santa Barbara who participated in the International Capture The Flag (iCTF) competition. It was emphasized in the study that teams that employed similar strategies believe that communication between members makes the difference that allows a particular team to process information and perform in a more coordinated team performance.

Kim & Shin (2021) found that effective communication within a team has a positive influence, while poor communication adversely affects team performance and hinders the ability of team members to carry out tasks efficiently. A quantitative approach was employed, with a total of 170 respondents working at selected manufacturing companies in South Korea participated in the study. It was emphasized in the study that when team communication is robust, it fosters a favourable work environment and significantly contributes to team performance and the organization's overall success.

Meanwhile, a study by Zawawi *et al.* (2023) shows that effective communication is vital for enhancing team performance and ensuring goal achievement. A total of 850 respondents working in search and rescue (SAR) under the Malaysian Fire and Rescue Department participated in the study. It was emphasized in the study that there are several strategies to optimize communication's impact on team performance, such as providing comprehensive training in communication skills, establishing clear communication protocols, encouraging open communication, utilizing appropriate technology, exhibiting strong leadership support, and continuously evaluating and improving the communication process.

Lastly, Marks *et al.* (2001) mentioned that communication between team members can enhance team performance through several mechanisms, one of which is the facilitation of important team processes such as team coordination and situation monitoring. Marlow *et al.* (2018) found that when team members use virtual tools in addition to enhance face-to-face communication, they can send an e-mail that can be responded to more quickly, take advantage of multiple communication mediums, and rely more on the team process to achieve high levels of performance. Both studies by Marks *et al.* (2001) and Marlow *et al.* (2018) show weak relationships between team communication and team performance.

2.7 Research Framework

Team communication → Team performance
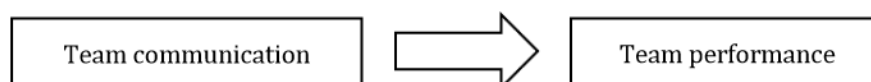
Fig. 1 *Conceptual framework*

Fig. 1 illustrates the conceptual framework to portray the relationship between team communication as independent variable and team performance as dependent variable. Based on Fig. 1, the following hypothesis has been constructed:

H1: There is a significant positive relationship between team communication and team performance.

3. Research Methodology

This section discusses the research methodology that was associated with the general procedure and methods of the researcher to collect and obtain appropriate data for this research. Research methodology refers to the process of how the researcher must conduct research, formulate the problems and objectives, and present the result of the data obtained during the research period (Sileyew, 2019). In this section, the research design, research strategy, research measurement, research population and sampling, pilot study, data collection, and data analysis are discussed.

3.1 Research Design

Research design refers to the structure of the research, known as the "glue" that binds all the elements of the research project together (Akhtar, 2016). He also mentioned that research design is a conceptual blueprint adopted by a researcher before the beginning of data collection whereby it acts as a guide to achieve the research objectives in a valid and reliable manner. According to Neuman (2014), there are several types of research design which are descriptive research design, exploratory research design, and explanatory research design. Hence, the type of research design that was implemented by the researcher is explanatory research design.

Explanatory research design refers to research in which the primary purpose is to elaborate, extend, or test a theory (Neuman, 2014). The implementation of this research design is vital because it often employs quantitative data analysis techniques to examine the relationship between variables. In addition, explanatory research design is frequently used for hypothesis testing. Neuman (2014) also mentioned that explanatory research design aims to find the "why" of the events and provides a deeper understanding of explanatory research design by establishing causal relationships between variables.

Explanatory research design allows the researcher to develop ideas and thoughts about the research topic, therefore this research design is used to investigate an event when only limited information is available. In addition, the accessibility to hypothesis testing in explanatory research design allows and provides the researcher with guidance for future research in a research project.

3.2 Research Strategy

Research strategy refers to a plan or scheme by which the activity of searching for and evaluating found information is carried out (Malhotra, 2017). Research strategy is one of the elements of research methodology that includes the process by which the research is conducted. This sub-element of the research methodology provides the general direction of the research. Therefore, the proper research strategy must be selected based on the research objectives and questions, available time and resources, the researcher's philosophical underpinnings, and the extent of existing knowledge about the area being studied (Wedawatta *et al.*, 2011). They also mentioned that there are several types of research strategies that are widely used which are experiment, case study, grounded theory, action research, ethnography, cross-sectional study, and survey. Therefore, the research strategy used by the researcher is survey research.

According to Neuman (2014), survey research refers to a quantitative research method in which a large number of people are asked the same questions, and their responses are recorded by the researcher. In addition, survey research is also defined as "the collection of information from a sample of people through their responses to questions" (Check & Schutt, 2012). Survey research uses a written questionnaire to collect information about the backgrounds, behaviours, beliefs, or attitudes of a large number of people.

Therefore, survey research provides the researcher with first-hand primary data that is collected, maintained, and analysed by the researcher. According to Chiang (2015), the heart of any survey research project is the questionnaire itself, so it is crucial for the researcher to create a good questionnaire for respondents. Consequently, the challenges of creating a good questionnaire can sharpen the researcher's critical thinking skills.

3.3 Research Measurement

According to Cooper and Schindler (2014), measurement in research consists of assigning numbers to empirical events, objects, properties, or activities that conform to a set of rules. They imply that measurement in research is a three-part process consisting of selecting observable empirical events, using symbols for the characteristics of the events, and applying the rules to connect the observation of that event. Therefore, in order to measure the data, the researcher conducted a survey using a structured questionnaire as the research instrument. According to Boynton and Greenhalgh (2004), a structured questionnaire is a written and administered questionnaire in which all participants were asked exactly the same questions in an identical format and the responses were recorded regularly. They also pointed out that standardization of a research measure increases its validity and reliability. The questionnaire was answered by the respondents which are the employees working at Maybank, CIMB, RHB and Bank Islam in Selangor.

Meanwhile, the structured questionnaire as research instrument was divided into three sections which are Section A, Section B, and Section C. Section A described the demographic background of the respondents, meanwhile Section B contained questions on team communication, which consisted of 9 items and was adapted from Lurie *et al.* (2011). Section C consisted of 9 items on team performance and was adapted from Palacios *et al.* (2016). According to Neuman (2014), the Likert scale refers to a commonly used scale in survey research where individuals express their attitudes in the form of ordinal categories such as "agree" or "disagree" along a continuum. Therefore, the researcher decided to use the 5-point Likert scale to obtain the data, particularly for Sections B and C.

3.4 Research Population and Sampling

3.4.1 Research Population

Population refers to the complete set of individuals with common characteristics in which the researcher is interested (Fraenkel & Warren, 2002). An economic report by Asian Development Bank economist, Oh Soo-Nam examined the Malaysian banking system in more detail. He mentioned in the report that non-monetary institutions supervised by Bank Negara Malaysia (BNM) include financial holding companies and insurance companies. The data published by SignalHire (2023) shows that the total population of 13,755 employees was calculated from the number of employees that worked in four selected banks which are Maybank, CIMB, RHB and Bank Islam.

3.4.2 Research Sampling

Sampling refers to a procedure to select a sample from an individual or from a large population for a specific research purpose (Bhardwaj, 2019). There are two main types of sampling techniques which are probability sampling and non-probability sampling. Bhardwaj (2019) defines probability sampling as a type of sampling in which each member of the population has a known probability of being selected in the sample, while non-probability sampling is defined as a type of sampling in which each member of the population has no known probability of being selected in the sample. Therefore, the type of sampling strategy used in this research is non-probability sampling.

There are five main types of non-probability sampling methods which are convenience sampling, purposive sampling, quota sampling, snowball sampling, and self-selection sampling (Galloway, 2005). Therefore, the researcher chose to use quota sampling in this research. Quota sampling refers to a non-probability sampling method based on the non-random selection of a predetermined number of units. In quota sampling, the sample was selected by the researcher based on some specific characteristics. Thus, these specific characteristics serve as a quota for selecting the members of the sample (Bhardwaj, 2019). The sample size of this research was determined by using the software tool, G*Power Calculator. Based on G*Power Calculator with error of 0.001 and power of 0.95, the sample size is 258.

3.5 Pilot Study

According to Simkus (2023), a pilot study is a small-scale preliminary study conducted prior to large-scale quantitative research to assess the feasibility of a larger project in the future. In addition, pilot study is a fundamental stage of the research process in which design issues can be identified and the feasibility, practicality, resources, time, and cost of the research can be evaluated before the main research is conducted. A total of 20 employees were employed on the pilot test to test the reliability and validity of the questionnaire distributed.

3.6 Data Collection

According to Taherdoost (2021), data collection refers to the various methods used to collect information about certain variables in research, which are then used in the data analysis phase to obtain the results, answer the research questions, and test the hypotheses. Data collection plays a crucial role in research as it can overshadow the quality of the results by reducing the possible errors that can occur during a research project. Therefore, in addition to a good research design, a lot of quality time should be invested in data collection in order to obtain adequate results, as insufficient and inaccurate data prevent the accuracy of the results (Kabir, 2016).

3.6.1 Primary Data

Primary data refers to data collected by the researcher, which is first-hand information that has not been altered by anyone (Taherdoost, 2021). Primary data is the data that have not yet been published, so the validity, reliability, objectivity, and authenticity of primary data are better assured. In other words, primary data is known as real-time data in which the researcher uses various approaches to collect and record primary data for a specific purpose. To obtain primary data, various sources such as observations, surveys, interviews, and questionnaires

can be used (Kabir, 2016; Taherdoost, 2021). Therefore, the primary data used by the researcher is a structured questionnaire that was answered by the respondents which are the employees that are working at Maybank, CIMB, RHB and Bank Islam in Selangor.

3.6.2 Secondary Data

Secondary data refers to data obtained from published sources, which means the data has already been collected by another person for another reason and can be used for other research purposes (Taherdoost, 2021). Secondary data is an essential component of research that can help obtain information from previous studies to serve as a basis for conducting the research as necessary background information. To obtain secondary data, various sources such as books, records, websites, and journal articles can be used (Taherdoost, 2021). Therefore, the secondary data that the researcher used are websites and journal articles to obtain the information needed for this research.

3.7 Data Analysis

Data analysis refers to the process of performing certain calculations and evaluations to extract relevant information from the data obtained (Ibrahim, 2015). Data analysis is the process of analysing and processing the obtained data and information to find conclusions and solutions to the problems in the research. In addition, data analysis also determines whether the research objectives have been achieved. At the end of the research, the questionnaire is reviewed to ensure that the questions meet the research objectives. Therefore, the data obtained were analysed according to each item and category using IBM Statistical Package for Social Science (SPSS). There are two types of data analysis that were applied in this research which are descriptive statistical analysis and inferential statistical analysis.

3.7.1 Descriptive Statistical Analysis

Descriptive statistical analysis refers to a general type of simple statistics used by researchers to describe basic patterns in the data (Neuman, 2014). Descriptive statistical analysis can be measured by either measures of central tendency or measures of dispersion. Neuman (2014) also mentions that measures of central tendency refer to a class of statistical measures that summarize information about the distribution of data for a variable in a single number. Therefore, these measures are crucial in providing information about the average or most representative value in a sample or population, which helps the researcher understand the central location or tendency of the data points. There are three measures of central tendency which are mean, median, and mode.

Meanwhile, measures of dispersion refer to a class of statistical measures that describe the variability or dispersion of data points within a sample or population. These measures are critical in providing information about the distribution of the data and complement measures of central tendency, which help the researcher understand the extent to which data points deviate from the mean. There are three measures of dispersion which are range, percentage, and standard deviation. The data obtained during data collection were then analysed by the researcher using IBM Statistical Package for Social Science (SPSS) to obtain the results.

3.7.2 Inferential Statistical Analysis

Inferential statistical analysis refers to a branch of applied mathematics based on random sampling that allows researchers to make precise statements about the level of confidence the researcher can have that measurements in a sample match a population parameter (Neuman, 2014). Inferential statistical analysis that was frequently used includes chi-square tests, t-tests, Analysis of Variance (ANOVA), correlation analysis, and regression analysis. Hence, these tests are vital for testing hypotheses, assessing statistical significance, estimating population parameters, and identifying patterns and trends, which allows the researcher to draw valid conclusions and gain insights from the information obtained during data analysis. The data obtained during data collection were then analysed by the researcher using IBM Statistical Package for Social Science (SPSS) to obtain the results.

4. Data Analysis and Results

This section presents data analysis and elucidation of the results obtained from distributed questionnaires that were completed by a total number of respondents, which are 400 bank employees. The researcher has dissected all the data from the collected questionnaire, and the data was analysed using the Statistical Package for Social Science (SPSS) to answer the research objectives. Return rate, reliability analysis, demographic analysis, descriptive analysis, normality test and correlation analysis between team communication and team performance were discussed in this section.

4.1 Return Rate

Table 1 *Return rate*

Return Rate Items	Description
Population	13,755
Sample size	258
Questionnaires distributed	400
Questionnaires returned	400
Percentage (%)	100%

Return rate refers to the percentage of all respondents in the initial sampling frame who were located, contacted, eligible, agreed to participate and completed the entire questionnaire (Neuman, 2014). The target respondents in this research were focused on the employees that work at selected banks in Selangor. There are four selected banks which are Maybank, CIMB, RHB and Bank Islam. Table 1 shows that the total population of 13,755 employees was calculated from the number of employees that worked in these four selected banks (SignalHire, 2023). The sample size was determined by using the software tool, G*Power Calculator. Based on G*Power Calculator with error of 0.001 and power of 0.95, the sample size is 258. However, since the return rate in most survey is less than 50%, the sample size is increased to 400. Hence, the return rate for this research is 100%.

4.2 Reliability Analysis

Reliability refers to dependability and consistency that suggests the same thing is repeated under the identical or very similar conditions (Neuman, 2014). Meanwhile, reliability analysis refers to a measurement technique that allows researcher to assess the stability of measures. According to Neuman (2014), it is rare to have perfect reliability whereby he also mentioned that there are four things to improve reliability which are clearly conceptualize constructs, use a precise level of measurement, use multiple indicators and use pilot tests. Therefore, in order to determine the acquired data's reliability and ensure the consistency and accuracy of the results, the researcher used Rule of Thumb on Cronbach's Alpha as shown in Table 2.

Table 2 *Rule of thumb on Cronbach's Alpha*

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Very Good
$0.7 \leq \alpha < 0.8$	Good
$0.6 \leq \alpha < 0.7$	Moderate
$\alpha < 0.6$	Poor

Source: Hair *et al.* (2003)

4.2.1 Reliability Analysis for Pilot Study

Table 3 *Cronbach's Alpha of pilot study*

Reliability Test	Cronbach's Alpha	Result	Number of Items	Number of Respondents
Team Communication	0.927	Excellent	9	20
Team Performance	0.962	Excellent	9	20

Table 3 displays the values of Cronbach's Alpha of the pilot study for team communication (independent variable) and team performance (dependent variable). The value of Cronbach's Alpha for team communication is 0.927, while the value of Cronbach's Alpha for team performance is 0.962. Both independent and dependent variables have high Cronbach's Alpha values, whereby the values are more than 0.9, which is deemed to be excellent. Therefore, the actual study can then be carried out after the pilot study's result, which indicates that the questionnaire was reliable enough to be conducted and ready to be distributed to respondents.

4.2.2 Reliability Analysis for Actual Study

Table 4 *Cronbach's Alpha of actual study*

Reliability Test	Cronbach's Alpha	Result	Number of Items	Number of Respondents
Team Communication	0.909	Excellent	9	400
Team Performance	0.911	Excellent	9	400

Table 4 displays the values of Cronbach's Alpha of the actual study for team communication (independent variable) and team performance (dependent variable). The value of Cronbach's Alpha for team communication is 0.909, while the value of Cronbach's Alpha for team performance is 0.911. Both independent and dependent variables have high Cronbach's Alpha values, whereby the values are more than 0.9, which is deemed to be excellent. Therefore, the actual study's result indicates that the actual study is indeed reliable.

4.3 Demographic Analysis

Table 5 *Summary of demographic analysis*

Demographic	Items	Frequency	Percentage (%)
Gender	Male	164	41.0
	Female	236	59.0
Bank	Maybank	84	21.0
	CIMB	100	25.0
	RHB	100	25.0
	Bank Islam	116	29.0
Current position	Officer	126	31.5
	Clerk	189	47.3
	Others	85	21.2
Length of service	Less than 2 years	121	30.3
	3-5 years	153	38.3
	6-10 years	110	27.5
	More than 11 years	16	4.0
Flexible working arrangements	Yes	299	74.8
	No	101	25.2
Working from home	Yes, a few times a week	87	21.7
	Yes, all the time	70	17.5
	No	199	49.8
	Not applicable	44	11.0

Table 5 shows the summary of the demographic analysis. Based on the table, there are six questions included which are gender, bank, current position, length of service, flexible working arrangements and work modes implemented in respondents' workplaces. To summarize, the majority of respondents who participated in this research were female with 236 respondents (59%). Also, the majority of respondents who participated in this research work at Bank Islam were 116 respondents (29%). The majority of respondents who participated in this research are clerks with 189 respondents (47.3%). After that, the majority of respondents who participated in this research worked around 3-5 years at their respective banks with 153 respondents (38.3%). The majority of respondents who participated in this research also have flexible working arrangements with 299 respondents (74.8%). Lastly, the majority of respondents who participated in this research worked from the office with 199 respondents (49.8%).

4.4 Descriptive Analysis

Descriptive analysis refers to a general type of simple statistics used by researchers to describe basic patterns in the data (Neuman, 2014). He also mentioned that there are three measures of central tendency which are mean, median, and mode. Meanwhile, there are three measures of dispersion which are range, percentage and standard

deviation. Hence, the mean and standard deviation were chosen as measurement tools to compute the central tendency and dispersion in this research.

Table 6 *Extent level of mean*

Mean Scale	Central Tendency Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

Source: Tasmin & Woods (2008)

4.4.1 Team Communication

Table 7 *Descriptive analysis of team communication*

No	Items	Mean	Std. Deviation	Central Tendency Level
1	Each member of this team actively seeks new ways to improve how to do things.	4.34	.796	High
2	Members at all levels of this team openly talk about what is and is not working.	4.29	.870	High
3	Opinions are valued by others in this team.	4.26	.891	High
4	This team encourages each member to share ideas.	4.28	.887	High
5	Each member of this team receives frequent and helpful feedback of their work.	4.23	.864	High
6	Team members openly discuss errors that happen in the team.	4.30	.844	High
7	There is frequent and good communication throughout the team about how the different change initiatives are going.	4.32	.774	High
8	There is frequent and good communication throughout the team about how the different change initiatives are going.	4.36	.772	High
9	Once this team has started implementing a change, the change tends to stick.	4.36	.769	High
	Total	4.32	.632	High

Table 7 presents the extent level of the mean and standard deviation for team communication with nine variables. "There is frequent and good communication throughout the team about how the different change initiatives are going" and "Once this team has started implementing a change, the change tends to stick" scored the highest level of central tendency with the same mean score of 4.36 and standard deviations of 0.772 and 0.769 respectively. Next, "Each member of this team actively seeks new ways to improve how to do things" and "There is frequent and good communication throughout the team about how the different change initiatives are going" scored a high level of central tendency with mean scores of 4.34 and 4.32 with standard deviations of 0.796 and 0.774 respectively. Also, "Team members openly discuss errors that happen in the team" and "Members at all levels of this team openly talk about what is and is not working" scored a high level of central tendency with mean scores of 4.30 and 4.29 with standard deviations of 0.844 and 0.870 respectively. Followed next are "This team encourages each member to share ideas" and "Opinions are valued by others in this team" scored a high level of central tendency with mean scores of 4.28 and 4.26 with standard deviations of 0.887 and 0.891 respectively. Last but not least, "Each member of this team receives frequent and helpful feedback of their work" scored high level of central tendency with mean score of 4.23 with standard deviation of 0.864. To sum up, the overall mean for team communication scored high level of central tendency with mean score of 4.32 and standard deviation of 0.632.

4.4.2 Team Performance

Table 8 *Descriptive analysis of team performance*

No	Items	Mean	Std. Deviation	Central Tendency Level
1	The services/products delivered by this department are considered satisfactory by the people who receive them.	4.38	.745	High
2	The services of this department are top quality.	4.34	.801	High
3	This department successfully meets its work targets.	4.39	.710	High
4	Top managers recognize this department for its high performance.	4.28	.836	High
5	This department responds with agility to new demands.	4.23	.837	High
6	The work deadlines set by this department are met.	4.31	.800	High
7	This department is productive.	4.29	.805	High
8	The department meets the established targets.	4.38	.732	High
9	Other service departments recognize the high performance of this department.	4.31	.812	High
	Total	4.31	.601	High

Table 8 presents the extent level of mean and standard deviation for team performance with nine variables. "This department successfully meets its work targets" scored the highest level of central tendency with mean score of 4.39 with standard deviation of 0.710. Next, "The services/products delivered by this department are considered satisfactory by the people who receive them" and "The department meets the established targets" scored the high level of central tendency with same mean score of 4.38 with standard deviations of 0.745 and 0.732 respectively. Also, "The work deadlines set by this department are met" and "Other service departments recognize the high performance of this department" scored the high level of central tendency with same mean score of 4.31 with standard deviations of 0.800 and 0.812 respectively. Next, "The services of this department are top quality" and "This department is productive" scored high level of central tendency with mean scores of 4.34 and 4.29 with standard deviations of 0.801and 0.805 respectively. Followed next are "Top managers recognize this department for its high performance" and "This department responds with agility to new demands" scored high level of central tendency with mean scores of 4.28 and 4.23 with standard deviations of 0.836 and 0.837 respectively. To sum up, the overall mean for team performance scored high level of central tendency with mean score of 4.31 and standard deviation of 0.601.

4.5 Normality Test

Normality test refers to an important step in determining the measures of central tendency and dispersion (Mishra *et al.*, 2019). There are many types of tests for assessing normality in research, including the widely used Kolmogorov-Smirnov and Shapiro-Wilk. The p-value above 0.05 indicates that the data is normal, while the p-value below 0.05 indicates that the data is not normal.

Table 9 *Normality test*

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Team Communication	.136	400	<.001	.892	400	<.001
Team Performance	.130	400	<.001	.909	400	<.001

a.   Lilliefors Significance Correction

Table 9 shows the results of the Kolmogorov-Smirnov and Shapiro-Wilk normality tests of team communication and team performance, whereby the significant levels obtained are <0.001. It indicates that the p-value is below 0.05, thus the data obtained is not normal. The statistical testing through Kolmogorov-Smirnov and Shapiro-Wilk has detected some variables that are not normal. Therefore, the researcher used nonparametric analysis which is Spearman's Rho correlation coefficient for this research.

4.6 Correlation Analysis

Correlation analysis refers to the attempt to identify patterns of variation between a dependent variable and independent variable. The correlation coefficient, denoted as r, is a measure of the strength of the straight-line or linear relationship between two variables (Ratner, 2009). According to the normality test result, Spearman's Rho Correlation Coefficient was applied to determine the correlation between team communication (independent variable) and team performance (dependent variable). The Rule of Thumb on Correlation Coefficient as shown in Table 10 was used in this research.

According to Hair *et al.* (2010), the value of the correlation coefficient between ±0.81 to ±1.00 indicates that the two variables have a very strong relationship, while there is a strong relationship between two variables when the value is between ±0.61 to ±0.80. After that, there is a moderate relationship between the two variables when the value is between ±0.41 to ±0.60, while there is a weak relationship between the two variables when the value is between ±0.21 to ±0.40. Lastly, there is a weak to no relationship when the value is between ±0.00 to ±0.20.

Table 10 *Rule of thumb on correlation coefficient*

Correlation Coefficient	Strength of Association
±0.81 – ±1.00	Strongest
±0.61 – ±0.80	Strong
±0.41 – ±0.60	Moderate
±0.21 – ±0.40	Weak
±0.00 – ±0.20	Weak to No Relationship

Source: Hair *et al.* (2010)

4.6.1 Relationship between Team Communication and Team Performance

Table 11 *Spearman's rho correlation coefficient*

			Team Communication	Team Performance
Spearman's rho	Team Communication	Correlation Coefficient	1.000	.824**
		Sig. (2-tailed)		<.001
		N	400	400
	Team Performance	Correlation Coefficient	.824**	1.000
		Sig. (2-tailed)	<.001	
		N	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

Table 11 presents the result of Spearman's Rho Correlation Coefficient between team communication and team performance. Based on the result obtained, there is a strong positive relationship between team communication and team performance, whereby the correlation coefficient is r = 0.824 and the p-value is <0.001. The p-value shows the value less than 0.05, which indicates that H1 is accepted and H0 is not accepted.

5. Discussion and Conclusion

This section summarizes the research findings that were analysed in the previous section. Research findings were also reviewed, while the discussion and explanation of research objectives were thoroughly executed. Research limitations and recommendations for future researchers were discussed in this section. Lastly, this section was enclosed with a conclusion.

5.1 Discussion on Research Objectives

5.1.1 Discussion on Research Objective 1

The first objective as highlighted above was analysed using descriptive statistics in the Statistical Package for Social Science (SPSS). The overall mean for team communication shows high level of central tendency with mean score of 4.32 and standard deviation of 0.632. This is a good indicator that shows most of the bank employees communicate well among colleagues at their respective banks. Effective communication is vital for enhancing team performance and ensuring goal achievement (Zawawi *et al.*, 2023). It was emphasized in the study that

effective communication is vital for enhancing team performance and ensuring goal achievement. A total of 850 respondents working in search and rescue (SAR) under the Malaysian Fire and Rescue Department participated in the study. It was emphasized in the study that there are several strategies to optimize communication's impact on team performance, such as providing comprehensive training in communication skills, establishing clear communication protocols, encouraging open communication, utilizing appropriate technology, exhibiting strong leadership support, and continuously evaluating and improving the communication process.

Referring to utilizing appropriate technology as one of the strategies to optimize communication as mentioned above, a study by Marlow *et al.* (2018) found that when team members use virtual tools in addition to enhance face-to-face communication. For instance, virtual tools such as email, mobile application (WhatsApp) and SMS can be utilized to enhance communication among bank employees. Meanwhile, a study by Patrashkova-Volzdoska *et al.* (2003) found that frequent communication increases information sharing among team members and thus team performance because team members are able to share more information. A quantitative approach was employed, with a total of 630 respondents working at corporate and government organizations in Bulgaria participated in the study. It was emphasized in the study that the frequency of team communication must be sufficient to convey enough relevant information among the team members that could contribute to high team performance.

5.1.2 Discussion on Research Objective 2

The second objective as highlighted above was analysed using descriptive statistics in the Statistical Package for Social Science (SPSS). The overall mean for team performance shows high level of central tendency with mean score of 4.31 and standard deviation of 0.601. This is a good indicator that shows most of the bank employees perform well at their respective banks. The present research highlighted the significance of effective team communication in fostering bonds between team members and team leaders, ultimately leading to improved team performance (Zawawi *et al.*, 2023). It was also mentioned that it is crucial for the team leaders to play their role in addressing any communication issues that may hinder effective team interaction. For instance, teams that successfully resolve communication problems are more likely to be more efficient and effective in achieving their goals. In this case, the team members who communicate effectively with their team members are most likely to achieve their goals sooner compared to the team members who do not communicate well. This approach can not only enhance the performance of the team, but it can also hinder unnecessary issues that might arise due to lack of communication within the team, which eventually could affect their performance.

A study by Jariwala *et al.* (2012 shows a significant positive relationship between team communication and team performance. The study comprised two teams that consist of 10 students were observed at the University of California, Santa Barbara who participated in the International Capture The Flag (iCTF) competition. It was emphasized in the study that teams that employed similar strategies believe that communication between members makes the difference that allows a particular team to process information and perform in a more coordinated team performance. Meanwhile, a study by Marks *et al.* (2001) mentioned that communication between team members can enhance team performance through several mechanisms, one of which is the facilitation of important team processes such as team coordination and situation monitoring.

5.1.3 Discussion on Research Objective 3

The third objective as highlighted above was analysed using Spearman's Rho Correlation Coefficient in the Statistical Package for Social Science (SPSS). The result indicates that there is a very strong positive relationship between team communication and team performance, whereby the correlation coefficient is $r = 0.824$ and the p-value is <0.001. The p-value shows the value less than 0.05, which indicates that H1 is accepted and H0 is not accepted.

A study by Hassall (2009) supported that team communication correlates to team performance. This study employed a quasi-experimental research design, with a total of 1039 respondents working at a large multi-national information technology company based in Sydney, Australia. The results show a significant positive relationship between team communication and team performance, indicating that team communication is indeed vital to the performance of the team as a whole. Other than that, Othman *et al.* (2017) found that team communication significantly influences team performance, with a total of 356 respondents working at two selected Malaysian telecommunication companies participated in the study. The results show that communication between team members significantly contributed to the enhancement of team performance.

5.2 Implications of the Research

The data contributes to a clearer understanding of the significance of the research that was carried out. The banking and finance industry plays a crucial role in shaping any country's economic growth since it is related to everything financial, including money and how it is managed. Therefore, there is a lot of value in this industry, considering it can change how money is regulated throughout the country. The banks need research-driven

professionals so that the latest developments can be implemented, and their potential relevance can be recognized. It also bridges the gap between policymakers and academics and creates opportunities for interactions with diverse views.

In addition, conducting research in the banking sector benefits banks and financial institutions significantly in many ways. That includes improving their decision-making, giving them a sense of accountability, and providing them with a strong foundation for management practices. Therefore, the research that was conducted in the context of banking and the financial industry always plays an important role, not only for bank management but also for future researchers.

5.3 Limitations of the Research

Limitations of research refer to the characteristics of the design or methodology that influenced the application of research findings. Limitations of research are the constraints in generalizability and utility of research findings in which one chose to design the research and the method used to establish the internal and external validity (USC Library, 2014). The generalizability of the result is limited by the small sample size that was limited to a specific group of people. The sample size chosen for the research is not representative of the larger population, so the findings may not be generalizable. For instance, the population in this research is limited to only four selected banks' employees in Selangor. Hence, this specific targeted population may have limited perspectives on a broader scale that can affect the precision and accuracy of the results and may not be enough to detect certain patterns or relationships in the data.

Despite the fact that the quantitative research method can be efficient in collecting large amounts of data, it may lack the richness of data that the qualitative research method could provide. The survey instrument used in this research may not have captured certain aspects of the research questions that could have been explored through qualitative methods such as interviews or focus groups. Also, the participants may be reluctant to share sensitive or personal information, even though the participant's consent has been stated in the survey questionnaire. For instance, bank employees might be worried that they answered something that disclosed any internal information pertinent to their workplace. However, it is vital to remember that limitations are a natural part of research, and that does not necessarily mean that the research is flawed.

5.4 Recommendations of the Research

Recommendations or also known as avenues for future research refer to the potential topics or directions that could be explored in the future by other researchers. The reliance on the responses to survey questions could possibly introduce bias into the data in the research (Podsakoff et al., 2003). Therefore, it is suggested to use a longitudinal approach to perform the survey to get more accurate results by doing the survey before and after a certain period. In this way, the changes over time could be captured and real-time and over-time data could be obtained (Yusoff et al., 2006; Fok-Yew & Ahmad, 2014). Hence, this approach may reduce bias and provide more reliable information that may produce more accurate findings.

Other than that, use a mixed-methods approach in the research (Creswell et al., 2003). The combination of both quantitative and qualitative approaches can provide added insights to the research. Thus, quantitative first and qualitative approaches later are recommended. The quantitative approach is used to determine the construct-variable relationship, which allows for the examination and confirmation of the hypothesized relationship among the variables. After that, the qualitative approach can be used to find out the reason and how the relationship is formed between the variables in terms of deepened insights into those relationships between the variables by interpreting and enhancing the quantitative result. Therefore, a mixed-methods approach can be advantageous to ensure a further comprehensive understanding of the results obtained.

5.5 Conclusion

In conclusion, there are three objectives that have been proposed in this research. The first objective is to identify the level of team communication among selected banks' employees in Selangor. The findings have shown that the level of team communication is high, with an overall mean of 4.32. Next, the second objective is to identify the level of team performance among selected banks' employees in Selangor. The findings have shown that the level of team performance is high, with an overall mean of 4.31. The third objective is to investigate the relationship between team communication and team performance among selected banks' employees in Selangor. The findings have shown that there is a very strong positive relationship between team communication and team performance, whereby the correlation coefficient is $r = 0.824$ and the p-value is <0.001. This indicates that team communication is vital to the organization to enhance performance among the employees. Therefore, the organization especially the bank in this case, should really emphasize the importance of team communication to increase the performance of the team as a whole. Lastly, all three objectives of this research have been successfully accomplished.

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Conflict of Interest

Authors declare that there is no conflict of interest regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** F.N. and N.H.A.; **data collection:** F.N.; **analysis and interpretation of results:** F.N.; **draft manuscript preparation:** F.N. and N.H.A. All authors reviewed the results and approved the final version of the manuscript.

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