

THE RELATIONSHIP BETWEEN COMMUNICATION PRACTICES AND
PERCEPTION ABOUT PERFORMANCE WITHIN THE TEAM

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To my beloved father and mother whom filled my life with joy
and supported me all-through my journey

To my dear sisters and brothers whom prayers and bless to me ever

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ABSTRACT

Teamwork is widely acknowledged as the way to face today's environment and to create a flexible high performance organization to deal with the ongoing change. This study is focus on the communication practices that affects team performance in organization. The three research objectives of this study are to assess the relationship between leader communication practices and performance perception within the team, to examine the relationship between members' communication practices and performance perception and to investigate the influence of team leader communication and members' communication on team performance perception. This study has been conducted at XinHua Bookstore in Gansu, China, 175 respondents were employed for final analysis. The results reveal that team leader communication practices and members' communication practices significantly relate to team performance. All independent variables are related to team performance. Meanwhile, the members' communication practice is a more powerful influential factor towards team performance. In short, the communication practice has numerous imperative implications for foremost and running team performance in an organization. A highly empowered, motivated, trusted and supported team interaction of members should be highly valued by all the organizations.

ABSTRAK

Kerja secara berpasukan telah dikenali sebagai cara untuk menghadapi persekitaran zaman ini dan mewujudkan sebuah organisasi yang fleksibel yang berprestasi tinggi dalam menangani perubahan yang berterusan. Kajian ini berfokus kepada amalan komunikasi yang mempengaruhi prestasi pasukan dalam organisasi. Tiga objektif bagi kajian ini adalah untuk menilai hubungan antara amalan komunikasi ketua pasukan dan persepsi prestasi dalam pasukan tersebut, menilai hubungan amalan komunikasi sesama ahli sepasukan dan persepsi prestasi mereka serta untuk mengkaji pengaruh komunikasi ketua pasukan dan pengaruh komunikasi sesama ahli kumpulan dalam persepsi prestasi kumpulan. Kajian ini telah dijalankan di Kedai Buku XinHua di Gansu, China, seramai 175 responden telah dipilih untuk analisis yang terakhir. Dapatan kajian menunjukkan bahawa amalan komunikasi ketua pasukan dan amalan komunikasi sesama ahli kumpulan mempunyai hubungan yang amat ketara dengan prestasi pasukan. Semua pembolehubah adalah berkaitan dengan prestasi pasukan. Sementara itu, amalan komunikasi ahli pasukan adalah faktor yang mempunyai pengaruh yang lebih besar terhadap prestasi pasukan. Secara ringkasnya, amalan komunikasi memberikan implikasi yang amat ketara bagi prestasi pasukan dalam sesebuah organisasi. Amalan komunikasi yang diberikan kuasa mutlak, bermotivasi, dipercayai dan disokong sesama ahli sepasukan haruslah diberikan perhatian dan digalakkan oleh semua organisasi.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF TABLES	xiv
	LIST OF FIGURES	xvi
	LIST OF SYMBOLS	xvii
	LIST OF APPENDICES	xviii
1	INTRODUCTION	1
	1.1 Background of the Study	1
	1.2 Problem Statement of the Study	5
	1.3 Research Questions of the Study	10
	1.4 Objective of the Study	11
	1.5 Hypothesis of the Study	12
	1.6 Scope of the Study	13
	1.7 Significance of the Study	14
	1.8 Limitation of the Study	15
	1.9 The Conception Definition	16
	1.9.1 Team	16
	1.9.2 Problem-solving Teams	17
	1.9.3 Self-Management Teams	17
	1.9.4 Team Communication	18

1.9.5	Team Leader Communication	19
1.9.6	Team Interaction	19
1.9.7	Team Member Communication	19
1.9.8	Team Performance	19
1.10	The Operation Definition	20
1.10.1	Openness	20
1.10.2	Supportiveness	20
1.10.3	Motivation	20
1.10.4	Empowerment	21
1.10.5	Trust	21
1.10.6	Communication Role	21
1.10.7	Norms	22
1.10.8	Decision-making Process	22
1.10.9	Conflict Management	22
1.10.10	Communication Network	23
1.10.11	Team Performance	23
2	LITERATURE REVIEW	24
2.1	Intorduction	24
2.2	The Foundation and Theoretical of the Study	25
2.2.1	Communication Practice Approach and Theory	25
2.2.1.1	Classical Approaches and Theory	25
2.2.1.2	Human Relation Approach Theory	27
2.2.1.3	Human Resources Approaches and Theory	28
2.2.2	Team Communication	29
2.2.2.1	System Approaches and Theory	29
2.2.2.2	Structuration Theory	30
2.2.2.3	Symbolic Convergence Theory	31
2.2.2.4	Functional Theory	31
2.3	Team Performance	32
2.3.1	Group vs. Team	32
2.3.2	Types of Team	34

	2.3.2.1	Prpblem-Solving Team	34
	2.3.2.2	Self-Management Team	34
	2.3.3	Overview of Team Performance	35
2.4		Team Leader Communication Practices	36
	2.4.1	Openness	40
	2.4.2	Supportiveness	41
	2.4.3	Empowerment	42
	2.4.4	Motivation	43
	2.4.5	Trust	45
2.5		Team Member Communication Practices	46
	2.5.1	Communication Roles	47
	2.5.2	Norms	47
	2.5.3	Decision-Making Process	48
	2.5.4	Conflict Management	51
	2.5.5	Communication Networks	52
2.6		Hypothesis Development on Relationship between Communication Practice and Performance Perception within the Team	54
	2.6.1	Team Leader Communication Practices and Team Performance	54
	2.6.1.1	Leader Openness and Team Performance	55
	2.6.1.2	Leader Supportiveness and Team Performance	55
	2.6.1.3	Leader Empowerment and Team Performance	56
	2.6.1.4	Leader Motivation and Team Performance	57
	2.6.1.5	Leader Trust and Team Performance	57
	2.6.2	Team Member Communication Practices and Team Performance	58

2.6.2.1	Team Communication Role and Team Performance	59
2.6.2.2	Team Norms and Team Performance	60
2.6.2.3	Team Decision-making and Team Performance	61
2.6.2.4	Team Conflict Management and Team Performance	62
2.6.2.5	Team Communication Network and Team Performance	63
2.7	Conceptual Framework	63
2.8	Summaries	66
3	RESEARCH METHODOLOGY	67
3.1	Introduction	67
3.2	Research Design	68
3.3	Target Organization	69
3.4	Research Population and Sampling	70
3.5	Data Collection	74
3.6	Research Instrument (Questionnaire)	75
3.6.1	Content of the Questionnaires	76
3.7	Pilot Test	81
3.7.1	Validity Test	82
3.7.2	Cobrach's Alpha Reliability Test	83
3.8	Data Analysis	85
3.8.1	Data Preparation	86
3.8.1.1	Missing Data	86
3.8.1.2	Outliers Detection	87
3.8.1.3	Normality Test	87
3.8.2	The Mean Score	87
3.8.3	Data Description	88
3.8.4	Pearson's Correlation	88
3.8.5	Multiple Linear Regression	89

3.9	Summaries	92
4	RESULTS ANALYSIS	93
4.1	Introduction	93
4.2	Respondent Background	94
4.2.1	Employees' Gender in Xinhua Bookstore, China	94
4.2.2	Employee's Age Distribution in Xinhua Bookstore, China	95
4.2.3	Employment to various Team in XinHua Bookstore	95
4.2.4	Employee's Work Experience in XinHua Bookstore, China	97
4.2.5	Educational Qualification of XinHua Bookstore	98
4.2.6	Employee's Remunerations in Xinhua Bookstore, China	99
4.3	Descriptive Statistics	100
4.4	Relationship between Leader Communication Practices and Performance Perception within the Team	101
4.4.1	Relationship between Leader Openness and Performance Perception within the Team	102
4.4.2	Relationship between Leader Supportiveness and Performance Perception within the Team	103
4.4.3	Relationship between Leader Empowerment and Performance Perception within the Team	105
4.4.4	Relationship between Leader Motivation and Performance Perception within the Team	106
4.4.5	Relationship between Leader Trust and Performance Perception within the Team	107

4.4.6	Summary of Relationship between Openness, Supportiveness, Empowerment, Motivation and Trust and Team Performance Perception	109
4.5	Relationship between Members Communication Practices and Performance Perception within the Team	110
4.5.1	Relationship between Role Practice by Member and Performance Perception within the Team	111
4.5.2	Relationship between Norms Practice by Member and Performance Perception within the Team	112
4.5.3	Relationship between Decision-Making Practice by Member and Performance Perception within the Team	113
4.5.4	Relationship between Conflict Management Practice by Member and Performance Perception within the Team	114
4.5.5	Relationship between Network Practice by Member and Performance Perception within the Team	115
4.5.6	Summary of Relationship between Role Practice, Norm Practice, Decision-Making Practice, Conflict Management Practice and Network Practices and Performance Perception within the Team	117
4.6	Relationship of the Influence of Leader Communication Practices and Member Communication Practices on Performance Perception within the team in Xinhua Bookstore in Gansu of China	118
4.7	Summary	120

5	CONCLUSION AND RECOMMENDATION	123
5.1	Introduction	123
5.2	Research Overview	124
5.2.1	Discussion of Demographic	125
5.2.2	Discussion of Hypothesis	127
5.2.2.1	Leader Communication Practices and Performance Perception within the Team	127
5.2.2.2	Members' Communication Practices and Performance Perception within the Team	132
5.2.2.3	Members' Communication Practices has the More Influence than Leader Communication Practices on Performance Perception within the Team	137
5.3	Contribution to Knowledge	138
5.4	Future Research Implications	140
5.5	Recommendation	141
5.5.1	Recommendation to the XinHua Bookstore in China	141
5.5.2	Recommendation for Future Research	142
5.6	Conclusion	143
	REFERENCES	145
	Appendices A-E	169-188

LIST OF TABLES

TABLE NO.	TITLE	PAGE
3.1	Sampling size detail.	73
3.2	Descriptions of the scores in the questionnaire	76
3.3	Section A - Demographic	77
3.4	Section B - Leader Communication Practices	77
3.5	Section C - Members' Communication Practices	79
3.6	Section D - Team Performance Perception	81
3.7	Leader Communication Practices of Reliability Test	84
3.8	Members Communication Practices of reliability Test	84
3.9	Summary of Reliability Test	85
3.10	Data Analysis Methods on the Objective of the Study	86
3.11	The Mean Score	87
3.12	Interpretation of Pearson's Correlation Coefficient	89
4.1	Employees' Gender in Xinhua Bookstore, China	94
4.2	Employee's Age Groups Distribution in Xinhua Bookstore, China	95
4.3	Employment to Various Departments in the XinHua Bookstore	96
4.4	Employee's Work Experience in XinHua Bookstore, China	97
4.5	Educational level Distribution of XinHua Bookstore.	98
4.6	Salary structure of the Staff of the XinHua Bookstore	99
4.7	Data description of the variables	101
4.8	Summary of the Relationship Between Communication Practices and Performance Perception within the Team	109

4.9	Relationship between Leader Communication Practices and Performance Perception within the Team	110
4.10	Summary of the Relationship between members Communication Practices and Performance Perception within the Team	117
4.11	Relationship between Members Communication Practices and Performance Perception within the Team	118
4.12	The Results of the Regression Analysis (N = 175)	119
5.1	Result of Team Leader Communication Practices	132
5.2	Result of Members' Communication Practices	137
5.3	Result of Communication Practices Influence	138

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
2.1	System Theories	30
2.2	Model of the Relationship between Communication Behaviors Dimension and Communication Climates	39
2.3	Theory Maslow Hierarchies of Needs	43
2.4	Different Structures of Small-Group Communication Networks	53
2.5	Basic Transmission Model of Communication	59
2.6	Research Framework	65

LIST OF SYMBOLS

- s - required sample size
- X_2 - the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).
- N - the population size.
- P - the population proportion (assumed to be .50 since this would provide the maximum sample size).
- d - the degree of accuracy expressed as a proportion (.05).
- α - Cronbach's alpha
- Y' - predicted value of the dependent variable
- a - the value of Y when X is equal to zero. This is also called the "Y Intercept".
- X - an X score (X is Independent Variable)
- b_1 - the change in Y for each 1 increment change in X_1
- b_2 - the change in Y for each 1 increment change in X_2

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Questionnaire	169
B	Location of XinHua Bookstore of GanSu Province in China	179
C	Types of Team for XinHua Bookstore	180
D	Determining Sample Size for a Given Population	185
E	Result from SPSS 17.0	186

CHAPTER 1

INTRODUCTION

This chapter introduces the research about the Relationship Between Communication Practices and Performance within the team in XinHua Bookstore of China in terms of its background and statement of problem, research questions, objective of study, hypothesis, scope of study, significance of study and limitations.

1.1 Background of the Study

The traditional management model and methods would face the biggest challenges with the rapid change of globalization alongside the strong impact of economy (Shachaf, 2008). Therefore, many companies are looking for strategies and methods that help coping their complexity and competition among themselves (Armistead and Machin, 1997).

Organization need to respond quickly and accurately towards the change of the market due to the external factors and the companies have to change the traditional production mode into the flexible mode though (Garud and Kotha, 1994).The traditional management model is no longer suitable for the current market. it is normal for a team to play an important role in every organization. Furthermore, teamwork

becomes the core of a team due to the industrial revolution (Hahn, Moon and Zhang, 2008).

According to Cohen and Baoley (1997) teamwork is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones *et al.*, 2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff and Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Fröbel and Marchington, 2005).

Indeed, teamwork is being applied for dealing the ongoing change of globe (Kotter, 2010). Besides, teamwork can be an effective tool in helping the organization to delegate jobs for employees wisely. It is more flexible and effective than other forms of management, especially the communication within the team members (Salas *et al.*, 2007). In fact, there is another function in teamwork which cannot be denied. Teamwork helps motivating and coordinating the team members. They can encourage each other's especially in participating themselves in decision- making, strengthen their autonomy and improve their enthusiasm toward the works. Effective communication and collaboration within the team members contribute the strength of teamwork (Kennedy and Nilson, 2008).

Employee in corporations are required to commune more interactively, efficiently, interculturally and united as the labour force becomes more and more worldwide and culturally varied. In the studies of Lauring (2011), Devoe and Deborah (1999), they stated that the handling of human multiplicity becomes more challenging

especially deal with everyday task in business municipal; therefore, it raise worldwide competitiveness and transnationalized business milieu. Moreover, Bovee and Thill (2008) highlighted that effectual interpersonal and group interaction play the important role in present organizations and companies due to the development of human multiplicity and intercultural commercial liaison. This supports the claims of Ferraro (2002), Gupta (2008) and Jandt (2012), the communication in a varied workplace indeed can influence the company's productivity and whole performance.

Modernization management is about cooperation, the behaviors of every team member will influence other members in the effective production (Johnson, Heimann and O'Neill, 2000). Therefore, effective teamwork communication is very important to improve the productive efficiency of the organization. Team communication is the best way to avoid the ineffectiveness of the team members (Alchian and Demsetz, 1972). In order to achieve the objectives of the team, the team members must communicate effectively within the team. (Robbins and Judge, 2012). Communication is the process of transmitting and understanding information and ideas so the team develops shared understanding. Good communication between members is essential if a team is to collaborate successfully and make best use of its pooled knowledge. Team identity and group cohesiveness benefit from good communication. Conversely, lack of communication – where members work too much on their own and lose touch with how their work relates to others – can reduce team effectiveness (Payne, 2005)

Leadership is very important to every organization nowadays. A good leadership requires a leader can communicate with people effectively and honestly (Eisenberg, Goodall and Trethewey, 2010). There are four basic characteristics of the effective communication between team leader and team members such as openness, supportiveness, motivation and empowerment (Eisenberg, Goodall and Trethewey, 2010). As seeing the prominence of the characteristics, openness is a desired approach the relationship between the supervisors and subordinates (Redding, 1972). The key features for the leadership are trust, support and empowerment for the team members

in the process of communication (Fairhurst and Chandler, 1989). Having a positive team relationship can integrate the leadership into critical social network (Sparrowe and Liden, 1997). In the process of a team communication, leader communication behaviors or characteristics affects the teamwork atmosphere, communication climates, employee behavior and satisfaction, and team effectiveness.

Management is the process of guiding the individuals and group work together to achieve the objectives of an organization. The communication is the heart of management (Gardner, 2009a, 2009b, 2009c). It needs the effective communication in the process of management despite of the roles, norms, decision making, conflict resolution or plan control (Eisenberg, Goodall and Trethewey, 2010). The excellent managers used 70% of their time in communicating with others. Therefore, a high efficiency team needs an effective communication within a team or an organization, which shows intensity in the activities of an organization.

There are two types of management in an organization: teamwork and performance plan. The first organizing work of management is more focus on teamwork rather than individual work (Guzzo and Shea, 1992; Kozlowski and Bell, 2003). More and more organizations have developed the performance plan, which is usually go paralleled with the teamwork. (Prendergast, 1999).

The team performance as the core of human resource management is gaining more attention. The focus of human resource management has the tendency towards the performance management of the team (Bacal, 2011). The whole process of team performance management includes communication. It is the fundamental factor for the team performance management to achieve the desired objective. (Zhen, 2011). Performance level affects the finance of an organization and produces more profits (Bacal, 2011).

Keeping the excellent team performance can maintain competitiveness in the global market. Most human resource decide the role of team performance in a

organization (Motowidlo, 2003). Team performance becomes one of the important aspects in the management research. It is the dependent variable for most of the management researches, a spot in relating all aspects of the research (Richard, Murthi and Ismail, 2007). Improper communication approach between team members can bring the dilemma in the organization. It also leads to low satisfaction of the employees, even reduces the productivity of the organization.

In China, many organizations still use the traditional management model of human resource management; the team communication of many organizations is not competent in both theory and practice. Hence, it becomes a serious challenge for China organizations. (Chen *et al.*, 2008).

Nowadays, China is going through various challenges in this transition period. Based on this condition, the internal conflicts of an organization are increasing and evolving into the form which is more complicated and intensive. Therefore, research towards team communication in an organization is vital and essential. Team management of an organization is needed to tackle these problems at this time (Liu, 2007).

1.2 Problem Statement of the Study

Team communication is the most important element in a team with attention to the structure and application of a team (Suzanne, 2013). It has been a norm to the organizations in United States since 1980s. A survey done by the United States "TRAINING" magazine (2012), that had shown the practice of teamwork appeared within more than 70% of organization in that country. It helped that the economy of her country growing tremendously while numerous renowned organizations getting high attention. For instance, Wal-market store is the TOP 500 of the world in the United States and its success is uplifting. The President of Wal-market who is Jim

Walton said "If you wanted to know the secret of Wal-market management system, it should be the communication and it is really one of the keys to our success."

Fostering effective teamwork in an organization is a necessity. The ability to work effectively on a team is highly valued by employers, in addition to communication and problem-solving skills (Thomas and Busby, 2003). Employees working as a team towards a common goal achieve more than if they work alone (Johnson and Johnson, 1999). Collaboration among employee in an organization can lead to intrinsic motivation, increased persistence, and greater transferability of skills (Pfaff and Huddleston, 2003). Innovation is frequently stimulated by teamwork involving the connection of various departments in a company (Hargadon 2003; Denison, Hart and Kahn, 1996). In other words, teamwork is a learning product explicitly needed for every unit and division of a company. Effective teamwork often comprise of various interweaved hindrances. There is always a case that teams who never mingle within a team even with the high capabilities, they fail to perform well in a company. By the same token, team who consists of ordinary or even below-mediocre members in some way can outshine the auspicious team. (Carmack and Holm, 2005). Undoubtedly, successful teamwork is not about capability itself but understanding the team members well can actually unleash the potential of the each one of the role as a worker in a company coupled with workplace (Cooper and Sutter, 2011).

To established the significance of superior-subordinate communication and interaction as a crucial element in a teamwork success (Papa, Daniels and Spiker, 2008; Kassing, 2008; Lee and Jablin, 1995; Schnake, *et al.*, 1990). This is relevant because effective superior-subordinate communication has been linked to a number of positive outcomes, including higher levels of cooperation and employee job satisfaction (Madlock, 2008).

The good communication a climate of leader with a team has to create an avenue where the common problems in teamwork can be solved (Yang *et al.*, 2012).

This problems determines whether the team will be able to perform optimally or not, this ranges from personality conflicts, individual differences in work styles, ambiguous agendas, ill-defined problems of the organization, poor readiness to work, lack of motivation, conflicts with other deadlines or priorities, lack of team organization or progress, meetings that lack purpose or structure and members coming to meetings unprepared (Swayne, Duncan and Ginter, 2012).

Communication is very important aspect of teamwork; the purpose of communication is to reach the consensus coupled with the realization of communication of a team, which helps all employees work together in facing the reality seeing the need of the communication. In other words, the employees through the interaction can unite their ideology and solve the problems together (Madhukar, 2011).

The communication problem exists both laterally and horizontally which can hamper the performance of teamwork (Jarvenpaa, Knoll and Leidner, 1998). Therefore the line of communication between leadership of the organization and team leader in one side and leadership of the team and team member on the other side can affect the performance of an organization. Jarvenpaa and Leidner (1998) demonstrate that successful teamwork have extended and predictable communication patterns. Leadership communication relationship with teams also communicates more frequently with each other than do traditional team (Galegher and Kraut 1994). Connaughton and Shuffler (2007) confirmed that frequency and face-to-face communication emerge consistently in research related to leadership of the organization and leadership of teams and Hinds and Mortensen (2005) concur that frequent communication enhances shared team identity and therefore moderates the effect of distribution on interpersonal conflict. Through frequent communication team members are able to share their experiences and more effectively manage their incomplete and imperfect communication.

Nevertheless, teamwork is a new type of organization model. The research on this field towards team communication is not thorough and still limited due to lacks of time and immature operation system (Jiang and Chen, 2011). Although China is one of the most important marketplaces in the world, there is a small amount of research on team communication of an organization particularly those are influenced by the traditional culture (Jiang and Chen, 2011). A good communication indeed can build a healthy team in every organization for maintaining the development of the particular organization when the team is facing the internal and external pressure (Zaccaro and Klimoski, 2002).

Most of the times, leader understand the importance of leadership influence due to there are lot of literatures about team leadership and team motivation. However, there are not many literatures about the establishment of team communication and performance (Zaccaro, Rittman and Marks, 2002). Most of the team consists of certain individuals to deal with the team objectives and mission building (Nygren and Levine, 1996). These individuals usually focus on the theory in the literatures but have neglected to practically influencing the integration of subordinate (House and Dessler, 1974). When the process of communication has been neglected, it might cause the unsatisfaction among the team members (Zaccaro, Rittman and Marks, 2002).

Interaction among team members is a form of information exchange. It provides opportunities for members to share views and improve the performance (Algert and Watson, 2002). There are times people are not clearly understand their positions and roles in the communication processes which cause conflicts among members arise. These conflicts might further lead to hindered the appropriate decision-making and contribute to development of organization.

Chinese traditions and cultures are very rooted in philosophy of Confucian. Confucianism and Chinese patriarchal society is closely related as a result of dependency in understanding and governing the country from government sectors to

private sectors. That is to say, Confucianism brings the major impact to China (Lee, 2012) and it affects the team communication practices also. There is a clear hierarchy between the team members and managers in most of the organization in China; their system is very strict and it lacks of practices in team communication. It causes the communication between the superiors and subordinate unequal. Most of the time, the views and demands of the employees are often being ignored (Lee, 2012). Poor communication and interaction between the team members has influenced the employees' satisfactions (Harris and Harris, 1996).

For the most part, there is a long history of Chinese cultural habit since thousand years ago (Jiang and Chen, 2011). The team performance has been influenced under the background of this traditional culture; it involved the conservativeness of the people and selfishness which they did not like to share with each other together with the social power between leaders and members. On the contrary, effective team communication practices bring a great impact to the organization (Lee, 2012). According to "Annual Report of XinHua Bookstor GanSu Province," (2012), it is a typical company which inherits Chinese tradition. It affects their management system including lacks of trust and unity between team members, unclear responsibilities and empowerment. Now, XinHua Bookstore is facing the problem in improving the team communication practices.

XinHua Bookstore Company is a special Chinese-style company. In previous years, it belongs to the state-owned company. Unified management by government officials. Thus, the establishment and development of XinHua Bookstore Company as well as its external and internal relationship are totally affected by Chinese culture (Zhang, 2012).

In the past few years, XinHua Bookstore had adopted appropriate team communication practices to promote their organization unceasingly. Nevertheless, the effect is not noticeable due to the intense competitors. (Annual Report of XinHua

Bookstore GanSu Province, 2013). The company must continue to emphasis on teamwork spirit and communication. Many are looking for an appropriate way of team communication practices which helps to solve the problem between team members while increases the employees' satisfaction.

Numerous entrepreneurs or small organizations might not be able to balance out the team communication and performance properly due to they did not really practical in developing their team through the right methods of communication. It brings harm to the particular organization in several ways especially human resource management (Lee, 2012). For instance, some employees might have many conflicts among each other due to they are lack of good team communication. It even caused some employees left the company and affected the team performance in the aspects of task, output and coherence. This study was based on the analysis of the relationship between communication practices and performance perception within the team, through built the good communication climates and effective team interaction of members' relationship, to help different organizations to improve teamwork through using appropriate methods (Annual Report of XinHua Bookstore GanSu Province, 2013).

1.3 Research Questions of the Study

Having been able to establish that there are problems in the team leader communication practices, team members communication practices and measurement of team performance perception. It is paramount to establish research question for this study. The research question centered on three important aspects namely: communication practices and performance perception within the team in XinHua Bookstore in China. The research questions therefore are:

1. What is the relationship between leader communication practices and performance within the team in XinHua Bookstore in GanSu of China?
2. What is the relationship between member communication practices and performance within the team in XinHua Bookstore in GanSu of China?
3. Which types of communication (leader communication and member communication practices) has the more positive influence on the team performance perception of XinHua Bookstore in GanSu of China?

1.4 Objective of the Study

The aim of this research is to assess the relationship the communication practices and performance perception within the team. They are including the superior-subordinate communication and interaction between leader and members. In order to achieve the above stated aim, the following specific objectives are formulated thus:

1. To assess the relationship between leader communication practices and performance perception within the team in XinHua Bookstore in GanSu of China.
2. To examine the relationship between member communication practices and performance perception within the team in XinHua Bookstore in GanSu of China.
3. To investigate the influence of communication practices and performance perception within the team in XinHua Bookstore in GanSu of China.

1.5 Hypothesis of the Study

There are three basic hypotheses formulated for the study based on the study objectives and research questions, each of the hypotheses has sub-hypotheses. The hypotheses are therefore formulated thus:

1. **H₁: There is a significant relationship between leader communication practices and performance perception within the team.**
2. H_{1a}: There is a significant relationship between leader openness and performance perception within the team,
3. H_{1b}: There is a significant relationship between leader supportiveness and performance perception within the team.
4. H_{1c}: There is a significant relationship between leader empowerment and performance perception within the team.
5. H_{1d}: There is a significant relationship between leader motivation and performance perception within the team.
6. H_{1e}: There is a significant relationship between leader trust and performance perception within the team.
7. **H₂: There is a significant relationship between members' communication practices and performance perception within the team.**
8. H_{2a}: There is a significant relationship between role practices by members and performance perception within the team.

9. H_{2b}: There is a significant relationship between norm practices by members and performance perception within the team.
10. H_{2c}: There is a significant relationship between decision-making practices and performance perception within the team.
11. H_{2d}: There is a significant relationship between conflict management practices and performance perception within the team.
12. H_{2e}: There is a significant relationship between network practices and performance perception within the team.
- 13. H₃ Members communication practices has the more influence than leader communication practices on performance perception within the team.**

1.6 Scope of the Study

This study will be conducted in XinHua Bookstore and this company is located in the GanSu province in mainland China. This study investigates the relationship between communication practices and performance perception within the team. The communication practices focus on the leader communication and member interaction within the team (Eisenberg, Goodall and Trethewey, 2010; White and Lippitt, 1960). Both practices are measure and analyze the dimension communicative of teamwork and direct the employees of team to improve the team performance in XinHua Bookstore in GanSu province of China. That is to say, team communication practices demonstrate communication is an important tool in the organization (Eisenberg, Goodall and Trethewey, 2010). The relationship between communication practices and performance perception within the team in this project will obtain the relevant data

through the Pearson Correlation Coefficient (1894).

The team performance perception in this project will focus on the output and coherence. This study can direct the employees in XinHua Bookstore in GanSu province of China. This study involves the human resource in the communication practice and team performance which emphasizes on the influences between team communication and team performance as well. Dimension of communication practices is independent variables, this study is important in two ways to explore the communication practices which are leader-members communication and interaction within the team. The team performance perception is a dependent variable. Therefore, this study will fulfill three objectives to help its organization for future studies through these two general independent variables.

1.7 Significance of the Study

With the wider development and stability of the team management theories change of the organization system and activities content, the methods of the team management methods need the transformation. The methodology of management will have tendencies towards the transformation of autonomy management. Various activities will lean more on the communication rather than the mandatory toward the team. Each team member is the host of the group. Team member will actively participate in various activities, be self-control, and give advice and suggestions for activities in the organization. Team member will achieve the goals of the organization consciously. Thus, effective communication between team members will become more and more important and even decide the success of a team or an organization. In future, discussion and research in team communication will be significant.

There is no effective relationship between the team communication practices and team performance under Chinese tradition although the level of team performance

is improving continuously. Though facing the intense competitors in the market, manager of XinHua Bookstore tries to look for the appropriate methods of team communication and improve the team performance. They hope to increase the teamwork and communication skills to help the team members have a better team performance. This study is useful to solve the problem of conflicts among the employees in XinHua Bookstore for a long term.

In addition, this research will involve the analysis of the relationship between team communication practices and team performance which based on the objectives of China organization. It helps the managers identifying the factors that can influence the team performance. Base on the Chinese culture, this study helps manager to improve the team communication practices. Exploring a new way to improve the team performance based on the Chinese traditions will be useful to the operation of organization in China.

Nevertheless, in Western countries, team communication practices are more and more stable. In the Western culture, the manager is inclining to free, open and democratic concepts. Team communication practices are conservative under the Chinese culture. In conclusion, this study about the relationship between dimension of communication practices within the team and team performance perception based on Chinese culture can provide a new aspect of consideration in any organization for other further investigation which can apply in different culture and context.

1.8 Limitation of the Study

This research only focuses on Xin Hua Bookstore in Gansu province, therefore, it cannot represent the whole Xin Hua bookstore in China. In addition, it cannot apply in all organizations because it is only focus on a specific organization. Due to the large number of employees in XinHua Bookstore, this study will only investigate small

quantity of employees in this company. The data collected might not reflect the situation of the whole population in the company.

There are many models and theories about team communication practices. However, this research only identifies the relationship between team communication practices and team performance through the team leadership communication and team interaction communication. It did not bring any big impact to professional field. The self-evaluation of job performance among the respondents will lead the inaccuracy result due to the answers can be subjective. There are not so many literatures about the relationship between team communication practices and team performance based on the Chinese Culture, so it would be difficult to get many appropriate theories as the references.

1.9 The Conceptual Definition

Several important concepts and assumptions are defined below:

1.9.1 Team

A team comprises two or more people working who are depend on each other towards a shared objective. The products are the outcomes of the team's combined effort and it involves the collaboration within a team (Salas *et al.*, 2007). A team is a small group of individuals with compatible skills committed to a same purpose and set of specific performance goals (Katzenbach and Smith, 2003). According to Nagel (2006) report, he defined effectiveness teams are each team member will have a clear understand of his own purpose. While they can free to assert his autonomy by saying "no", the members assume responsibility for team's outcomes and for the current

situation. Each team member also has to be honest in making their contribution.

1.9.2 Problem-Solving Teams

They are typically composed of 5 to 15 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment. In problem-solving teams, members share ideas or offer suggestions on how work process and methods can be improved (Schwanz and Barbour, 2005).

1.9.3 Self-Management Teams

Self management teams are groups of independent individuals that can self-regulate their behaviour on relatively whole tasks (Goodman, Devadas and Hughso, 1988). Key components of self management teams are: (1) employee with interrelated tasks who are responsible for making a product or providing a service; (2) employee discretion over decisions such as task assignments, method for carrying out the work and scheduling of activities; (3) face to face interaction (Goodman, Devadas and Hughson, 1988). Generally, the members of self management teams have a variety of skills relevant to the task and team receives feedback on its performance (Wall *et al.*, 1986). Meanwhile, self management may or may not have direct supervisors.

1.9.4 Team Communication

Through organizational theories propose different approaches for team leaders to communicate with their employees (Eisenberg, Goodall and Trethewey, 2010). In classical management theory, downward communication is emphasized; it is formal, precise, and work-related. Human relations theory stresses supportive communication, while human resources theory emphasizes the need for supervisors to involve employees in decision making. The systems and cultural approaches make no specific prescriptions about communicating with employees, whereas critical theorists call for a radical leveling of power and authority among superiors and subordinates in which both are regarded as equally important to the organization. Team communication with the employee is an important process in organization. In this research, combine the contemporary observers agree that effective communication with employees on the part of leaders has at least five essential characteristics: It is open, supportive, motivating, empowering and trust.

1.9.5 Team Leader Communication

Team leadership communication refers leaders influence their followers through communication (Eisenberg, Goodall and Trethewey, 2010). Team leader is one of the characteristics of effective team performance. Most teams include particular individuals who are predominantly responsible for drawing team goals; developing and structuring the team to achieve these missions. These roles are being mentioned even in self-managing teams (Nygren and Levine, 1996). Effective team leadership relies on the competencies of the leader-subordinates communication

1.9.6 Team Interaction

Cragon and Wright (1999) state that the primary defining characteristic of team interaction is that it is purposeful. They go on to break down purposeful interaction into four types: problem solving, role playing, team building, and trust building. Without purposeful interaction a true team does not exist.

1.9.7 Team Member Communication

A group becomes a team through the kinds of communication it display over time and the resulting feelings. Team interaction is also a process for the employees in an organization to influence each other. Through the communication dimensions that are roles, norms, decision-making-processes, conflict management and network can measure the effective team interaction (Eisenberg, Goodall and Trethewey, 2010).

1.9.8 Team Performance

Team performance is defined as the extent to which a team is able to meet established quality, cost, and timing objectives meet company objectives and customers' expectations (Hoegl and Parboteeah, 2003). Team performance is influenced by the complexity of the task, team structure, the knowledge, skills and abilities of the members (Bower *et al.*, 2000) and the characteristics of members (Guzzo and Dickson, 1996).

1.10 The Operational Definition

The operational definition can be illustrated with actual conditions. The following are some aspects of the operational definition:

1.10.1 Openness

Openness is an enviable goal in most supervisor-subordinate relationships (Redding, 1972). There are verbal and non-verbal elements in openness. Openness can be complicated within the relationship between supervisors and subordinates (Eisenberg and Witten, 1987).

1.10.2 Supportiveness

Supportive communication is defined as the communication manner that stress on active listening and really concern about the employees, and is even more useful to organizational leaders than openness (Eisenberg, Goodall and Trethewey, 2010).

1.10.3 Motivation

Motivation is the degree to which an individual is personally committed to expend effort in the accomplishment of a specified activity or goal (Frey, Botan and Kreps, 2000).

1.10.4 Empowerment

Empowerment indicates the sharing power and decision making with employees via allocating the employees; therefore, it can motivate the employees by building their self-worthiness (Conger and Kanungo, 1988).

1.10.5 Trust

Trust is a commitment to unite without knowing any certainty about how others will (Coleman James, 1990). Trust is articulated in the conducts towards others (Costa, 2003).

In this research, trust is reflected as faith in others' behaviour and goodwill that can grow or die out cause by interaction and experiences. Lack of trust will bring negative impacts on communication, delegation, empowerment, productivity and results (Erdem and Ozen, 2003).

1.10.6 Communication Role

Communication roles are constant patterns of interaction within the team (Goodall, 1990). The three major types of communication roles are the task, maintenance, and self-centered roles (Benne and Sheats, 1948).

1.10.7 Norms

Norms are the informal terms which refer the acceptable behavior in the group (Nicolae and Wagner, 2011). According to Eisenberg, Goodall and Trethewey (2010), team norms which are shaped by the national and organizational culture as well as by personal agendas, strongly affect member roles.

1.10.8 Decision-making Process

Decision making refers to the individuals are able to choose the one that best fits with their goals, objectives, desires, values, and so on (Harris, 1998). In addition, the simple act of participating in decision making makes team members more aware of important issues, more likely to reach a consensus, and better able to communicate about the issues.

1.10.9 Conflict Management

Conflict is defined by organizational communication scholars Putnam (1994) as “The interaction of interdependent people who perceive opposition of goals, aims, and values, and who see the other parties as potentially interfering with the realization of these goals”. Because team conflict is inevitable, conflict management defined as how team members handle conflict. It distinguished as emphasizing either a “concern for self” or a “concern for others” (Kilmann and Thomas, 1975).

1.10.10 Communication Network

A communication network is a group of people who may be categorized as sharing normal lines of communication. These lines of communication can be defined as: who talks to whom, about what, when, and where. A central theme in the network literature has been to identify between centralized and decentralized communication networks (Conrad and Poole, 2011).

In this research, decentralized communication networks are employed and it includes circle and all-channel. Because of further investigations revealed that centralized networks are not necessarily superior to decentralized networks (Eisenberg, Goodall and Trethewey, 2010).

1.10.11 Team Performance

Team performance is important to the success of a company. Without it, it is difficult to determine whether a team is headed in the right direction. A project's success is largely based on a team's efficiency. Getting people to focus on the right things to accomplish drives good business results.

In this research, measure the team performance through the outcomes and coherence. A team should understand the functions and roles of its members. The leader should be able to establish continuous communication lines and set clear goals that are understood. His or her group should be informed when goals change or when new members are added. A team that functions well accomplishes projects quickly and with less difficulty, misunderstanding, and conflict.

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