

Effectiveness of Team Management on Employee Performance of Petroleum Industries in the Kingdom of Bahrain

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Abstract - This research is focused on determining the effectiveness of team management on employee performance of petroleum industries. For maximizing the whole performance of the team, it is vital for a team manager to understand the most important ways of managing a team and using them to maintain good relationships with employees and achieve success, especially by using team trust, communication, leadership and accountability. The purpose of the study was to assess the level of effectiveness of team management on employee performance of petroleum industries. Team management is a disciplined methodology, involving all employees in an organization, to create a high-performance culture with each of these characteristics. Team management is, first and foremost, a system of managing performance through the total involvement of every employee working toward aligned, measurable, performance goals. The research was conducted through a survey, using the questionnaire as the research instrument. The respondents of the study included 231 randomly selected of operators employees of the Petroleum Industries. The results of the study showed that team management significantly affects employee performance. In addition, the result also showed that among the variables considered under team management (communication, leadership, accountability) were found significant at 0.01 Level while team trust was insignificant. The major recommendation is to build a team trust by establishing a clear contact with the team members; keep them on-touch with the decisions and policies and listen to the ideas and proposals of their employees and give them sufficient powers.

Keywords: team management, employee performance, accountability, communication, team trust, leadership

INTRODUCTION

It is no secret to anyone that teamwork helps achieve goals faster than individual work, and the need to form a trained and capable team to accomplish the tasks assigned by the company is of the utmost necessity and an essential pillar indispensable for any project. The goal of forming team management to achieve project goals according to the business plan decided by the company's senior management when preparing project feasibility studies, so that the work team is only a tool that management uses to achieve the business plan, and for the strength and effectiveness of this tool to be completed, it is necessary to choose the best elements It has for every task, i.e. placing the right person in the right place. Some have defined team management as a group of individuals characterized by having complementary skills among themselves, Team members have common goals and one purpose, in addition to having a common approach to work. Others defined it as groups created within the organizational structure to achieve a specific goal or task that requires coordination, interaction and integration between team members, and team members are responsible for achieving these goals. There is a great deal of empowerment for the team to make decisions.

Oil and gas have played a significant role in changing the social and economic life as well as the infrastructure of the Gulf Cooperation Council (GCC) states. The oil industry has provided these countries with substantial amounts of money, which made them able to establish several industrial companies and undertake huge investment projects. This

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has helped them also provide employment opportunities for their citizens, thereby reflecting positively on their standards of living. Oil has a great impact on changing the life of the GCC states to the better.

In this study the researcher will focus on the Petroleum Industries in the Kingdom of Bahrain for the following reasons. First, The Bahrain Petroleum Company (BAPCO) is an integrated national oil company of Bahrain. It was established in 1929 in Canada by Standard Oil Company of California for oil exploration activities in Bahrain. It took over Bahrain's assets of Gulf Oil. In 1930 it obtained the only oil concession in Bahrain. On 31 May 1932, the company discovered the [Awali] oil field. In 1936 the Standard Oil Company of California signed an agreement with Texaco, which acquired a half of BAPCO's shares. In 1975 more than 60% BAPCO's shares was acquired by the Government of Bahrain. In 1980, all BAPCO's shares were taken over by the Government of Bahrain. In 1999 the current Bahrain Petroleum Company was created when the Bahrain National Oil Company, established in 1976, merged with BAPCO. The activities of BAPCO includes the refining, storage, marketing, and lubricants. (Bahrain Petroleum Company, 2020). Second, The Tatweer Petroleum–Bahrain Field Development Company W.L.L. (Tatweer Petroleum) has had its humble beginning in December 2009, and assumed responsibility for the stewardship and revitalization of the mature Bahrain Field and the execution of all activities related to the petroleum operations pursuant to the terms and conditions of the Development and Production Sharing Agreement (DPSA). The DPSA, dated 26th April 2009, entered into between the National Oil and Gas Authority (NOGA) and Occidental, Mubadala, and The Oil and Gas Holding Company (nogaholding). As of July 2016, the Company is wholly owned by nogaholding, the business and investment arm of NOGA of the Kingdom of Bahrain, which acts as the steward for the Government's investment in a diversified range of energy-related companies. Tatweer Petroleum has several services such as production operations, oil operations, gas operations, field maintenance, and field development (drilling, facilities engineering & construction) (Tatweer Petroleum, 2019).

The researcher seeks to identify the effectiveness of team management on employee performance of Petroleum Industries in the Kingdom of Bahrain, that comes after he has contacted the human resource department in each company separately, and both agreed that there has been so much emphasis on pride and personal achievement at workplace, and the concept of teamwork seems to be overlooked by managers and employees, due to this management sees less essence of teamwork as a major tool of performance which has to lead them to poor performance and productivity in the industry market. The team can be described as a group of people who work together to achieve the same goals and objectives for the benefit of users and service organizations in order to provide quality service. Team building, event planning and activities have the potential to bring the people they have used to a strong sense of direction, viable plans and solutions, a strong sense of belonging to the team and a clear, client centered key qualities. Feeble group building and arranging sessions bring frustration, low confidence and negative inspirations for the whole association.

They failed to accomplish normal outcomes. Associations falter with the minimal vital heading. Everybody buckles down, yet ordinarily in wrong errands and objectives. Representatives are making little strides towards achieving key components of work and nothing significant is done (Rehman, Ullah, & Abrar-Ul-Haq, 2015). Teamwork is the capacity to cooperate for a typical vision. Group the board is a fuel that enables customary individuals to accomplish unprecedented outcomes. Team management is generally perceived as a positive power for team management the executives in any association or foundation to succeed. Teams empower people to enable themselves and increment the advantages of collective work as a gathering.

Meeting with others can likewise enable people to more readily comprehend the significance of team management and how the companies fill in just as encouraging a culture of team management the executive's achievement. Without building team management the executive's job, government breakdown and organizations outflank their rivals in the market lastly, without team management, individuals lose their motivation (Shah, Shahzad, & Abrar Ul Haq, 2015). According to Wageman, (1997) managing the company's team is the only way to achieve anything with quality and efficiency, a major reason for controlling economic growth and scrutinizing the company's success by senior management to achieve the desired goals. Companies should therefore encourage team management in order to gain a competitive advantage because their base comes from new ideas Abro et al., (2020). For staff, team management is seen as constituting a larger group of people than the job describes. Therefore, this study assessed the effectiveness of team management on employee performance of Petroleum Industries in the Kingdom of Bahrain.

This study aimed to assess the effectiveness of team management on employee performance of Petroleum Industries in the Kingdom of Bahrain. There has been such a great amount of accentuation on pride and individual accomplishment at a work environment; whereby the teamwork is by all accounts neglected by administrators and employees, because of this administration considers less to be of teamwork as a significant instrument of execution which needs to lead them to poor performance and productivity in the industry market. Therefore, the key objective of the study is to determine the effect of team management on the level of employee performance in the Petroleum Industries in the Kingdom of Bahrain.

LITERATURE REVIEW

An article has been published on (Blog Mostaq Website, 2016) entitled "How to manage a team successfully and effectively", where no one is aware that teamwork helps to achieve goals faster than individual work, and the need to form a team trained and able to accomplish the tasks assigned by the company for him. An absolute necessity and an essential pillar for any project, we should have opened a simplified discussion for start-up owners to learn about the basics of managing teams successfully and effectively. The purpose of forming teams is to achieve the project objectives according to the work plan decided by the senior management of the company when preparing the feasibility studies of the project, so I can say that the team is only a tool used by management to achieve the work plan, and to complete the strength and effectiveness of this tool must choose the best elements. Where for each task and put the right person in the right place.

The article written by Briefings, (2011) provides a discussion on how to improve group communication through learning and using active listening skills, based on the book "The Radical Team Handbook," by John Redding. As quoted, show team members that you regard and welcome them, just by learning and utilizing undivided attention aptitudes. Keep in mind these essential systems: Stop talking. You can't utilize your ears adequately simultaneously you utilize your mouth to talk. Put yourself in the situation of the speaker. Envision doing likewise work, having similar issues, clutching similar qualities. This system reminds you to consider the speaker's viewpoint. See, act and be intrigued (Murtaza et al., 2015). You shouldn't investigate your email, doodles, mix, look at your watch, or tap your fingers while somebody converses with you. Focus on the non-verbal sign (Abrar-UI-Haq et al., 2012; Khan et al., 2015). You can gain so much from non-verbal communication, including whether an individual is coming clean, apprehensive or questionable. Talk decidedly. You ought not to bounce by discourse, analysis, dismissal or offending remark. You can talk genuinely when it's an ideal opportunity to talk. While effectively tuning in, be sure.

An article (Colburn, Michael, 2019) 'True Leadership and the Principles of Self-Management', discusses ideas on how company leaders effectively create self-management and accountability within their organization. A discussion of the five core principles that underlie a self-management culture is presented to motivate employees to find a way to live with the culture (Abrar ul haq, Jali, & Islam, 2019). The qualities and examples of outstanding server leaders are also provided. As the company grows, it also needs to increase its ability to perform. However, investment in equipment, technology and new buildings is not enough. The self-managed and accountable organization provides the foundation required to develop flexible management techniques that grow with the company (Abrar ul Haq, Akram, Ashiq, & Raza, 2019). The best way for the company's official leaders (managers, managers, and executives) to create a culture of self-management and accountability is to demonstrate it themselves.

The article by the author Dignen, Bob; (2019) examines the typical types of changes in the workplace and the typical reactions of leaders, their teams and their organizations to them. Topics include changes that include upgrading to a higher position that includes challenges such as stress, more work and challenge in the management team, and the introduction of a new information technology (IT) platform, which include challenges such as reduced efficiency, non-compliant processes and increased costs. Change Management Tips are: first, Upgrade to a higher position: Set the market price to negotiate the best salary, make sure that training is part of any new negotiated role, and learn to prioritize effectively to manage the increased workload. Second, appoint a new president: Ask questions to discover how to trust your boss, try to explore their areas of expertise and what they have done in the past, and understand how the new coach likes to lead. Is it fast or slow to trust? Identify ways you can learn from them, and explore whether your new coach sees ways you can develop your role (Abrar ul Haq, Jali, & Islam, 2018). Third, participate in an international project: Make travel an advantage, not a flaw, take time to stop in new places you visit, ask your partner or family to join you, learn about new cultural contexts, think about different ways of doing things that can enrich your business style, and invest Time to improve your English through additional study so you leave the project as a fluent English speaker. Fourth, introducing a new IT platform: Take time to become an expert on the new system (Waqas et al., 2017), and if you're good at using it, you'll enjoy it, and think about ways in which the new system can improve customer life and reduce costs (Khan et al., 2012). Share experiences with other users so you can see how the system makes sense to the company. Finally, transport with family abroad: Think about how your family can benefit from the experience, not just you, and create a "schedule" to stay in touch with old friends - for example by email (Bumjaid, Abid, & Malik, 2019), video or phone, and explore interesting activities In the local culture to ensure that they grow as a person (Akram, Abrar ul haq, & Raza, 2018).

Dunk, Caroline (2019) written an article about 'How To Be A Successful Leader: Being a leader is not about having authority over others, it is about inspiring them provides tips on becoming a successful leader in business. Topics explored include the ability of effective leaders to inspire team members, the importance of understanding their motivation, challenges, team member preferences, and using feedback from subordinates to improve work performance. By definition, a leader needs followers, but there is no argument that these followers should be people directly managed

by you. Being a leader is not about having authority over others, but about inspiring others through your actions, beliefs and values to deliver results, achieving personal development goals, constantly improving the way they work, and building better relationships with colleagues and customers (Akram, Abrar Ul Haq, & Umrani, 2019). Leaders want to give something of themselves to help others. Leadership is behavior and behaviors that anyone can show - no matter what role you play, no matter how many people report to you, even if no one ever tells you. It only takes practice and awareness. As quoted, "has anyone asked for your opinion or advice recently and acted accordingly? Are you the person in the office where people come when they try to solve a difficult problem? If yes, you may already have a group of people that inspire and influence them - you are a leader.

According to the authors Haas, Martine, Mortensen and Mark, (2016) who have written an article on the Secrets of Great Teamwork", over the years, as teams developed progressively different, scattered, advanced, and dynamic, cooperation turned out to be increasingly mind-boggling. Be that as it may, in spite of the fact that the teams face new difficulties, their prosperity still relies upon a centre arrangement of basics. J. Richard Hackman, who started investigating teams during the 1970s, additionally found that what makes a difference most is the characters or conduct of colleagues; it is whether the team has a solid bearing, a solid structure, and a steady setting (Bhatti et al., 2016). In their very own exploration, Haas and Mortensen found that teams required these three "empowering conditions" more now than any other time in recent memory (Shah, Abrar ul Haq, & Farooq, 2015). In any case, their work additionally uncovered that the present teams are especially defenseless against two fundamentally unrelated issues: thinking "we are against them" and deficient data. Conquering these entanglements requires another empowering state: a typical outlook (Akram & Iqbal, 2016).

In the book "Memo to a CEO, Katzenbach, Smith and Douglas (1994) discussed Teams at the Top." The authors try to explain why teams (self-management, multifunctional, front-line) succeed, elsewhere in the organization, while top management teams do not. The authors believe that the problems are fundamental - the teams at the top do not share a separate and often distinct purpose, the members are not defined with distinct skill, are not born of any working product, and leadership is determined by hierarchy, not need. Following are a series of suggestions for building a successful team, as well as examples of effective and ineffective senior management team efforts (Akram, Murugiah, & Arfan, 2017). The degree of execution was not anticipated from a little gathering of top supervisors in higher organizations. The present difficulties require extraordinary individual exertion as well as top of the line aggregate initiative. In this way, the truth in many organizations, including yours, has never been all the more stressing. Not many of the purported "groups at the top" truly work. Indeed, even less genuine contrast (Qasim, Abrar ul Haq, Hussain, & Roshan, 2018).

The writer (Koretz, Gene; 2000) published an article titled 'Team Trust and A Winning Game' reports on the results of a study to measure the impact of confidence on the success of college basketball teams Mahmood et al., (2014). How players were asked a series of questions to determine the degree of trust they placed in their colleagues and coach; the conclusion that the only factors that had a significant impact on the success of the conference was trust in the coach and collective talent; Dirks that mutual trust hardly affect the success of the team. In the corporate world, many management teachers use mathematical simulations to emphasize the importance of mutual trust among team members in achieving group goals. But surprisingly, in college basketball, Kurt T. Dirks of Simon Fraser University, that mutual trust hardly affect the success of the team (Qasim et al., 2018; Raza et al., 2018; Ullah et al., 2016). In a study presented at the recent annual meeting of the Academy of Management, Dirks surveyed players in 30 US university teams in the 1996-97 and 1997-98 seasons as they just completed their early matches against their non-conference rivals that began after conference schedules. Using a model developed for other management research, players asked a series of questions designed to reflect the degree of trust they placed in their teammates and coach after each season.

Research Hypothesis

The general hypothesis of the study was as following;

H1: There is no significant effect of team management on level of employee performance at Petroleum Industries in the Kingdom of Bahrain.

However, the specific hypothesis of the study was as follows;

H1a: There is no significant effect of team trust on level of employee performance at Petroleum Industries in the Kingdom of Bahrain.

H1b: There is no significant effect of communication on level of employee performance at Petroleum Industries in the Kingdom of Bahrain.

H1c: There is no significant effect of leadership on level of employee performance at Petroleum Industries in the Kingdom of Bahrain.

H1d: There is no significant effect of accountability on level of employee performance at Petroleum Industries in the Kingdom of Bahrain.

METHODOLOGY OF THE STUDY

The study included the selected employees from Petroleum Industries in the Kingdom of Bahrain. Recently there are three hundred thirty three operators employees in Petroleum Industries in the Kingdom of Bahrain in various departments and functional grades. Due to the structured and formal nature and the presence of clearly stated hypothesis and investigative questions, this study used the descriptive type of research because the purpose of this study is to measure the effectiveness of team management on the employee performance of Petroleum Industries in the Kingdom of Bahrain. The employee population was taken during the period covered in this study (December 2019 – January 2020). This study has used proportionate random sampling, which is the most probable sampling design because the randomization provides the researchers with more information with a given sample size (Paul J. Lavrakas, 2008). In order to ensure that the result obtained from studying the samples can truly represent the population and can be generalized, it is important to determine the correct sample size. Using a (Krejcie & Morgan, 1970) table for determining sample size for this study as shown in the table below;

Table 1: The population of the study

Industry name	Population	Sample size
Bapco	172	118
Tatweer	161	113
Total	333	231

Table 2: Distribution of Respondents

Types of Respondents	Population	Determination of Sample Size by proportion	Sample
Bapco	172	$(172 / 333) \times 231$	119
Tatweer	161	$(161 / 333) \times 231$	112
Total	333		231

Research Instrument

The primary instrument used for gathering data was a survey questionnaire which was the sufficient tool concerning time to collect such data and according to the limitation that was encountered during the development of this study. The researcher adopted the instrument of Team Management form Al-Salma, (2016) which based on four dimension and these dimensions further contain 12 items and similarly Employee Performance adopted from the works of Boakye, (2015) which based on four dimension and these dimensions further contain 20 (See the Appendix). The questions were structured by using Likert Scale. There were five selections provided to the respondents for every question or statement which based on the level of effectiveness in which the answer was anchored in their perception to the concerned statement or question. The scale below was used to interpret the total responses for every problem by computing the mean.

Data Processing and Statistical Treatment of Data

The data gathered were organized, analyzed and interpreted using the statistical tools to find an accurate number of mean, standard deviation, multiple linear and regression analysis. For objective 1, which determined the status of team management in terms of the (team trust, communication, leadership, and accountability) in the Petroleum Industries in the Kingdom of Bahrain, this study used mean and the standard deviation. For objective 2, which determined the level of employee performance of Petroleum Industries in the Kingdom of Bahrain in terms of the (task performance, contextual performance, adaptive performance, and counter-productive behavior), this study used mean and the standard deviation. For objective 3, which determined the effect of team management on the level of employee performance in the Petroleum Industries in the Kingdom of Bahrain, this study used a regression analysis (Abrar et al., 2019 a&b).

RESULTS AND DISCUSSION

The ordinary regression analysis (OLS) was applied to analyze the effectiveness of team management on employee performance of petroleum industry. The table 10 indicate the descriptive statistics of the study.

Table 3: Descriptive Statistics

	Mean	Std. Deviation	N
Employee Performance	3.7840	1.37725	231
Team Trust	3.9697	1.36682	231
Communication	3.9525	1.37373	231
Leadership	3.9394	1.38397	231
Accountability	3.9842	1.26500	231

The above table 3 showed that the mean values and standard deviation of the variables used in current analysis. The mean value of employee performance is 3.7840 and the standard deviation is 1.37725. These values show that the employee of petroleum industry rated the items at higher value. Moreover, the mean value of team trust is 3.9697 and its standard deviation is 1.36682. Moreover, the mean value of communication is 3.9525 and its standard deviation is 1.37373. Furthermore, the mean value of leadership is 3.9394 and its standard deviation is 1.38397. Lastly, the mean value of accountability is 3.9842 and its standard deviation is 1.26500.

All the variables used in current analysis have higher mean value as closer to 4 which indicate the high level of satisfaction of petroleum industry employee as they rated the items at higher value. The below table 4 shows the values of correlations among the all variables used in this analysis namely, employee performance, team trust, communication, leadership and accountability.

Table 4: Correlations

	Employee Performance	Team Trust	Communication	Leadership	Accountability
Employee Performance	1.000				
Team Trust	0.788	1.000			
Communication	0.786	0.984	1.000		
Leadership	0.786	0.984	0.986	1.000	
Accountability	0.762	0.918	0.924	0.935	1.000

A Pearson correlation was applied to calculate the relationship among the variables. The table 4 shows the findings of pearson correlations and these findings show that there is positive and significant effect of all variables of team management on employee performance. The team trust has 78 percent positive relation with employee performance. Moreover, communication has also 78 percent positive relation with employee performance. Similarly, leadership also has 78 percent positive relation with employee performance. Meanwhile, accountability has 76 percent positive relation with employee performance.

Table 5: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				F Change	df1	df2	Sig. F Change
0.795 ^a	0.631	0.625	0.84362	96.748	4	226	0.000

The study further carried out a regression analysis to establish the statistical significance effect of team management on employee performance. The Table 5 shows value of R equals to 0.795, this value indicates a good level of prediction of the employee performance. Where the value of R Square (the coefficient of determination) is equal to 0.631, which shows that 63.1 percent of the variation in the employee performance of petroleum industry of kingdom of Bahrain is explained by the team trust, communication, leadership and accountability and 36.9% is explained by other factors which were not focused in current study.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	275.422	4	68.855	96.748	0.000 ^b
Residual	160.844	226	0.712		
Total	436.266	230			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Accountability, Team Trust, Communication, Leadership

The regression analysis results were presented using regression model summary tables, analysis of variance (ANOVA) table and beta coefficient tables. In Table 6, the estimated sum of squares of employee performance factors is equal to 275.422 out of total sum of square 436.266, where the residual sum of squares of other factors is 160.844 out of total sum of square 436.266. The high difference between the two values (F-ratio) in the one-way ANOVA table is equal to 96.748, which indicates that the dimensions of team management predict the employee performance and the model

highly significant as it also showed that the significance of the F-statistics is 0.000 which is less than 0.05. This implied that the independent variables explained the variation in the dependent variable. Therefore, the model was significant statistically.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decision of Hypothesis
	B	Std. Error	Beta			
Constant	0.484	0.188		2.574	0.011	
Team Trust	0.390	0.158	0.388	2.468	0.132	Rejected
Communication	0.189	0.071	0.189	2.661	0.048	Accepted
Leadership	0.417	0.195	0.017	2.139	0.034	Accepted
Accountability	0.234	0.125	0.215	1.876	0.062	Accepted

a. Dependent Variable: Employee Performance

Table 7 shows the values of β coefficient of independent variables and their significance level. The findings of this table indicate that all the four independent variables have positive impact on employee performance and significant at 1 percent level to 10 percent level of significance except 'team trust, which is insignificant statistically.

Team Trust and Employee Performance

The findings of ordinary least square regression were shown in table 8. The results indicated that the team trust has positive effect on employee performance as the beta value of team trust is 0.390 which shows the positive effect on employee performance of Petroleum Industry in kingdom of Bahrain. However, this result is not significant statistically in current model as significance value is 0.132 which is greater than 0.10. This is accordance with the prior literature. For instance, Bennett, Tooth, McKenna, Rodger, Strong, Ziviani, & Gibson, (2017) explored that The importance of trust in team effectiveness is very significant and the relation is positive and also added that behavioural basis of teamwork is generated by trust and results a synergy in the organization and a better employee performance. In addition, the trust ability originated from competence and self-knowledge, it must slowly be built-up through members of the team who competencies is different, priorities and assumptions, through establishing and developing the confidence in each-others' competences and reliability (Kennedy-Behr, Rodger, & Mickan, 2015). As existing of trust will not simply improve team performance nor will it improve always within team relation when trust presents, where an excuse of trust will cause a lack of questioning.

Communication and Employee Performance

The communication has positive and significant effect on employee performance as the beta value of communication is 0.189 which is significant at 5 percent of significance level as the P-value is 0.048. Hence, the study rejected the second null hypothesis and accepts the alternative hypothesis and proved empirically that if 1 percent change in communication will bring 19 percent change the employee performance and this result is significant statistically in current model. The result of second hypothesis is validating the results of the previous studies like (O'Connor, & Shumate, 2018) asserted the central features with life in any organization are communication and considered a critical factor to create and sustain improvements. According to Merriam-Webster (2017) the process where the exchange of information through a common system of symbols, signs or behavior for the favor of employee to perform better. Therefore, for an effective communication, numerous factors should be considered as will help to achieve an effective communication.

Leadership and Employee Performance

Moreover, the current findings show that the leadership has positive and significant effect on employee performance as the beta value of communication is 0.417 which is significant at 5 percent of significance level as the P-value is 0.034. Thus, the study rejected the third null hypothesis and proved empirically that if 1 percent change in communication will bring 34 percent positive change in employee performance and this result is significant statistically in current model. The result is similar to those of the prior literature. Fry (2016) has pointed out the meaning of leadership as the use of strategy as for the purpose of growth and development by leading to offer inspiring motives to enhance the employees' potential for growth and development (Bambale, Girei, & Barwa, 2017). Leadership is considered primarily as an input to team process and performance, focused on the importance of functional leadership in teams.

Accountability and Employee Performance

Furthermore, the current findings also show that the accountability has positive and significant effect on employee performance as the beta value of communication is 0.234 which is significant at 10 percent of significance level as the P-value is 0.062. Thus, the study rejected the fourth null hypothesis and proved empirically that if 1 percent change in accountability will bring 23 percent positive change in employee performance and this result is significant statistically

in current model. The concept of accountability is to ensure that all employees have the ultimate understanding of what their superior or managers expect from them, and how excellence in action it looks like, accountability has been built by managers into their routine schedule and managers prefer to hold accountable employees (Al salman & Hassan, 2016). The main goal of accountability is not to place blame or deliver punishment but is to improve performance, If the organization lack accountability then the alignment of the system of accountability isn't structured well enough (Haneberg, 2017).

CONCLUSION AND RECOMMENDATION

Employee performance is considered as one of the most vital construct in the field of management studies. It is the employee performance that uplifts the organization by providing superior products and services as compare to competitors. Moreover, it is the organizational employees that put efforts to earn revenues and profits to sustain organization in the market. Therefore, it was vital to empirically study the factors that affect employee performance in the Petroleum Industry of the Kingdom of Bahrain. To study the integral variable, the current study postulated research questions to be answered in the current study based on the literature and research gaps highlighted in the first chapter. Therefore, the researcher observes that the status of team management (Team Trust, Communication, Leadership, Accountability) in Petroleum Industry in the Kingdom of Bahrain by examining the data by employing descriptive statistics technique, the results reveal 'Very Good' scale that indicates that all measures of team management in the petroleum industry of the Kingdom of Bahrain are effectively implemented that contribute to boost the employee performance in the industry.

Similarly, the level of employee performance (Task Performance, Contextual Performance, Adaptive Performance, Counterproductive Behavior) of Petroleum Industry in the Kingdom of Bahrain, the descriptive statistics were used to highlight the level of performance in the Petroleum Industry of the Kingdom of Bahrain. The results show that the performance of employees ranked very high on numerical scales as it shows average above 4.0. It shows that employees in the petroleum industry showing some exquisite level of performance that is contributing to touch high performance standards.

In addition, the research was formulated as to measure significant effect of team management on the level of employee performance in Petroleum Industry in the Kingdom of Bahrain. The regression analysis was employed to test the effect of team management on employee performance, the results reveal that all dimensions of team management significantly affect the employee performance in the Petroleum Industry of the Kingdom of Bahrain. It implies that team management is a crucial factor to boost or uplift the employee performance in the Petroleum Industry of the Kingdom of Bahrain.

The current research conducted a delve empirical analysis based on the data to answer research questions, achieve research objectives and testify the hypothesis.

Therefore, the current study put forward the recommendations to the policymakers of the petroleum industry of the Kingdom of Bahrain based on the empirical results. 1) The Petroleum Industries in the Kingdom of Bahrain should build a team trust by establishing a clear contact with the team members; keep them on-touch with the decisions and policies and listen to the ideas and proposals of their employees and give them sufficient powers. (2 The Petroleum Industries have to promote social media operations at work as an important element in creating confidence. And that the work teams are distinguished by openness and transparency because the level of positivity and transparency of the leader directly affects the employee's confidence in that leader. 3) The managers have to work hard on creating trust among employees as the role of trust, or the tendency to cooperation is being accorded more attention in the economics literature at both the macroeconomic and microeconomic levels.

At the macroeconomics level, in addition to long-standing work on the role of trust in the process of economic growth and economic development. 4) The Industries must encourage open communication as an important HR policy to managers' attention. Just like other HR practices, such as pay, promotions, job security, autonomy and training, so when there is open communication with management, POS increases, and employees feel obliged to reciprocate such positive treatment. 5) Emphasis on fostering supportive and leadership behavior among the managers as these behaviors are direct influences employee performance or productivity. Foster creativity and innovation through servant leadership behavior. In addition, emphasis on empowerment, delegation and establishing a positive work environment for designers, artisans and journeyman. 6) It is also strongly recommending that accountability should not be practiced only when things go wrong in the organization so as not to instill fear amongst workers. Management should create a culture of accountability by setting performance standards and goals which will help workers to know what standards are expected from them. These goals should be specific, measurable, achievable, relevant, and timely.

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APPENDIX

Measurement of Team Management

Indicators	Source
Team Trust	
Does trust exist among team members?	
Team trust allow members to fully accept each other’s strengths and weakness.	
Develop the unique skills and coordination of individuals.	
Communication	
Effective teamwork is facilitated by clear and open communication.	
Effective teamwork is developed through shared experiences and practice.	
Effective teams embrace and are constituted by a diversity of cultures, talents and personalities.	
Leadership	
Effective leadership team will have team members who are actively engaged in the work and focus of the team.	(Al Salman W., 2016)
Team members are prepared to engage in debate around ideas.	
The vision and/or mission of the team are accepted by all the team members.	
Accountability	
- Teams are responsible for specific services.	
- Team members are prepared to check among themselves to assure progress and overcome obstacles to progress.	
- Provides an atmosphere for the team members to discuss their mistakes, accept criticisms and freely express their feelings which enhances synergy	
Measurement of Employee Performance	
Indicators	Source
Task Performance	
I complete the given tasks on time.	
My output is considered by my superior neat and accurate.	
If given a chance, I solve work problems effectively	
I am capable of making sure that in my work, resources are properly utilized.	
I am organized in dispensing my tasks in work.	
Contextual Performance	
I perform my job with enthusiasm	
I take initiative when I see it necessary	
I am creative in my work	
I help my co-workers in times when they are in need	
I am persistent in doing the things I do in work.	
Adaptive Performance	
I find new ways in doing my work.	(Boakye E., 2015)
I easily adjust to changes in work policies	
I embrace cultural diversity in the workplace	
I easily learn the new tasks given to me	
In work, I stay calm under pressure.	
Counter-productive Behaviour	
If given an opportunity, I take longer breaks than allowed	
I participate in office gossip about our superiors and co-workers.	
I disregard safety in performing my job.	
I take absences even without a valid reason.	
I am late in work.	