

**DELMAR INTERNATIONAL**

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## Professional Research

*The role of building and leading the work team in  
achieving competitive advantage for institutions*

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# SUMMARY

## **Building and Leading Work Teams as a Key Driver of Competitive Advantage in Organizations**

Building and leading work teams is one of the fundamental elements that significantly contribute to achieving competitive advantage for organizations. In the context of globalization and rapid technological advancement, organizations across various sectors are striving to attain excellence and leadership in the marketplace by developing effective strategies to enhance performance and strengthen their competitive capabilities. One of the most prominent of these strategies is focusing on the human element, which is regarded as the primary capital that plays a pivotal role in achieving these objectives.

The concept of a "work team" goes beyond being merely a group of individuals collaborating to complete specific tasks. It represents a cornerstone of organizational success, as the ability to build cohesive teams capable of effective collaboration leads to higher levels of performance. This underscores the importance of effective leadership in guiding such teams, where the leader plays a central role in motivating individuals, ensuring task coordination, and fostering a spirit of cooperation — all of which contribute to increased productivity and the achievement of strategic organizational goals.

An organization's competitive advantage lies in its ability to adapt to market changes and pursue continuous innovation. This necessitates a flexible and highly skilled team capable of meeting challenges and outperforming competitors. Accordingly, leadership becomes crucial in

motivating teams, developing their skills, and providing a supportive work environment. Numerous factors influence the success of this leadership framework, including leadership styles, communication strategies, and the team's ability to adapt to challenges and changes.

This research aims to shed light on the role of building and leading work teams in enhancing the competitive advantage of organizations. It will also examine the leadership approaches that can contribute to improving team performance. Additionally, the study will analyze the impact of various environmental, organizational, and personal factors on the formation of effective work teams, and will offer a comparative analysis of how these teams can be employed to achieve optimal results within organizations.

The objective of this study is to provide a scientific contribution to understanding the relationship between leadership and team building, and how this relationship can be harnessed to achieve excellence and innovation in modern organizations.

## **The study Problem.**

*Many organizations face significant challenges in their ongoing pursuit of achieving competitive advantage in both global and local markets. These challenges are not limited to economic or technological factors but also extend to the human element, which is one of the main pillars upon which any organization relies to accomplish its strategic objectives. In this context, building and leading work teams is considered one of the fundamental approaches through which organizational performance can be improved and competitive capabilities enhanced.*

*The main problem lies in the fact that many organizations have been unable to develop effective work teams that can adapt to the rapid changes in the work environment. This often results in poor performance and a diminished ability to compete. Several factors contribute to this issue, including weak leadership or the use of inappropriate leadership styles, insufficient coordination among team members, and the absence of a work environment that fosters collaboration and innovation. These challenges directly affect the organization's ability to achieve its strategic goals, thereby negatively impacting its competitiveness.*

*On the other hand, many previous studies have addressed the topic of team building from an organizational or managerial perspective. However, the relationship between effective leadership and team performance in enhancing organizational competitive advantage has not received sufficient research and analysis. Therefore, the core problem of this study lies in exploring how to build effective work teams under wise leadership that can enhance institutional performance and achieve competitive superiority in an ever-changing business environment.*

*Studying this issue is of great importance, as improving leadership approaches and building strong work teams can be the optimal solution for organizations aiming to attain sustainable competitive advantage. By understanding the relationship between effective leadership and team dynamics, it becomes possible to develop solutions and strategies that contribute to improving organizational performance, thereby enhancing the organization's ability to achieve leadership in the marketplace.*

## The importance of studying:

*This study holds great importance in the present time, as institutions across the globe are experiencing continuous changes and challenges on economic, technological, and social levels. In this context, the ability to adapt, innovate, and outperform competitors becomes a critical factor for organizational survival and success. Among these factors, the human element—particularly work teams—plays a vital role in enhancing an organization’s competitive capacity. Therefore, exploring the role of building and leading work teams in improving organizational performance and achieving competitive advantage is of special relevance, as it can offer strategic solutions that help organizations strengthen their competitive position.*

*The primary significance of this study lies in its focus on the critical relationship between effective leadership and team performance—an area that has not received sufficient attention in previous scholarly literature. Leadership is not merely about directing individuals; it also encompasses the building of cohesive teams capable of innovation and collaborative work to accomplish institutional goals. Accordingly, this study examines how different leadership styles influence the formation of creative work teams, thereby directly contributing to enhanced organizational performance and competitive excellence.*

*Furthermore, this study is particularly valuable for organizations seeking to develop a work environment that promotes collaboration, innovation, and optimal productivity. It contributes to establishing a scientific foundation for leadership practices that can be adopted across various contexts, supporting the formation of work teams capable of adapting to*

*rapid changes and achieving strategic objectives that lead to sustainable competitive advantage.*

*Understanding the role of leadership in shaping and enhancing team performance can be a cornerstone of organizational success. As such, this study aims to provide a scholarly contribution that enhances the ability of organizations to utilize work teams as a strategic tool for achieving excellence in dynamic market environments.*

## Objectives of the study:

- *To examine the role of building and leading work teams in enhancing the competitive advantage of organizations.*
- *To analyze the impact of different leadership styles on team performance.*
- *To explore the factors that influence the success of work teams in achieving organizational goals.*
- *To propose effective strategies for building teams capable of adapting to continuous changes in the work environment.*
- *To investigate the relationship between effective leadership and collective motivation within work teams.*
- *To highlight the impact of the work environment on team performance and the achievement of competitive excellence.*

## Study hypotheses and questions.

### ***Research Hypotheses***

- *There is a positive relationship between effective leadership styles and team performance in organizations.*
- *The development of cohesive work teams has a direct impact on enhancing organizational competitive advantage.*
- *A supportive work environment positively influences the ability of teams to achieve organizational goals.*
- *Motivational leadership contributes to improving collaboration and creativity within work teams.*
- *The flexibility of work teams in adapting to changes in the work environment significantly affects their organizational performance.*

### ***Research Questions***

- *What is the role of leadership in building work teams capable of achieving competitive excellence for organizations?*
- *How do different leadership styles affect the performance of work teams?*
- *What are the factors that contribute to the success of work teams in achieving the strategic goals of the organization?*
- *How can organizations enhance the work environment to support and motivate teams toward innovation and productivity?*
- *What leadership strategies can be adopted to improve team efficiency and achieve competitive advantage?*

## Study Approach.

*The descriptive analytical method was used to examine "the role of building and leading work teams in achieving competitive advantage for organizations."*

**The limits of the study:**

**Spatial boundaries: The Arab world.**

**Time limits:2006-2025**

## **Study plan.**

*The study will be organized into several chapters, sections, subsections, and a conclusion as follows:*

### ***Chapter One: Theoretical Framework and Scientific Concepts***

#### ***Section One: The Nature of Work Teams***

- *First: Definition and Characteristics of Work Teams*
- *Second: Conditions and Stages of Team Development*

#### ***Section Two: The Concept and Importance of Effective Leadership***

- *First: Definition of Effective Leadership*
- *Second: Characteristics of an Effective Leader*
- *Third: The Importance of Effective Leadership in Organizational Success*

#### ***Section Three: An Introduction to Understanding Competitive Advantage***

- *First: The Nature and Importance of Competitive Advantage*
- *Second: Classification and Determinants of Competitive Advantages*
- *Third: Types of Competitiveness*
- *Fourth: Indicators for Measuring Competitive Capability*

### ***Chapter Two: The Role of Effective Leadership and Team Building in Achieving Competitive Advantage***

#### ***Section One: Strategies for Building Work Teams***

- *First: Selecting the Right Team Members*
- *Second: Enhancing Communication and Teamwork*
- *Third: Managing Conflicts Within the Team*

### ***Section Two: The Importance of Effective Leadership in Management***

- *First: The Importance of Leadership in the Organizational Aspect of Management*
- *Second: The Importance of Leadership in the Human Aspect of Management*
- *Third: The Importance of Leadership in the Social Aspect of Management*
- *Fourth: The Importance of Leadership in Achieving Managerial Goals*

### ***Section Three: Leadership Personality Types***

- *First: Types of Managerial Leadership Based on Leader Personality Styles*
- *Second: Characteristics of Successful Managerial Leadership*
- *Third: Sources of a Leader's Influence and Power*

## ***Chapter One: Theoretical Framework and Scientific Concepts***

### ***Section One: The Nature of Work Teams***

*The concept of work teams began to be applied in Japan after World War II, when Japan sought to rebuild its economy and productive capacities. Japan started implementing new management concepts within what is now known as Total Quality Management (TQM). Consequently, work teams were established during this period to achieve TQM objectives. This led to the creation of what is called “Quality Circles”—specialized work teams focused on improving the quality of a specific product or solving problems related to its quality. This initiative had a profound impact on the development and excellence of Japanese industry in terms of quality. It is well known that the management concepts adopted after World War II played a crucial role in the remarkable development of Japanese industry, such as the automobile industry in the 1970s and 1980s, which outperformed its counterparts worldwide.*

*Following this success, the importance of work teams in improving performance and quality became increasingly recognized. The use of work teams became very common across companies and institutions. The application of work teams was not limited to the industrial or profit-making sectors; it also extended to non-profit sectors such as religious and charitable organizations, as well as public and governmental institutions—although the use of work teams in the government sector remains less widespread than in other sectors.*

*So, what exactly are work teams? What are their main characteristics and benefits? On what foundations do they operate? And what qualities are required for an individual to be a member of a work team?*

### ***First: Definition and Characteristics of a Work Team***

*A team is a group of individuals who share the responsibility of performing a unified task, with each member accountable for certain partial duties within that task. Team members develop empathy and a sense of belonging that facilitates ease of performance and satisfaction with their work. A work team, sometimes referred to as a “task team,” implies a level of interaction and interdependence among members that depends on the nature of the assigned task and each member’s ability to complete it.*

*Others define it as a group of individuals working together to achieve a common goal. More specifically, a work team can be defined as “a group of people linked by the achievement of a particular goal, integrating their efforts and expertise, working collectively so that their combined performance exceeds the sum of their individual efforts to achieve the desired outcome.”*

### ***Characteristics of an Effective Team***

*An effective team possesses well-known characteristics, and the effectiveness of any team can be assessed by the extent to which these characteristics are present. The most prominent characteristics of an effective team include:*

- 1. **Clarity of Mission and Goals:**The goals of an effective work team are clearly understood by every member. Achieving these goals is*

*the top priority for each team member. Although members may have personal goals they wish to achieve, the primary importance in their work lies in the team's success in reaching the collectively set objectives. Moreover, each team member holds themselves responsible not only for their individual performance but also for the overall performance and results of the team as a whole.*

- 2. **Encourages Creativity and Innovation:** One of the key features of an effective team is the emphasis on creative ideas and innovative solutions. All team members are encouraged to contribute their creativity and think outside the box.*
- 3. **Clear Roles and Responsibilities:** An effective team is highly organized, with clearly defined roles and well-distributed tasks. Each member understands their role and the objectives required from them thoroughly. It is not only about knowing the goal but also understanding how to achieve it. If a member lacks sufficient experience, others are available to teach, assist, and guide them toward fulfilling their responsibilities.*
- 4. **Cooperation and Support for Leadership:** There is a general spirit of cooperation within the team, where members support each other freely. This cooperation is built on mutual trust rather than threats, and it is based on participation and collaboration, not competition.*
- 5. **Conflict Resolution within the Team:** Disagreements among team members are natural and beneficial as they foster development and the generation of new ideas. Some managers say, "If you and your manager always agree, then one of you is unnecessary." This does not encourage disagreement for its own sake but rather promotes the free expression and discussion of opinions. The key to healthy conflicts is that they remain differences of opinion without*

*escalating into personal disputes that cause invisible tensions within the team.*

6. ***Self-Guidance and Self-Control:****Once the organization's management sets the general objectives for the team, the team enjoys a high degree of flexibility to carry out its tasks without additional interference or micromanagement. Consequently, the team evaluates and manages itself independently.*
7. ***Positive Attitudes Towards the Organization, Management, and Work:****Every team member feels happy belonging to both the team and the organization. Members have a sense of affection and goodwill toward their colleagues and are committed to working together continuously.*
8. ***High Motivation for Good Performance:****Effective teams are characterized by high productivity and strong morale. Members of an effective group spend most of their working time performing with high competence and quality.*
9. ***Strong Interpersonal Relationships and Open Communication:****The team is marked by strong bonds among members, which tend to be informal friendships rather than mere collegueship. The foundation of these relationships includes trust, respect, cooperation, and support. Information is exchanged freely, easily, and clearly among team members.*
10. ***Consensus-Based Decision Making:****Team members make decisions collectively through meetings and consultations. Discussions occur calmly to reach the most accurate decision agreed upon by the entire team.*
11. ***Taking Issues and Situations Seriously:****The team is serious about achieving its goals and does not take situations or problems lightly,*

*no matter how small. The motto is always to work with seriousness. This seriousness is accompanied by each member's strong faith—in addition to their confidence in God—in their ability to solve any problem facing the team, regardless of its difficulty.*

**12. Appropriate Team Size:** *The size of an effective team matches the nature of its work and the volume of production required. While there is no specific ideal number of team members, it is known that increasing the number of members offers more opportunities to benefit from diverse backgrounds, experiences, and cultures. However, a larger team is also harder to manage effectively, and vice versa.*

**13. Continuous Development and Performance Improvement:** *An effective team is committed to constantly improving its performance and raising the level of each member's contributions. Such teams are always in a process of ongoing development. The Japanese have a system called "Kaizen," meaning continuous improvement, which involves making small, incremental improvements to services and products regularly. Applying this principle makes it hard for any team to catch up with yours, as your team is always moving forward while others try to keep pace. This principle is practiced at Sony, where when asked about the benefit of launching new products while old ones remain unsold, the manager replied: "If I do not innovate and create, I will become a follower, but I want to be a leader, not a follower."*

## Conclusion.

*In conclusion, this study finds that building and leading effective work teams play a pivotal role in enhancing the competitive advantage of organizations. The study demonstrated that effective leadership—whether transformational or motivational—contributes to improving team performance by fostering collaboration, innovation, and directing efforts toward achieving organizational goals. The results also confirmed that a supportive work environment, which encourages teamwork and provides opportunities for continuous development, is a key factor in the success of work teams.*

*By reviewing various leadership styles and their impact on team performance, it became clear that leadership focused on developing individuals' skills and guiding them positively helps strengthen team spirit and creativity. Furthermore, good coordination among team members and motivating them to engage actively contributes to increased productivity and achieving competitive superiority.*

*On the other hand, the study emphasized that the challenges facing teams require flexible leadership styles capable of adapting to the ongoing changes in the work environment. Therefore, the leader's role in building teams that are adaptable and innovative remains one of the main keys to institutional success in today's rapidly changing work world.*

*In closing, this study recommends that organizations continue to strengthen leadership strategies that support building strong and effective teams by investing in available human resources and providing an environment that encourages cooperation and creativity. It also calls for*

*further future research to explore the relationship between leadership and teams in diverse contexts, to deepen the understanding of how to improve institutional performance and enhance organizations' competitive capabilities.*

## Results.

- *The study showed that effective leadership styles, such as transformational and motivational leadership, have a positive impact on the performance of work teams. Leadership that focuses on motivating individuals and guiding them toward shared goals contributes to enhancing cooperation among team members, leading to improved productivity and quality of performance.*
- *It was found that building integrated work teams capable of collaboration and good coordination significantly contributes to strengthening the competitive advantage of organizations. Strong teams that rely on effective task distribution can face challenges and achieve excellence in changing work environments.*
- *The study confirmed that a supportive work environment is a decisive factor in the success of work teams. Providing an environment that encourages collaboration and supports effective communication among team members helps improve organizational performance. Moreover, a work environment that offers opportunities for skill development and continuous learning leads to increased productivity and innovation within teams.*
- *The study showed that teams possessing flexibility and the ability to adapt to changes in the work environment demonstrate better performance. Leadership that encourages collective thinking and creative problem-solving contributes to enhancing teams' capacity to deal with challenges and succeed in dynamic work environments.*
- *It was confirmed that motivational leadership, which relies on appreciation and moral encouragement, significantly contributes to motivating team members to participate actively and work with team*

*spirit. The results indicated that this type of leadership fosters creativity and innovation within teams, which positively reflects on the organization's performance.*

- *The study concluded that democratic leadership, which encourages member participation in decision-making, leads to improved coordination and cooperation among team members. It also contributes to enhancing initiative and creativity, thereby increasing the organization's ability to compete and achieve its strategic goals.*
- *The study revealed that teams receiving continuous training and skill development are more capable of achieving institutional excellence. Training aimed at improving communication and leadership skills contributes to enhancing team efficiency and increasing their ability to work collectively and effectively.*

## Recommendations:

- *It is recommended to develop transformational and motivational leadership skills within organizations, as the study showed that these leadership styles significantly contribute to improving the performance of work teams. This can be implemented through training programs focused on enhancing leaders' ability to motivate individuals and guide them toward achieving shared goals, thereby fostering cooperation and productivity within teams.*
- *Organizations should strive to provide a work environment that encourages collaboration and effective communication among team members. This environment should also be flexible and adaptable to the continuous changes in the work setting. Adequate resources must be provided, along with opportunities for professional development and continuous learning, which help enhance innovation and creativity within teams.*
- *It is recommended to strengthen the culture of teamwork within organizations by encouraging collaboration between different teams and providing modern communication tools that facilitate effective coordination. This can be achieved by organizing joint workshops and multidisciplinary teams to increase interaction and cooperation among employees, leading to improved performance and achievement of institutional goals.*
- *Specialized training programs for leaders focusing on effective team management skills should be developed. The training should cover how to enhance cooperation within teams, how to motivate individuals to achieve the highest levels of collective performance, and how to handle*

*challenges faced by teams while encouraging innovation and collective thinking.*

- *Organizations must establish effective performance evaluation strategies for work teams that allow measuring the levels of collaboration and productivity. These strategies should be comprehensive and cover all aspects of performance, including coordination, innovation, and adaptability to changes. Based on the evaluation results, organizations can adjust work and training strategies to achieve continuous improvements.*
- *Encouraging democratic leadership styles within organizations is recommended, as leaders who involve team members in decision-making processes enhance cooperation and innovation. Practices should be adopted that enable all team members to express their opinions and participate in planning and making important decisions affecting work progress.*
- *Due to the importance of effective communication in improving team performance, it is recommended to provide training programs aimed at improving communication skills among team members. These programs should include training on active listening, idea exchange, and collective problem-solving, thereby enhancing the effectiveness of teamwork.*
- *It is recommended to periodically assess the adaptability of work teams to changes in the work environment. Organizations should identify the strengths and weaknesses of their teams when facing emerging challenges and work on developing adaptation and flexibility skills within teams to better respond to the rapid changes in markets.*

## The reviewer:

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