

Employees' Job Satisfaction and Its Influence on Willingness to Work in Teams

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This study examined the influence of employees' satisfaction through achievement, recognition and nature of work towards their willingness to work in teams in order to reinforce the employees' will towards working in teams. In this survey the relationship between the variables was tested among five major Malaysian organizations on the pathway of the theory of planned behavior. Herein, it was shown that the employees' satisfaction towards their achievement, recognition received, and nature of work was positively related and motivational towards their willingness to work in teams. The study thus contributed to the process of organizing and human resource development in terms of willingness to work in teams.

INTRODUCTION

The values of teamwork in achievement of job efficiency and enlargement in organizational productivity are unquestionable whereas, these values would not be achieved unless teamwork is effectively practiced within an organization. Teamwork can also help with the accomplishment of the organizational duties. Reduction of human errors and promotion of job satisfaction are also the outcomes of teamwork, while in complex and stressful environments it is teamwork that can help with providing a safe working condition. All the aforementioned factors have turned teamwork to an important factor that contributes to job performance in the present age (Salas, Bowers, & Edens, 2001). Accordingly, in the past few decades a great number of organizations have focused on enriching the willingness to work in teams in order to improve their organizations (Jones, 2006).

Enhancing the willingness to work in teams shall be obtained in a more systematic manner once the employees are meant to work in formal teams but even in the informal teams or the individual forms of job performance, it is important to know the value of being a good team player (West et al., 2002). Teamwork has been also known as a motive of job satisfaction as almost all works on job satisfaction and team performance matters, have figured job satisfaction as an outcome of team effectiveness (Gladstein & Bresman, 2007; Hackman, 2002; Tannenbaum et al. 1992; Williams, 1998).

The very approach on job satisfaction as an outcome of teamworking and team effectiveness has necessitated the focus on the contributions of job satisfaction towards teamworking and willingness to work in teams (Kiffin-Petersena & Corderyb, 2003). This idea has been followed by Poon (2004), in a study on a number of Malaysian governmental hospitals focusing on the relationship between job satisfaction and willingness to work in teams. In this study it was shown that lack of communication and

collaboration among supervisors and the working teams led to dissatisfaction and dissatisfaction in turn contributed to lack of motivation to work in teams and intention to leave one's team or even his job (Poon, 2004). The results of this research made us to come up with the idea that once lack of job satisfaction could contribute to lack of willingness to work in teams, then reinforcing job satisfaction could induce willingness to work in teams. The present study looked through job satisfaction from three dimensions namely achievement, recognition and nature of work based on Herzberg's Theory of Motivation-Hygiene Factors (Herzberg, 1987) and therefore the study attempts to examine the relationship and the form of relationship between these factors and willingness to work in teams.

The results of the past studies in this matter have provided an ambiguous image in terms of the relationship between these factors. In terms of achievement in a case study regarding teamwork in the classroom, the impact of achievement was tested on willingness to work in teams. The results of this study showed that although the achievements of team based classes were higher as compared to the lecture classes, the students in team based classes were less willing to continue working in teams (Smith, 2007). On the other hand, regarding the importance of recognition on willingness to work in teams, a case study has been conducted on five Midwestern nursing homes.

In this study the group of nurses that recognized and involved some team members and not every one of them, were rather weak in managing their tasks as the team members who were ignored hindered the performance of other team members (Vogelsmeier, 2008). Such studies showed the delicacy of the relationship between recognition matters and improving willingness to work in teams. In another study regarding the nature of work, the level of willingness to work in team in the surgical and nursing staff of 60 hospitals was evaluated. The results showed that the surgical staffs of these hospitals valued their teamworking more than the nursing staffs as if for the nursing staff the matter of willingness to work in team was not as prior and vital as it was for the surgical staffs (Makary et al., 2006). Therefore, it can be concluded that the working environment may influence the level of willingness to work in team in a completely positive or negative way.

The above mentioned studies showed that the positive contribution between employees' job satisfaction and their willingness to work in teams is not an easy and straight forward process. Therefore, this research intends to look upon job satisfaction of employees through achievement, recognition and nature of work and the influence of these factors on employees' willingness to work in teams. Specifically the study examined the following objectives:

- 1) To determine the relationship between Achievement and Willingness to work in team from the perspective of the employees.
- 2) To determine the relationship between Recognition and Willingness to work in team from the perspective of the employees.
- 3) To determine the relationship between Nature of Work and Willingness to work in team from the perspective of the employees.

The contribution of the study in terms of the extension of the theory suggests further understanding upon the relationship of job satisfaction and willingness to work in teams while it also provides a different approach towards the theory of planned behavior. Based on the findings of the present study, employees' experience of satisfaction may contribute to their willingness to work in teams and to that of others as a planned behavior. Theory of planned behavior was used in this study to explain how job satisfaction influences employees' willingness to work in teams. The results of this study base on theory of planned behavior illuminated the influence of employees' job satisfaction, through achievement, recognition, and nature of work, towards their willingness to work in teams, and provided enough evidence on the significantly positive relationship between these variables.

Yet, in terms of practical contributions, this study has shed light on the importance of upholding employees' job satisfaction in teams as job satisfaction maintains the employees' willingness to work in teams. At the same time, these results can be applied as a policy for the organizational practitioners to audit and sustain their employees' willingness to work in teams. Willingness to work in teams as a point

of discussion in this study is an area of organizational commitment that shall be checked by organizational auditors based on the so called motivation factors. This study could also be considered as a distinctive investigation on the contribution of job satisfaction towards willingness to work in teams, unlike almost every other study in this area that has taken job satisfaction as the outcome of collaborative work performance and teamworking (Mark et al., 2001).

Job Satisfaction and Employees Willingness to Work in Teams

Job Satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job (Brief & Weiss, 2001), an affective reaction to one's job (Weiss, 2002) and an attitude towards one's job. This definition suggests that attitudes are formed towards jobs by taking into account the feelings, beliefs, and behaviors. However, in the present study, in order to come up with job satisfaction, this notion has been looked through from three dimensions namely achievement, recognition and nature of work as suggested by Herzberg (Herzberg, 1987).

Achievement can be defined as a behavior which aims the development and demonstration of high abilities of its subject. The expression of high capacity is defined in a sense when the achievements of an individual increase meaning that s/he is making equal effort while his or her pace of improvement is still increasing or s/he is making less effort compared to what s/he did before yet there has been no changes occurred in his or her organizational status (Nicholls, 2007).

Recognition however, can be considered as any mark by which experience or the performance of an individual is considered unique and exceptional from the rest of the performances of the kind in a particular environment. Recognition as a motivation element is applied in the managerial level to motivate the employees for better performance and being more innovative (Russell, 2008).

Nature of work shall be defined as the actual content of the job or work characteristics no matter whether these characteristics or the content of that work is positive or negative. The effects of a job upon the employees are also considered as contents of a job whether these effects are characterized as interesting or boring, diverse or regular, creative or degrading, easy or difficult, challenging or non-demanding. However the Nature of Work is so far known as the biggest indicator of Job Satisfaction amongst the academic employees (Ahmed et al., 2010).

Willingness to Work in Teams

Willingness to Work in Teams is defined as the attitude of an employee to cooperate and collaborate with other colleagues of hers or his in order to provide a performance of higher quality while it demands the ability to work under minimum supervision (Bazerman, 2005). In many organizations, the collaborating teams are rather informal therefore, it is very crucial to motivate employees to work in teams as they basically do not have to do so. Teamworking as an important procedure and as a relatively new form of organizational work performance is essentially a specific organizational point of measurement that may display many different features both in individual enterprise and in the national context (Roessingh & Zon, 2004).

Willingness to work in teams makes an organizational environment desirable as teamwork culture diminishes anxiety, fosters a better working environment, and leads to the creation of a better product (Zvalo, 2009). The wide divisions in science and the knowledge of doing things have added to the necessity of professional job performance in handling any task. As a result, a task which could be done by a single agent can no longer be done individually and it needs to be done by different experts, so that at the same time it would be observed from different perspectives. Therefore there is an essential need for well organized groups to do a task rather than the individual agents (Thompson, Levine, Messick, 1999).

Relation between Job Satisfaction and Employees Willingness to Work in Teams

In a research that has been conducted among a group of residential childcare workers in UK, their levels of morale and Job Satisfaction was highlighted as well as their willingness to work in teams. The residential childcare workers under study were reported to be poorly satisfied with their jobs and with a

high level of turnover which was due to lack of support that the collaborating groups received from their supervisors and managers. The investigation of this shortcoming led to behavioral change from the supervisors and the managers and boosted job satisfaction among the employees. However, the most important outcome of the satisfaction was a considerable induction in employees' willingness to work in teams and consequently higher quality of care that the children and other young people received (Morgan, Wrigley, Narey, & Hibbert, 2010).

In terms of the relationship between achievement and willingness to work in teams the outcomes of a study on a group of employees involved in the tourism industry in Sarawak, Malaysia, were investigated. The results of this study showed that the achievements of the employees and the team members, in terms of pay raise and gaining supervisors' attention had significant and positive contribution towards their organizational commitment and willingness to work in teams (Yew, 2008).

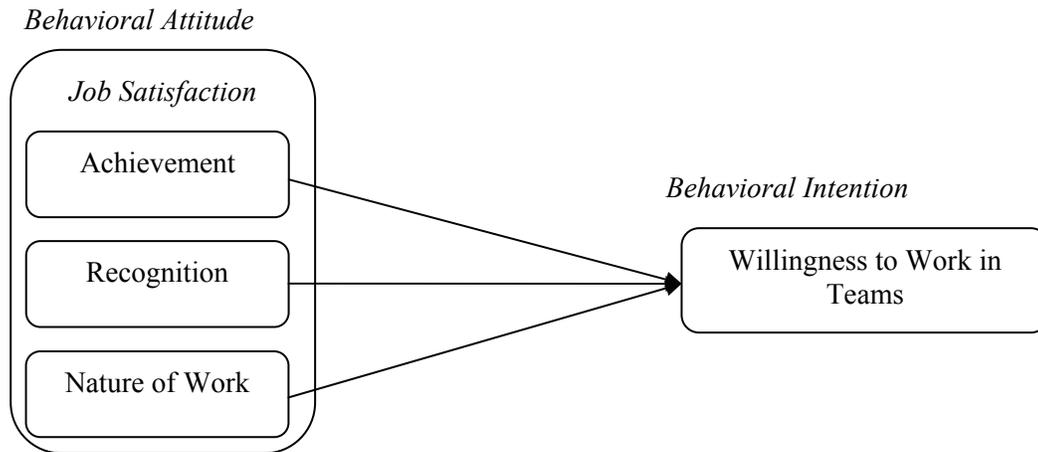
Cole, and Scott (2000) have also focused on the influence of building up the individuals' self-esteem and the recognition received on Willingness to work in teams. In that research it was indicated that being noticed could build one's self esteem faster than anything else. However, once this credit was given to the whole team rather than one individual it straightened their willingness to work in teams.

To test the relationship between the indicators of working environment and tendency for interdisciplinary teamworking, a survey was conducted on 10022 staff nurses in 32 hospitals in England. Analysis of job characteristics and teamworking showed that nurses with higher level of satisfaction from their working environment had higher teamwork scores were significantly more likely to stay in that job. At the same time the more qualified the working environments were the higher teamwork scores were recorded and this combination consequently led to higher quality of care, communication and collaboration improvement over the last years, and confidence on patients' ability for managing their care once they were discharged (Rafferty, Ball, Aiken, & Fagin, 2001).

The findings of the aforementioned studies on the relationship of achievement, recognition and nature of work with willingness to work in teams, provide a justification for boosting employees willingness to work in teams by improving their level of job satisfaction. The present study has been also established based on the understandings obtained from the Theory of Planned Behavior (TPB) (Ajzen, 1991). This theory helps with understanding the reasons why employees change their behaviors. TPB was developed to predict individuals behaviors based on the feedback that they receive from their colleagues and the environment. Based on this theory, if a person perceives that the outcome from performing a behavior is positive, she/he will have a positive attitude toward performing that behavior. The opposite is also true and that is when the individual happens to know that the behavior is thought to have negative out comes.

In such a situation if the employees' achievements and their being recognized as well as their open and friendly working environment contribute to their collaborative behaviors then the very job satisfaction would turn into a behavioral attitude for more collaboration among the employees and will contribute to willingness to work in teams as a behavioral intention. The application of this theory was supposed to provide an understanding towards the influence of job satisfaction on willingness to work in teams and how could the former reinforce the latter. Figure 1 is a conceptual framework based on the Theory of Planned Behavior which illustrates the formation of the variables in the present study.

FIGURE 1
CONCEPTUAL FRAMEWORK BASED ON THE TPB



Hypothesis

Based on a research by Goodman & Zimmerman (2000), it is believed that the team achievements are generally higher than individual achievements and that is why even if there is a group of experts they would be willing to work in teams to increase their achievements. The attitude towards improving the achievement will later on become a behavioral attitude for the employees to keep working in teams. In a situation where the members of a team are elected among the experts of that field, it is also their higher achievements which motivate their willingness to work in teams. Therefore, achievement can induce the level of willingness to work in teams. Rapisarda (2002) has articulated an argument based on the level of achievements in terms of emotional competencies and attitudes to work in teams. The outcomes demonstrated a positive relationship between emotional competencies and cohesive team performance. Griffin and Hauser (1996) have also found a positive relationship between achievement and willingness to work in team, based on a research on a small sample. Reviewing the related literature and the works such as Griffin, and Hauser (1996), Rapisarda (2002), and Goodman and Zimmerman (2000), has led to the formation of the first hypothesis of this research.

Hypothesis 1: There is a positive relationship between the Achievements of the employees and their Willingness to work in teams.

The results of a study 173 lecturers from three private universities in Malaysia showed the positive influence of recognition that they received by means of pay raise and promotion on their organizational collaboration and willingness to work in teams (Santhapparaj & Alam, 2005). Other scholars such as Cacioppe (1999) believed that people behave according to what they were recognized and rewarded for and therefore he suggested that managers or supervisors can motivate their employees' willingness to work in teams by rewarding and recognizing them for that behavior. Such studies and beliefs provided an idea that there is a strong relationship among recognition and willingness to work in teams. The second hypothesis of this study originates from the same idea but in a broader scale.

Hypothesis 2: There is positive relationship between Recognition as an indicator of Job Satisfaction and Willingness to work in teams.

Guest (1997) believed that the working environment and the atmosphere which is provided for the teams, is so important in terms of increasing the employees willingness to work in teams. In an investigation on 28,561 hospital-based nurses from 10 European countries it was shown that the level of

willingness to work in teams is higher among Operation Theater nurses compared to the nurses in other wards (Estryn-Béhar et al., 2007). Based on this information and according to the case related samples the relationship between nature of work and willingness to work in teams is already felt in different organizations. This very idea has led to the formation of the third hypothesis of the present study.

Hypothesis 3: There is a positive relationship between nature of work as an indicator of Job Satisfaction and willingness to work in teams.

METHODOLOGY

This study adapted a quantitative survey strategy using a correlation design to collect and analyze the appropriate data and to come up with the proper results. The study sample comprised of 357 respondents based on the Table for Determining Random Sample Size from a Given Population, using a convenient sampling method from 4 sample organizations in Malaysia (Krejcie & Morgan, 1970). Data were collected from a drop and collect method where a total of 400 questionnaires were distributed and 357 usable questionnaires were collected.

The majority of the respondents were females (63%) compared to the male respondents (37%) which reinforce the idea that the official tasks are mostly being performed by the female society of the employees rather than the male employees in the organizations under study. The largest age group (29%) included the employees who were 25-30 years of age followed by the ones between 36-40 years old (20%). The employees between 31-35 years old and the ones below 25 included respectively (17%) and (12%) of the population. However, the respondents between 41-45 years old and the ones between 46 -50 included respectively (10%) and (6%) of the whole population. The study therefore shows that the employees of the organizations under study are mostly representing a young generation of the employees.

In terms of educational level, the highest numbers of the respondents were Bachelor Degree holders (43%), followed by the Master Degree holders (28%), STP/ Higher School Certificate/Diploma (16%), Malaysian Certificate of Education (10%) and the Doctoral Degree holders, who were only (3%) of the respondents. This type of educational distribution contributes to the flow of information from the highly educated employees to the educated and low educated employees. In terms of job experience in that particular organization, the duration of performance was mostly below 5 years (41%), followed by those with 5-10 years of experience (20%). There were (19%) who had worked for 10-15 years, while only (14%) of the respondents had worked between 15-25 years, and a minority of the respondents (6%) reported more than 25 years of job experience.

Instrument

The instrument was designed based on the research framework and its questions were in the form of a Likert Scale. There were five sections in this instrument including a demographic section and 4 other sections to test the variables of this research. The four variables of this study were assessed with the scale from Appelbaum, Bailey, Berg and Kalleberg (2000). There were ten items to measured willingness to work in teams, an example being “It is very easy for me to get information from other team members when I need it.” Employees indicated the extent to which this was characteristic for their organization on a 5-point scale (1= Strongly disagree to 5= Strongly agree). The consistency of willingness to work in teams was good ($\alpha = 0.83$).

Achievement was measured by another ten items which stated for instance: “Working in a permanent work group with common tasks, leads to becoming more professional in performance.” Respondents rated this by a 5-point scale (1= strongly disagree to 5= strongly agree) and the consistency of achievement was good ($\alpha = 0.87$). Recognition was also measured by ten 5-point scale items such as “Collaboration among team members leads to more effective recognition of hardworking members.” With the consistency of ($\alpha = 0.84$). Nature of work was measured similarly like the other three variables of the study while the consistency of nature of work was excellent at ($\alpha = 0.92$). An example of the items that measured nature of work is “I try my best to make newer members feel welcome in the team.”

A test of reliability was run on each and every part of the instrument to check the reliability of the instrument. The results of this test as mentioned in Table 1 indicate that the question was reliable.

TABLE 1
THE CRONBACH'S ALPHA AND OVERALL MEAN OF VARIABLES

Variables	Number of Items	Cronbach's Alpha	Reliability
Willingness to work in teams	10	0.837	Reliable
Achievement	10	0.878	Reliable
Recognition	10	0.840	Reliable
Nature of Work	10	0.921	Reliable
Total	40	0.869	Reliable

Data Analysis

In order to analyze the collected data from the above mentioned locations the data was keyed in to Statistical Package for the Social Sciences (SPSS 17inc). A test of Pearson correlation was run to examine the relationship between the variables. Meanwhile, a Multiple Regression was utilized to examine the interrelated relationship between the independent variables and the dependent variable of the present study. To interpret the results of the correlation test, Guilford's rule of thumb was used (Guilford, 1956).

RESULT

Means, standard deviations and inter-correlations of the achievement, recognition and nature of work with willingness to work in teams were presented in Table 2. According to Table 2 the correlation among achievement and willingness to work in teams was moderate at ($r = 0.499, p < .000$). Correlation between recognition and willingness to work in teams was also moderate at ($r = 0.467, p < .000$). The analyses showed the same result for the correlation between nature of work and willingness to work in teams at ($r = 0.437, p < .000$).

TABLE 2
RESULTS OF PEARSON TEST OF CORRELATION

Variables	M	SD	1	2	3
1. Achievement	4.044	0.445	1		
2. Recognition	3.117	0.472	0.622**	1	
3. Nature of work	4.050	0.448	0.545**	0.532**	1
4. Willingness to work in Teams	3.937	0.531	0.499**	0.467**	0.437**

** . Correlation is significant at the 0.01 level

To check how much of the variance in the dependent variable or how much of the perceived stress in the dependent variable is explained by the suggested model of the three independent variables a multiple regression analyses was performed as shown in table 3, to determine the influence of achievement, recognition and nature of work on employees' willingness to work in teams. The results showed that achievement, recognition and nature of work as the independent variables justifies (31%) of the variance in perceived stress which is a quite respectable result (Pallant, 2007).

**TABLE 3
MODEL SUMMARY RESULTS OF THE DATA**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.557 ^a	0.310	0.304	4.43377	1.846

a. Predictors: (Constant), Nature of work, Recognition, Achievement

b. Dependent Variable: Willingness to work in Teams

To elaborate this interpretation it can be said that independent variables of this study shall work out (31%) of the inconsistency in the dependent variable of the study which is willingness to work in teams. The results in table 4 showed that all the variables of the study have significant influence on employees' willingness to work in teams.

**TABLE 4
STANDARDIZED COEFFICIENTS AND COLLINEARITY STATISTICS VALUES**

Independent variables	Standardized Coefficients β	Coefficients' t value	Coefficient's Significant value	Collinearity Statistics' Tolerance	Collinearity Statistics' VIF
Achievement	0.289	4.726	0.000	0.522	1.916
Recognition	0.225	3.646	0.000	0.514	1.945
Nature of work	0.231	3.511	0.000	0.451	2.217

Dependent Variable: Teamwork

The independent variable achievement has the greatest contribution towards willingness to work in teams at ($\beta = 0.289$). The contribution between nature of work and willingness to work in teams obtained the second highest level of all at ($\beta = 0.231$). Recognition also provided a high contribution towards willingness to work in teams at ($\beta = 0.225$). The result of the study suggested that there was positive relationship between achievement, recognition and nature of work with willingness to work in teams. Consequently, hypothesis 1, 2 and 3 were supported in this study. These findings however, suggested that the influence of job satisfaction through achievement, recognition and nature of work on employees' willingness to work in teams was positive.

DISCUSSION AND CONCLUSION

The study has offered an approach towards the relationship and contribution of job satisfaction towards employees' willingness to work in teams. According to the obtained results the first independent variable of this study which is Achievement has the greatest contribution towards Willingness to work in teams at ($\beta = 0.289$). Consequently the first objective of the study, which was to determine the relationship between Achievement and Willingness to work in teams from the perspective of the employees, was justified. The results of this study showed that achievement has a positive and moderate relationship influence on Willingness to work in teams. Based on the results obtained from the test of Multiple Regression concerning this variable the first hypothesis was also accepted therefore this study came to the conclusion that achievement has a significant positive relationship with willingness to work in teams. These results were in support of the investigations of (Yew, 2008), who believed in the existence influence of employees' Achievement on their Willingness to work in teams.

Recognition provided the third highest contribution towards Willingness to work in teams at ($\beta = 0.225$). The second objective of this study meant to determine the relationship between Recognition and Willingness to work in teams from the perspective of the employees. Based on the results of this study it was concluded that there was a positive and moderate relationship between this independent variable and Willingness to work in teams. Based on the same results that were achieved from multiple regression, it could be justified that the second hypothesis of the study, which claimed of the existence of positive relationship between Recognition as an indicator of Job Satisfaction and Willingness to work in teams, was also supported.

In this case if in an organization the impact of such motivation factors are to be seen on the Willingness to work in teams among the employees, Recognition must be one of the factors that should be taken for granted. The obtained results were also in support of finding of Cole, and Scott (2000) who believed recognizing the working teams and giving them credits for a job well done could facilitate their willingness to work in teams. In a critical trend it shall be mentioned that recognition can be considered as a mean of communication with the employees while they can be motivated to work in teams once their team results are better recognized and appreciated. The results of this study certified this attitude as the employees under study have considered Recognition as one of the top motivators of Willingness to work in teams.

The contribution between Nature of Work and Willingness to work in teams is the second highest contribution at ($\beta = 0.231$). Based on the results of this study it was concluded that there was a positive and moderate relationship between this independent variable and Willingness to work in teams. In this case the third objective of the study, as it was to determine the relationship between Nature of Work and Willingness to work in teams from the perspective of the employees was justified. The results obtained from the test of Multiple Regression certified that the third hypothesis of the study, which claimed the presence of a positive relationship between Nature of Work as an indicator of Job Satisfaction and Willingness to work in teams, was also supported.

Eventually, the working atmosphere and the environment that is made for the employees or they shall make for themselves has positive impacts towards their Willingness to work in teams. Therefore, if the managers of an organization are supposed to increase the level of Willingness to work in teams within their organization they should really want to improve the Nature of Work and the environment in which the teams are communicating and collaborating. This improvement shall be done in terms of easing the flow of information, openness and friendliness.

The results of this study in terms of the relationship between Nature of Work and Willingness to work in teams were in support of the achievements of (Rafferty, Ball, Aiken, & Fagin, 2001), who believed that the employees and the team members cannot be told to work in quality team environment unless there is a well-managed environment in terms of work organization. With a critical approach towards the high contribution of Nature of Work with Willingness to work in teams it can be achieved that the open and friendly Nature of Work has been more favorable once the employees have been working in teams so that this factor could motivate the employees in collaborative behaviors and teamwork.

After all as a justification of the main objective of the study, it was concluded that job satisfaction as an over concluding idea had a significant influence on Willingness to work in teams based on its indicators that were looked upon in this study, namely achievement, recognition, and nature of work. Based on Table 4, and according to coefficient's significant value all of the independent variables it was shown that Job Satisfaction made significant unique contribution to predict the Willingness to work in teams. Therefore, if any model is going to be utilized in any organization of the kind based on the results of this research, it must be consisted of Achievement, Recognition and Nature of Work as predictors of Willingness to work in teams.

IMPLICATIONS

The study suggests several implications in terms of theoretical implications. The finding of the study provided enough evidence that achievement, recognition and nature of work can be considered as behavioral attitude and once they facilitate the job satisfaction of the employees as an overall intention, they would eventually contribute to the employee's willingness to work in teams which shall be considered as a behavior that an organization may plan to keep up with it. The application of Planned Behavior Theory showed that the motivation factors of Herzberg's Theory of Motivation-Hygiene factors can be considered as behavioral attitude and perceived behavioral control factors that affect employees' choice of performance. The choice of performance in this study was Willingness to work in teams. The study found that Job Satisfaction as a combination of a number of motivation factors has played an important role which contributed to Willingness to work in teams. The study has thus helped to provide a different viewpoint for TPB in terms of the contribution of Job Satisfaction towards Employees' Willingness to work in teams and not the other way round.

The study has also made a contribution towards the literature of local studies on human resource development and specifically in the area of Job Satisfaction. Numerous studies in the related area could be found that have been conducted globally yet, in comparison, not too many have focused on Malaysia and not a great deal of them have paid attention on the possibility that job satisfaction can also contribute to Willingness to work in teams and it is not always vice versa.

Likewise, the study has offered a new approach towards job satisfaction that could help to ensure the success of an organization in terms of motivating teamwork among its employees. Consequently, human resource practitioners could look to team based actions of different organizations from a new point of view. The results of this study certify that the organizational planner in the organizations under study could plan to contribute to employees' effective willingness to work in teams based on the significant relationship and influence of achievement, recognition and nature of work on willingness to work in teams. The study will also benefit the industry by offering the understanding on the importance and interrelated contribution between Job Satisfaction and Willingness to work in teams. Thus, organizations would be able to motivate the employees to participate in teamworking if the managers know about the factors that would help workers to keep up with working together.

LIMITATIONS AND SUGGESTION FOR FURTHER STUDIES

Regarding the limitations of the present study it must be mentioned that based on Hertzberg's theory of motivation factors, there were more variables that could be considered as the indicators of job satisfaction yet the present study could work on three of them as the literature supported these three factors more extensively. However, working on the rest of the factors that are suggested by Herzberg could probably predict a greater consistency of employees' willingness to work in teams.

Collecting data from a large sample out of five different organizations was another limitation which was worked out by the participation of some research assistances. On the other hand lack of literature about willingness to work in teams and the relationship between job satisfaction and willingness to work in teams was also another limitation.

In further studies however, it would probably add to the contributions of the work to work on the entire variables that are suggested as indicators of job satisfaction and it would definitely broaden the contributions of the study if both employees and employers are taken into account rather than focusing on one group only.

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