EVALUATION ON TEAM MOTIVATION AND SELF-MOTIVATION IN MINISTRY OF LIBYAN PLANNING DEPARTMENT

2020
MASTER'S THESIS
BUSINESS ADMINISTRATION DEPARTMENT

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KARABUK
October 2020

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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by KHALED ALZAROUQ EMHEMMED SALEH titled "EVALUATION ON TEAM MOTIVATION AND SELF-MOTIVATION IN MINISTRY OF LIBYAN PLANNING DEPARTMENT" is fully adequate in scope and in quality as a thesis for the degree of Master's Thesis.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master's Thesis. 25/12/2020

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The degree of Master's Thesis by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

Prof. Dr. Hasan SOLMAZ   ....
Director of the Institute of Graduate Programs

DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

First of all, I would like to give thanks to my advisor, Yrd. Doç. Dr. Murat TUNÇBİLEK, for his great interest and assistance in the preparation of this thesis. I would also like to thank my dear family and friends for their support, encouragement and patience during my work.

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ABSTRACT

In fact, the managerial conditions in Libyan organizations are communicated as Libyan divisions experience the risk effects the organizations due to poor administration belongs with misconception of the sponsorships which is named as taken the help from the top-level of lacking representatives' self-motivation. Moreover, the absence of group of team motivations which is linked with group team self-motivation levels and absence of future dreams where this investigation will survey the effect of requiring team-motivations at the necessary level contrasted with the creating nations just as even the neighboring nations. This study aims to evaluate team self-motivation on the Libyan organizations which there are expensive cost resources squandering without outcomes, planning and regulation there is a clear insufficiency which is linked with lacking of knowledge of the team work tasks belongs to the management. Also, the lack of employees training which is associated with the transfer of knowledge to reach high level of productivity. As results of the study, scales validity and reliability shows the Measurement Model for Team as well as self-motivation, Barriers and team productivity and performance constructs which already has an impact on employee satisfaction, it does not affect the Team/self-motivation, Barriers and team productivity and performance is associated with employee satisfaction.

Key Words: Team Motivation, Self-Motivation, Libyan Ministry, Planning Department.

ÖZ

Aslında, Libya'daki departmanların organizasyonların kötü yönetimden kaynaklanan risklerin sonuçlarıyla karşı karşıya kaldıklarından kaynaklanmakta olan en yüksek seviyedeki eksik, temsilcilerin yardımı olarak tanımlanan sponsorluğun yanlış anlaşılmasından kaynaklı sonuçlarla karşı karşıya kalmalarıdır. Dahası, grup ekibinin öz motivasyon düzeyleri ile bağlantılı ekip motivasyonlarının yokluğu ve bu araştırmanın gerekli düzeyde ekip motivasyonu gerektirmenin etkisini araştıracağı gelecekteki hayallerin yokluğu, tıpkı komşu ülkelerdeki gibi farklı tezatlar oluşturmaktadır. Çalışmamız, planlama ve düzenleme olmadan israf edilen pahalı maliyet kaynaklarının olduğu Libya örgütlerindeki ekip öz motivasyonlarının sonuçlarını değerlendirmeyi amaçlamaktadır. Ayrıca, yüksek verimlilik düzeyine ulaşmak için bilgi aktarımı ile ilişkili çalışan eğitimi eksikliği de yine çalışma kapsamında incelenmiştir. Çalışmanın sonuçlarına göre, ölçeklerin geçerlilik ve güvenirliği, Takım İçin Ölçme Modelinin yanı sıra çalışan memnuniyeti üzerinde zaten etkisi olan öz motivasyonla ilgilidir. Engeller ve takım üretkenliği performans yapılarını gösterdiğinden, ekiplerin öz motivasyonunu etkilememektedir. Engeller ve ekip üretkenliği ve performansı, çalışan memnuniyeti ile de ilişkilidir.

Anahtar Kelimeler : Takım Motivasyonu, Öz Motivasyon, Libya Ordusu, Planlama Departmanı.

ARCHIVE RECORD INFORMATION

ARŞİV KAYIT BİLGİLERİ

Tezin Adı	Libya Planlama Bakanlığında Takım Motivasyonu ve Öz Motivasyon Değerlendirmesi
Tezin Yazarı	KHALED ALZAROUQ EMHEMMED SALEH
Tezin Danışmanı	Yrd. Doç. Dr. Murat TUNÇBİLEK
Tezin Derecesi	Yüksek Lisans Tezi
Tezin Tarihi	2019-2020
Tezin Alanı	İşletme
Tezin Yeri	KBÜ/LEE
Tezin Sayfa Sayısı	104
Anahtar Kelimeler	Takım Motivasyonu, Öz Motivasyon, Libya Bakanlığı, Planlama Dairesi.

SUBJECT OF THE RESEARCH

Evaluation On Team Motivation and Self-Motivation In Ministry of Libyan Planning Department.

PURPOSE AND IMPORTANCE OF THE RESEARCH

For many kinds of organisations particularly in Libya, as a developing nation, this study is important. Furthermore, this descriptive study will show the effect of self-motivation and motivation for teams in all kinds of organisations in general and in Libya. The aim of this study is two mains:

To evaluate the impact of team self-motivation at the organization in terms of increase team performance and organization productivity.

To shed the light on the impediments and the success of Ministry of Libyan Planning Department in Libya via evaluating the main factors, for instance, team motivation and team self-motivation.

METHOD OF THE RESEARCH

A questionnaire was used in collection data and date were analyzed with statistical program.

HYPOTHESIS OF THE RESEARCH / RESEARCH PROBLEM

The following theory and study questions are mentioned in conjunction with the issue statement:

H1: There is significant relationship between Team Motivation and self-motivation and Team Productivity and Performance.

H2: There is significant relationship between Team Empowerment and Team Productivity and Performance.

H3: There is significant relationship between Barriers and Impediments and Team Productivity and Performance.

H4: There is significant relationship between Barriers and Impediments and Team Motivation and self-motivation.

H5: There is significant relationship between Team Empowerment and Team Motivation and self-motivation.

H6: There is a positive effect of Team Motivation and self-motivation on Team Productivity and Performance.

H7: There is a positive effect of Team Empowerment on Team Productivity and Performance.

H8: There is a negative effect of Barriers and Impediments on Team Productivity and Performance.

POPULATION AND SAMPLE (IF AVAILABLE)

The participants of this research study will be the ministry of Libyan planning department employees. Furthermore, participants were the ministry of Libyan planning department employees, who worked and responsible in the ministry of Libyan planning department. In addition, the total number of participants was 271 employee at the ministry of Libyan planning department.

SCOPE AND LIMITATIONS / DIFFICULTIES

This study has focused on effect of Team Motivation and self-motivation on Team Productivity and Performance which are an important factors for an important domain for planning and strategic choices for Libyan citizens such as the ministry of Libyan planning department. Furthermore, the employees at the ministry of Libyan planning department in Libya will be selected as a sample of the study and this is considered a lack of study, however, this research study attributed the choice to the ministry of Libyan planning department shortening the time, and costly effort as the researcher is one of the ministry of Libyan planning department employees. In addition, there are several study limitations are reported as the following restrictions should be taken into account during studying:

- The ministry of Libyan planning department is located in south Libya, where it is considered a stable and suitable area compared to other areas where numerous groups are located places of conflict.

- In this study, the researcher will focus on the random samples and this is its flaw. Furthermore, it does not represent all the employees of the ministry of Libyan planning department, however, rather a few. Consequently, the outcomes cannot be distributed to the all employees of the ministry of Libyan planning department.

- The community in which the researcher is studying in south society and the study to be applied in an oriental society as well as therefore, there will be differences.

- The researcher will determine suggestions as well as recommendations when the research outcomes are extracted later to be a valid reference for fellow researchers in the same field.

CHAPTER ONE

INTRODUCTION

1.1. Background

Today, the globalization period has had an impact on the rapid financial changes brought about by mechanical advancements (Lee and Hidayat, 2018). As a result, the advancement of data and transport currently makes economic, social and cultural ties between countries interlinked to increase the competitiveness of organizations. In these lines, the multifaceted essence of global circumstances is important in retaining a market existence that is no longer too strong in the light of the mechanical advancements within the context of the company. As there will be constant change, each company must have the capacity to survive and to force the impact of these changes (Lee and Hidayat, 2018) to make time accessible to the market. In reality, the radical innovation of the age of competitiveness at work, which is synonymous with valuable ideas at work, is a topic of increasing enthusiasm in the field of the board of directors (Lin, 2017). Despite the fact that researchers have dedicated a great deal of attention to researching the personality of workers and how to operate by identifying the impact of their efforts to promote or impede creativity in the work atmosphere. By considering the impact of team motivation, little consideration is given to the actions taken by members to deal with their own work activities in creative procedures.

Muñoz-Pascual and Galende (2017) stated the value of (HR) as one of the company's main tools. In addition, staff skills, preparation, encouragement and self-motivation inspiration are important to the achievement of business. In addition, company successes are the inventiveness of an enterprise linked to inspired behavior, both influenced by parts of HR and inspired by executives (MM) that can extend representative creativity (Muñoz-Pascual and Galende, 2017). In addition, groups or work environment teams have been commonly used in the work environment, clarifying the rapid growth of group creativity and efficiency in the work environment (Wang et al., 2016). For this purpose, group or team work inventiveness is defined as "the generation of the team work environment novelty and helpful thoughts concerning items, for instance, administrations, procedures and techniques by a group of

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representatives cooperating" (Wang et al., 2016). As a result, team motivation within the work environment can be an effective tool for the improvement of creative thinking and thus have been advanced as a core unit for authoritative development. In addition, the workers of every company is a hidden knowledge to the prosperity of that organisation. In addition, human capital are perceived to be the most important resource of any company in the world in the 21st century (Kuranchie-Mensah and Amponsah-Tawiah, 2016). In the same way, colleagues are a noteworthy segment of the financial limit of higher productive establishments, which has a significant role to play in achieving the destinations of the company. Furthermore, the exhibition of workers' staff, just as managers, determines to a large degree, the existence of the low employment performance of members will lead to an exorbitant turnover, lack of participation, lateness associated with even poor psychological well-being. Moreover, the important and unforeseeable resource of any establishment is a well-persistent healthy workforce (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

1.2. Research Problem Statement

Libyan Ministries face numerous troublesome difficulties with no logic of administrative methodology which is associated to have no practical advancement in the workplace (Wang et al., 2016). Furthermore, this study will evaluate team self-motivation on the Libyan organizations which there are expensive cost resources squandering. Without outcomes, planning and regulation there is a clear insufficiency which is linked with lacking of knowledge of the team work tasks belongs to the management. Also, the lack of employees training which is associated with the transfer of knowledge to reach high level of productivity.

1.3. Importance and Purpose of Research

For many kinds of organisations particularly in Libya, as a developing nation, this study is important. Furthermore, this descriptive study will show the effect of self-motivation and motivation for teams in all kinds of organisations in general and in Libya. The aim of this study is two mains:

- To evaluate the impact of team self-motivation at the organization in terms of increase team performance and organization productivity.

- To shed the light on the impediments and the success of Ministry of Libyan Planning Department in Libya via evaluating the main factors, for instance, team motivation and team self-motivation.

1.4. Objective of The Study

The main goal of the research is to determine the effect in the Ministry of Planning of Libya of the team's motivation and self-motivation relations.

- An significant issue is growing focus on good organisations, team motivation and self-motivation.

- To offer a consistency of the highly productive cross-functional team structure focused on the culture of companies.

- To recognise operational expectations, guidelines and motivations of the team to make the Department a place in the appropriate budget.

- To identify the understanding of many issue storeys throughout the Ministry through the collective team members to share knowledge of the team in the organisation.

- to the development of the self-motivation of the needs team,

- Recognizing team enforcement and the empowerment of teams with organisational knowledge policies in the working environment as well as monitoring to achieve the role and standards of the organisation.

- To define the interfunctional team motivation strategy to address every challenge that the company has or faces.

- To learn the truth of the progress of the Ministry of Libyan Planning using team motivation and self motivation.

- To learn The degree to which the self-motivation of the team members and their success in the field of sustainable development are effectively and efficiently linked to doing the necessary work at that time.

- To concentrate on the presentation at the Ministry of Libyan Planning of conceptual administrative qualifications and on creation of scientific implementations.

- To present the results of the study to the Libyan organisations, to reinforce the mechanism of the Libyan Department of Planning and the exchange of information within the Department.

- Understanding the conceptual structure of the Libyan Department of Planning and the actions of a number of workers in the Department of Libyan Planning.

1.5. Model of The Research

As in Figure 1, the conceptual model that has been developed for the study.
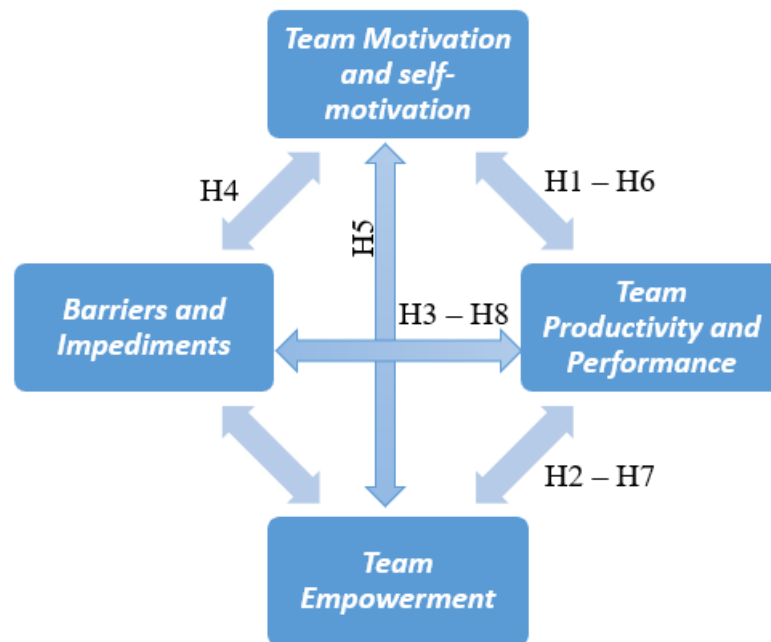
Figure 1. Model of the research.

1.6. Research Hypothesis

The following theory and study questions are mentioned in conjunction with the issue statement:

H1: There is significant relationship between Team Motivation and self-motivation and Team Productivity and Performance.

H2: There is significant relationship between Team Empowerment and Team Productivity and Performance.

H3: There is significant relationship between Barriers and Impediments and Team Productivity and Performance.

H4: There is significant relationship between Barriers and Impediments and Team Motivation and self-motivation.

H5: There is significant relationship between Team Empowerment and Team Motivation and self-motivation.

H6: There is a positive effect of Team Motivation and self-motivation on Team Productivity and Performance.

H7: There is a positive effect of Team Empowerment on Team Productivity and Performance.

H8: There is a negative effect of Barriers and Impediments on Team Productivity and Performance.

1.7. The Study Limitation and Scope

This study has focused on the powerful impact of team motivation and self-motivation in Ministry of Libyan Planning Department in estimating successful and the main attributes that increase team productivity. Furthermore, the employees at the Ministry of Libyan Planning Department in Libya will be selected as a sample of this study and this is considered a lack of study. However, the researcher attributed his choice to the Ministry of Libyan Planning Department shortening the time, and costly effort. In addition, there are several study limitations are reported as the following restrictions should be taken into account during studying:

- In this study, the researcher will focus on the random samples and this is its flaw. It does not represent all the employees of Ministry of Libyan Planning Department. Therefore, the outcomes cannot be distributed to all the selected samples of Ministry of Libyan Planning Department.

- The community in which the researcher is studying in Libyan society and the study to be applied in a Ministry of Libyan Planning Department society and therefore, there will be differences.

- The researcher will determine suggestions and recommendations where the research outcomes are extracted later to be a valid reference for fellow researchers in the same field.

1.8. Thesis Structure

This thesis will be structured as figure 2. below
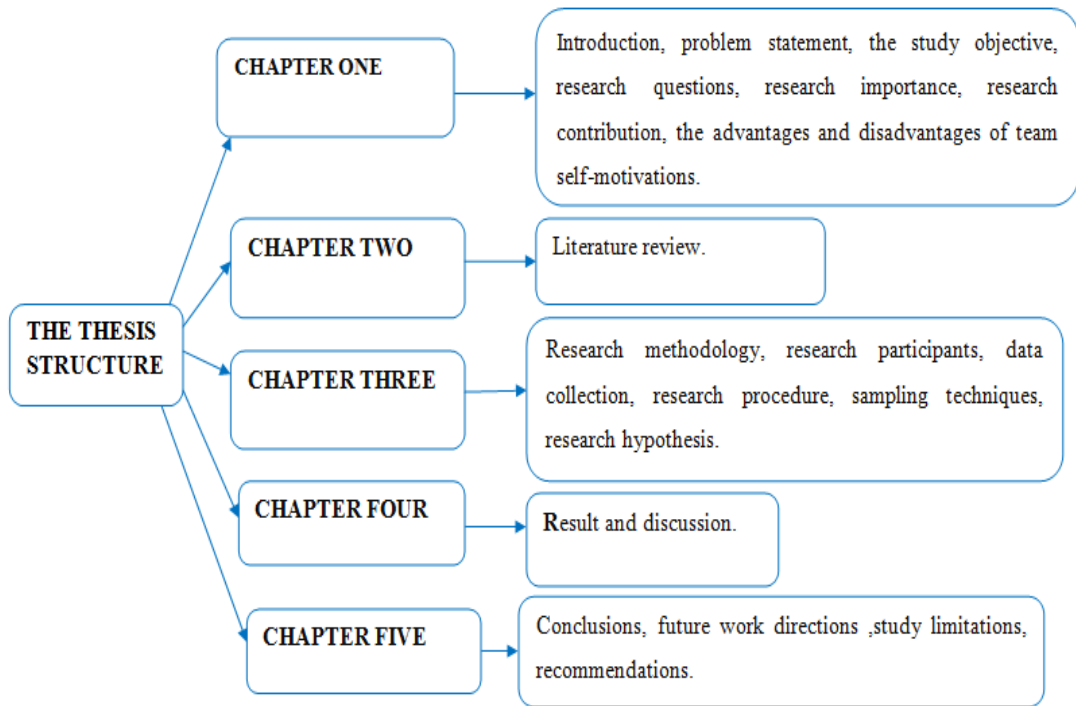
Figure 2. The thesis organization and structure

1.9. The Ministry of Libyan Planning Department

The Ministry of Libyan Planning Department domain region in Libya catches a few significant components of the administrative condition as it applies to employee productivity. Besides, it gives quantitative pointers on guideline to beginning a business, managing development grants, getting power. Furthermore, a governmental institution capable of planning and influencing that contributes effectively to creating and

sustaining development and achieving the welfare of the Libyan person. Moreover, establishing an advanced planning system that takes into account local and international changes and pushes to achieve sustainable development that secures optimal utilization of resources, job creation and prosperity for present and future generations. Moreover, strategic planning emerged as the most recent form of planning for organizations. Likewise, this type of planning has changed how organizations plan to develop and implement their own strategies, and strategic management has become an essential tool for organizations to learn and develop if they want to shape a state of excellence and respond in an effective manner to rapidly and rapidly increasing global changes. In addition, the term "strategic management" is used to express the same concept that strategic planning reflects. Although private sector organizations have previously undertaken this type of planning (http://www.planning.gov.ly/?cat=4).

1.10. The Research Contribution

- This study will observe the electronic database to review and evaluate the impact of team motivation and self-motivation in Ministry of Libyan Planning Department and the evaluation of the impact of team motivation and self-motivation in Ministry of Libyan Planning Department frameworks in Libya.

- The outcome of this research will be a powerful guidelines and a reference for next researchers who interested on studying such important subject after evaluating the main affecting factors and elements that can affect impact of team motivation and self-motivation in Ministry of Libyan Planning Department.

- The outcomes of this study will be an important issue and a great participations for Libyan economical domain especially for Libyan organizations who they are seeking to improve their work environment quality and to avoid the Ministry of Libyan Planning Department team risk and crises.

1.11. PREVIOUS STUDIES

1.11.1. The Relationship Between Team Motivation and Team Self-Motivation at Organizations

According to Kuranchie-Mensah and Amponsah-Tawiah, (2016) specified that compensate frameworks most particularly are considered as harbingers of representative team motivation. Since representatives' learning, skills and capacities are the most significant main thrust to the achievement of any organization, proceeding with duty, and backing to them could be acknowledged through searching for viable approaches to compensate their commitments, steadfastness, devotion, and endeavors.

Bao and Nizam, (2015) have revealed that inspiration and its effect on execution have consistently stayed a profoundly explored region. Furthermore, guaranteeing representatives are focused on their work and guaranteeing they deliver the best yield by attempting to their maximum capacity to enable the organization to arrive at the objective is a colossal assignment for a supervisor. Moreover, there is a lot of proof to show that amidst an aggressive work advertise, holding a profitable worker is an immense errand as the chase is consistently there to discover and grab from one organization to the next. Moreover, they have likewise declared that a team members with a dream for development requires to be indicated a make way on his odds of movement in the organization separated from the financial advantages they will be benefited during the procedure. Non-accessibility of motivated team and self-motivation representatives bring about an absence of learning, aptitudes, and experience which will deeply affect the organization monetarily. In addition, employee motivation enables an organization to gain more profit at its objectives quicker on the grounds that representatives will in general work towards it because of inspiration as well as team motivation (Bao and Nizam, 2015).

Philip et al., (2016) has declared that administration measurements that help and urge workers to create practices for more prominent team motivation as well as self-motivation, independence, and self-motivation. These measurements incorporate a few elements, for example, urge team-motivation setting to empower the defining of execution objectives by colleagues; support self-motivation, for social affair the data and the information required to screen their exhibition; urge self-motivation to empower

individuals from a group to have elevated requirements for their presentation; energize self-motivation for perceiving and strengthening group execution; support practice for rehearsing an undertaking before performing it by colleagues, and urge self-motivation to debilitate horrible showing by colleagues (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

Manuel, (2018) has announced that an organization that needs to get the best specialists, principally learning laborers must make arrangements to inspire them before their admission to the organization and during their essence there. Furthermore, to make learning laborers constantly propelled, the organizations should actualize strategies with frequency in their pay, rewards, hierarchical condition for example, great conditions to settle on choices through strengthening strategies, inside perceive of their work, by making them feel that can be business visionaries in hierarchical tasks or by executing own activities with money related help of their organizations.

Team members in the work environment, however, trust them when things get tough can be a problem for the best of the organisations (Kuranchie-Mensah and Amponsah-Tawiah, 2016). In addition, between tight deadlines, obligatory overtime and high expectations, it is easy for efficiency to slacken and morality to slip. Providing a healthy working atmosphere for collaboration, reward packages are a great motivator and a key factor for satisfied and efficient team members (Yap Peng Lok et al., 2019). In reality, a high salary doesn't mean that much if a member of the team has to come in and work when they're sick. Having such unrealistic expectations remains an easy way for people to stop caring for the health care of the company. In addition, it represents a strong selection of team members to make the team feel respected. Yap Peng Lok et al., (2019) has declared that a success bonus and a public appreciation ceremony are imperative to say the partnership when they have performed extremely well. Execution incentives are unbelievable because the worker has earned the reward (Yap Peng Lok et al., 2019). Empowering collaboration and supervisors should offer positive input when things are going admirably. While it's imperative to tell them where they can improve, it's similarly critical to tell them when the group head saw them accomplishing something right (Jānis and Jana, 2017). Notwithstanding, great authority is assisting the colleagues with reaching their maximum capacity and telling them that the team leader

believes in their capacity to deal with a greater test is an incredible help for them to meet that objective (Lin, 2017).

In addition, team leaders who help out with tight cutoff times and are not afraid to bounce in and get their hands dirty are unbelievable (Lin, 2017). It tells colleagues that in addition to seeing what's new with the bleeding edges, it also delineates the kind of hard-working attitude and commitment you're looking for from others. In addition, a good team leader will take on a bunch of unremarkable staff and make them an impressive squad.

1.11.2. The Advantages of Team Self - Motivation and Team Motivation

Working atmosphere communities can be exceedingly willing to raise income for organisations, a portion of the benefits of inspiration and team motivation just as self-motivation colleagues are below:

- A self-motivation group that are very much propelled is a wellspring of development. They offer the organization an approach to reduce expenses, and secure upper hand and different advantages came about because of their work (Muñoz-Pascual and Galende, 2017);
- A self-motivation group being team motivation they breed submitted representatives who might 'go the additional mile' in quest for authoritative objectives and encourage improved correspondence inside groups to give educated and astute guidance to extend directors and task groups (Jānis and Jana, 2017);
- A self-motivation group all around the organization department they improve hierarchical execution and effectiveness additions expanded. Additionally, they would improve quality, give consumer loyalty and decrease task time (Yap Peng Lok et al., 2019);
- A self-motivation group can be relied upon to practice mindful self-governance/self-motivation and poise; evacuating the requirement for supervisory and investigation staff;

- A self-motivation group are bound to remain with the organizations, along these lines guaranteeing an arrival on speculation and low work turn-over and increment the organization profitability;

- A self-motivation group can improve and share of best practices, exercises learned, venture the board frameworks and the basis for vital basic leadership at the necessary time;

- A self-motivation group who are all around spurred avoid the inability to catch and move venture learning which may prompt an expanded risk, squandered action, weakened undertaking execution, and present recommendations and new imaging techniques for their organizations (Bao and Nizam, 2015);

- A self-motivation group is effectively ensured by their organizations, they could beat learning groups through imparting learning and information sharing condition at the organization or the organization (Bao and Nizam, 2015).

CHAPTER TWO

LITERATURE REVIEW

This chapter has observed the electronic database and review some main sections which are the team , the creation of teamwork, leadership barriers and risk, motivation theory, training in teams, leadership in teams, empowerment in teams, communication systems in teams, reward systems in teams, different motivation, teamwork in crisis, teamwork in cross-cultural issues, team self-motivation, the relationship between leadership and team motivation, team motivation and team self-motivation, employee motivation, the benefit of team self-motivation, team productivity and performance, barriers and impediments, team empowerment, empowerment and organizational performance, related work and features to enhance employees" motivation.

2.1. The Team

Every successful business or project is an outcome of successful teamwork. A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable" (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). Furthermore, management of the teams and making sure that they are committed to a common purpose is not an easy task (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). There are a lot of challenges manager is to make sure that the team is heading to achieve the same objectives (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).

Teamwork: Helps the team to use their flexibility to define and complete the work needed on behalf of the team. In addition, cooperation is cooperative, perceptive and diplomatic (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). They can however be indecisive in crunch situations and prefer to avoid conflict. In addition, they may be reluctant to make unpopular decisions (Stevens et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). In addition,

people follow the leaders and obey the instructions of their superiors because of numerous reasons. French and Raven (1959) described five bases of power.

- Legitimate the formal right to make demands.

- Right to pay another for compliance (Dalla, 2020).

- Experts with a high degree of skill and experience (Dalla, 2020).

- Relation to beauty, worthiness, as well as the right to consideration for others.

- Coercive power to discipline others for non-compliance. The great leader has merged these force bases.

Furthermore, utilize a truthful mixture of each base (Okoronkwo, 2017). "For real involvement, people need towards the value, excitement, as well as challenge of what they do (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Jeno et al., 2019). Command-control leaders tell. Moreover, leaders include discuss, take ideas, look for ways towards helping people come on board, and celebrate every success that comes along (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).
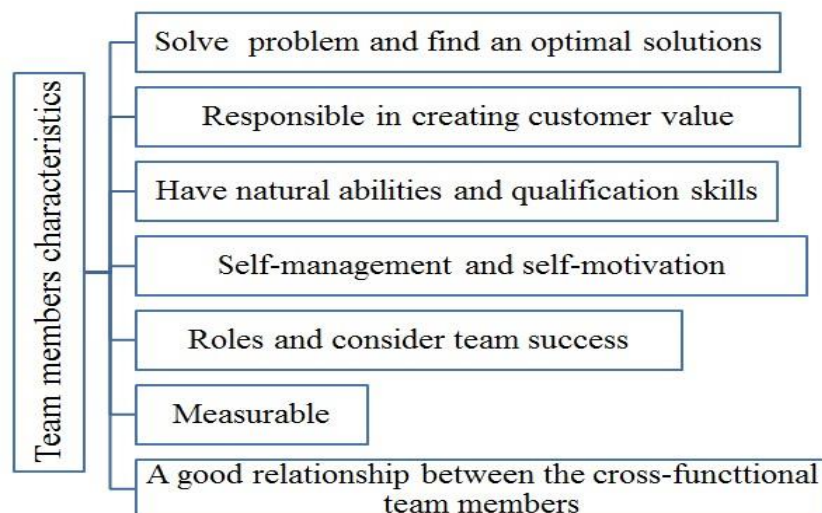

Figure 3. The team members characteristics adapted from (Dalla, 2020).

2.1.1. The Creation of Teamwork

Abbas and Nawaz, (2019) has announced that the creation of teamwork spirit is an indispensable requirement in every organization where groups perform different functions of their organization in their workplace. Organizations are always looking for the workers who have the ability to work in groups with members who can participate in every activity with interest and devotion (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). Apparently, every employee gets more if all team members are trying their level best to form team with commitment and determination (Toubman, 2019); (Brito et al., 2020); (Dhamija et al., 2020). Only motivated employees are more expected to take on the above-cited responsibilities thereby adding to the creation of teamwork spirit in the organizational groups (Toubman, 2019); (Brito et al., 2020); (Camacho et al., 2016); (Dhamija et al., 2020). Lack of motivation generates working as habit to fulfil continuance commitment which aims at earning and not learning to become effective member of groups and organization. Teamwork demands building relationships as well as working with co-workers (Okoronkwo, 2017).

2.1.2. Teamwork

Teamwork has largely been emphasized in the studies of organizational behavior via a number of scholars and has attracted the attention of several policymakers (Okoronkwo, 2017). Furthermore, it was conceptualized in the published literature as a group of individuals who work collectively in an attempt to accomplish a certain goal or task (Dalla et al., 2020); (Hanaysha and Hussain, 2018); (Dobre, 2013); (Rahbi et al., 2017); (Jiang, 2010); (Abbas and Nawaz, 2019). Management in various industries in today's business scenario is concerned to build more jobs through teams to develop their employees' awareness and expertise (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).

The benefits of working in teams are to give workers the capacity to collaborate, to develop skills and to exchange valuable ideas without friction between team parties (Dalla et al., 2020); (Hanaysha and Hussain, 2018); (Dobre, 2013); (Rahbi et al., 2017); (Jiang, 2010); (Abbas and Nawaz, 2019). Teamwork is a crucial technique in order to strengthen the company as a result of the continuous development of the expertise,

abilities and capability of the workforce through teamwork, contributing eventually to a higher level of organisational efficiency (King et al., 2019); (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020). A person participating in teamwork activities appears to be highly efficient and motivated. In addition, teamwork strengthen personal emotional security feelings (Dalla et al., 2020); (Hanaysha and Hussain, 2018); (Dobre, 2013); (Rahbi et al., 2017); (Jiang, 2010); (Abbas and Nawaz, 2019), increases self-confidence and enhances their work behaviour. Teamwork has largely been viewed as the main determinant of successful leadership and an effective mechanism for nurturing organizational performance and competitiveness (Okoronkwo, 2017). The outcome of teamwork can be noticed through a higher employee performance and commitment towards the organization (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). Teamwork increases the willingness of members to disseminate their knowledge and skills with others about performing certain tasks (Okoronkwo, 2017). Furthermore, the environmental composition of teamwork represents a key platform for employees to develop mutual understandings with co-workers and build trust-based relationships on the long term. For this reason, organizing work teams are vital for ensuring shared learning and increased performance. A teamwork has a significant relationship with employee motivation (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

Organizations that focus on fostering teamwork culture have better opportunities to attract and maintain talented individuals (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020). Furthermore, this as an outcome will benefit the organization to achieve its goals and increase the level of motivation among its employees (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). An autonomous work teams tend to have greater levels of motivation and performance outcomes (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). Therefore, working in teams is considered to be an effective approach for democratizing an organisation and increasing personnel motivation. Employees who work in teams tend to engender greater output as compared to others. Teams also determine the mutual strength of members and boost their

motivation and morale towards achievement (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019).

2.1.3. Teamwork in Crisis

Although significant benefits can be gained from teamwork, there might be some problems when companies face tough decisions and challenges (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). Furthermore, at a time of crisis, team-players may not want to face up to reality, which can lead to frustration, flat sales growth and lower profits. When confronted with a crisis, the key to long-term improvement are various structures, on-going learning processes, reflecting on outcomes and insights gained (Sonalkar et al., 2020); (Okoronkwo, 2017). Besides, ongoing learning process is found to be effective for problem solving. One suggests that with continuous learning and ongoing reflection on outcomes, a team can shift its orientation from knowing to learning; thereby increasing its ability to produce desired business outcomes (Corsino et al., 2019); (Sonalkar et al., 2020).

2.1.4. Teamwork in Cross-Cultural Issues

There are different cultures in various countries. Therefore in cultural areas, the relationship between management expectations of the motivation and performance evaluation of a team member varies.

Motivation involves two forms, one motivation is innate, the other motivation is extrinsic.

McGregor (1960) separates managers into two camps: Theory X manager and Theory Y manager, according to The Human Side of Enterprise. Theory X and Theory Y are the key reasons that a team member must find intrinsic or external. Managers in North America, Asia and Latin America have different motivational beliefs as a result of different cultures (Toubman, 2019); (Brito et al., 2020); (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). In comparison to its team members who consider themselves to be more fundamentally than extrinsicly driven, North American managers will see their team members as more intrinsically motivated (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020). In North America people

are used for such a motivation strategy by following 'the wage standard,' taking their interpersonal interactions to a business focus and tending to avoid the consideration of the socio-emotional aspects at work (Okoronkwo, 2017). In Asian culture, however, social norms and beliefs are governed by collectivism. Asians are also more likely to rely on internal and external influences when they describe other people's behaviour. Motivation is equally dependent on intricate and alien factors both for Asian managers and members of their team (Okoronkwo, 2017).

2.1.5. Leadership in Teams

As Jin says, team members are tired of unsatisfactory leaders and want to choose their own leaders (Jin 1993). In addition, leadership is an organisation's unique contribution. A manager is a leader who can profoundly influence and motivate team members to work correctly within an organisation. If organised connections between managers and team members are formed, it can help represent clearly the performance of the work and eventually achieve high performance (Nikkhah et al., 2020); (Chhetry, 2020).

2.1.6. Empowerment in Teams

The theory is that team members will be able to reach a higher efficiency, output and happiness level by delegating additional task-related decisions to their team (Hanaysha and Hussain, 2018); (Rahbi et al., 2017); (Jiang, 2010); (Abbas and Nawaz, 2019). In addition, empowerment produces higher levels of job satisfaction, development and self-actualisation as a new design of working parties. Empowers team members as owners of the company to include them and to improve their cooperative and creative skills (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

2.1.7. Communication Systems in Teams

Improved collaboration mechanisms support team members in recognising their planned capabilities and results and enable team members to assume full responsibility for them (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield et Koenka, 2020); (Breugst and al., 2020); (Jeno et al., 2019). Assessments,

meeting departments and intelligence chats are various methods of contact forms that allow management to develop specific personal goals for each team member, as team members may gain input on their success in daily team meetings and are well aware of their strengths and shortcomings to strengthen in future (Beal, 2003). Good reviews for team members can also lead to high-level co-operation (Jin 1993).

2.1.8. Reward Systems in Teams

The incentive strategy will build coordination according to Armstrong (2001, p. 623). "Recompensations can promote change and encourage people to accept change and to acquire knowledge which corresponds to changing businesses" (Lawler, 2003). Lawler says. In addition, many incentive programmes exist in companies frequently used as a main management method to enhance the effectiveness of a business through impact on actions of individuals and groups (Lawlerand Cohen, 1992). Rewards are effective for encouraging team members to contribute ideas and participate in improvement process (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).

With the growing emphasis on teamwork, many organisations are seeking better ways to link teamwork with compensation, for example, team-based rewards and individual-based rewards (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). Team based rewards can support team-based structures and foster team cooperation. Individual-based rewards include individual performance-related pay and skillbased pay (Seftyandra, 2020); (Dhamija et al., 2020). Furthermore, compared with the UK, gainsharing and various forms of small group incentive in the US are growing faster. It appears that team-based rewards affect business performance, competitiveness and effectiveness and it also influences a team member involvement, communication and commitment (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).It suggests that rather than choosing either individual or group-based incentives, a combination of the two incentive strategies may be more effective in motivating performance at the individual level and co-operation at the team level. However, team-based rewards may foster competition between teams, encouraging teams to focus on their own performance rather than assist or share information with other teams (King et

al., 2019); (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020).

2.1.9. Training in Teams

Training is the formal and systematic modification of behavior through learning which occurs as an outcome of education, instruction, development and planned experience (Rahbi et al., 2017); (Jiang, 2010). The need for people with the right skills and knowledge who are motivated to perform effectively. Furthermore, it appears that skill-based teamwork could create an ongoing learning culture for an organization because it could encourage team members to learn (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). According to Beal, training needs to meet an overall goal of a firm with equal opportunities given to team members (Okoronkwo, 2017). As a consequence, everyone in teams would understand aims of an organization clearly and be happy to pass their skills and knowledge so as to push the whole organization forward (Rahbi et al., 2017); (Jiang, 2010).

Training is an ongoing improvement of the mindset, experience and skills of team members that are necessary for proper execution of those jobs (Nellen et al., 2020); (Annosi et al., 2020). In addition to the capabilities of organisational employees to execute the tasks successfully, preparation will enhance the actions and talents. They concentrate primarily on the preservation of leading talent in the area of career development (Toubman, 2019); (Brito et al., 2020); (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). Team members will not be able to successfully do their work as planned without sufficient training facilities (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). Thus, the main goal of designing training programmes is centred towards ensuring the availability of a skilled workforce that plays important roles in an organisation. Previously, the investment in training was not considered to be necessary for helping organisations in facing challenges and competitive threats. However, currently training has become a primary activity in most organisations (Dobre, 2013); (Rahbi et al., 2017); (Jiang, 2010); (Abbas and Nawaz, 2019). This is because businesses that establish favourable training experience tend to have better financial and marketing performance and return on

investment as compared to those that underestimate its value (Okoronkwo, 2017). Training represents an ideal composite for enhancing firm performance due to its role in reinforcing the level of team members" competence (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). Training would also encourage employees to extend their skills and knowledge and gain trust through feelings of valuation that could inspire them to perform better and effectively at their workplace (Toubman, 2019); (Brito et al., 2020); (Camacho et al., 2016); Accordingly, training focus will contribute to desired financial results (Okoronkwo, 2017). Lower levels of success typically occur due to inadequate information about the understanding of work among team members (Dobre, 2013); (Rahbi et al., 2017); (Jiang, 2010); (Abbas and Nawaz, 2019).

2.2. Motivation Theory

2.2.1. Motivation Theory

Motivation is an essential part of success and business prosperity in the existing dynamic and competitive market (Rahbi et al., 2017); (Jiang, 2010). Furthermore, it comprises of an individual"s internal characteristics and the external factors that include job factors, individual differences and organizational practices (Rahbi et al., 2017); (Jiang, 2010). Motivation is the need for and expectation of work and the different factors in the workplace that facilitate team motivation. It is important for managers to emerge as leaders so that they understand team members" needs and expectations, which drive the organization's culture (Rahbi et al., 2017); (Jiang, 2010). Of all the functions that a leader performs, motivating employees is the most important and complex task (Okoronkwo, 2017).

The theory of motivation is a central theory in the management of human resources (Rahbi et al., 2017) and in human resources (Jiang, 2010). It discusses what organisations should do to enable individuals to use their efforts and skills in ways that lead to the accomplishment of their priorities and fulfil their own needs (Rahbi et al., 2017); (Jiang, 2010). There are a number of methods to motivate people, for instance, rewards, punishments, actions to satisfy needs as well as psychological processes, etc. (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). Along with the rapid development of the world, highly

cooperated working styles appears (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). For instance, the new work practice as teamwork with various types of teams: work, parallel, project and management, etc. At the present time, the use of teams is expanding dramatically in response to competitive challenges (Okoronkwo, 2017).

2.2.2. Different Motivation

Approaches in Different Situations Business is required to be very aware of the changes, for instance, an unanticipated crisis which can hold back a firm and notice cultural differences when using motivation methods under different circumstances (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020). On the other hand, managers should be proactive rather than reactive to think of various issues that may occur in advance so as to carry out accurate measures for motivating team members and achieve a company"s targets (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).

2.2.3. Team and Self-Motivation

Abbas and Nawaz, (2019) has declared that the motivations of staff members are important for all organisations, both private and public. Any management and particularly HRM in the organisation, otherwise, takes steps to develop and sustain certain levels of morale of the team member, the success of the company and team member cannot be achieved (Okoronkwo, 2017). The inspired team members will be more likely to work in teams in the workplace and to boost individual and collective success (Seftyandra, 2020); (Dhamija et al., 2020). The ideas of the inspiration inspire team members to ensure that they consider and satisfy the needs of team members in the enterprise through the administration and organisation (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).

Abbas and Nawaz (2019) declared that the team spirit is crucial to weld teammates to a common mind with a multiplicity of hands in order to ensure that the organisation produces the best possible outcomes. In addition, however it is an uphill challenge to build Teamwork Spirit. It is confirmed that inspired team members were

inclined to join the teamwork. Moreover, research reveals that Social-skills" and "Self-confidence" attributes help and improve empowered team members in the generation of Teamwork Spirit (Brito et al., 2020); (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). The tool for viewing the study and applying the research paradigm was positivism based on empirical methods. In the estimation of logical relations between indicator and criteria variables and brokers, statistical methods of correlation and regression have been used. The study indicates that social skills has a major role in improving relations between "team membership-motivation" and teamwork spirit and self-confidence, while predictors and criteria variables have partly been mediated. The results provide the stakeholders with statistically defined guidance.

2.2.4. Team Motivation and Team Self-Motivation

Human capital management is recognised as one of the greatest barriers for any corporation to remain competitive. In addition, it is a crucial task for the organisations to recruit and then retain the best team members (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). That is, an organization"s team members are the most valuable assets, and their management is the main challenging task required. In addition, the key goal of human resources management is to secure a greater incentive for team member to boost organisational efficiency (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). Productivity enhancement is also a core priority for any enterprise in which all units/departments work together to maximise their organization's efficiency through multiple management techniques. The morale of a team member was considered a significant determinant of the effectiveness and continuing performance of the team member. The morale of the team member means the degree of engagement and energy and the ingenuity of a team's workers (King et al., 2019); (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020). Certainly, many organisations stressed the discovery of ways to improve efficiency among their team members by human resources (Okoronkwo, 2017). The majority agree that team members can improve their success by enriching morale, ethical actions and creating a healthy corporate culture. For starters, the best means to handle the corporate goal or task and to use the least resources and usable human resources are sufficient motivating rewards for team members (Okoronkwo, 2017). In the other hand, certain less driven challenges which occur if they apply to certain people, whose perceptions,

attitudes and experiences are different, and whose loyalty to the company is diminished (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). Empowerment and recruitment of team members were considered crucial success factors to improve morale of staff. In addition, participating in collaboration exercises is considered essential for improving the morale of the team member (Corsino et al., 2019); (Sonalkar et al., 2020).

In every organisation the morale of the team members plays a key role (Fidalgo-Blanco et al. 2019); (Abbas and Nawaz 2019); (Corsina et al. 2019); (Sonalkar et al. 2020) in the transition. It is therefore critical that the desires and aspirations of both employees and managers be identified and recognised as motivating for better competitiveness (Toubman 2019); (Brito et al. 2020); (Camacho et al. 2016). Qualified, effective and dedicated team members who are also part of teamwork seem to be even more happy with the organisation (Ramírez Mora et al., 2020); (Nikkhah etc., 2020). Although the empowerment of team members and team work are seen as essential factors affecting the commitment of team members, there are minimal empirical results. Factors to inspire and motivate team members need to be studied more closely (King et al., 2019); (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020). Moreover, there are few research which have been conducted on employee motivation in public sector (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020). The issues of motivation are encountered among employees in developing countries. Despite significant amount of employee motivation, most of them were conducted in Western countries, while the Motivation is an art with a purpose to get individuals work willingly and influencing them to behave in a certain manner to accomplish their tasks (Nikkhah et al., 2020); (Chhetry, 2020). Motivated employees represent the foremost important aspect in determining the long-term success of an organization. Motivation in the work environment as the willingness of an employee to put high levels of effort to reach organizational goals in relation to his or her satisfaction needs (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). For any organisation, public or private, inspiration is one of the most important things. Motivation is an important part in driving an organization's success. The morale of workers is a challenge for any enterprise including the public and private sector (Dalla et al., 2020).

The benefit of team self-motivation:

- Increase organization performance and productivity (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020)

- The team members do what"s required to do in time with the required cost (Okoronkwo, 2017).

2.2.5. Features to Enhance Employees' Motivation

Originally, the idea of inspiration was derived from the term "motif," which identifies human desires, wants, needs and wishes (Dalla et al., 2020); (Nellen et al., 2020); (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020).

Employees deserve fair compensation, since the greatest reward is money when we talk of its impact. In addition, financial incentives can sustain and inspire individuals, especially manufacturers, to attain higher efficiency, since people can use their money to fulfil their requirements (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

Compensation has a huge effect on the diligence and dedication of workers and is main motivator for their employees. However, research found that compensation does not dramatically raise long-term efficiency, and money does not drastically increase efficiency. It may also degrade employee conduct by concentrating solely on this factor, since they can only seek financial advantages. Fortunately, other non-financial considerations include a positive incentive, such as incentives, social recognition and feedback on results (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

As money is the biggest motivation when we talk about its impact. Financial incentives have the capacity to sustain and inspire people to improve their output, in particular producers' people, who will use the money to fulfil their demands (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

Compensation is an essential motivator for workers to develop their dedication and loyalty (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). However, research have found that compensation does not increase long-term efficiency and money does not boost results. It may also degrade employee conduct by concentrating solely on this factor, since they can only seek financial advantages. Fortunately, there are other non-financial considerations, such as incentives, social acceptance, and success reviews, which have a positive impact. Many experiments also suggest that incentives result in happiness at the workplace, which in turn impact the guideline and the employee efficiency. In comparison, rewarding is one of the most effective management instruments to enhance operational performance while seeking to manipulate individual or collective behaviour. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their performance (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. The leader should win the confidence of the workers and follow him to accomplish these objectives. However, the workers should be encourage (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija and al., 2020) to trust it and carry out their organising tasks properly. The leaders and the workers are mutually beneficial in reaching high moral and motivational standards. Trust reflects a person's view of others and his or her readiness to act on the basis of expression or decision-making. Trust is an important element for a successful company, as it has the potential to increase morale for its workers and to promote contact with people. Regardless of technological automation, the level of morale and efficiency of the workforce determines the achievement of high levels of productivity. The development and execution of executive training systems is also a required employee incentive tool (Seftyandra, 2020); (Dhamija et al., 2020). Furthermore, effective contact between management and staff will inspire workers when ambiguities decline.

2.3. Leadership Barriers and Risk

Leadership barriers delivers both on time and in budget through the "risk entrepreneurship" which forms part of the management of risk (Dalla et al., 2020). In addition, the possibility is overcome to prevent failure in conventional software development. Leadership barriers shift is seen as a possibility (Dalla, 2020); (Toubman, 2019); (Brito et al., 2020); (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). Risk assessment entails risk management that is associated with industry and needs the opportunity to identify costs-derived openings (Dalla, 2020). Dalla (2020) has claimed that "risk entrepreneurship" is named by the management of risk management to exploit benefits from risk (Dalla, 2020); (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

Risk management contributes greatly to the performance of the project and the company. There has been an increasing consensus over many decades on the components needed to successfully handle risk, including an effective and flexible risk mechanism which can be adapted to the individual dangerous situation, an acceptable level of risks infrastructure and professional and knowledgeable personnel who know what to do and how to do it. Risk assessment, though, is much more than instruments and procedures, processes and structures. A risk-conscious society contributes significantly to successful risk control. However, this tends to be the key thing absent in large corporations and institutions, which leaves them reluctant to manage risks properly (Hanaysha and Hussain, 2018).

How does Risk Control look? In one way, risk leadership is only applicable to the risk issue like any other method of management. All the experience and perspectives on general leadership acquired in recent years are important here too. One thing, though, differentiates risk leaders from other leaders. Risk managers must build and preserve their organization's risk culture. They do this by (Dobre, 2013):

Set the tone from the top and offer a strategic analysis of the risk.

The assessment of the organisational risk appetite, a summary of how risk is dealt with, the amount of risk accepted and the level of risk exposure tolerated.

For e.g., modelling a mature risk strategy, showing a versatile risk position, which can take a risk when needed, and ready, if possible, to behave with more caution.

To promote the same versatility for everyone by improving good risk behaviour and enabling individuals to take the right risk role to match any evolving situation.

We need risk control as well as risk management to establish a risk-conscious society. If our company is unable to recognise senior risk leaders, then maybe we need to play our own part in our own field of duty. Without risk management, our commitment to risk management would be deficient in the general course and vision. However, a mix of consistent strategic risk management and successful situational risk management would provide us with the greatest opportunities to overcome the threats problem and achieve our objectives (Rahbi et al., 2017).

2.4. The Relationship Between Leadership and Team Motivation

Rahbi et al., (2017) Executives understand and inspire their teams to take the way they have to meet their targets. In comparison, a dynamic leader implicitly rewards the squad and not extrinsically. The workers and experts in a health institution should be highly encouraged to make substantial improvements (Okoronkwo, 2017). Leadership is important for tasks such as facilitating good production by nursing workers and other team members, making them feel respected and conscious of their work (King et al., 2019); (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020).

These leaders are optimistic and inspire the team to cope with complex problems and challenges (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). In addition, a dynamic leader has to turn the team's negative experiences into growth experiences, which would help empower the team. A leader also recognises that any member of a team is equally critical for the performance of the organisations; therefore the leader strives to personally inspire each team member to produce the best results.

Leaders in public sector organisations do worse than their private-sector counterparts for corporate success, and cumulative scientific proof shows that this is not

so. Members in the public sector will play an active and critical part in promoting the progress of public authorities. Even if research into leadership in the private sector is comprehensive, more research into leadership theories is needed to address the specific challenges facing public administration (Crosby and Bryson, 2018). Individual results are significant, with organisations increasingly dependent on teams to perform effectively. The growing sophistication of goods and services and accountability for their development has contributed to increased reliance on coordination within governments (Kindarto et al., 2020).

2.5. Team Productivity and Performance

According to Seftyandra, (2020) a teamwork is essential for any organizations to undertake particular purposes. Furthermore, team members work together as a group combining their knowledge and skill to attain higher productivity and performance. An effective team is considered desired to achieve optimal performance. A team effectiveness based on human resource and project management (Okoronkwo, 2017). The importance of exercising and improving teamwork and a complex system of interdependence among indicators and identifies potential issues in adopting a strategy for the project-based team in organizations.

Dhamija et al., (2020) has reported that human resource department plays a vital role in managing the diversity. In today's situation, it is time for corporate talent by fair rewards for the diverse workers who are successful and effective in achieving organisational targets (Okoronkwo, 2017). In addition, this study is not new to the field of research but still shows new findings (Okoronkwo, 2017). The key issue studied by the researcher is to examine the effect on team success of human resources diversity (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). The researcher obtained the rough data in Delhi and NCR through encounters with employees of various IT firms.

Diversity of workers influences the atmosphere of work, which affects team success. The organisational staff operates such that diversity thrives and increases the effectiveness of workers (Okoronkwo, 2017).

Team success is not necessarily the combination of individual performance of individual players. Many teams, for example, suffer from weak group procedures, which contribute to team success which is lower than that of the grouping of individual participants. Leadership is a central force in influencing work processes and therefore team results. While the general change to team operations was taking place (Kindarto et al., 2020). The Agile Teams' success in Agile teams relies on the agile platform that operates with the teams by the following practises: team prepare together, incorporate, show and research together (Scaled Agile,2017)

- Self-organizing and inspiring the squad to work at its best. This is attributable to the capacity to determine crucial things and make them (Okoronkwo, 2017). It also encourages the staff to take over so that they may never have when they find that the mandate is working for themselves. Contrary to the hierarchical structure, the person who makes all decisions alone is responsible for progress or loss of the project (Okoronkwo, 2017).

- Most agile teams are located jointly and this facilitates collaboration and contact management in face to face. Trust is improved quicker, challenges are solved on site, and questions and suggestions are quickly assessed and the assistance and collaboration team members are available (Okoronkwo, 2017).

- Most functionality can achieve cross-functional and mission performance (Okoronkwo, 2017).

- The explanation is that cross-functional teams maintain a continuous workflow. The company sector experts in the team have constant reviews to help minimise cycle times and help the community to avoid overdoing a function in a timely manner (Okoronkwo, 2017).

- The product owner is responsible for full labour value and is responsible for elimination of impediments for the scrum master (Okoronkwo, 2017); (Stevenset al., 2019); (Moswela et al., 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston's Mutually Accountable Each scrum position has a specific form of accountage accountable; the product master has the responsibilities to ensure maximum labour value;

- Crew managers collaborate closely to ensure successful execution of an object rather than handoff.
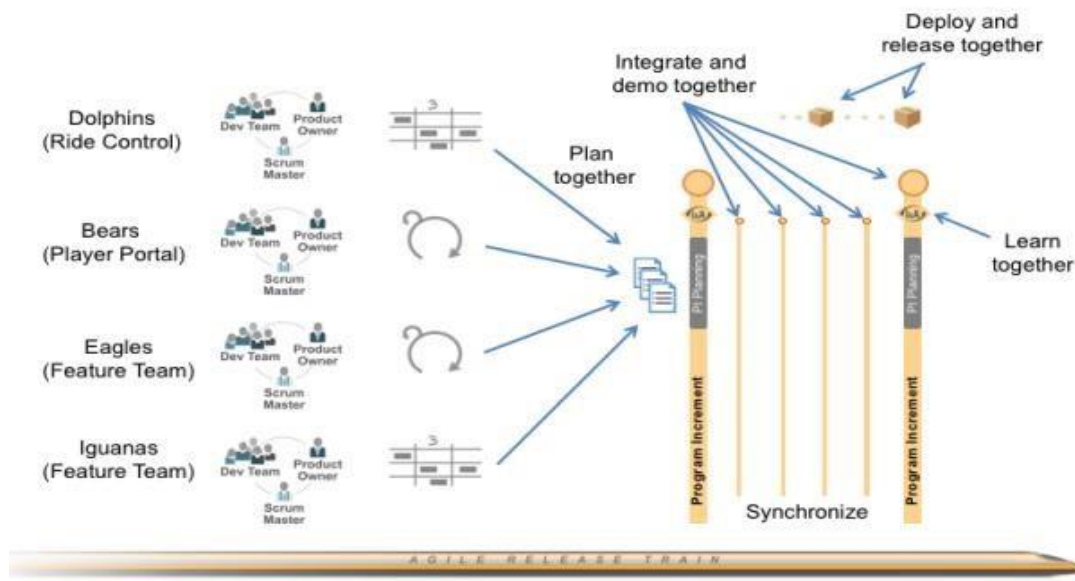
Figure 4. Team members work together to ensure a successful delivery adapted from (Okoronkwo, 2017).

Share experiences. Excellent teams for growth share their insights with colleagues. This may be accomplished inside the organisation, but lectures and workshops are still an ideal place to learn and exchange insights (Okoronkwo, 2017).

2.6. Barriers and Impediments

Teamwork has a great importance in knowledge-based organizations; however it deeply suffers from serious issues and does not have the required efficiency and effectiveness (Kazemi et al., 2017). Although, there has been many works related to teamwork barriers; just a few of them have focused on teamwork barriers in knowledge-based organizations. Moreover, working in teams has several benefits, the team members cannot understand these advantages (Kazemi et al., 2017). The barriers in the realm of teamwork include: the struggle for control, dealing with freeloaders/social loafers, giving criticism and the learning of skill, and the possibility for deeper understanding of marketing concept.

McCrokle et al. (1999) mentioned some other problems of the teamwork"s" business groups such as inadequate rewards, skills and attitude problems, transaction

cost problems, integrating learning problems, and lack of time or proper feedback (Kazemi et al., 2017). Longenecker and Neubert (2000) designed a questionnaire with three open-ended questions to find out the barriers of front-line managers working together such as personality conflicts and conflicting goals (Kazemi et al., 2017). Moreover, they indicated some gateways to those barriers. Some communication and misunderstanding issue has negative effect on the performance of the team. Farhall (1998) enlisted some barriers of effective interdisciplinary teamwork such as intergroup, organizational, and interpersonal barriers. Endsley and Robertson (1998) investigating on aircraft maintenance teams categorized the barriers of teamwork into three main divisions consist of organizational, technical and personnel. Mueller (2011) with a sample of 212 IT workers indicated that performance of individuals in large teams is not good, because the perception of support is less sensible and it causes to relational loss. Therefore, one should consider the perception of support within a team before determine the performance of people. Busseri et al. (2000) identified some problems of construction design teams such as defining their goals, setting boundaries, defining responsibilities, clarifying their leadership, and the role of the client. Adnan (2011) indicated that some factors result in conflict in partnering (Kazemi et al., 2017). These factors include relational problems, distrust, failure of sharing risks, culture barriers, uneven activity, communicating problem, lack of continuous improvement, inefficient problem solving, inadequate training, and dishonorable relationship. Hall (1999) also pointed out four characteristics for a team to be effective consist of mutual support, mutual compatibility, good communication, as well as good leadership. Kamel and Davison (1998) identified four main sets of problems among groups with face-to-face communications which leads them to inefficiency frontier: time related problems (this problem is about how much time we consider for our meetings), distance and space-related problems, cost-related problems (in trying to reduce time, distance and space problems, increases in expense problems may happens), and behavior-related problems (Kazemi et al., 2017).

2.7. Team Empowerment

Employee empowerment in literature has been widely stressed as a crucial human capital to retain key talent (Chetry, 2020). In addition, there has been a phase of enabling corporate workers and decision-making authority related to their work

(Toubman 2019); (Brito et al. 2020); (Camacho et al. 2016); (Seftyandra, 2020); (Dhamija et al., 2020). Empowerment of workers is a vital human resources component spanning several aspects: employment, a sense of accomplishment, versatility in carrying out a particular mission, engagement in decision-making, and applications for leadership (Nellen et al. 2020). (Nellen et al., 2020) It stresses the willingness of employees to make choices to make decisions relevant to their roles and to help them to react rapidly to consumer needs and problems (Annosi et al., 2020); (Ramírez Mora et al., 2020); (Nikkhah et al., 2020); (Chhetry, 2020). Team empowerment means that clients' requests are listened to quickly and efficiently and lets them regain service, and this results in greater job satisfaction. Empowering administrators as a separate approach to management by communicating common workplace concerns and situations with corporate workers (Toubman 2019; (Brito et al. 2020); (Camacho et al. 2016); The corporate climate marked by increasing globalisation has prompted businesses to increase their emphasis on empowering their workforce to take critical decisions required to excel in the job (King et al., 2019); (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Sonalkar et al., 2020). Empowerment is created by the establishment of a workplace culture that encourages workers to take decisions as appropriate. The control, obligation and duty of employees are communicated to their supervisors in compliance with specific work-related circumstances (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). As a result, motivated workers prefer to better improve their professional work abilities, leveraging the skills and experience learned (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020). Additional roles include effects of empowerment, employee empowerment as a crucial catalyst for organisation's performance has been stressed in literature. A good association between the empowerment of the employee and the commitment level (Camacho et al., 2016); (Seftyandra, 2020); Employees who feel inspired appear to be more driven and coordinated. Empowerment fosters engagement, innovation, success, happiness and inspiration for workers. In order to build empowered workers, administrators should provide their employees empowerment tools through multiple methods, such as participatory management and preparation. Employees who are inspired to do their jobs

appear to be more driven than their peers. Employee empowerment has a positive impact on motivation for workers.

2.7.1. Empowerment and Organizational Performance

Empowerment reflects a leadership strategy that empowers the subordinates to become the primary component of the success of management and organizations, (King et al., 2019); (Fidalgo-Blanco et al., 2019). In addition, workers have the authority and the ability to determine and to pursue and maximise all of their potential. The big driving force of empowerment to foster development and increased competitiveness is getting more control over their employment (Fidalgo-Blanco et al., 2019); (Abbas and Nawaz, 2019); (Corsino et al., 2019); (Sonalkar et al., 2020). The empowerment process therefore focuses on solving corporate challenges by individuals. In comparison, empowerment has contributed to a reduction in the appreciation of employees and a beneficial input on results for the company (Toubman, 2019); (Brito et al, 2020); (Camacho et al., 2016). The workers' contributions and interest in creating the organisation are vital to the well-being of the organisation, because people are responsible for their roles in the environment. Empowerment allows individuals to behave as if they have influence of their own life. The efficiency and performance of the employment of workers are important to an organisation, when they will next be much more successful in gaining greater acknowledgment (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). Employee presence is about the contributions of workers to the organization's policies, goals and plans in the management and decision-making process. Studies have found that workers' understanding of corporate objectives and expectations is beneficial for the motivation of their employees (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). This mechanism also contributes to organisational development, provided that high levels of engagement can be reached through empowerment. In order to fix challenges easily, workers can now hit their client loyalty through empowerment, without having to ask the boss what to do. In addition, improved self-sufficiency increases competitiveness and increases their ability and enthusiasm to take up and overcome new problems. When an organisation wishes to achieve greater loyalty and faith from the members, proper remuneration and encouragement together are crucial.

Where the workers are committed to the enterprise and highly motivated, the organisation will reach higher levels of productivity and progress. Employee engagement is two fields of dedication and awareness that can not be ignored. The odds are also fewer that workers are immune to improvements and are not only respected by the company, but even that knowledge is relevant when they have direct interaction with clients or organisational processes. Autocratic leadership and top-down decision-making, firstly, creates a rigid corporate climate in which workers are commissioned (Camacho et al., 2016); (Seftyandra, 2020); (Dhamija et al., 2020). These institutions, which in turn adversely affect results, inhibit creativity and limit motivation. In the other hand, happy and inspired workers contribute to improved corporate efficiency that contributes to greater profitability.

2.8. Related Works

Dobre, (2013) has claimed that in this dynamic and vicious business climate the majority of companies fight for survival. Motivation and job performance are crucial tools for the growth of every enterprise on a long-term basis. On the one hand, performance evaluation is important to the administration of the company, as it demonstrates innovations and progress. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness (Toubman, 2019); (Brito et al., 2020); (Dhamija et al., 2020). Therefore, factors , for instance, empowerment and recognition increase employee motivation. If the empowerment and recognition of employees are increased, their motivation to work will also improve, as well as their accomplishments and organizational performance. Nevertheless, employee dissatisfaction caused via monotonous jobs and pressure from clients might weaken the organizational performance (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). Therefore, job absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated via higher commission, while another might be motivated via job satisfaction or a better work environment (Stevens et al., 2019); (Moswela and

Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

Considering overspecialization leads to repetitiveness and low levels of motivation, researchers have researched ways to enhance the job satisfaction. Therefore, workers could gain more satisfaction at work if the managers enlarge their jobs (job enrichment) (Stevens et al., 2019); (Moswela and Kgosidialwa, 2019); (van Bavel et al., 2019); (Wang et al., 2019); (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019).

In other words, the number or the variety of tasks should be increased for the employees, as this will also increase their level of performance. In order to achieve these outcomes, the tasks should be redesigned and the workers should be given more responsibility (horizontal and vertical job expansion). In order to foster growth and maturing, both horizontal and vertical job expansion are required (Toubman, 2019); (Brito et al., 2020); (Seftyandra, 2020); (Dhamija et al., 2020). If people are involved in the planning, organizing, motivating and controlling of their own tasks, they will satisfy their esteem and self- actualization needs, and increase their performance. Managers should be aware of the differences between motivation and satisfaction. On the one hand, motivation is influenced via forward looking perceptions about the relationship between performance and rewards. Satisfaction, on the other hand, is the product of previous events and relates to people's emotions of incentives (Livingston et al., 2019); (Wigfield and Koenka, 2020); (Breugst et al., 2020); (Jeno et al., 2019). This differentiation is also critical if the corporate efficiency is to be strengthened since it needs to concentrate on all potential ways of increasing motivation. Today companies must respond to new technology and face globalisation, to maintain their competitive edge. Economic, societal, political and technical developments, both taking place in the external world, reflect the imminent obstacles for organisations. Adjusting to these developments can however be an incentive and an encouragement for retaining the competitive edge. Both these developments have a clear and important effect on the motivation of employees because companies would invest in having the brightest and dedicated employees. Managers are though, hesitant to redesign the workplace because they either have a lack of faith in staff, have financial difficulties or the uncertainty is strong. The most used cost saving techniques are digital technological deployment, reducing the number of

workers and outsourcing. This improvements in the internal climate can negate the morale of the employee, since they believe that the company is less committed to him and less trustworthy.

CHAPTER THREE

RESEARCH METHODOLOGY

An accurate information is the Team motivation and team self-motivation service management and its impact on employee's satisfaction and productivity of an institution with the required Case study of the evaluation on team-motivation and self-motivation in the ministry of Libyan planning department of all strategy and performance development of the ministry of Libyan planning department framework; both normal employees and management employee with the required relationships that needs to be evaluated by a performance frameworks and the extent to which the impact of scales validity and reliability expected. In addition, the importance of team-motivation and self-motivation involved in the preparation of the ministry performance and management and control of data retrieve.

For many kinds of organisations particularly in Libya, as a developing nation, this study is important. Furthermore, this descriptive study will show the effect of self-motivation and motivation for teams in all kinds of organisations in general and in Libya. The study aim to evaluate the impact of team self-motivation at the organization in terms of increase team performance and organization productivity. Also, to shed the light on the impediments and the success of Ministry of Libyan Planning Department in Libya via evaluating the main factors, for instance, team motivation and team self-motivation.

3.1. Research Methodology

This study has utilized a descriptive research methodology (Harb and Abu-Shanab, 2020); (Newman and Gough, 2020); (Haberstock, 2020); (Baral, 2020) which is a suitable for this sort of research study. Furthermore, a research methods will be utilized in getting information for this research study will be an online survey that sent via Google forms, phone, social media to the target sample (Harb and Abu-Shanab, 2020); (Newman and Gough, 2020); (Haberstock, 2020); (Baral, 2020). The universe of the research consists of employees of of Libyan planning department in Libya. A total of 300 questionnaires were sent to these three employees. The sample of the study consists of 274 valid questionnaires. Moreover, this method remains appropriate for such kind of information for main reason that this representative and achievable research

have selected such type of method for the reason that most of the gathered information will be resulted from the digital database on the subject of (conference papers, thesis, journals etc.) between (2000-2020) for the compression with the survey outcome. In the same way, this study also applied mixed methods (quantitative and qualitative research method) for the gathering resources as well as arranging from the electronic database, consistently, this study will refer to the field of work when required as well as training in framework for the collection of the responses from the target sample. The ethics committee approval for applying questionnaire will be mentioned in the appendix.
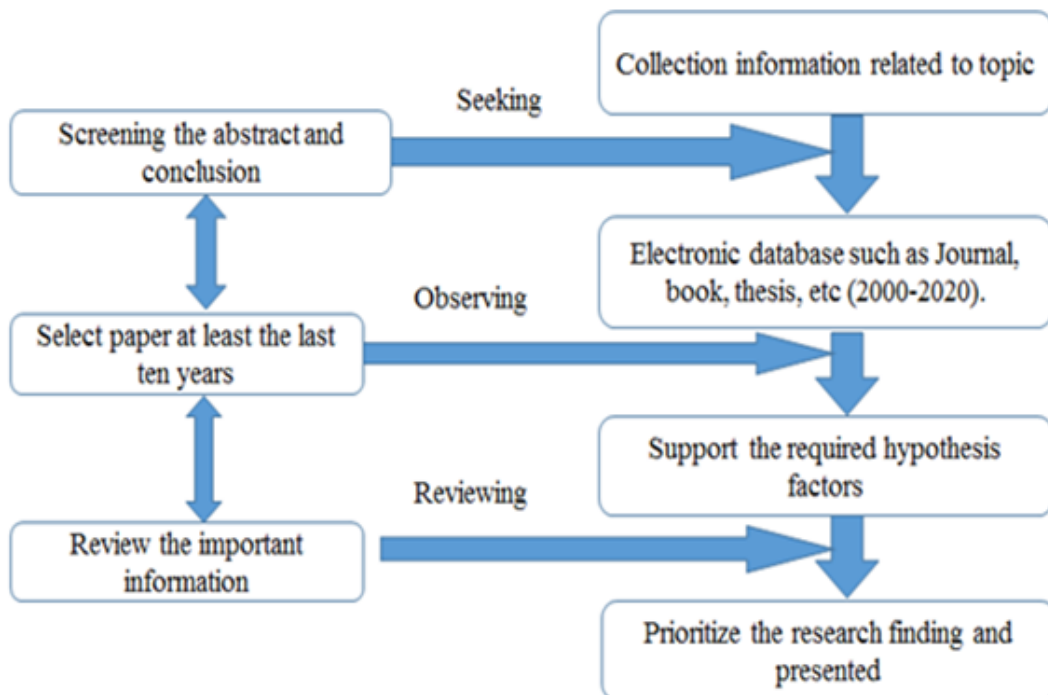
Figure 5. The required research method that used to review the main research factors from the electronic database

3.1.1. Data Analysis Plan

As this study will be conducted on utilizing at first time quantitative research methodology after collecting the responses from the participants and move to utilize qualitative research method during the analysis phase to measure and analysis quality of the participants responses by using Statistical Package for Social Sciences (SPSS); (AMOS) (Izzati and Usman, 2020); (Alrwashdeh et al., 2020); (Alomi and Badawoud, 2020); (Neheman et al., 2020); (Collier, 2020); (Konlan et al., 2020); (Thakkar, 2020) software tool and apply a qualitative research method to evaluate the collected answers

from the target sample. The analysis process development has been done according to the steps as below

The first step: the theoretical construction of the model

The model was built through the selection of tools to measure the variables (the questionnaire) (Izzati and Usman, 2020); (Alrwashdeh et al., 2020); (Alomi and Badawoud, 2020); (Neheman et al., 2020); (Collier, 2020); (Konlan et al., 2020); (Thakkar, 2020). Furthermore, the questions were chosen by the judges (Appendix B) who measured the components of the model which were divided as follows:

❖ **Dependent variable**

• Team performance and productivity: (13) questions

❖ **Independent variables:**

• Team motivation and self-motivation: (9) questions

• Team Empowerment: (4) questions

• Barriers and Obstacles: (5) questions

The second step: Test the validity of the model in measuring variables through confirmatory factor analysis (CFA).

Furthermore, the validity of the model was tested by comparing the conformity of the theoretical model with the data collected using the measurement tool (questionnaire). Moreover, the validity of the model was inferred by the Comparative Fit Index (CFI) and Root Mean Squared Error of approximation (RMSEA) and it was found that (CFI = 0.856) and (RMSEA = .068).

By referring to scientific sources specializing in statistical analysis (Bentler, 1992), the value of (CFA) must not be less than 0.90 as well as the value of (RMSEA) according to (Browne and Cudeck, 1993) must be between (0.04) and (0.08) and therefore, the calculated (CFA) value is less than the standard, which indicates the model's failure to reach the required match, while the calculated Root Mean Squared

Error of approximation (RMSEA) value is within the required range but alone is not sufficient.

It was also in this analysis to ensure that the elements (Items) are represented by the variables that you measure through the regression coefficient and its statistical significance (Table.4.2. Unstandardized regression Weights of Team / self-motivation, Barriers and team productivity and performance items), and found that their critical value (CR) (It exceeds or greater than ($> \pm 1.96$) and this is good except that the (MI) index of element (Q29) was found to be high and related to a variable other than its primary variable as it is related to the team motivation variable and self-motivation while it represents a variable of barriers and obstacles which necessitates its deletion in the exploratory model. In addition, the table for the MI indicator through which the analyst inferred the elements that can be disposed of or link its standard error with a double relationship link in order to improve the model.

The third step: Test the validity of the model in measuring variables through exploratory factor analysis (EFA).

Based on the results of the previous confirmatory analysis, the transition to exploratory analysis is the analysis that seeks to find the optimal model for measuring variables. In Figure.4.2.: The Measurement Model for Team / self-motivation, Barriers and team productivity and performance Constructs (Post-hoc model) the (Q29) element was removed for the above reason and the elements belonging to the same variable were linked with (MI)) index values between them high (Greater than 10 points) so that the level of the model can be improved through this procedure followed scientifically (Byrne, 2016). In addition, the result is to reach an acceptable model to represent the data and then measure the relationship and effect between the variables. The (CFI = 0.904) and the (RMSEA = 0.056) indicate the validity of the pattern. Likewise, the elements' representation of the variables that this study measure through the standard regression coefficient and its statistical significance, Table.4.4: Standardized regression Weights of Team and self-motivation, Barriers and team productivity and performance items are considered good as all standard regression values have crossed the (0.400) mark.

The fourth step: is to measure stability.

The term Reliability means stability and means the extent of the stability of the measuring tool, for example, a questionnaire, furthermore, in measuring the phenomenon under study. Moreover, the used a questionnaire to collect data on a specific phenomenon, then used the same questionnaire must reach the same result with the society remaining as it is without a change. In the same way, the stability of the measuring instrument is inferred by the relationship of each question in the questionnaire, which measures a specific concept with the rest of the questions. Likewise, it is said that the question that measures part of the concept must be a direct relationship with the rest of the questions that measure the same concept. One of the most common measures of consistency is the measure of internal consistency (Alpha Cronbach). Additionally, stability is good if it exceeds (0.7) for the measurement tool that is under development. In addition, as the frequently that has been used and developed instrument, it is set to (0.9).

The result obtained by Table (Relief Statistics of scales), it ranged between (0.754) and (0.905), and since the measuring instrument is new in the Libyan government Ministries environment, these values are acceptable.

The fifth step: In this phase this study has calculated a descriptive statistics of demographic variables (repetition and percentages) and represent them graphically.

Furthermore, this step requires no clarification because the tables and drawings are easy and clear in expressing the description of the sample according to the demographic data.

The sixth step: is to calculate descriptive statistics for the main study variables.

At this point, descriptive statistics (mean and standard deviation) of the main variables and the elements they represent are presented, indicating the highest and lowest values.

The seventh step: is to calculate the relationship between the main variables.

In this step: Pearson coefficient has been used in calculating the relationship between the main table variables (Table 4.13: Correlations between variables) and linking each relationship with the hypothesis it serves.

The eighth step: Find the constructivist model for pathway analysis.

In this step, the effect of the independent variables on the dependent variable was calculated in addition to ensure the validity of the model again according to the criteria of the previous indicators (CFI and RMSEA) (Izzati and Usman, 2020); (Alrwashdeh et al., 2020); (Alomi and Badawoud, 2020); (Neheman et al., 2020); (Collier, 2020); (Konlan et al., 2020); (Thakkar, 2020) , and each effect factor was linked to its variable and the hypothesis it serves where, for example, a positive effect was found (0.55) for the team motivation variable and the self-motivation variable for team performance and productivity.

Table 1. The research factors for analysis.

The factors for analysis	The questions
Team motivation and team self-motivation	Q43, Q44, Q45, Q46, Q47, Q48, Q 49
Team productivity and performance	Q4, Q5, Q6, Q7, Q8, Q9, Q10, Q11, Q12, Q13, Q14, Q15, Q16, Q17, Q18, Q19, Q20, Q21, Q22, Q23, Q24, Q25, Q26, Q27, Q28
Barriers and impediments	Q29, Q30, Q31, Q32, Q33, Q34, Q35, Q36, Q37, Q38, Q39, Q40, Q41, Q42
Team empowerment	Q8, Q11, Q12, Q20,Q22, Q25, Q32, Q37

3.1.2. The Target Samples

The participants of this research study will be the ministry of Libyan planning department employees. Furthermore, participants were the ministry of Libyan planning department employees, who worked and responsible in the ministry of Libyan planning department. In addition, the total number of participants was 271 employee at the ministry of Libyan planning department.

3.1.3. Research Instrument

The research instrument that utilized to collect data for this research study was a survey based on the ministry of Libyan planning department employees acceptance Factors in the ministry of Libyan planning department: A Survey of the ministry of Libyan planning department employee who they are responsible of working and in the ministry management. Furthermore, information management Acceptance Factors in the ministry of Libyan planning department: A Survey of employee performance development and ability of the ministry of Libyan planning department employees towards the Team motivation as well as team self-motivation, Team productivity, performance, Barriers and impediments and Team empowerment in the ministry of Libyan planning department by multiple segments usage of factors can impact employee performance as well as productivity at diverse workplaces. Besides, to a set of categorized and organizational questions. That consists of 49 questions which were grouped based on research questions into four factors as presented in Table.3.2. The research factors for analysis , first was Team motivation and team self-motivation questions; the second section was Team productivity and performance represent the negative and positive context of questions, third section illustrates the Barriers and impediments questions; the fourth section was presenting Team empowerment.
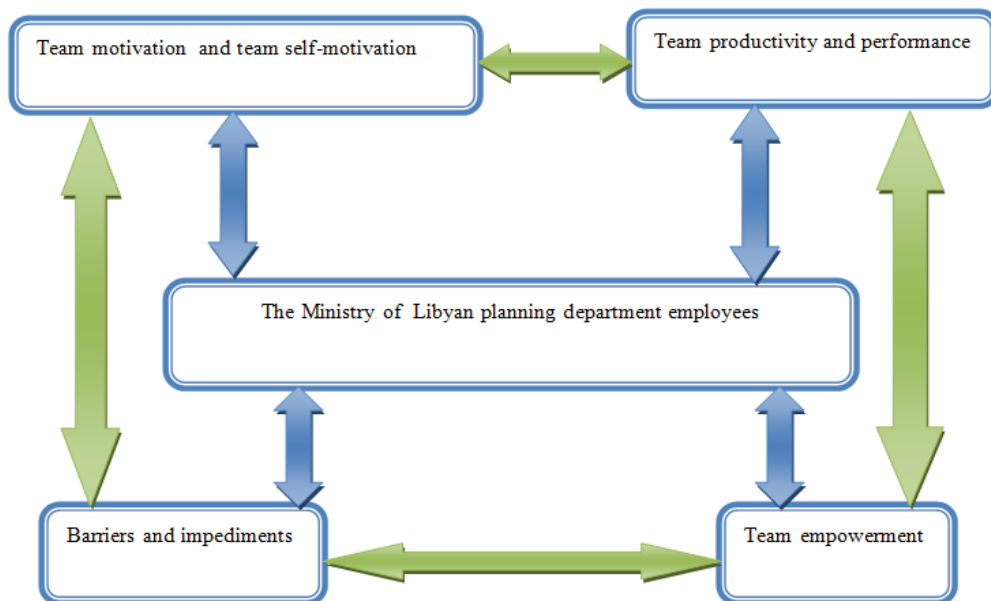

Figure 6. The conceptual framework of the entity relationship of the research study factors.

These factors will be used in our analysis to develop a theoretical framework for this research study to explain the relationship between Team motivation and team self-motivation and Team productivity and performance of the ministry of Libyan planning department employee as shows in Figure 3.1 the model of analysis.

Therefore, the questionnaire is conducted to the ministry of Libyan planning department employees who they are responsible of the ministry of Libyan planning department management. In the same way, this study had taken as a sample of the gathered data to perform the reliability test which is a suitable way to this kind of data analysis.

In addition, this study will also move towards analysing the gathered survey answers in the terms of the relationship between two factors by using the Correlation test. Furthermore, the impact of some factors on each other will be determined by using the regression analysis. As shown in this chapter the analysis of the results, the questionnaire was designed to cover several subjects of the research to facilitate the process of statistical techniques, which are:

- The Model fit to validate the factor analysis of the four dimensions model, structural equation modeling was used. Furthermore, this is a confirmatory factor analysis that uses (AMOS, V.24).

- Unstandardized regression Weights of Team as well as self-motivation, Barriers and team productivity and performance items

- The Measurement Model for Team as well as self-motivation, Barriers and team productivity and performance Constructs (Post-hoc model)

- Standardized regression Weights of Team and self-motivation, Barriers and team productivity and performance items

- Reliability analysis for the study Scales. Furthermore, the scales had satisfactory reliabilities, Team motivation and self-motivation, Team Empowerment, Barriers and Impediments and Team productivity and performance Cronbach's.

- Descriptive statistics of Team Motivation and self-motivation variable and its items

- Descriptive statistics of Team Productivity and Performance variable and its items

- The Standardized Regression Weights for second order model

- Structural Equation Modeling (SEM) with the maximum likelihood estimation method was used to test the regression paths of Team Motivation / self-motivation, Team Empowerment and Barriers and Impediments effects on Team Productivity and Performance.

- Unstandardized Effects of Team motivation and self-motivation, Team Empowerment, and Barriers and Impediments on Team Productivity and Performance.

- The comparative fit index (CFI) and Root Mean Squared Error of Approximation (RMSEA) has been indicated satisfactory model fit.

- Pearson correlations for (H1 to H5) and standardized regression weights for (H6 to H8) and their respective significance.

- Structural Equation Modeling (SEM) with the estimation method was used to test the regression paths of Team Motivation / self-motivation, Team Empowerment and Barriers and Impediments effects on Team Productivity as well as Performance.

- Correlations test between Barriers and Impediments and Team Productivity and Performance and between Barriers and Impediments and Team Motivation and self-motivation.

- A regression coefficient and its statistical significance variables.

3.1.4. Limitations of the Research

This study has focused on effect of Team Motivation and self-motivation on Team Productivity and Performance which are an important factors for an important domain for planning and strategic choices for Libyan citizens such as the ministry of Libyan planning department. Furthermore, the employees at the ministry of Libyan planning department in Libya will be selected as a sample of the study and this is considered a lack of study, however, this research study attributed the choice to the ministry of Libyan planning department shortening the time, and costly effort as the researcher is one of the ministry of Libyan planning department employees. In addition, there are several study limitations are reported as the following restrictions should be taken into account during studying:

- The ministry of Libyan planning department is located in south Libya, where it is considered a stable and suitable area compared to other areas where numerous groups are located places of conflict.

- In this study, the researcher will focus on the random samples and this is its flaw. Furthermore, it does not represent all the employees of the ministry of Libyan planning department, however, rather a few. Consequently, the outcomes cannot be distributed to the all employees of the ministry of Libyan planning department.

- The community in which the researcher is studying in south society and the study to be applied in an oriental society as well as therefore, there will be differences.

- The researcher will determine suggestions as well as recommendations when the research outcomes are extracted later to be a valid reference for fellow researchers in the same field.

CHAPTER FOUR

DATA ANALYSES AND RESEARCH FINDINGS

4.1. Scales Validity and Reliability

4.1.1. Team / Self-Motivation, Barriers and Team Productivity and Performance Constructs Scale

Table 2. Factor Analysis for Team / self-motivation, Barriers and team productivity and performance Constructs' Scale

Pattern Matrix ^{a}				
Items	Factors' Loadings			
	1	2	3	4
Q11	.781			
Q10	.770			
Q14	.743			
Q12	.717			
Q9	.679			
Q15	.595			
Q13	.591			
Q5	.579			
Q16	.573			
Q25	.536			
Q8	.526			
Q17	.515			
Q18	.508			
Q7	.461			
Q4	.429			
Q31		.817		
Q30		.797		
Q32		.770		
Q29		.599		
Q42		.588		
Q46			.809	
Q47			.763	
Q37			.671	
Q48			.633	
Q49			.598	
Q45			.585	
Q44			.551	
Q20			.474	
Q27			.443	
Q39			.422	
Q35r				.757

Q34r				.752
Q36r				.632
Q38r				.498
Explained Variance (%)	**33.132**	**8.901**	**5.949**	**4.764**
Total Explained Variance (%)				**52.746**
Kaiser-Meyer-Olkin Measure of Sampling Adequacy				**.925**
Bartlett's Test of Sphericity: χ^2 (561) = 4571.808, p < .001				
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization. [a]				

A principal components factor analysis was conducted on the 46 items using the SPSS V.24 softwear. The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .925. An initial analysis was run to obtain eigenvalues for each factor in the data. Twelve items had to be deleted due to weak loadings or not loading to the approperate factor. Four factors had eigenvalue over Kaiser's criterion of one and explained 52.746% of the variance. Table 2 shows factor loadings after rotation. The first factor is Team Productivity and Performance and it explained 33.132% of the variance, the second factor is Barriers and Impediments and it explained 8.901% of the variance, the third factor is Team motivation and self-motivation and it explained 5.949% of the variance and the fourth factor is Team Empowerment and it explained 4.764% of the variance.

4.1.2. Reliability of the Scales

Table 3. Reliability Statistics of scales.

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Team motivation and self-motivation	**.871**	.868	10
Team Empowerment	**.754**	.756	4
Barriers and Impediments	**.820**	.821	5
Team productivity and performance	**.907**	.907	14

Table 3 shows Reliability Analysis for the study Scales. The scales had satisfactory reliabilities, Team motivation and self-motivation, Team Empowerment, Barriers and Impediments and Team productivity and performance Cronbach's α = 0**.871, 0.754, 0.820** and 0**.907** respectively. Results indicate that the scales are reliable and can be used in measurement of the indicated variables.

4.2. Statistical Analysis

4.2.1. Descriptive Statistics of Demographic Variables

Table 4. Descriptive statistics of gender variable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Males	192	70.1	70.1	70.1
	Females	82	29.9	29.9	100.0
	Total	274	100.0	100.0	

Table 4 Shows descriptive statistics of gender variable. Males represented 70.1% of the sample (192 subjects) while females were 29.9% (82 subjects). Figure 4.1 shows these percentages in pie chart.
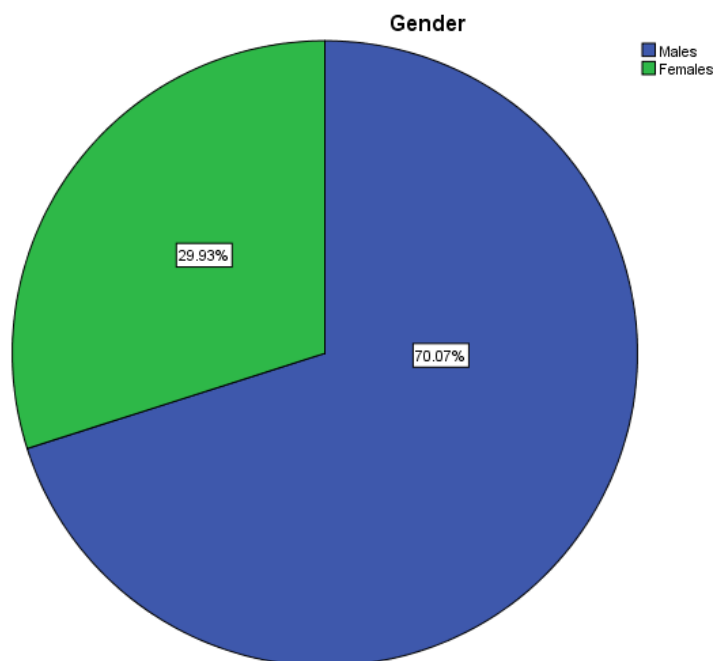
Figure 7. Percentages of gender variable

Table 5. Descriptive statistics of age variable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-29	23	8.4	8.4	8.4
	30_39	90	32.8	33.0	41.4
	40_49	136	49.6	49.8	91.2
	50 _65	24	8.8	8.8	100.0
	Total	273	99.6	100.0	
Missing	System	1	.4		
Total		274	100.0		

Table 4.4 Shows descriptive statistics of age variable. The age group (40-49) represented the highest proportion (49.8%) of the sample, (136 subjects) while the age group (21-29) had the lowest proportion (8.4%) of the sample, (23 subjects). Figure 4.2 shows age groups percentages in bar chart.
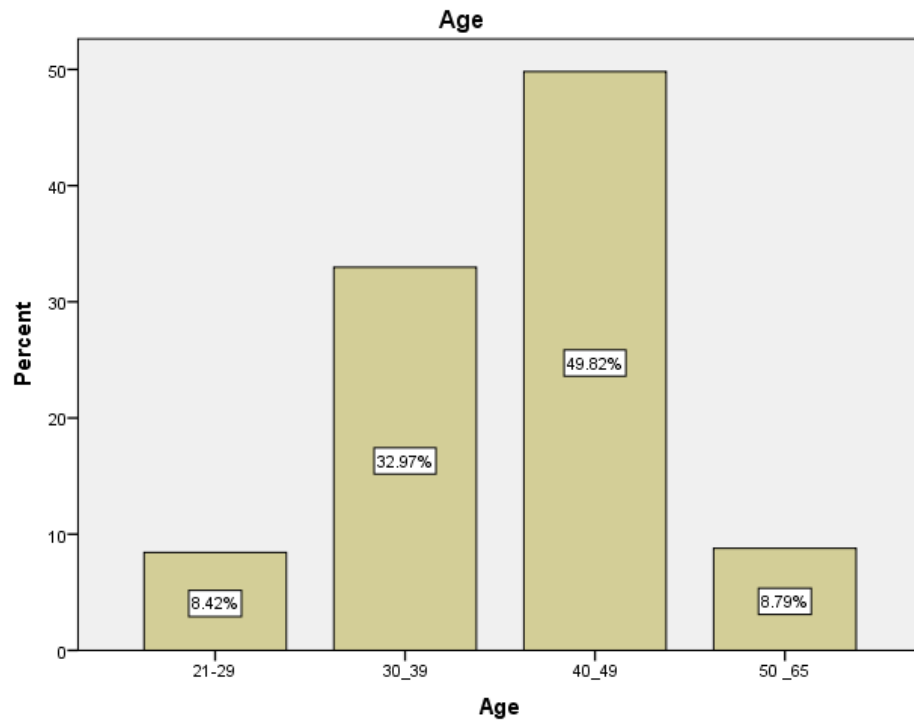
Figure 8. Age groups percentages in bar chart.

Table 6. Descriptive statistics of education level variable.

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary School	16	5.8	5.8	5.8
Bachelor's degree	147	53.6	53.6	59.5
Master's degree	85	31.0	31.0	90.5
Doctoral degree	26	9.5	9.5	100.0
Total	274	100.0	100.0	

Table 4.5 Shows descriptive statistics of education level variable. The Bachelor's degree group represented the highest proportion (53.6%) of the sample, (147 subjects) while the Secondary School group was the lowest proportion (5.8%) of the sample, (16 subjects). Figure 4.3 shows education level groups percentages in bar chart.
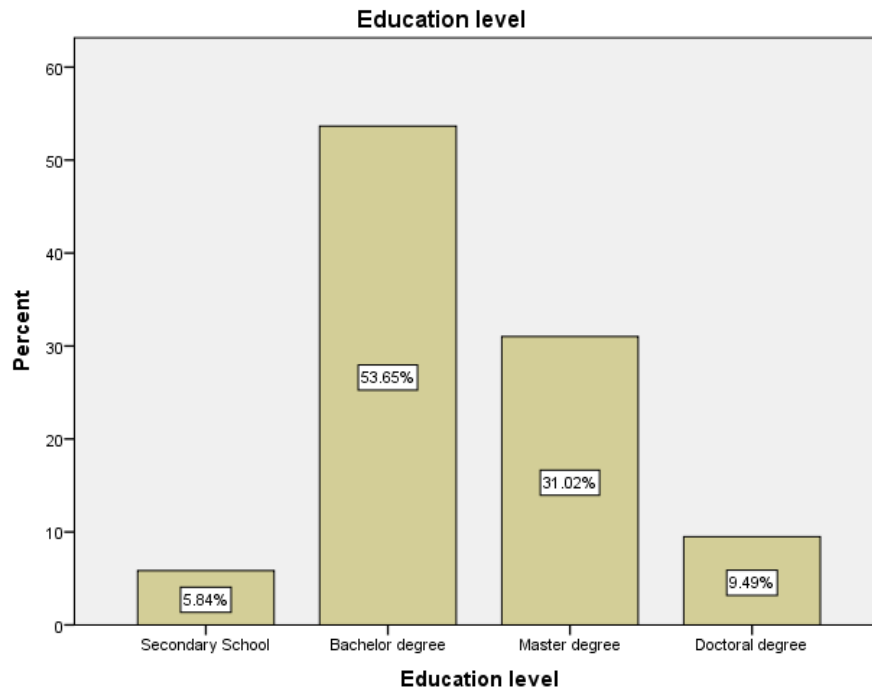

Figure 9. Education level groups percentages in bar chart.

4.2.2. Descriptive Statistics of Study Variables

Table 7. Descriptive statistics of Team Productivity and Performance variable and its items.

	N	Mean	Std. Deviation
Team Productivity and Performance	274	3.77	.56339
Q4	274	4.13	.739
Q5	274	3.78	.758
Q7	274	3.86	.857
Q8	274	3.78	.786
Q9	274	3.63	.789
Q10	274	3.82	.809
Q11	274	3.58	.858
Q12	274	3.92	.819
Q13	274	3.70	.892
Q14	274	3.49	.882
Q15	274	3.80	.842
Q16	274	3.68	.925
Q17	274	3.92	.828
Q18	274	3.85	.864
Q25	274	3.56	.811
Valid N (listwise)	274		

Table 7 shows descriptive statistics of Team Productivity and Performance variable and its items. The variable mean and standard deviation are (M=3.77, SD= .563) in a five points scale. Item (Q4) had the highest score (M=4.13, SD= .739). Item (Q14) had the lowest score (M= 3.49, SD= .882).

Table 8. Descriptive statistics of Barriers and Impediments variable and its items.

	N	Mean	Std. Deviation
Barriers and Impediments	274	3.00	.661
Q29	274	2.90	.971
Q30	274	3.07	.845
Q31	274	3.08	.872
Q32	274	3.05	.852
Q42	274	2.91	.783
Valid N (listwise)	274		

Table 8 shows descriptive statistics of Barriers and Impediments variable and its items. The variable mean and standard deviation are (M=3.00, SD= .661) in a five points

scale. Item (Q31) had the highest score (M=3.08, SD= .872) while item (Q29) had the lowest score (M= 2.90, SD= .971).

Table 9. Descriptive statistics of Team Motivation and self-motivation variable and its items.

	N	Mean	Std. Deviation
Team Motivation and self-motivation	274	3.68	.538
Q20	274	3.68	.755
Q27	274	3.62	.799
Q37	274	3.76	.766
Q39	274	3.67	.647
Q44	274	3.52	.799
Q45	274	3.65	.751
Q46	274	3.65	.873
Q47	274	3.77	.871
Q48	274	3.77	.882
Q49	274	3.70	.746
Valid N (listwise)	274		

Table 9 shows descriptive statistics of Team Motivation and self-motivation variable and its items. The variable mean and standard deviation are (M=3.67, SD= .539) in a five points scale. Items (Q47 and Q48) had the highest score (M=3.77, SD= .871 and M= 3.77, SD= .882 respectively). Item (Q44) had the lowest score (M= 3.52, SD= .799).

Table 10. Descriptive statistics of Team Empowerment variable and its items.

	N	Mean	Std. Deviation
Team Empowerment	274	3.34	.636
Q34r	274	2.82	.825
Q35r	274	2.85	.951
Q36r	274	2.52	.762
Q38r	274	2.46	.803
Valid N (listwise)	274		

Table 10 shows descriptive statistics of Team Empowerment variable and its items. The variable mean and standard deviation are (M=3.34, SD= .636) in a five points scale. Item (Q35r) had the highest score (M=2.85, SD= .951) while item (Q38r) had the lowest score (M= 2.46, SD= .803).

4.3. Correlations Between Team / Self-Motivation, Barriers and Team Productivity and Performance Variables

Table 11. Correlations between Team / self-motivation, Barriers and team productivity and performance variables.

Correlations		1	2	3	4
1-Team Productivity and Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	274			
2-Barriers and Impediments	Pearson Correlation	-.331-**	1		
	Sig. (2-tailed)	.000			
	N	274	274		
3-Team Motivation and self-motivation	Pearson Correlation	.706**	-.317-**	1	
	Sig. (2-tailed)	.000	.000		
	N	274	274	274	
4-Team Empowerment	Pearson Correlation	.492**	-.007-	.454**	1
	Sig. (2-tailed)	.000	.903	.000	
	N	274	274	274	274
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 11 shows Pearson correlations between variables. There was significant strong positive correlation between Team Motivation / self-motivation and Team Productivity and Performance, (r= .706, p= .01, 2-tailed). Results lead support to H1.

There was, also, significant medium positive correlation between Team Empowerment and Team Productivity and Performance, (r= .492, p= .01, 2-tailed). Results lead support to H2.

Medium negative correlations were observed between Barriers and Impediments and Team Productivity and Performance and between Barriers and Impediments and Team Motivation and self-motivation, (r= -.331, p= .01, 2-tailed and r= -.317 p= .01, 2-tailed, respectively). These two results lead support to H3 and H4 respectively.

There was significant medium positive correlation between Team Empowerment and Team Motivation / self-motivation, (r= .454, p= .01, 2-tailed). Results lead support to H5.

4.4. Effect of Team Motivation, Self-Motivation, Team Empowerment and Barriers On Team Productivity and Performance

4.4.1. Regression Model

Table 12. Summary of regression analysis [a]

Independent variables	R^2	F	β	t	p	DW
Barriers and Impediments			-.156	-3.595	.000	
Team Motivation and self-motivation	.556	112.888 ***	.547	11.244	.000	2.032
Team Empowerment			.242	5.251	.000	

[a] Dependent variable: Team Productivity and Performance ***p<.001

Multiple regression was used to assess the ability of three variables (Barriers and Impediments, Team Motivation and self-motivation and Team Empowerment) to predict levels of Team Productivity and Performance. Preliminary analyses were conducted to ensure no violation of the assumptions of normality of residuals' distribution, linearity, multicollinearity and homoscedasticity.

The three predictors were statistically significant, with the Team Motivation and self-motivation variable recording the highest beta value (*beta* = .547, *p* < .001) followed by Team Empowerment variable, beta value (*beta* = .242, *p* < .001) then the Barriers and Impediments variable which had a negative impact on the dependent variable (*beta* = -.156, *p* < .001). Results lead support to hypotheses H6, H7 and H8.

4.5. Summary of Hypotheses and Results

Table 13. Summary of hypotheses and results.

Hypothesis Statements	Pearson Correlation *r*/Standardized β Estimates	P	Results on Hypothesis
H1: There is significant relationship between Team Motivation and self-motivation and Team Productivity and Performance.	.706	**	Supported
H2: There is significant relationship between Team Empowerment and Team Productivity and Performance.	.492	**	Supported
H3: There is significant relationship between Barriers and Impediments and Team Productivity and Performance.	-.331	**	Supported
H4: There is significant relationship between Barriers and Impediments and Team Motivation and self-motivation.	-.317	**	Supported
H5: There is significant relationship between Team Empowerment and Team Motivation and self-motivation.	.454	**	Supported
H6: There is a positive effect of Team Motivation and self-motivation on Team Productivity and Performance.	.547	***	Supported
H7: There is a positive effect of Team Empowerment on Team Productivity and Performance.	.242	***	Supported
H8: There is a negative effect of Barriers and Impediments on Team Productivity and Performance.	-.156	***	Supported

Table 4.12 shows a summary of hypotheses and results in Pearson correlations (*r*) for (H1 to H5) and Standardized β Estimates for (H6 to H8) and their respective significance. All hypothese are supported.

CONCLUSION

This research scrutinized the effect of was performed for showing the relationships among the team Motivation and self-motivation and team Productivity and Performance as well as there is significant relationship between team Empowerment and team Motivation and self-motivation on employee motivation and self-motivation specially in the ministry of Libyan planning department in Libya. Considering the results of current work, this research study has concluded that the team Motivation and self-motivation and team Productivity and Performance as well as there is significant relationship between team Empowerment and team Motivation and self-motivation, which is directly related to employee higher performance and is associated with team motivation and self-motivation. This research study has used several statistical techniques which were used to analyses the collected data. Furthermore, the normality test has been distributed and was conducted through using the comparative fit index (CFI) test as well as Root Mean Squared Error of Approximation (RMSEA). The correlation analysis was performed for showing the relationships based on the Team motivation and self-motivation, Team Empowerment, Barriers and Impediments and Team productivity and performance Cronbach's. The regression analysis was used to reveal the effects of both the there is significant relationship between team Empowerment and team Motivation and self-motivation and standardized regression weights for a positive effect of team Motivation and self-motivation on team Productivity and Performance also; there is a negative effect of Barriers and Impediments on team Productivity and Performance and their respective significance. In addition, all hypotheses are supported. In addition, Medium negative correlations were observed between Barriers and Impediments and Team Productivity and Performance and between Barriers and Impediments and Team Motivation and self-motivation. These two results lead support to There is significant relationship between Barriers and Impediments and Team Productivity and Performance and There is significant relationship between Barriers and Impediments and Team Motivation and self-motivation. In addition, model for Team as well as self-motivation, Barriers and team productivity and performance Constructs (Post-hoc model). Furthermore, correlations between items of the same construct were performed to improve model fit.

In addition, the exploratory factor analysis indicators for Team/self-motivation, Barriers and team productivity and performance scale.

An important Ministry for Planning strategic such as the ministry of Libyan planning department provide some conventional methods to ensure client and employee satisfaction by considering some important factors that can support the ministry of Libyan planning department services quality and documentations, protection and safety skills related to employees performance and education which are reflects a positive services performance that should be provided by the Ministry of Libyan planning department. The employees at the ministry of Libyan planning department   make a comparison with the successful employments methods in another Libyan Ministry or another country by visiting the Ministries and discuss how they improve their similar Ministries employments methods to be successful in the future. Employees at the ministry of Libyan planning department should successfully implement new technical methods to avoid employee's dissatisfaction, and motivate the employees to practice and do exercises during the work environments to gain more health and positive feeling to eliminate burn out employee.

Discussion

In general, we found reasonably good support for this study hypotheses 1, 2, 3 as well as four. Moreover, this is a positive note that Model fit by analysing Confirmatory factor analysis indicators for Team as well as self-motivation, Barriers and team productivity and performance. In the same way, does this result verify with the findings of (Potnuru et al., 2019); (Park et al., 2013). This research finding concludes that affective Unstandardized regression Weights of Team as well as self-motivation, Barriers and team productivity and performance items has a positive impact. Does this verify our result with (Millikin et al., 2010); (Crilly, 2020). If the employee at the ministry of Libyan planning department of all strategy and performance development will have doubts about his/her job, then it will lead to low employee job satisfaction at the ministry of Libyan planning department of all strategy and performance development in Libya, so negative relation exists among them and there are multiple variables of Team motivation as well as self-motivation that affect employee productivity. Moreover, this research results showed that Model fit by testing

Confirmatory factor analysis indicators for Team/self-motivation, Barriers and team productivity and performance is associated with employee satisfaction which is similar to (Srivastava et al., 2020). If the employee is satisfied and success, then the employee Team motivation as well as self-motivation will be high and will not have the intention to leave the ministry of Libyan planning department in Libya. Does this confirm with (Potnuru et al., 2019); (Ilardi et al., 1993); (Baard, 2002).

However, this research study has reported that the majority of employees in developing countries, like Libya are male as declared by (Ilardi et al., 1993). Based on this research results the highest percentage of respondents was within the Bachelor's degree group represented the highest proportion compared to the other categories. Consequently, the second highest percentage was Master's degree-category. Whereas, the lowest percentage was Secondary School -category. Furthermore, the results of this research has presented that the Bachelor's degree employee-category was the highest percentage compared to other categories which is reflected that the ministry of Libyan planning department did not satisfy their employee by given their employees the chance to improve their degrees or Libyan employees were not seeking to improve their qualification skills; so, from this points we can make low motivation factor.

This study has presented that the Exploratory factor analysis indicators for Team/self-motivation, Barriers and team productivity and performance scale has a high degree of internal consistency. Furthermore, the current Statistical significance of parameter estimates by Standardized regression Weights of Team and self-motivation, Barriers and team productivity and performance items. Reliability of the Scales, descriptive statistics of demographic variables, Descriptive statistics of study variables, Correlations between variables, Structural Model for Path Analysis and summary of hypotheses and results in the Libyan context. However, this study presented that there is no requirement for using this procedure since the current skills level of testing the measurement model where Team/self-motivation, Barriers and team productivity and performance dimensions are tested using the first-order confirmatory factor model to assess construct validity using the maximum likelihood method is high which similar to Nguyen et al., (2020) and against to (Baard, 2002) declaration. According to this research study, the item-total the comparative fit index (CFI). Furthermore, a CFI value above .90 is considered satisfactory which is similar to (Bentler, 1992). Moreover, Root

Mean Squared Error of Approximation Values less than .05 which is indicated a good fit, and values as high represent reasonable errors of approximation in the population which is similar to (Browne and Cudeck,1993). Based on fit index (CFI), the above model does not fit the data well, therefore, post-hoc analysis was followed, and exploratory factor analysis should be performed to find the best fitting model (Baard, 2002).

On the other hand, the result of this study has reported that the shows unstandardized regression weights of Team / self-motivation, Barriers and team productivity and performance items (four dimensions' model). Moreover, the critical ratio (C.R.), which represents the parameter estimate divided by its standard error is used to determine the statistical significance of parameter estimates as statistically different from zero (Nguyen et al., 2020). Furthermore, the current a high modification index value with team motivation and self-motivation construct while it should represent the barriers and impediments construct, therefore it was excluded from the model. All the remaining items were kept and correlations between items of the same construct were made to improve model fit (post-hoc analysis) in the Libyan context as declared by Lin, (2020).

Model for Team as well as self-motivation, Barriers and team productivity and performance Constructs (Post-hoc model). Furthermore, correlations between items of the same construct were performed to improve model fit. In addition, the exploratory factor analysis indicators for Team/self-motivation, Barriers and team productivity and performance scale (Tkachenko and Ardichvili, 2020).

The comparative fit index (CFI) score and Root Mean Squared Error of Approximation (RMSEA) is .067. Moreover, based on these indicators we can say that we have a satisfactory model fit and therefore the scales are valid and could be used in measurement of their respective variables as announced by (Browne et al., 1993).

Standardized regression weights of Team as well as self-motivation, Barriers and team productivity and performance items. Thirty items had regression weights and represented a four dimensions model (Browne et al., 1993); (Tkachenko and Ardichvili, 2020).

Reliability Analysis for the study Scales. The scales had satisfactory reliabilities, Team motivation and self-motivation, Team Empowerment, Barriers and Impediments and Team productivity and performance Cronbach's . Results indicate that the scales are reliable and can be used in measurement of the indicated variables (Wushe and Shenje, 2019). In addition, a descriptive statistics of Team Empowerment variable and its items. The variable mean and standard deviation are had the highest score (Barsulai et al., 2019).

In fact, this research study has shown a Pearson correlations between variables. There was significant strong positive correlation between Team Motivation / self-motivation and Team Productivity and Performance. Results lead support to there is significant relationship between Team Motivation and self-motivation and Team Productivity and Performance which is also announced by (Browne et al., 1993) ;(Johari and Jha, 2020). There was, also, significant strong positive correlation between Team Empowerment and Team Productivity and Performance. Results lead support to There is significant relationship between Team Empowerment and Team Productivity and Performance as declared by (Browne et al., 1993); (Johari and Jha, 2020).

Medium negative correlations were observed between Barriers and Impediments and Team Productivity and Performance and between Barriers and Impediments and Team Motivation and self-motivation. These two results lead support to there is significant relationship between Barriers and Impediments and Team Productivity and Performance and there is significant relationship between Barriers and Impediments and Team Motivation and self-motivation respectively as supported by Kopp, (2020). In conclusion, there was significant strong positive correlation between Team Empowerment and Team Motivation / self-motivation. Results lead support to There is significant relationship between Team Empowerment and Team Motivation and self-motivation as reported by Jasrin et al., (2020).

Structural Equation Modeling (SEM) with the maximum likelihood estimation method was used in this research study to test the regression paths of Team Motivation / self-motivation, Team Empowerment and Barriers and Impediments effects on Team Productivity and Performance which is similar to Byrne, (2010). Furthermore, the standardized regression weights for second order model. Items were parceled to form

three indicators for each construct in the model. Results show that the comparative fit index (CFI) score and Root Mean Squared Error of Approximation (RMSEA) which is similar to Byrne, (2010), these results indicate satisfactory model fit.

Team Motivation / self-motivation had the highest positive effect on Team Productivity and Performance as announced by Kotera et al., (2020) while Team Empowerment had the lowest positive effect on Team Productivity and Performance as declared by Iqbal et al., (2020). Barriers and Impediments had a negative effect on Team Productivity and Performance (Bentler, 1992); Iqbal et al., (2020). Results lead support to hypotheses There is a positive effect of Team Motivation and self-motivation on Team Productivity and Performance , There is a positive effect of Team Empowerment on Team Productivity and Performance and There is a negative effect of Barriers and Impediments on Team Productivity and Performance respectively which is similar to Iqbal et al., (2020).

In the same way, hypotheses and results in Pearson correlations for there is significant relationship between team Motivation and self-motivation and team Productivity and Performance as well as there is significant relationship between team Empowerment and team Motivation and self-motivation and standardized regression weights for a positive effect of team Motivation and self-motivation on team Productivity and Performance also; there is a negative effect of Barriers and Impediments on team Productivity and Performance and their respective significance. In addition, all hypotheses are supported.

Recommendations and Suggestions

Libya as one of the smallest counters as well as rich counters should make a hand effort to support the Ministry of Libyan planning department adaptation by make an exploration similar external Ministries system and document the strength skills and try to integrated in the ministry of Libyan planning department system adaptations. Libya, as one of the third development countries, should keep on working to improve the factors that can improve employee motivation and self-motivation specifically at the ministry of Libyan planning department infrastructure by utilizing the techy improvement. Libya, as one of the third development countries, should keep on working to improve the employee satisfaction specifically at the ministry of Libyan planning

department infrastructure by utilizing the management technical improvement. Libya should improve their employees information security management while communication all over the ministry of Libyan planning department by using the internet to detect and investigate the other employee's information security knowledge management and share their INFO in terms of how to avoid any accrued problems during the work environment. Libya should improve employee communication all over the ministry of Libyan planning department by using the internet to detect and investigate the other employee's knowledge and share their information in terms of how to avoid any accrued problems during the work environment

In fact, this study concentrated to provide some recommendations to the employees department at the ministry of Libyan planning department in Libya, actually, Libya as one of the development countries and rich country is looking for the high quality of services that provided in the ministry of Libyan planning department work environment by avoiding employee dissatisfaction in different domains. Also, this study introduces an evaluation to one of the most useful work that can increase employee's productivity in the ministry of Libyan planning department in Libya. Truthfully, this study concentrated to provide some recommendations to the employees at the ministry of Libyan planning department in Libya, in point of fact, Libya as one of the third development countries is looking for high quality of information security management services that provided in the ministry of Libyan planning department by avoiding employee non-motivation in different domains. Also, this study introduces an evaluation to one of the most useful work that can increase employees productivity in the ministry of Libyan planning department in Libya.

- The Libyan Ministry of Planning is supposed to choose their employees who show signs of self-motivation by testing them and activating the importance of working as a team to ensure innovation and improve the performance of the ministry at the local and international level.

- The Libyan Ministry of Planning administration should focus on giving self-motivation courses to its employees that include topics of self-motivation and its benefits as well to develop the capabilities of its employees, especially if these discussions are included, also support the usage of Agile Methods and

Scrum Team and highlighting the point of self-motivation by the team work or work cells.

- The Libyan Ministry of Planning should open discussion sessions on the point of motivation and self-motivation during the work session and absorb any defect that may occur and replace it with steps that block the defect while it occurs without affecting the ministry's system by using just-in-time.

- The Libyan Ministry of Planning must work to write a comprehensive report for each employee in order to shed light on the weaknesses of the worker and quickly discover them and replace them with points that help to motivate him himself and improve his performance.

- The higher ministry of employee departments should give all the employees in general professional courses to enhance their motivation qualifications skills at the ministry of Libyan planning department.

- The ministry of Libyan planning department should deliver awards to the employees by giving them special gifts during the job completed tasks at the years, for instance, mobile phones, personal computers and increase their total salaries.

- The higher ministry of Libyan employment should successfully implement new employment methods to avoid employee's dissatisfaction, and motivate the employees to practice and do exercises during the work environments to gain more health and positive feeling.

- The ministry of Libyan planning department, so, the employee departments should give all employees in general professional courses to enhance their qualifications skills at the ministry of Libyan planning department to increase the Ministry productivity.

- The ministry of Libyan planning department should enhance the education of the employees by giving them some courses about how to avoid job dissatisfaction side effects in the work environment.

- The ministry of Libyan planning department should give awards to motive the employees by giving them special gifts during the job completed tasks at the years, for instance, phones, personal PCs and increase their total salaries to higher their productivity.

- The ministry of Libyan planning department should higher their employee education about INFOs the Ministry information and ensure high level of productivity.

- The ministry of Libyan planning department should balance their services between security policies and control and employees satisfaction which is concerned with awareness of risks and documentations which is reflects a positive services performance that provided by the ministry of Libyan planning department.

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LIST OF FIGURES

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APPENDIX

APPENDIX A: Questionnaire

The present research is carried out to fulfill the partial fulfillment of a Master Degree thesis. I am currently conducting a survey for my thesis study, entitled "Evaluation on team motivation and self-motivation in Ministry of Libyan Planning Department". You are cordially invited to take part in this study as a Libyan employees. Your participation is a great importance to help us depict a valid representation of Libyan employees and Ministry of Libyan Planning Department.

This survey should take less than 10 minutes to be completed. Thank you for your time and effort.

KHALED ALZAROUQ EMHEMMED SALEH / Master Student

Demographical

*Gender

O Male

O Female

*Age

O 21-29

O 30-39

O 40-49

O Above 50

*Education level:

O Secondary

O High school

O Bachelor

O Master degree

O Doctoral degree

Performance and Productivity

1. When I motivate myself I can improve my qualification skills.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

2. I feel comfortable with my team work at Libyan Ministry of Planning department

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

3. The usage of computer attracted me while working

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

4. I do my best while working in Libyan Ministry of Planning department

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

5. I believe that I will ensure success at Libyan Ministry of Planning department

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

6. With Libyan Ministry of Planning department I could learn and act in an easier way

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

7. I am able to do my best with my team at Libyan Ministry of Planning department.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

8. I satisfied with my work in Libyan Ministry of Planning department

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

9. I am sure that I can do well on my job.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

10. My performance has achieved with my team motivation.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

11. I am fully satisfied with my team at Libyan Ministry of Planning Department

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

12. Working as a team can increase my productivity at Libyan Ministry of Planning department

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

13. I prefer to ask the team members for the task difficulties rather than solved myself.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

14. I feel a proud while doing what's required to do

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

15. While working as a team increase my knowledge and team communication

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

16. Employees can increase their ability while working in teams

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

17. Libyan Ministry of Planning department applications and workshops are motivated me.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

18. Libyan Ministry of Planning department outcome is an attractiveness.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

19. Self-motivation derive Libyan Ministry of Planning department

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

20. The support from the top level is important in Libyan Ministry of Planning department.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

21. I am unsatisfied while working in Libyan Ministry of Planning department.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

22. I am satisfied while working in Libyan Ministry of Planning department.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

23. I prefer individual work in Libyan Ministry of Planning department.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

24. The usage of the internet motivated me to complete my work

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

25. Team members can share their knowledge while contacting each other.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

Barriers and Team Motivation

26. When I am doing job activities are too difficult, I give up or only do the easy parts.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

27. I found it difficult-to-learn complete the required tasks while doing my work Libyan Ministry of Planning department.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

28. I found it difficult to reuse the outcome of Libyan Ministry of Planning department.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

29. I found it difficult to remember how to reuse the outcome of Libyan Ministry of Planning department.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

30. Whether the work tasks is difficult or easy, I am sure that I can performed it.

  O Strongly agree

  O Agree

  O Slightly agree

  O Disagree

  O Strongly disagree

31. Libyan Ministry of Planning department website easy to use and understandable.

  O Strongly agree

  O Agree

  O Slightly agree

  O Disagree

  O Strongly disagree

32. Libyan Ministry of Planning department website help employees to reach their job tasks goals.

  O Strongly agree

  O Agree

  O Slightly agree

  O Disagree

  O Strongly disagree

33. I found that an interactive Libyan Ministry of Planning department items are very useful

  O Strongly agree

  O Agree

  O Slightly agree

  O Disagree

  O Strongly disagree

34. Utilizing technologies are vital in a system work environment and development.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

35. The Libyan Ministry of Planning department performance provides a high outcome with team-motivation.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

36. If I do well at my position level, it will be because I have the ability to improve the work environment Libyan Ministry of Planning department work environment.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

37. If I do not well at my position level, it will be because I have not the ability to improve the Libyan Ministry of Planning department work environment.

   O Strongly agree

   O Agree

   O Slightly agree

   O Disagree

   O Strongly disagree

38. If I do not do well in my work, it will be because the Libyan Ministry of Planning Department do not motivate me.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

39. I am not confident about understanding difficult job tasks and concepts.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

Team Empowerment and Team Motivation

40. No matter how much effort I do, I cannot do my job tasks with team empowerment

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

41. When I am working in a new job subject, I think about its relationship to Libyan Ministry of Planning Department rules.

O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

Team self-motivation and team productivity

42. When I am working, I pick out the most important related outcomes and make diagrams or tables for my job tasks.
O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

43. I would recommend the usage of technical methods to other Libyan employees as a place to gain their qualifications and services.
O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

44. From my personal experience, I found that team motivation helpful in resolving any problems can face Libyan Ministry of Planning Department.
O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

45. From my personal experience, I found that team motivation is helpful in resolving any problems at the work environment
O Strongly agree

O Agree

O Slightly agree

O Disagree

O Strongly disagree

46. Better when I try to understand the reasons for the mistakes I have done in the outcomes of the Libyan Ministry of Planning Department

    O Strongly agree

    O Agree

    O Slightly agree

    O Disagree

    O Strongly disagree

APPENDIX B: THE JUDGES OF THE QUESTIONNAIRE

تم تصميم الاستبانة الخاصة بالطالب (خالد الزروق امحمد)

عن طريق لجنة المحكمين بجامعة سبها وهم -

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The questionnaire was designed for the student (KHALED ALZAROUQ EMHEMMED) by the referees committee at Sebha University, and they are:

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The final approval was made by the Chairman of the Committee, Dr. Muhammad ALZAROUQ Muhammad.

Seal and sign

RESUME

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Phone number:	0090 546 637 61 00
Languages:	Arabic and English
Professional experience:	An employee of the Ministry of Culture