

the respondents are in the Implementation Department.

4.2. Reliability Test

In this study, reliability tests were calculated using the Cronbach's alpha which is considered as the most appropriate statistical test for reliability measurement. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer the Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. [44] provide the following rules of thumb: "> 0.9 - excellent, > 0.8 - Good, > 0.7 - acceptable, > 0.6 - Questionable, > 0.5 - Poor and < 0.5 - Unacceptable".

Table 1. Reliability Test Results

Variables	Number of statement	Cronbach's Alpha
Enablement	5	0.866
Engagement	5	0.813
Interaction	4	0.753
Employee Performance	5	0.809

In this study, the results from the computed Cronbach's alpha showed that all independent variables and dependent variable are more than 0.70 in which the reliability level is acceptable (see Table 1). The reliability coefficient of Team member effectiveness dimensions for enablement is good ($\alpha=0.866$), Engagement is good ($\alpha=0.813$), Interaction is slightly good ($\alpha=0.753$) and Employee performance is good ($\alpha=0.809$).

4.3. Perception on Team Members Effectiveness (TME)

This section presents the results of data analysis on the respondents' agreement with regards to various dimensions of TME. The respondents agreement were measured in a Likert scale of 1 to 5: (1) Strongly Disagree, (2) Disagree, (3) Quite Agree, (4) Agree and (5) Strongly Agree. In this study, the whole sample of 130 respondents consisting of managerial and technical were used.

4.3.1. Level of Team Member Effectiveness Dimensions (Enablement, Engagement and Interaction). Research Question 1: What are the factors of team member effectiveness namely enablement, engagement and interaction among technical team in network delivery at TM Bukit Angerik, TM Serdang & TM Petaling Jaya?

Table 2. Mean Score for Enablement

	Statement	Mean	Std.Deviation
1	The knowledge of employees give benefits to improve the efficiency of a business process	3.631	0.855
2	The capabilities and knowledge of employees influence the employee performance	3.631	0.799
3	I have access to the things I need to do my job well	3.431	0.646
4	I have access to the learning and development skill I need to do my current job effectively	3.262	0.699
5	Most of the systems and processes here support us in getting our work done effectively	3.200	0.782
Overall mean for enablement		3.431	0.756

Table 2 displays the mean scores and standard deviations (SD) of factors of team member effectiveness on the dimension: enablement. The overall mean score is 3.431 and standard deviation is 0.756 which indicates that respondents quite agree with the statement on enablement. The mean scores for all items are between 3.631 to 3.20 and these indicate that they agree and quite agree with all the statements. Among the five statements, the mean scores are highest for two statements: *the capabilities and knowledge of employees influence the employee performance* and *the knowledge of employees give benefits to improve the efficiency of a business process* (mean=3.631) followed by *I have access to the things I need to do my job well* (mean=3.431). The second lowest mean score is *I have access to the learning and development skill I need to do my current job effectively* (mean=3.262) and the very lowest mean score is *most of the systems and processes here support us in getting our work done effectively* (mean=3.200). This indicates that respondents quite agree that the organization has reached the team members effectiveness with respect to enablement. Overall, it can be concluded that respondents have positive perception that their

organization has reached the level of team member effectiveness with regards to enablement

Table 3. Mean Score for Engagement

	Statement	Mean	Std. Deviation
1	Doing my job well gives me a sense of personal satisfaction	3.692	0.786
2	There is a strong feeling of teamwork and cooperation in this organization	3.492	0.650
3	In this organization we maintain very high standards of quality	3.462	0.637
4	We work to attract, develop, and retain people with diverse backgrounds	3.462	0.637
5	Information and knowledge are shared openly within this organization	3.446	0.748
Overall mean for engagement		3.511	0.682

Table 3 shows the overall mean score is 3.511 and the standard deviation is 0.682 which indicates that respondents quite agree with the statements on engagement. The mean scores for all items are between 3.692 to 3.446 and these indicate that they quite agree with all the statements. Among the five statements, the mean score is highest for *doing my job well gives me a sense of personal satisfaction* (mean=3.692) followed by *there is a strong feeling of teamwork and cooperation in this organization* (mean=3.492). Two statements have the same mean score (3.462 respectively) which are: *we work to attract, develop, and retain people with diverse backgrounds* and *in this organization we maintain very high standards of quality*. The lowest mean score is *information and knowledge are shared openly within this organization* (mean=3.446). This indicates that respondents quite agree that the organization has reached the team member effectiveness with respect to engagement. Overall, it can be concluded that respondents have positive perception that their organization has reached the level of team member effectiveness with regards to engagement.

Table 4. Mean Score for Interaction

	Statement	Mean	Std. Deviation
1	The job requirements and job position are clear	3.385	0.627
2	My organization easily communicates the goals and strategies to the team members	3.377	0.650
3	My organization gives opportunity to interact with other employees on a formal level.	3.377	0.626
4	The management gives a clear path for career advancement	3.185	0.632
Overall mean for interaction		3.331	0.634

Table 4 depicts the overall mean score of 3.331 and the standard deviation is 0.634 which indicates that respondents quite agree with the statements on interaction. The mean scores for all items are between 3.385 to 3.185 and these indicate that they quite agree with all the statements. Among the four statements, the mean score is highest for *the job requirements and job position are clear* (mean=3.385) followed by *my organization easily communicates the goals and strategies to the team members* and *my organization gives opportunity to interact with other employees on a formal level* (mean=3.377 respectively). The statement on *the management gives a clear path for career advancement* (mean=3.185) is the lowest. However, it all indicates that respondents quite agree that the organization has reached the team member effectiveness with respect to interaction. Overall, it can be concluded that respondents have positive perception that their organization has reached the level of team member effectiveness with regards to interaction.

4.4. Employee Performance

4.4.1. Perception on Employee Performance. Research Question 2: What is the employee performance among technical team in the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya?

Table 5. Mean Score for Employee Performance

	Statement	Mean	Std. Deviation
1	Employees share information and new ideas throughout the company	3.523	0.625
2	Employees are committed to serve the organization	3.477	0.587
3	The organizational culture enhances employee commitment	3.438	0.635
4	Team members have positive attitude toward change and they look forward to do new things	3.423	0.541
5	Employees develop new skills	3.408	0.679
	Overall mean for employee performance	3.456	0.613

Table 5 displays the overall mean score of 3.456 and the standard deviation is 0.613 which indicates that respondents quite agree with the statements on employee performance. The mean scores for all items are between 3.523 to 3.408 and these indicate that they quite agree with all the statements. Among the four statements, the mean score is highest for *employees share information and new ideas throughout the company* (mean=3.523) followed by *employees are committed to serve the organization* (mean=3.477). The second lowest mean score is *the organizational culture enhances employee commitment* (mean=3.438) and the lowest mean score is *team members have positive attitude toward change and they look forward to do new things* (mean=3.423). This indicates that respondents quite agree that the organization has reached the team member effectiveness with respect to employee performance. Overall, it can be concluded that respondents have positive perception that their organization has reached the level of team member effectiveness with regards to employee performance.

4.5. Team Member Effectiveness and Employee Performance among Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya

This section summarized the mean score (Table 6) of the three dimensions of team member effectiveness and employee performance as perceived by technical team of Network Delivery, at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya.

Table 6. Mean Score of the Three TME Dimensions and Employee Performance

Three Dimensions of TME and Employee Performance	Mean Score
Engagement	3.511
Enablement	3.431
Interaction	3.331
Employee performance	3.456

The respective dimensions are measured by the aggregated mean of the 5 point Likert Scale item (see Table 6). The result depicts that on the average, the factors of the respondents on the three dimensions of TME and employee performance are quite similar and positive as they fall within a very short range of between 3.331 to 3.511. Engagement has the highest score (3.511), followed by Enablement (3.431) and Interaction (3.331). On the other hand, Employee Performance as the dependent variable accounted a mean score of 3.456.

5. Discussions

This study has examined the TME dimensions and employee performance in the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya. This study also revealed the factors of TME dimensions with regard to employee performance. This section provided discussions with regards to answer the research questions and accomplish the research objectives. The level of factors on TME dimensions and employee performance are measured by the overall mean of variables.

In examining the factors on enablement in Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya, majority of the technical team agree that they have access to the learning and development skill that they need to do their current job effectively. Furthermore, most of the systems and processes support them in getting their work done effectively. It can be assumed that

the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya have realized the importance of knowledge employees in their organization. When organization embedded good enablement within their organization it will give good impact to all their employees.

In this study, it was found that the organization encouraged their employees to have access to the things employees need to do their job well. Thus, it can be assumed that the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya practiced enablement to encourage their employees to share new ideas or knowledge among them so that they can have better understanding about their organization's functionality. Most statements were positively rated by the technical teams where they quite agree that enablement took place in their organization. This implied that the technical teams in the organization are positive with the enablement implemented in their organization.

Engagement played a vital role in ensuring TME in performing effectively in the organization. With regards to the objective of the study, the technical teams are positive that doing their job well gave them a sense of personal satisfaction. Engagement is important in an organization and in the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya, the engagement allows employees to change the meaning of their work or their work identity by modifying characteristics of the job and the social work environment. There is also accumulated evidence that job crafting has a positive impact on individual well-being and job performance [45][46][47]. The study also found that there was a strong feeling of teamwork and cooperation in their organization.

This study also seeks to identify the technical factors on the practice of interaction in their organization. Interaction is another essential element in measuring TME in the organization. The employees' emotions may influence customers' behaviors during the customer service interaction through the conscious or unconscious induction of behavioral attitudes [47]. Most statements were positively rated by technical teams on the factors on interaction.

In determining the factors on the practice of interaction in the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya, majority of the technical teams agree that the job requirements and job position are clear. Therefore, this might indicate that technical teams in the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya are clear about their job position on working so that in the organization employees easily communicates with other employees. The findings of the study indicate that their organization easily communicates the goals and strategies to the team members and their organization

gave opportunity to interact with other employees on a formal level. It is assumed that from the communication between the technical teams, it can develop better understanding and encouraged sharing of ideas.

With regards to employee performance, the findings show that the technical teams have positive perception that employees share information and new ideas throughout the company. Hence, it is assumed that technical teams are satisfied with their current organization's working environment and that will encourage them to work effectively and improve their employee performance. Employee performance is considered to be a central concept in organizations, as it mediates the relation between working conditions on one hand and organizational and individual outcomes on the other [48].

This study found that the technical teams have positive attitude toward change and they looked forward to do new things. When a technical team has a good relationship with their organizational culture, they tend to reach the level of job satisfaction. [49] contended that job characteristics such as pay, promotional opportunity, task clarity and significance, and skills utilization, as well as organizational characteristics such as commitment and relationship with supervisors and co-workers have significant effects on employee performance. Most statements were positively rated by the technical team. Therefore, this implied that technical team in the organization agreed that their organization has reached the level of employee performance.

5. Conclusion

Overall, it can be concluded that, the level of TME dimensions and employee performance is at medium level and in general the response is considered positive from the technical team in Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya. It can be seen that, to enhance TME in an organization, one must see it as total. The implications of the study is that, although engagement plays an important role in an organization, without proper attention paid to enablement and interaction, TME in an organization cannot be successfully enhanced. Thus, enablement, engagement and interaction should always be taken into considerations.

It can be concluded that, the positive results of technical team factors on TME are an indication of the right lane towards a better employee performance in the Network Delivery at TM Bukit Anggerik, TM Serdang and TM Petaling Jaya. Furthermore, the outcome of the study is expected to improve the skills of acquiring knowledge and enhance the team member effectiveness of technical team in Network Delivery organization.

On the practical side of the implication of the study, the results of this study will give feedback to the management of Network Delivery, TM Sdn Bhd the extent of their awareness towards team member effectiveness (TME) and employee performance. From the results, it can also provide with a clear view of the effectiveness and productivity of an organization depending on the development and nurturing of their staff. The results can also show that there are three TME dimensions that can be considered as vital toward employee performance among technical team of TM. The Network Delivery, TM Sdn Bhd will find out that by having this research it can actually contribute to the awareness regarding the importance of the TME toward employee performance. Thus, the Network Delivery, TM will be prepared to initiate some fundamental changes across certain aspects of the organization's operations.

Furthermore, the findings consequently had delivered a clear insight for the policy makers, management of companies and higher learning institutions in strengthening their knowledge management programs on organizational learning. Learning and knowledge management models can be adopted to attain the effectiveness of organizational capabilities as well as employee performance among technical team in Network Delivery, TM Sdn Bhd. The outcome of the study is expected to improve the skills of acquiring knowledge and enhance the learning capabilities not only among technical team and managerial team in the Network Delivery, TM Sdn Bhd only but also other all organizations in TM Malaysia Berhad.

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