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Assessment of Project Team Performance of Selected AAAA Construction Companies

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Abstract

Project success in the construction industry hinges on the effectiveness of its teams. Despite having structured teams, supportive cultures, and awareness of team lifecycle stages, challenges such as poor communication, shifting project scopes, limited management support, and weak member commitment persist. These barriers highlight the need for enhanced strategies to foster collaboration, shared goals, and improved performance. This study assessed the implementation of team development techniques in selected AAAA construction companies in the National Capital Region. Forty-one (41) Engineers and Architects with at least one year of project management experience participated, representing firms accredited at the highest level by the Philippine Contractors Accreditation Board (PCAB). Data were collected using a validated survey instrument and analyzed through frequency counts, percentages, and means. Results showed that 82.93% of respondents were male, 43.90% aged 21–30, and 34.15% had 6–10 years of experience. Most held roles as Project Engineers or Architects (41.46%). Among the team development techniques, Colocation was rated "Fully Implemented" (M = 4.62), indicating strong integration of team members in shared physical spaces. Other techniques – Virtual Teams (4.35), Communication Technology (4.44), Interpersonal and Team Skills (4.48), Meetings (4.46), Training (3.85), Individual and Team Assessment (3.93), and Rewards and Recognition (3.74) – were "Implemented." However, the lower ratings for Training, Assessment, and Rewards suggest these areas are underprioritized. Addressing these gaps is essential to enhance team motivation, retention, and overall project success. The study underscores the importance of systematic team development beyond structural and cultural foundations, advocating for targeted interventions to strengthen performance in Philippine construction projects.

Keywords: Team Development Techniques; Construction Project Management; AAAA Contractors; Workforce Collaboration; Performance Enhancement

INTRODUCTION

The Philippine Statistics Authority (PSA) estimates that in 2022, the construction industry contributed around 6.4% of the nation's GDP. Project delays, however, continue to be a major obstacle to realizing this promise in spite of this expansion. According to a 2023 study conducted by the Philippine Chamber of Commerce and Industry (PCCI), 45% of construction companies reported material shortages, which caused project timeline delays of up to 20% (UODC Architects Marketing, 2024).

The quality of projects primarily depends on human factors, including their knowledge, abilities, and diligence. The effectiveness of the project team plays a critical role in determining the success or failure of construction projects. In densely populated areas like Metro Manila, where there is a huge demand for construction projects and competition is intense, efficient team performance ensures projects are completed on schedule, within budget, and in quality (Ramalingam & Shehata, 2019). The Philippine Construction Industry Roadmap lists a few persistent issues that

reduce the nation's construction productivity, including a lack of skilled workers, inadequate team management techniques, and limited skill development (Department of Trade and Industry, 2020). The lack of skilled workers and professionals create difficulties for contractors in hiring and retaining talent which led to labor shortage in construction with the need to recruit over two million workers by 2025 to meet demand. Limited training and educational possibilities, an aging workforce, and Filipinos seeking better chances overseas are all factors contributing to this disparity (Penarroyo, 2024).

Assembling a highly effective project team produces high-quality outcomes, thereby enhancing both the team's and the project's overall productivity. However, studies on the efficiency of project teams in delivering high-quality projects are still lacking (Alharbi & Meshal, 2022). The term "team performance" describes the overall output and effectiveness of a group of individuals working together to achieve a common goal at the appropriate organizational level. It is evaluated by how well the team performs and by its accomplishments rather than solely focusing on the contributions of individual members (Brown et. al., 2020).

Construction industries use performance measurement to evaluate project performance to find the gap areas in efficiency and effectiveness. New Zealand uses models such as Aotearoa, Branz Construction Dashboard, and Constructing Excellence, while the UK also uses Grenigan and Construction Industry Training Board (Hamzah et. al., 2024). In Iraq, some of the construction companies' success indicators are client satisfaction, project profitability, and quality of the project (Zamim, 2021). Constructors Performance Evaluation System (CPES) was being used in the Philippines in evaluating contractors' performance for government infrastructure projects. The Philippine Contractors Accreditation Board (PCAB), the implementing board of the Construction Industry Authority of the Philippines (2014), grants the prestigious AAAA license to construction businesses that meet the requirements of strong technical knowledge, a track record of successful construction projects, and financial capability of at least a net worth of PHP 1 billion. As they will handle complex and large projects and infrastructure, team performance enhancement was needed to address various problems and maintain long-term competitiveness.

Human resources are pivotal in determining a project's effectiveness and ineffectiveness based on the employee's income and happiness, return on investment, absenteeism, the effectiveness of the training provided, legal compliance, and team performance (Dhabe et. al., 2019). Challenges and barriers are involved in developing a project team, which include problems in communication, changes in budget, scope, and objective, competition between members, insufficient support from management, and commitment by team members. Having a well-structured team, a supportive organizational culture, and knowledge of team lifecycle stages weren't enough to craft an effective project team, and additional measures and strategies were still needed (Adham and Sukkar, 2023). Providing training, involving employees in decision-making, and conducting regular team meetings, these activities can have a strong influence on employees' retention and growth (Zaidi et. al., 2019).

Despite existing research in project performance and project management, there are limited local research about the evaluation of project team performance regarding if it is implemented properly, particularly in highly rated construction firms. There is still insufficient focus on team development including interpersonal skills, feedback systems, and employee recognition programs. The findings of this study add to the expanding corpus of research on project team performance in the construction industry, which is still underrepresented in the local and global literature. This study

provides empirical insights that support the established theories on team effectiveness by determining which aspects of team performance are implemented effectively.

This study only focused is assessing the implementation of team development techniques for the project team. It evaluated the project managers and other project leaders on the team development techniques they employed in project management within constructions as well as on the aspects that enhance the performance of their project team in achieving their deliverables. The researchers gathered and compiled data from May to October 2023. The respondents are limited to those working at AAAA construction company in Metro Manila.

This study was significantly helpful to contractors, owners, project managers, and leaders in crafting team development strategies in the aim to improve and enhance productivity, reduce delays, and enhance the outcomes of the construction projects.

The researchers aim to fill the gap by determining the level of implementation of development techniques used by Project Managers or Leaders in construction projects. There are eight team development tools and techniques indicated in the Project Management Body of Knowledge Guide 2017, namely, colocation, virtual teams, communication technology, interpersonal and team skills, rewards and recognition, training, individual and team assessment, and meetings (PMI, 2017).

Therefore, this study intends to give a data-driven assessment of the level of implementation of team development techniques, which will address the existing gaps in project team performance and also inform strategic improvements that will enhance the overall project success. In order to achieve this, the approach used to collect, analyze, and interpret the data relevant to the objectives was described in the methodology section.

LITERATURES

Team Performance. Team performance is a crucial factor in determining project success. In the construction sector, cooperation, coordination, and flexibility have a direct impact on project results. According to multiple studies (Hamzah et al., 2024; Adham & Sukkar, 2024), cohesive group efforts based on trust, communication, leadership, and explicit objective alignment are more important for successful team performance than individual contributions. Effective team performance promotes productivity, lowers errors, and guarantees project completion within scope and budget in a dynamic setting where prompt coordination and job execution are essential (Hamzah et al., 2024). In high-stress project situations, cooperative team efforts based on trust, communication, and shared accountability perform better than individual contributions (Adham & Sukkar, 2024).

Team Development Techniques. It is essential for organizations in the construction sector to focus on employee performance and consistently strive for development and improvement. Employees should be regarded as assets, particularly in the construction industry, which is primarily labor- intensive (Stuart, 2018). Below are the team development tools and techniques from the PMBOK Guide 2017 that will assist Project Managers and other Leaders in enhancing their team's performance.

Colocation. Colocation is a process that brings the constituents of a project together in a shared space to enhance the team's effectiveness (Collins et al., 2020). Big Room gathered the project's key personnel in one location so the team could turn to each other for answers, rather than struggling with different time zones or following up on emails and phone conversations to connect with team members (Aliber et al., 2018). This approach improves decision-making, relationship-building, and communication effectiveness (Kim et al., 2020). It promotes real-time collaboration and minimizes delays caused by miscommunication.

Virtual Team. A virtual team allows a group of intelligent, highly skilled, and experienced employees located in different places to work on specific construction projects without the need for relocation. While they offer cost and time advantages, they also introduce challenges such as reduced engagement, difficulty in supervision, and dependence on digital platforms (Zuofa & Ochieng, 2020). Saydi and Shibani (2024) emphasize the importance of aligning virtual collaboration strategies with team goals.

Communication Technology. Communication is important in the project, but due to the limitation of managers and leaders to be directly involved in the whole organization themselves, using electronic methods becomes convenient. Project team members' usage of mobile apps could take the place of more conventional approaches, especially for geographically scattered teams, improving project accuracy and efficiency (Yankah et al., 2023). The construction industry may greatly improve decision-making, communication, and teamwork by implementing mobile apps like Slack, Microsoft Teams, SmartBidNet, and Basecamp, which will increase project accuracy and efficiency. In the study of Youssef et al., emails and phone calls were the frequently used communication technology in virtual teams because it is simple and does not require trained staff, as well as web conference and video conferencing. However, the success of these tools relies heavily on user competence and organizational support structures.

Interpersonal and Team Skills. Although technical expertise is vital to the project, project managers also rely on interpersonal skills like conflict management, influencing, motivation, negotiation, and team building to lead the team effectively. They require competencies such as social and communication skills, personal competencies, and tacit abilities related to interpersonal skills for managing both the team and the project. (Lathifa, Fahila, & Fitroh, 2024). Additionally, Adham (2023) stressed the importance of open communication and cultural awareness in leading different project teams. When managing construction situations that are characterized by stress, deadlines, and differing stakeholder expectations, these human-centric considerations are essential.

Recognition and Rewards. Recognition can give positive and immediate feedback, and non-financial rewards have a longer effect on motivating employees. Establishing programs such as a peer recognition program and Employee of the Month/Quarter program, as well as encouraging skill-sharing and mentorship programs, promotion, personal development, team relationships, and trust incentives can significantly improve the performance of the team (Liu & Huang, 2022).

Training. Employees require effective training to improve their knowledge, skills, and abilities in order to remain motivated and committed to the firm. Identification and development of the core competence of the employee through training will enhance their performance (Misra & Mohanty, 2021). According to Al-Nabae and Sammani (2019), competence mapping, leadership development, and skills training increase output and project quality. Continuous training is another retention tactic in the Philippines, particularly for young professionals looking to learn and improve (Profiles Asia Pacific, n.d.). In addition to meeting urgent needs, projects that engage in upskilling teams also get them ready for changing regulatory and technological environments.

Individual and Team Assessment. Performance assessments provide essential data for evaluating both individual and collective effectiveness. Utilizing individual and team assessment tools has helped the organization evaluate the feelings, insights, and capabilities of each team member and foster teamwork. Ocloo and Cross (2024) highlight that performance feedback mechanisms help in identifying gaps, informing future training needs, and

aligning team behaviors with organizational standards. Various assessment tools were available, including specific assessments, attitudinal surveys, ability tests, standardized interviews, and focus groups, which will help the project managers assess the preferences of their team members. With these, they can gain information that will help them in making strategic decisions that would favor the people management's success.

Meetings. Holding regular team meetings is essential for tracking progress, resolving issues, and aligning tasks. For the team to easily grasp the bigger picture of the projects, weekly meetings are essential to discuss obstacles and challenges within the project (Adham, 2023). Meetings such as project orientation sessions, team-building meetings, and development meetings will be beneficial for discussing and addressing topics to help the team develop (PMI, 2017). Delays are decreased and accountability and decision-making are encouraged in productive meetings. Meetings that are badly run, however, can lead to annoyance and disinterest. To guarantee that meetings are fruitful and in line with project milestones, Gregory et al. (2022) advises the use of organized agendas, inclusive participation, and follow-up documentation.

A team's efficacy is determined by both internal and external influences. Internally, communication, trust, leadership style, and a shared goal are vital. Emotionally intelligent and adaptive leaders have been linked to higher levels of engagement and innovation (Adham & Sukkar, 2024). Choudhry and Zahoor (2017) found that teams with clear, well-communicated goals and a high level of interpersonal trust perform better. However, research shows that because virtual or hybrid teams have less in-person contact, creating trust is more challenging (Zuofa & Ochieng, 2021). This problem is particularly obvious in construction situations, where real-time decision-making is critical to collaboration.

External variables like project complexity, corporate culture, and resource availability have a significant impact on team performance (Sagar et al., 2022). Although these components are commonly studied separately, few models investigate how they interact, such as how strong leadership can mitigate the impact of confusing organizational regulations.

The industry still evaluates team performance inconsistently. Major performance metrics for team effectiveness are cost control, safety compliance, construction efficiency, deadline adherence, and quality standards (Dixit et al., 2018; Love & Li, 2020). These measurements show a clear relationship between team dynamics and project success. In Metro Manila, team dynamics are shaped by local culture, which influences both leadership styles and peer interactions (Profiles Asia Pacific, n.d.). Filipino teams tend to respect authority and avoid conflict, which may hinder open feedback and innovation.

Generational transitions are also changing team expectations. Younger professionals prefer participatory leadership and purpose-driven workplace cultures. Urban Metro Manila initiatives must additionally consider site limits and traffic, making co-located team structures more problematic and emphasizing the importance of adaptive techniques.

Even while team performance is widely recognized as crucial, there are still a number of gaps. It is unusual to discover multi-level assessments that link organizational structure, team dynamics, and individual behavior. Similarly, despite specific logistical and cultural concerns, there aren't many studies that focus on the Philippine context. Future studies should examine the long-term impacts of interventions like as leadership coaching, emotional intelligence development, and virtual team training.

In the construction industry, where cooperation, coordination, and flexibility are essential for project success, team development is key to enhancing performance. Colocation, virtual team integration, structured meetings, interpersonal skills training, and performance reviews are some ways for enhancing team cohesiveness and efficiency. Research shows that effective teams, which are built on trust, communication, shared goals, and good leadership, regularly outperform those driven by individual effort. Even though team performance is becoming more essential, there are currently few integrated frameworks that link development strategies to results, necessitating additional research.

METHODOLOGY

Research Design. Descriptive survey was used in this study. This research design is a methodology used in social science and other fields to gather information and describe the characteristics, behaviors, or attitudes of a particular population or group of interest (Survey Planet, 2022). In application, this was used to analyze the demographic profile of construction project team members through frequencies and percentages while weighted mean was used in deriving the responses to items related to team development techniques.

Participants. The respondents of the study were 41 Engineers and Architects who are currently handling or managing a construction project and working in AAAA construction companies in Metro Manila with an age range from 21 years old and above and either male or female with at least one year experience. Random sampling was use in determining the sample size of the respondents. They were chosen as respondents as they are responsible for leading, implementing and performing the roles on different stages of the team development. Before the actual survey, a request letter to conduct the study was given to the respondents' project site head or company to obtain the necessary permission and support for the study. Moreover, respondents were asked to sign a consent indicating that they voluntarily participated in the survey.

Research Instrument. In order to obtain and gather the data needed to answer the research questions, the researchers used a structured survey questionnaire as data gathering instrument. The survey questionnaire was composed of two parts. Part one includes general information about the respondents, such as age and years of experience in construction. Part two consists of the level of implementation of the team development techniques used by project managers/project leaders which were answerable using a 5-point Likert scale. The structured questionnaire was developed based on existing literature and framework to ensure content validity. The initial draft was reviewed by three experts in construction management and revision has been made based on their feedback to enhance clarity and relevance.

Data Collection. Data were collected through a structured survey administered via Google Forms. The instrument was disseminated electronically through email and other secure online platforms to reach the target respondents efficiently. Prior to participation, respondents were informed of the study's purpose and assured of confidentiality. Only the principal researchers retained access to the submitted responses, ensuring data privacy and ethical compliance. All responses were stored in secure digital repositories, with no personally identifiable information disclosed during analysis. This procedure adhered to standard research protocols for voluntary participation, informed consent, and responsible data handling.

Data Analysis. The researchers employed a five-point Likert scale to quantify perceptions of team performance. Descriptive statistics, including frequency counts, percentage distributions, and weighted mean were utilized to analyze the data. Results were also presented in tables and figures for clarity. These methods facilitated a systematic assessment of implementation patterns and variability across respondent evaluations.

RESULTS AND DISCUSSION

Profile of the Respondents. To contextualize the findings, the questionnaire gathered demographic and professional data from participants, including gender, age, years of experience in managing construction projects, and specific roles within project teams. These variables provided insight into the respondents' professional backgrounds and informed the interpretation of their perspectives. Additionally, the instrument included items designed to elicit respondents' familiarity and application of team development techniques, thereby linking experiential knowledge to evaluative responses on team performance.

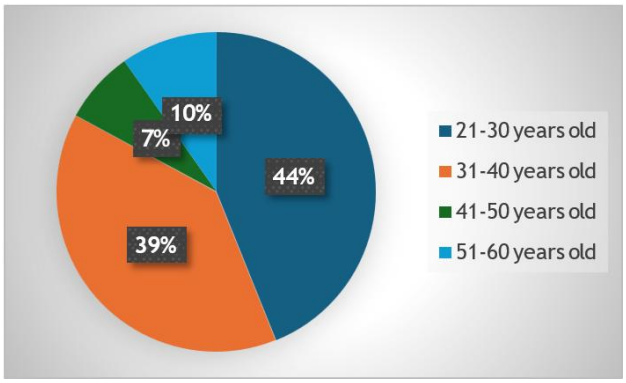


Figure 1
Percentage Distributions of Respondents in terms of Age

Figure 1 indicates that most of the respondents are between 21 and 30 years old (44%), while the smallest group falls within the 41-50 years old range (7%). The demographic shift in the construction sector shows an increasing number of young people taking responsibilities in construction project management. The relatively young profile offers potential for long-term career advancement, but it also highlights the importance of continued mentorship and skill development to ensure sustained performance.

Figure 2 shows the percentage distribution of the respondents by sex. As observed, the male respondents correspond to 82.93% of the samples while only 17% comprise the female respondents. Since the construction industry is known as a male-dominated field, this is also reflected in the demographic representation of project engineers and managers.

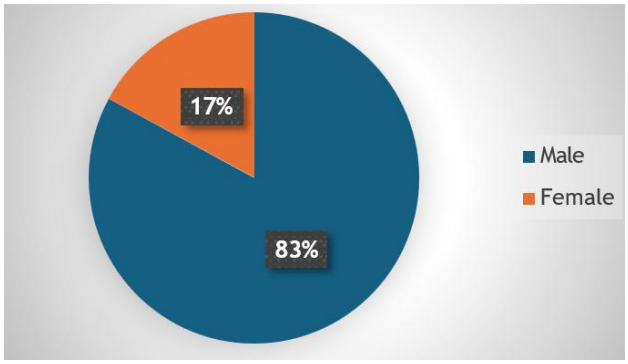


Figure 2
Percentage Distributions of Respondents in terms of Sex

Figure 3 indicates that the majority of respondents fall within the 6-10 years of experience (34%) in handling or managing projects – a range that frequently corresponds to mid-career individuals with technical expertise and emerging leadership capabilities but may still be acquiring advanced leadership and management skills. Whereas those with 16-20 years (7%) and over 20 years (7%) of experience represent the smallest groups.

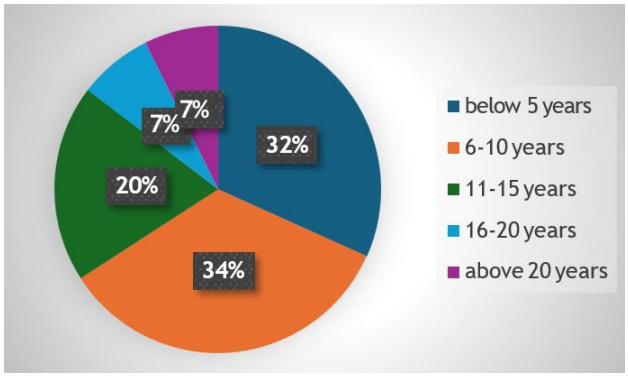


Figure 3
Percentage Distributions of Respondents in terms of Years of Experience in handling/managing a Project

Figure 4 shows that a majority of respondents are project engineers or architects (41%), while the smallest group consists of construction managers (12%). The engineers/architects are known to have a high representation in construction projects as they take part in planning, designing, and overseeing the execution and management of projects, making them the center of construction activities.

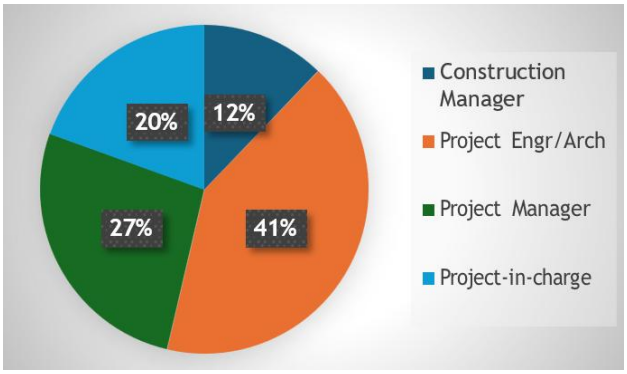


Figure 4
Percentage Distributions of Respondents in terms of Role in Construction Project

Respondents' Assessment on the Level of Implementation of Team Performance. This section presents the respondents' evaluation of team performance strategies implemented within their respective construction projects. The analysis reflects aggregated perceptions based on key indicators of colocation, virtual teams, communication technology, interpersonal and team skills, recognition and rewards, training, individual and team assessments, and meetings. These insights offer a grounded perspective on the operational effectiveness of team development practices.

Table 1
Implementation of Team Performance in terms of Colocation

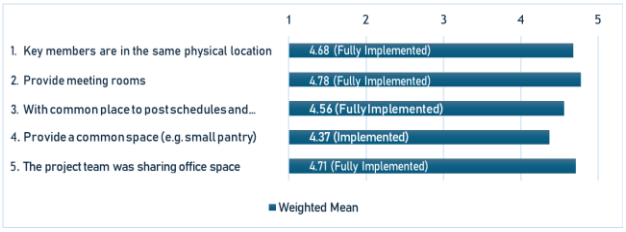


Table 1 presents the weighted mean and verbal interpretation for the "Colocation" category. It is noted that there is an overall weighted mean of 4.62, which indicates a rating of "Fully Implemented." This suggests that the respondents have a very favorable assessment regarding the implementation of Team Performance in relation to Colocation which provides benefits of physical proximity for better coordination and faster decision making.

Table 2 displays the assessment of the respondents' level of implementation regarding Team Performance in virtual teams. "Maximize the use of technology for virtual meetings" was assessed and received the highest indicator with weighted mean of 4.54, marking it as the only one with "Fully Implemented" description. This finding aligns with the research of Manea et al. (2020), which indicated that the use of modern communication tools among team members was the most straightforward and effective strategy for virtual team success, as advanced technology alleviated communication challenges.

Table 2
Implementation of Team Performance in terms of Virtual Teams

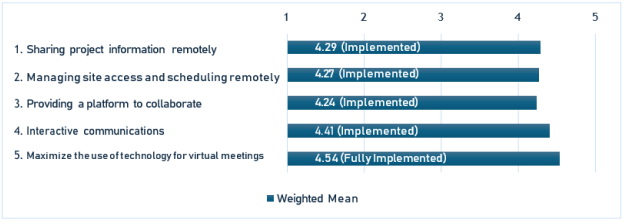
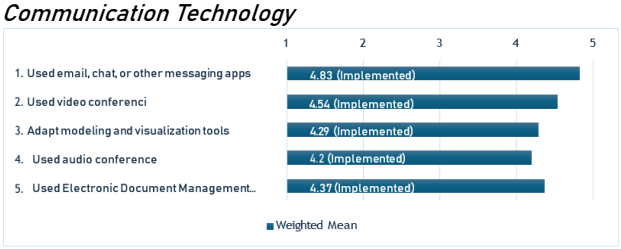


Table 3 exhibits the respondents' assessment of the implementation of Team Performance in Communication Technology. Using email, chat, or other messaging apps was interpreted as "fully implemented" and gained the highest weighted mean of 4.83. This signifies a favorable assessment of the respondents' implementation of Team Performance in Communication Technology.

Table 3
Implementation of Team Performance in terms of Communication Technology



This result supports the study of Youssef et al. (2023) as the stated communication technologies were the most common communication formats since they were easy to use and do not require any training. However, while the company uses digital tools, these are not yet implemented on the optimal level, hence, may underutilize their capabilities.

Table 4
Implementation of Team Performance in terms of Interpersonal and Team Skills

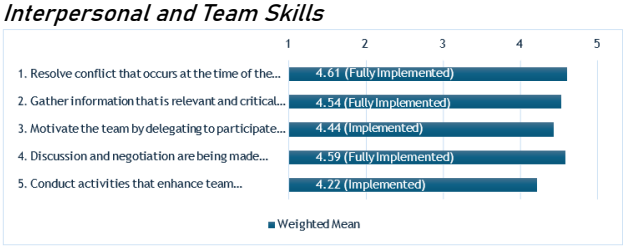


Table 4 shows the assessment of the respondents toward the implementation of Team Performance in terms of Interpersonal and Team Skills. The result shows that the statement, "Resolve conflict that arises during the project," was the most executed strategy having a weighted mean of 4.61 while "Conducting activities that enhance team member's social relations" gained the least implemented with a weighted mean of 4.22.

Table 5
Implementation of Team Performance in terms of Recognition and Rewards

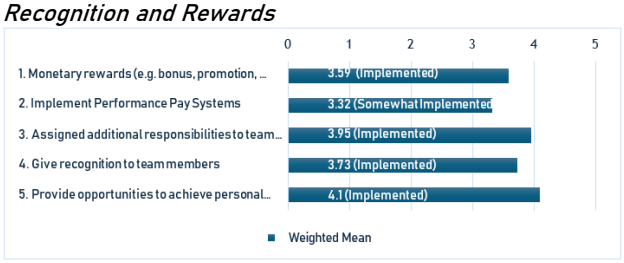


Table 5 presents the assessment on the implementation of Team Performance in terms of Rewards and Recognition. The indicator "Implement Performance Related Pay Systems in rewarding team members behavior and performance" obtained the lowest weighted mean of 3.32 and interpreted only as "somewhat implemented" on project sites. This result was asserted in the study of Wong and Gray (2021) stating that this factor is critical to sustain motivation and retention of employees. Because regular recognition lowers turnover, raises morale, and improves project outcomes, they suggested creating a formal recognition system that could recognize individual and team accomplishments.

Table 6 reveals the assessment of respondents toward the level of implementation of Team Performance in terms of Training. As observed, all indicators gained a verbal interpretation of "Implemented." This result supports the study of Shikweni et al. (2019) indicating that management should offer suitable learning programs needed for team development.

Table 6
Implementation of Team Performance in terms of Training

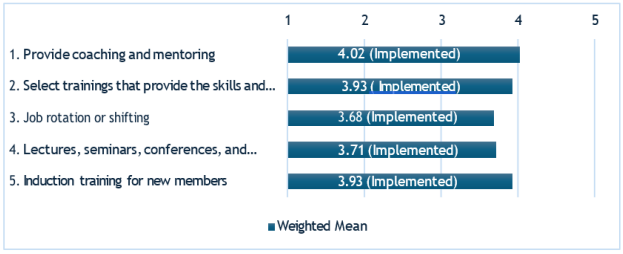
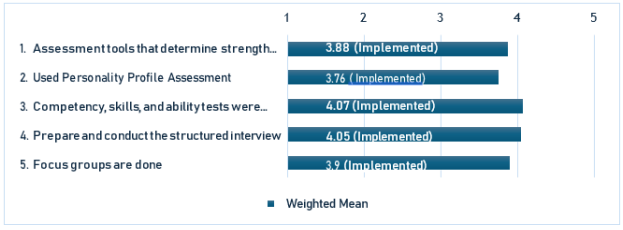


Table 7 illustrates the assessment of respondents with respect to the level of implementation of team performance in terms of individual and team assessments. Overall, the indicators gained a verbal interpretation of "Implemented" with "Competency, skills and ability test" gaining the highest weighted mean of 4.07 while the lowest is "Used of Personality profile assessment," with a mean of 3.76.

Table 7
Implementation of Team Performance in terms of Individual and Team Assessments



This result is akin to the study of Childs (2015) wherein only 33 percent of the construction organizations indicated that they used personality profile tests for team building, leadership development, employee promotions, and hiring.

Table 8 demonstrates the assessment of the respondents on the implementation of Team Performance in terms of Meetings. Overall, the indicators acquired "implemented" to "fully implemented" verbal interpretations. Regular physical meetings are important as they help employees communicate more effectively and decrease the risk of

misinterpretation when having physical expressions and questions.

Table 8
Implementation of Team Performance in terms of Meetings

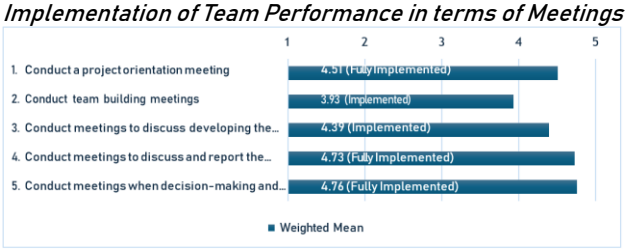


Table 9 shows the summary of respondents' assessment on the implementation of Project Team Performance. Results showed that among the eight factors, "Colocation" elicited the highest overall mean of 4.62 (Fully Implemented). This suggested that the respondents are most impressed with the implementation of Project Team Performance by putting the selected team members in one location or project to perform as a team.

Table 9
Summary of Respondents' Assessment on the Implementation of Team Performance

Items	Overall Mean	Verbal Interpretation	Rank
Colocation	4.62	Fully Implemented	1
Virtual Teams	4.35	Implemented	5
Communication Technology	4.44	Implemented	4
Interpersonal and Team Skills	4.48	Implemented	2
Rewards and Recognition	3.74	Implemented	8
Training	3.85	Implemented	7
Individual and Team Assessments	3.93	Implemented	6
Meetings	4.46	Implemented	3
Grand Mean	**4.24**	**Implemented**	**-**

Moreover, "Interpersonal and Team Skills" registered the second highest overall mean of 4.48 (Implemented), followed by "Meetings" with 4.46 (Implemented), "Communication Technology" with 4.44 (Implemented), "Virtual Teams" with 4.35 (Implemented); "Individual and Team Assessments" with 3.93 (Implemented); and "Training" with 3.85 (Implemented). However, "Rewards and Recognition" obtained the lowest overall mean of 3.74 but was still interpreted as "Implemented". Low implementation of rewards and recognition should result in higher turnover rates, so the management should consider adopting retention strategies (Ameh & Osegbo, 2022).

Second to last in the ranking of implementation was training. Insufficient training impacts the quality and efficiency of the project, providing skills gaps and decreasing the motivation of the employees (Wong & Lum, 2021). To address this, companies should implement structured development plans that focus on technical proficiencies and safety practices, team-building exercises, and performance reviews (Ameh & Osegbo, 2022).

More so, lack of regular team and individual evaluations caused inconsistent project results and performance variability. Thus, it is recommended to create a development plan that focuses on having a regular assessment and targeted feedback to help identify skill gaps and optimize team performance (Chen & Lu, 2020; Johnson & Lee, 2021).

Conclusion. This study investigated the project team performance of a selected AAAA construction company by profiling respondents based on their age, gender, years of project management experience, and role in building projects. It likewise assessed their use of various team development approaches. Most responders were male, aged 21-30, with 6-10 years of project management experience, and worked as project engineers or architects.

According to the findings, Colocation was the only team performance indicator that was evaluated as Fully Implemented, while Interpersonal and Team Skills, Meetings, Communication Technology, and Virtual Teams were all ranked as Implemented. Individual and Team Assessments, Training, and Rewards and Recognition, on the other hand, had the lowest scores, indicating that these are the most crucial areas for development.

These findings indicate that, while the organization excels at encouraging physical collaboration and maintaining effective interpersonal relationships, it has major

hurdles in performance evaluation, skills development, and recognition systems. Addressing these gaps is critical for improving team efficiency and maintaining high-quality project deliverables.

Recommendations. Based on the results and findings of the study, the following recommendations are provided.

Future researchers could expand the team performance in other classifications and outside Metro Manila. This may include other factors of team development techniques as well as the profile of respondents that may affect the project team's performance.

Though team development techniques were implemented among the project team on AAAA construction projects, programs, plans, and trainings should be fully implemented to enhance the performance of the project teams.

The information herewith can also be utilized by various construction projects for their team development program. The authors recommend a development plan that focuses on the enhancement of Project Team Performance using strategies of Rewards and Recognition, Training, and Individual Assessment.

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