



# **A Qualitative Study About the Effect of Team Work on Employee Performance**

*Marjan Usama Ismael*

Eelo University, Faculty of Management Science

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## **ABSTRACT**

Teamwork is important for organizations, especially in today's highly competitive world. Studies show that organizations that emphasize teamwork innovate faster, see mistakes more quickly, find better solutions to problems, and attain higher productivity. Teamwork is one of the most important factors that help to improve employees' performance in the organization. Research suggests that teamwork provides better results for organizations than individual work. Every company sets specific goals and objectives to realize. The success of the company in realizing these objectives and goals relies on many factors. One of these factors is the good and effective performance of its employees. Nowadays, there is a fierce competition among companies working in the same field and in the same market place. Therefore, there is greater emphasis upon the personal achievement of the working staff at work place; in which the effectiveness of teamwork is thought to have an impact upon the employee performance. This paper attempts to investigate the impact of effective teamwork (effective communication, level of trust, interpersonal skills, team cohesion, accountability) on employee performance. The study adopted a qualitative methodology that involved a thorough empirical review and analysis of past studies related to team work and employee performance. The results of the study revealed that there was a positive significant relationship between teamwork and employee performance in the organization.

**Keywords:** Employee Performance, Teamwork

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## **1.0- INTRODUCTION**

The effectiveness of the personnel is crucial to a company's survival in the market given the increased level of business rivalry. The goal of businesses is to hire intelligent individuals who can save them both time and money. They are looking for individuals that are fiercely competitive and have a track record of exceeding expectations at work, not people who fail to be a useful addition for the firm. Human beings have been pushed from the beginning into communities to work together to accomplish their aims, to solve challenges, to produce more ideas, to improve skills, to live, etc. Teamwork is one of the most impressive and important 21st century work arrangements. One of the most successful working strategies is coordination. Since the dawn of the period, people have been guided to form communities to collaborate together with their interests, solve challenges, produce more ideas, build expertise, live, etc. The employees who work in an organization that does not have a strong concept of teamwork, usually fail to deliver the expected results and to achieve the goals and visions of that organization. The presence of teamwork concept is a necessary rule to help the employees in working together towards common aims and goals creatively. The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgement and opinion.

The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management (Vašková, 2007).

Recent studies show that working in teams could lead to more productivity as compared to working individually (Jones, Richard, Paul, Sloane, & Peter, 2017). This change of working in teams instead of working alone requires employees to co-operate, segment information, defy differences and substitute personal concerns for the sake of the whole team, and therefore the organization, where they work (Jalal & Putri, 2015). Organization's performance is achieved through the performance of employees and teamwork is considered as one of the vital elements that leads to effective and efficient achievement of the set organizational goals and objectives, it is one of the most desired attributes which an employer wishes to have in modern day organization (West, 2012) and it is the axis of an organization around which many organizational and individual components revolve to complete the organizational philosophy (True et al, 2014). The emphasis on teamwork reflects the view that organizational market value depends less on tangible resources, but more on intangible ones such as teamwork (Stiles, 2005) because teams always offer greater participation, challenges and feelings of accomplishment (Conti & Kleiner, 2003), and excellent organizational performance is directly linked to effective teamwork (Varney, 1989). There is a say that "one finger cannot smush the lies" this obviously means that teamwork is a crucial element in the organization's survival and prosperity.

Teamwork is viewed as work group with a common purpose for the achievement of goals/task (Harries and Harries, 1996). It implies therefore that individuals work in a cooperative environment in the interest of a common goal by sharing knowledge, skills and being flexible enough to serve multiple roles. It is a means of improving manpower utilization and potentially raising performance of not just the individuals but the organization ultimately,

because it can expand the output of individuals through collaboration. Thus, employees who work in team become the standard for the organization (Alie, Bean and Carey, 1998). Nowadays, managers who know the value are assigning more team projects to employee with opportunities to strengthen their knowledge and develop their skills. Teamwork has the potential of improving the performance of individual employees and that of the organization, though, it needs to be nurtured over time (Ingram, 2000). The increasing global competition in our current age of globalization, where there are no barriers among countries in terms of business, leads to imposing great pressures upon companies as well as raising the customer expectations from these companies. This requires companies to pay greater attention to the prospect of teamwork. This is not only confined to the development of new products, but to the capability of adopting new technologies and improving the quality of the products or services provided to customers in order to be able to compete effectively and successfully. Apparently, there is adequate evidence proving that the issue of the presence of teamwork and its impact upon the performance of employees in an organization has not attracted much research interest, irrespective of its importance (Iftikhar, 2017).

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## LITERATURE REVIEW

### 2:0- Teamwork Concept

Teamwork refers to the actions of employees which are brought together to accomplish a common goal giving priority to the interest of the organization (Chukwedi, 2014). According to Kalisch and Lee (2009) teamwork involves a group of people who support one another to attain a particular objective. A work team is a group of employees whose individual efforts result in a performance that is greater than the sum of their individual inputs (Robbins & Judge, 2007). Teamwork is defined as a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable (Katzenbach & Smith, 1993).

Pearce and Robbins (1997) defined teams as groups of individuals who work together to accomplish a task/project. Also, Salas, Dickinson, Converse and Tannenbaum (1992) have defined a team as a distinguishable set of two or more people who dynamically, interdependently and adaptively interact towards valued objective/mission/goal, which have been assigned each to perform a particular function or role with a limited life-span of membership. In the same vein, Larson and Lafaston (1989) defined team as a unit of two or more people who coordinate and interact to complete and achieve one common and specific goal. To Cohen and Bailey (1999), an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the expected outcomes. They noted that it enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones, Richard, Paul, Sloane and Peter, 2007). To Robbins and Judge (2007), work team refers to a group of people whose individual efforts result in a performance that is greater than the sum of the individual inputs. On the other hand, performance has been presented in existing literature as a complex and multidimensional construct which can be defined and assessed in many ways.

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### 3:0- Employee performance

Moehariono (2012) highlighted that performance is quantity and or quality of the result of the individual work in the organization in doing the main task and function which is guided by norm, standard, procedure operational, criteria, and proposition that already assigned or applied in the organization; that the categories of performance include effective, efficient, quality, punctuality, productivity and well-being. Chen (2011) contended that employee performance is related to employees who accomplish their tasks and goals up to the standard as defined by the organization and who are appraised on the basis of their performance against defined performance standards. Darden and Babin (1994) claimed that employee performance is a rating system used in many organizations to evaluate the capabilities and efficiency of employees. Better employee performance is essential for a balanced economy because high performance improves the living standards of employees, their salaries increase due to which the consumption of good increases since employee performance is essential for overall society (Griffin et al., 1981).

The concept „performance“ is derived from the word perform which is an act. Al-Jammal, Al-Khasawneh and Hamadat (2015) defined employee performance as the level of efforts and achievements exerted by employees. To Okunribido (2015), employee performance can be defined in terms of quantifiable outcomes of work behaviour and in terms of behavioural dimensions (e.g., work related communication, decision-making, attention to detail) that are less quantifiable. Therefore, as a multi-dimensional construct, the measurement of performance varies depending on a variety of factors (Bate and Holton, 2010). They concluded that it can be simply defined to mean the record of outcomes achieved among staff

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## 4.0- Importance of Teamwork in Organization:

### 4.1-Promotes Problem Solving:

Teamwork is necessary when several people are collaborating on a solution to fix issues. When anyone operates on an organization issue, he or she can only rely on his or her own professional expertise and understanding. Team members combine their collective ideas to develop new ideas for problem-solving. Problems are not only bad in this situation. The problem may be that a consumer has created a product to satisfy a need that the consumer doesn't realize. Two or more people also draw on each other's thoughts, delete bad sections and develop ideas [D. Mcewan, 2017].

#### ***4.2-Improves Communication of Ideas:***

Teamwork is the foundation of efficient organizational communication. Employees cannot quickly exchange experience or new information as they work as individuals or individually in projects. This lack of coordination rises the time it takes for projects, assignments or solutions to be achieved. Teamwork facilitates conversation with workers about the job at hand, and may discourage employees from going the other way round. For instance, when one employee does not say that one way of dealing with a problem is a dead end and another employee is already attempting to use it, productivity is decreased [E. Salas 2015]. Two people working together could also be more emboldened to ask a third party for advice or feedback and not to turn their wheels into anything that doesn't fit.

#### ***4.3-Increases Work-Flow Speed:***

Cohesion is a crucial byproduct of a company's coordination. This stability can be the product of increased chemistry, confidence or both by team activity. Cohesive workers are less likely to face each other and embrace each other's decisions more effectively. Team synergy will dramatically boost a company's workflow pace.

#### ***4.4-Learning from Team Members:***

Any employee benefits from one another as they work together as a team within an organization. This expertise should not restrict itself to employees' personal experiences; employees in various offices will learn from each other about their departments' shortcomings and opportunities. For example, if a marketing department regularly makes unrealized demands of other departments, it will see that the requests are unfair by coordination

#### ***4.5- Feeling of Belonging:***

When a team works together and is unified, the members of the team know like they belong to something positive. Everybody wants to be part of a winning team, but you can't always win. Since they're shared by the squad, the losses are more tolerable. The team members comfort and drive each other, recalling their victories and winning again together. This facilitates good working ties.

#### ***4.6-Productivity:***

One of the clearest benefits of collaboration is to boost efficiency. This is how it is possible to break the workload and to reduce the single workload. The operations are thus frequently carried out in record time according to the time limits. The basis of your position is according to your credentials and specialization. The amount of importance is another means of spreading jobs. You can be a competent instructor, but also have an expertise in architecture, so that the organization can make use of its talents. Thus, the company will be an additional benefit.

#### ***4.7-Better Employee Relations:***

Working on the same floor in an open-door paradigm is expected to improve employee experiences. Employees are more likely to be related. The successful completion of every project is dominated by a feeling of harmony and mutual emotions. The atmosphere of shared confidence and fellowship is common.

#### ***4.8-Shared Accountability:***

This is one of the main reasons which have emphasized the need for coordination. Employees also work under pressure when they work as solo individuals conducting a mission. They work under increasing social pressure. The entire community is committed to making the product act as a team. So, at any point, the flaw could result in a drag, the whole team works around it and the individual specialized is allowed to figure it out until the actual glitch has been found. Team managers don't want to let their teams down to make things happen vigorously.

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## **5.0 Factors Associated with Teamwork**

It is not easy to build a competent teamwork due to the modern technological challenges and the increasing competition between industries. The various forms of challenges that have appeared recently because of the developments in all field, make it harder to build a strong structure of teamwork in organizational environment. The most efficient elements to overcome such difficulties regarding teamwork are positive communication, confidence, and productive leadership. It is nearly impossible to build up an efficient teamwork without these factors. The following elements are quite important regarding the competence and efficiency of teamwork:

- a) **Trust among all team members.**
- b) **Well-Preparation to engage in various debates around ideas.**
- c) **Learning to commit to decisions and plans of action.**

- d) **Effective leadership and structure of teams with well-defined roles and responsibilities of team members.**
- e) **Proper performance evaluation of team members and rewards and recognition for outstanding work.**
- f) **Focusing on achieving collective results**

Factors that influence team performance have been the subject of extensive research. Team composition, work structure, and task characteristics have all been shown to affect team performance (Gladstein, 1984; Salas, Cooke, and Rosen, 2008).

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## 6.0-Team Effectiveness

Hackman (1987) defines team effectiveness as a construct composed by three criteria:

- **Performance,**
  - **Satisfaction, and**
  - **Viability.**
- a) **Performance** is the outcome produced by the team and is related to whether they are able to meet or exceed the objectives stipulated for their tasks as a team.
  - b) **Satisfaction** is characterized by the extent to which team members feel satisfied or frustrated in relation to their personal needs.
  - c) **Viability** refers to the capability of team members to continue working together in the future. Satisfaction is the team effectiveness criteria in which this thesis is going to focus on.

Most models of team effectiveness are formulated around the Input-Process-Outcome (IPO) framework, proposed by McGrath (1964), in which inputs precede processes, and the transformation of inputs into outcomes happens through these team processes (i.e. the interaction among group members).

- **Inputs** include the resources available to the team and can be internal or external. Examples of internal inputs are team members' personalities and demographics, and external inputs may be, for instance, organizational climate, rewards and training.
- **Team Processes** involve "mechanisms that inhibit or enable the ability of team members to combine their capabilities and behavior" (Kozlowski & Bell, 2003). Marks et al. (2001) define team processes as "members' interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioral activities directed toward organizing task work to achieve collective goals" .
- **Outputs** are the end result of team processes (i.e., the quality and quantity of the work /product that results from the interaction among team members as well as the members' reactions) and the criteria that allow us to assess team effectiveness. These criteria may be internal (i.e., satisfaction and viability) or external (i.e., performance).

Team performance can be conceptualized as a multi-level process in which team members engage in individual- and team-level taskwork and teamwork (Kozlowski and Klein, 2000). Taskwork refers to tasks that team members perform either individually or collectively, usually assisted with tools and machines, whereas teamwork refers to interpersonal interactions among team members (Bowers, Braun, and Morgan, 1997). It is generally accepted that effective teamwork is characterized by good communication and collaboration among team members as they work toward achieving the common goal. The outcome or product of team performance is known as team effectiveness (Salas, Cooke, and Rosen, 2008), which can be measured in different ways, including objective and self-reported team effectiveness and member satisfaction (Gladstein, 1984; Guchait, Lei, and Tews, 2016; LePine et al., 2008). Team member behaviors that contribute to team effectiveness are also of great interest. In order to better understand pertinent behaviors of teamwork, Loughry, Ohland, and Moore (2007) developed the Comprehensive Assessment of Team Member Effectiveness (CATME), an 87-item scale (with a short form of 33 items) that classifies teamwork into five categories: contributing to the team's work, interacting with teammates, keeping the team on track, expecting quality, and having relevant knowledge, skills, and abilities (KSA). The CATME instrument provides a good measure of teamwork and can be used to study how teamwork affects team performance (Loughry, Ohland, and Moore, 2007).

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## 7.0: - Team Spirit (Esprit De Corps) and Employee Performance

Esprit De corps is the feeling and viewpoint that employee holds about the group. Esprit de corps is a belief that the rank and file got from the top makes them feel they are different from and better than other people and that the organization is more important than the individual (Houston, 2000). Esprit de corps is also known as team spirit in which employee shares their problem with each other within the organization (Jaworski & Kohli, 1993). One research study concluded that a team is prepared by a group of people who jointly depended on one another in order to achieve team objectives.

Team spirit is composed of group members' feelings, beliefs and values. Additionally, team spirit in the organization is the key to achieve common goal of the team (Boyt, Lusch & Mejza, 2005). Esprit de corps is the key for success in the organization. Another researcher considers esprit de corps as a valuable asset for team members as well as an organization (Homburg, Workman & Jensen, 2002).

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## 8.0-Team Leadership and Performance

Team cannot function if they cannot agree on who is to do what and ensure all members share the work load. Agreeing on the specifics of work and how they fit together to integrate individual skills require leadership, either from management or from team members themselves. Several studies have been conducted on leadership behavior and team effectiveness. Burns (1978) distinguished between transactional leadership and transformational leadership. Bucic, Robinson and Ramburuth (2010) found that the leader does have an effect on the team, and also that the leader's leadership style (transformational, transactional or ambidextrous) is critical to team level learning and performance.

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## 9.0-Team Trust and Performance

The concept of team trust appears when the members of a team believe in each other's competence and occupational abilities (Sanyal & Wamique, 2018). Trust among the team members comes when member of the teams develops the confidence in each other's competence. One research study concluded that trust among the team members develop the unique skills and coordination of individuals (Erdem, Ferda, Ozen & Janset, 2003). According to Mickan & Rodger (2000) there is positive relationship between the team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organization. The concept of team trust appears when the members of a team believe in each other's competence and occupational abilities. Based on a study conducted on the subject, Rodger and Mickan (2000) concluded that there is a positive relationship between the trust and team performance. Team trust has the power to strengthen the behavioral concepts and beliefs of teamwork, also to empower individuals' personalities and develop their skills and talents. Such magical power has a positive impact on the performances of employees. Every member of the team must be responsible for building the concept of trust with other members within the workplace while creating a trustable work environment is one of the essential responsibilities of the organization. The key of constant development and high-performances in working environment is the comfortable feelings and ability to cooperate between the team's members. The concept of cooperation can only exist if the trust comes to be an essential principle of the team foundation. Trust creates a very positive and healthy working environment where the team members can discuss and suggest any subject or thought comfortably without being afraid to be judged or criticized.

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## 10.0 - Teamwork and Employee Performance

The impact of teamwork on employees' occupational performance has been a major topic of many researches done by academics and practitioners in the previous years (Jones et al, 2007). The reason behind this attention is the fact that the practical concept of teamwork has a strong influence on the performance of any organization and the employees who work in it. Teamwork was defined and deliberated by some researchers as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the performances of the workers there. There are several causes and reasons that clarify and highlight the link between teamwork and the level and quality of the performance in workplace. Jones et al (2007) state that understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving forces for improving a firm's performance. Team members enhance the skills, knowledge and abilities while working in team (Froebel and Marchington, 2005). Researchers and experts indicate that effective behaviors and concepts related to teamwork can increase the level of improvement of employees' performance and their productivity as well as enhancing the ability of solving conflicts and facing the urgent and sudden challenges at work. High performance teams have both a clear understanding of the goal and objectives to achieve and the belief that the goals and objective embody a worthwhile or important result. For these reasons team objective and responsibilities are defined and these assist in quick decision implementation. According to Cohen and Bailey (1999) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Teams enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al., 2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology, therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2005).

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## 11.0- Performance Appraisal and Teamwork:

A performance appraisal is a systematic general and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Performance appraisals are often seen as a method for providing feedback and rewards for meeting performance goals, all of which have been linked to motivations in previous research. In most organizations, individuals are appraised without specific mention of their team involvements, and bonuses and other rewards are based on these individual appraisals. In fact, many employees serve on teams, but their performance on the team may or may not even come up specifically in their performance appraisal (Brown, 2009). It is important that individuals „accomplishments in teams be an integral part of their annual performance appraisals.

According to Rabey (2003) recognition and rewards are the primary focus if the individuals who are working in teams. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects They must also set the team goals which are connected with the company's strategic plan, building of employee performance and fair payment methods. (Manzoor et al, 2011). According to Herzberg (1987),

reward and recognition can provide both intrinsic and extrinsic motivation. Dunford (1992) found that recognition and rewards improve employees' performance. Hence, performance appraisal and rewards have been recognized as an important factor affecting employee performance.

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## 12.0- Effect of Team Members Abilities on Employee Performance

Part of a team's performance depends on the knowledge, skills and abilities for its members. A team's performance is not merely the summation of its individual members' abilities. However, these abilities set parameters for what members can do and how effectively they will perform on a team (Robbins and Judge, 2007). In their opinions, to perform effectively, a team requires three different types of skills. First, it needs people with technical expertise. Second, it needs people with the problem-solving and decision-making skills to be able to identify problems, generate alternatives, evaluate those alternatives and make competent choices. Finally, the teams need people with good listening, feedback, conflict resolution and other interpersonal skills, they added. They remarked further that no team can achieve its performance potential without developing all three types of skills. The right mix is crucial as too much of one at the expense of the others result in lower team performance. They noted that research on the abilities of team members has revealed some interesting insights into team composition and performance and they include the need to distribute work load evenly, ability to adapt prior knowledge to suit a set of new problems and the need to match team ability to the task.

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## 13.0-Empirical Literature Review on the Effect of Team Work on Employee Performance

The existing literature on teamwork and performance in the organization suggests that there is a positive link between the two variables. The emphasis on this link reflects the view that organizational market value depends less on tangible resources but rather largely on intangible ones, particularly teamwork (Stiles and Kulvisar, 2005). Conti and Kellner (2003) have also observed that teams offer greater participation, challenges and feelings of accomplishment. They noted further that organizations with teams will attract and retain the best people, which in turn will create a high-performance organization that is flexible, efficient and most importantly, profitable. The impact of teams on organizational performance has been a topic of many researches done by academics and practitioners for the previous years. There is a widespread belief that teams positively affect the performance of organizations (Jones et al, 2008), and this chapter reviews and presents the existing knowledge and literature about the study variables i.e., teamwork as the independent variable, and employee performance the dependent variable.

Specifically, it contains a review on the theoretical foundation of the teamwork concept and elements, employee performance, theoretical review, and relationship between teamwork, team spirit, team trust, team leadership, and performance.

Abdulle and Aydintan (2019) carried out a study entitled "The effect of teamwork on employee performance in some selected private banks in Mogadishu Somalia" in which they sought to investigate the impact of teamwork, in terms of trust, cohesiveness, spirit de corps, and knowledge sharing, on employee performance in some selected private banks in Mogadishu, Somalia. The study employed the descriptive research method and was applied on a sample of 222 respondents, using a questionnaire form. After receiving the responses of the respondents, the researchers used the Statistical Package for Social Science (SPSS) to analyze them. The study concluded that: teamwork measures (trust, cohesiveness, spirit, esprit de corps, and knowledge sharing), had a significant and positive impact on the performance of employees. Therefore, the researchers recommended establishing an environment of trust, cohesiveness, spirit, esprit de corps, and knowledge sharing within organizations to achieve better employee performance (Abdulle & Aydintan, 2019).

The study of Phina, et al., (2018) investigated the influence of teamwork upon employee performance within an organization. The study was applied on some chosen medium scale enterprises in the state of Anambra State, Nigeria. The study used the descriptive research method, and a five a five-point modified Likert scale questionnaire to elicit the primary data from the respondents who represented the study sample. The study sample included 295 senior staff of the organizations investigated. After obtaining the responses of the study respondents, the responses were analyzed by means of SPSS, utilizing the usage of Pearson correlation, summary statistics, and multiple regression analysis. The results indicated the coefficients of the single forecasters of employee performance and their t- values, including team esprit de corps, team members' abilities, accountability and reward and team trust, had varying degrees of positive association with employee performance, representing the dependent variable. ( Phina, Arinze, Chidi, & Chukwuma, 2018).

Sanyal & Hisam, (2018) tried to inspect the influence of teamwork on work-related performance. They sought to inspect the factors related to the notion of teamwork in job environment. These factors included trust, leadership, structure, rewards, and performance evaluation. The study adopted the descriptive research approach and it was implemented on a sample consisting of 100 respondents out of the entire population of faculty members in the University of Dhofar. The researcher devised a questionnaire to be the study tool for collecting the primary data from the sample participants. After the analysis was carried out, the researcher found out that there was a significant association amongst the independent variables representing the factors of teamwork, including leadership, trust, and performance evaluation, structure, and rewards, from one side, and performance, from the other side, as shown by the faculty members of the University of Dhofar in the Sultanate of Oman (Sanyal & Hisam, 2018).

Hari Prasad Gautam (2018) carried out a study entitled "Team Effectiveness and Perceived Employees' Performance in Nepalese Service Sector". The study showed that team work played a significant role on employees' performance.

Khan & Mashikhi (2017) carried out a study under the title of "Impact of Teamwork on Employees Performance". The study's chief aim was to explore the impact of teamwork on employee performance in the Oman banking sector. The researcher adopted the descriptive research method in their study. The study sample included (120) employees working at a bank in Oman. They devised a questionnaire covering all the research questions and hypotheses,

which was distributed to the sample participants to get the primary data necessary for achieving the objectives of the study. They used the correlation analysis to inspect the association between teamwork and employee performance, whereas they used regression analyses and mean scores to prove if independent variables used as teamwork measures, represented in team members' knowledge sharing influences employee performance or not. Accordingly, the study concluded that teamwork had a significant positive impact on employee performance (Khan & Mashikhi, 2017).

Iftikhar and Manzoor, (2017) did a study called "Effect of Teamwork, Employee Empowerment and Training on Employee Performance", in which they studied the direct impacts of employee empowerment, teamwork, and training on employee performance in the telecom sector in Islamabad, in Pakistan. The study employed the descriptive methodology. The researchers used a five- response questionnaire, based on Likert model, as the study instrument to collect data from the study sample. This sample included 150 respondents, whom the questionnaires were distributed on to fill in. To analyze the data gathered from the sample, the researchers used the multiple linear regression. The outcomes of the study indicated that teamwork positively influenced the performance of employees. Consequently, the study recommended that it was highly essential for every organization to apply such practices so that they could improve the total productivity of the organization as well as winning the competitive advantage over other competitors existing in the market (Ifitikhar & Manzoor, 2017).

Septiani and Gilang, (2017) conducted an empirical study aimed at finding out the impact of teamwork on employee performance in the state-owned companies in Bandung, Indonesia. The study used both descriptive and causal research methods. The researcher obtained the data through a questionnaire that was disseminated on the sample participants, in addition to the interviews. These represented the primary data of the study. They also utilized secondary data. They used the simple random sampling method to select a sample of 92 respondents. To analyze the data collected, they used descriptive analysis, simple linear regression, and coefficient of determination using SPSS in processing data. The result of this study indicated that teamwork had an impact on employee performance with a percentage of 23.5%, whereas other factors had an impact on employee performance with a percentage of 76.5% (Septiani & Gilang, 2017).

Zubair (2016) carried out an empirical study seeking to inspect the influence of teamwork on employee performance. The study utilized both descriptive and explanatory research designs. The independent variables of the study chosen to measure effective teamwork included effective communication, cohesiveness, accountability, interpersonal skills, leadership and level of trust. On the other hand, the dependent variable was employee performance. The sample of the study consisted of 107 employees selected from an entertainment company located in the city of Kuala Lumpur, the capital of Malaysia. The researcher used a cross sectional survey questionnaire, containing 35 items. The outcomes of the study revealed that all the chosen factors had important relationship with teamwork. Precisely, the study showed that effective communication, trust, leadership and accountability had a positive and significant influence upon the performance of employees.

Emmanuel Osei Boakye (2015) carried out a study entitled "The impact of teamwork on employee performance". The study believed that in today's society, there has been so much emphasis on pride and personal achievement at work place; whereby the concept of teamwork seemed to be overlooked by managers and employees. The study's aim was to identify the impact teamwork had on organizational performance. The objective of the study to: identify factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on organization performance. This research study analyzes the impact of teamwork on organizational performance on the employees of Komfo Anokye Teaching Hospital and Ejisu Government Hospital. Several measures of team performance were analyzed including team trust, recognition and rewards. Convenience sampling technique was used to select the employees while purposive sampling technique was used to select management in the organization. A self-structured questionnaire was used in the data collection. The research study used correlation techniques in order to analyze the relationship between two variables that was Teamwork and Organization Performance. There was clear evidence that teamwork and other measures of team performance were positively related with organization performance. The result of the study showed that there was a significant positive impact of teamwork on organizational performance.

Sheikh Raheel Manzoor, Hafiz Ullah, and Murad Hussain (2011) carried out a study under the title of "Effect of Teamwork on Employee Performance" This research study analyzes the effect of teamwork on employee performance about the staff members of Higher Education Department of Khyber Pakhtoon Khawa (KPK), Peshawar Province of Pakistan. Several measures of employee performance were analyzed including esprit de corps, team trust, recognition and rewards. The results showed clear evidence that teamwork and other measures of employee performance are positively related with employee performance. The self-administered questionnaires were distributed within the Directorate of Higher Education, (KPK) Peshawar, including four Government Degree Colleges (GDC's) of boys and girls located in Peshawar and Kohat area. The research study uses regression and correlation techniques in order to analyze the relationship between two variables that is Teamwork and Employee Performance.

The result of the study showed that there was a significant positive impact of predictors on the response variable. The study recommended adapting teamwork activities in order to enhance the employee performance.

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## **14.0-CONCLUSION, SIGNIFICANT OF THE STUDY AND RECOMMENDATIONS**

### ***14.1-CONCLUSION***

The empirical literature review has revealed the importance of team work in the organization. Team was found to have positive and significant impact on employee performance and resulted to higher productivity, better organizational performance, competitive advantages and increased product quality and quantity. When an employee is in a team, his or her performance is automatically improved and invariably, job satisfaction is also enhanced. Team offers better utilization of skills and reduces the tendency to quit. For teams to perform effectively, there is need for some team members to possess levels of

skills such as technical expertise, problem solving and decision-making as well as interpersonal skills. No team can achieve its performance potential without developing all three types of skills mentioned above.

#### **14.2- SIGNIFICANCE OF THE STUDY**

The study has both theoretical and empirical significance. Theoretically, the study delved into examining the effect of teamwork on employee performance and as such team members' abilities, esprit de corps, trust, recognition and reward were analyzed to see their collective and individual contributions to performance in the organization. By so doing, the body of knowledge is enriched in this area of study. Also, empirically, the findings and policy dialogue that would follow will be of immense benefits to the following categories of stakeholders in the organizations.

- a. **The management:** The management would be enlightened on the need to adopt the approach of teamwork in their organizations to take advantage of the efficiency and effectiveness of the employees drivable from the approach.
- b. **The employees:** The employees would be made to understand that the advantages in teamwork outweigh the disadvantage hence the need to ask for it.
- c. **The students/researchers:** This group will also benefit from the outcome of the study because it will serve as good starting point for those who might want to carry out further studies in the area.

#### **14.3 RECOMMENDATIONS**

Based on the empirical review analysis, organizations can enhance their performance through teamwork by adopting the following:

1. To improve teamwork and team building, organizations should introduce group/team incentives which encourages employees to work and achieve as a team other than encouraging individual success that breed competition.
2. Organizations needs to foster teamwork by establishing relations with and between its employees, and help them work together effectively. The organization should encourage teams to share information, both amongst themselves and within the wider organization.
3. Organizations should build up trust and respect because nothing gets done within a team, or company as a whole, if there isn't mutual trust and respect among employees and with management.
4. Organizations need to encourage socializing activities by setting aside time for team members to get to know one another on a more personal level to increase mutual trust, respect and understanding like a laidback office party, just to get people talking.
5. Strategies to build relationships between its employees must be encouraged because as team starts to cooperate more, there is a need to examine the way they work together and take steps to improve communication, cooperation and trust amongst the team, and if there are any conflicts, try to resolve them amicably.
6. Organization should encourage open communication where team members are encouraged to openly speak, share ideas, make suggestions and voice their opinions across all aspects of the business
7. Organizations need to introduce start team traditions for teams and the company as a whole by creating traditions to help bring people together and establish a sense of unified culture and solidarity like offering a large incentive for when a team has reached their goals
8. Organizations should take time to celebrate by acknowledging and honoring team wins, successes, and achievements which helps reinforce a team's willingness to work together and work hard for the company when their effort is clearly appreciated and celebrated.
9. Managers should therefore endeavor to ensure that each team compose of the necessary skills that will enable the team to perform effectively without having too much of each skill to the disadvantage of others.
10. Team's esprit de corps is a situation in which a group of people jointly depend on one another. This should be strengthened by making sure that people of like minds are put together in a team so that the organization can enjoy the full potential of such teams.
11. Recognition and reward in a team should be encouraged by the organization but caution must be exercised to ensure that cooperative efforts rather than competitive ones are recognized and appreciated to achieve the desired optimal performance from the employees.

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