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IMPACT OF TEAMWORK ON EMPLOYEE PERFORMANCE: STUDY OF FACULTY MEMBERS IN KENYATTA UNIVERSITY

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IMPACT OF TEAMWORK ON EMPLOYEE PERFORMANCE: STUDY OF FACULTY MEMBERS IN KENYATTA UNIVERSITY

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Abstract

Purpose: The study focused mainly on factors that were associated with the teamwork approach at the job environment and their contribution on the employee performance and as a result overall performance of Kenyatta University.

Methods: The study took a detailed form to analyze the subject using data to describe different perspectives in order to meet the study objective fully. The population targeted was faculty members of Kenyatta University and to cover consumer satisfaction students were involved. The study was an analysis of 100 respondents where the questionnaires were distributed among various schools and in the supportive sector which included the cafeteria and health department. The sampling was purposive in the selection of the respondents and mainly focused on experience period at the faculties. The main instrument used to collect data for this study was mainly a questionnaire and an interactive interview. The instrument was structured in a simple format where simple questions, open-ended, were framed based on the set objectives of the study.

Results: The findings indicated that teamwork has proven to be closely related to the performance of the individual employee. This concurs with earlier research work which indicates that teamwork helps to enhance productivity, boosts effectiveness and also efficiency at the workplace. The various faculties and the supporting sectors should seek to enhance the teamwork in attaining their mandate through the participation of every employee.

Unique Contribution to Theory, Practice and Policy: The organizations which are yet to adopt teamwork should consider doing so following the established benefits of effective teamwork in an organization. The management, on the other hand, should seek to provide the necessary support to the teamwork groups as basic components of the organization operates.

Keywords: *Employee Performance, Trust, Recognition, Teamwork, Kenyatta University*

1.0 INTRODUCTION

Teamwork is an approach that has been adopted by many organizations where the tasks that are aimed to attain the overall mission and vision of the organization as outlined in the mission and vision statements. The teamwork groups are actually working floors or departments under which various activities are conducted in attaining the overall purpose of the organization. The various departments have a different mandate and most often with a defined structure of leadership. They are usually interdependent in purpose, and due to the limited resources, they are found to share the readily available in the organization to attain their objectives. Human resource is not an exception in this issue as some have to serve in more than one department.

Teamwork organization, activities and events usually define the relationship of the employee with the department under which they operate. It follows that work floors being the units of operations, they contribute significantly to the personal image of the employees serving in those departments and shapes their perspective and commitment towards the course of the organization (Suff P & Reilly, 2014). Poor team organization, evaluation, reward system, and leadership will often bring about low morale and negative motivation towards individual performance. The employees usually take their activities sluggishly towards accomplishing basic actions and generally nothing important gets done (Husain, 2011).

Teamwork is aimed at working together harmoniously towards a defined goal by providing the necessary synergy where individuals get empowered in the working relationship to achieve continuous performance improvement and a better understanding of the importance of collective action towards career advancement (Adeleke, 2008). According to Wageman (1997) “company’s teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control.” As a result, for a department to attain its sub-objective geared towards the overall organization goals, the departments establish good teamwork relations enable the members of that specific team to operate in a given direction when carrying out their functions. This usually forms a culture in which the department conducts its activities. Since the culture is career based, then individuals are able to improve on the performance standards.

Properly developed teamwork relations enhance multiple skills on the individual members where there is creative problem-solving skills and easy learning when there is an introduction of new concepts. At an effective teamwork level, learning becomes easier in comparison to the absence of teamwork and individual performance is improved with the enhanced learning (Howard & Hurley, 2016). The concept also forms an appropriate venue for the induction of new employee into the business.

In an organization where there is no strong concept of team the newly employed workforce works in confusion on how various tasks should be undertaken and the standards of performance. Within the early stages of employment induction, it is usually important for the newly employed person to need to be fully inducted into the system of the department in which he/she has been incorporated to perform under. This is usually a good move as the employee becomes equipped with the necessary skills and in addition, he is able to attain the right working momentum asset at the teamwork level (Gomez, 2017). This ensures that the newly employed persons are able to easily adapt to their new roles and effectively attain the expected standards of performance. Companies should focus on this aspect to accomplish quality and efficiency at the work floors by

new employees as they tap their whole potential. Organizations are looking for employable individuals who can easily fit in a team to accomplish the intended objectives as opposed to individuals with only technical. Teamwork is swiftly replacing individuals as basic components of organizations and only through team cooperation can an individual realize expertise.

Teamwork makes the employee loyal to the workplace under which he/she serves. The identity which comes with team placement or specialization in a given field makes the employee become committed to that course. The employee experiences the urge to attain more expertise in a specific course where he operates as the team seeks more and more efficiency at the workplace (Mulika, 2010). The research and training sessions as promoted by the organization for specific teams improve their performance and overall organization performance.

The organization may also offer a team reward as motivation for the attainment of a specified level of performance. Through teamwork, the individual members of the teamwork keep each other in check so that they realize the group reward. Employees owning common equity are more motivated and committed to the group which translates into improved individual and organizational performance at large (Sengupta et al., 2007). The incentives common to any organization being cash bonuses inspires the individuals to outdo themselves in performance thereby keeping each other accountable on performance and a sense of ownership when the target is achieved (Manzoor et al., 2011). Group rewards are appealing to the employees and closely linked to improvements in performance. The rationale behind it is that people are usually motivated to improve performance by working harder or creatively developing different ways of achieving a specific objective in return for a financial reward.

1.2 Objectives of the study

- 1) To expound on the factors which are associated with teamwork.
- 2) To examine the effects of positive and negative teamwork relations on employee performance.
- 3) To show the widespread effects of the relations outlined above on the organization at large.

2.0 METHODS

The study took a detailed form to analyze the subject using data to describe different perspectives in order to meet the study objective fully. The population targeted is faculty members of Kenyatta University and to cover consumer satisfaction students were involved. The study was an analysis of 100 respondents where the questionnaires were distributed among various schools and in the supportive sector which included the cafeteria and health department. The sampling was purposive in the selection of the respondents and mainly focused on experience period at the faculties. Ability and willingness to answer the questionnaire was later selected, and only the questionnaires that reflected the actual situation of the departments were selected. The supportive sector significantly contributed to the analysis of this study. The main instrument used to collect data for this study was mainly a questionnaire and an interactive interview. The instrument of the research was validated and made reliable by ensuring that there was a proper understanding of the questions to the respondents. Those who had any challenges were assisted, and the intended reason for the interview was given prior to the research interviews. The instrument was structured in a simple format where simple questions, open-

ended, were framed based on the set objectives of the study. The procedure involved an application for an introductory letter which was obtained from the University to proceed with the research. Questionnaires were thereafter handed out to individuals after a clear notice had been issued.

3.0 FINDINGS

3.1 Demographic of Respondents

Qualitative data analysis technique was employed to calculate the percentages and frequencies - the data presented in the tables and bar charts using SPSS.

Table 1: Demographic Profile of Respondents

Demographic respondents Variables	Number	Percent
Age (in years)		
26-35	27	17
36-45	21	21
46-55	32	32
56 and above	20	20
Gender		
Female	73	73
Male	27	27

3.2 Teamwork Impact on Employee Performance Responses

Table 2: Teamwork Impact on Employee Performance Responses

Variables	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	freq	%	Freq	%	Freq	%	freq	%	Freq	%
There is effective group leadership	15	50	11	36.7	4	13.3				
Trust exists among members	1	3.3	25	83.3	4	13.3				
Team members have unique recognition	7	23.3	6	20.0	16	53.3			1	3.3
Satisfaction in the performance evaluation	11	36.7	16	53.3	3	10				
Group reward acts as a motivation	21	70	9	30						
Effective teamwork										
Working with team increase efficiency of an employee	8	26.7	13	43.3	7	23.3	1	3.3	1	3.3
Team work achieve participation, confidence and skills development	10	33.3	6	20	7	23.3	6	20	1	3.3

3.3 Correlation Analysis

Table 3: Correlation Analysis

	teamwork	Leadership	Trust	Recognition and performance appraisals	Employee performance
Teamwork	1				
Leadership	0.81	1			
Trust	0.71	0.65	1		
Recognition and performance appraisal	0.44	0.47	0.38	1	
Employee performance	0.82	0.48	0.65	0.17	1

From Table 3, the correlation between teamwork and employee performance shows that the correlation coefficient is 0.82. The coefficient correlation under this category shows that there exists a significant relationship between the two. The correlation between leadership and structure at the teamwork vs. employee performance indicates a value of 0.81 which also reveals a significant correlation. That of trust among the department members' vs. employee performance indicates a value of 0.71 which also indicates a significant correlation. That between the employee performance vs. performance appraisals and recognition indicated a value of 0.44 which is a moderately significant relationship.

From the above correlation coefficients, it is clear that the factors that were considered in the case study of trust, performance appraisals, leadership structure and recognition at work, significantly impacted the employee performance. Under this consideration, it is important to take note that the hypothesis H0: "There is no significant impact of teamwork based on the factors of leadership, trust, recognition performance appraisals and evaluations on the employee performance," is rejected and hypothesis H1 upheld. The regression coefficient 'R' was determined at 82.3 which is proportional to the variability of the coefficient of the independent and dependent variable of determination R² is calculated as 72.2% which indicates that 72.2% variation in the employee performance is dependent on the factors of teamwork. The F value at 121.45 indicates that the overall regression is significant by statistical methods.

3.4 Discussion

Teamwork and its impact on performance is not a new concept but continued deliberations over time by many researchers both by academicians and managerial practitioners (Jones et al., 2008). The topic cuts across both service and production industries and is a significant component in attaining effective operations of the organization. Teams being the unit components of the organizations, the effectiveness of the human resource employed is highly defined by the response of the individual employees serving under these units. The performance of these teams particularly establishes the effectiveness of the entire organization be it in production or service industries (Jones et al., 2008).

In the era of stiff competition, managers have turned to develop teams which can be able to expand the outputs of individual team-players at the departmental levels through collaborations. Employees in the departments involving teamwork become the standard for organizations. Teamwork in organizations is a means of workforce utilization and a means of improving the performance of individuals. In today's business world, the leaders are assigning team projects to strengthen knowledge and skills (Hartenian, 2013). A recent study has concluded that through

teamwork there is more production in comparison to individual competition for of operation (Jones et al., 2007).

Following today's business where the world has become a global community, promoting teamwork in organizations is very vital taking into consideration the diversity of human resource in international business set up (Pielow, 2010). However, with appropriate strategies such as recognition, group reward, communication, and proper leadership, all-inclusive teamwork can be formulated to effectively attain the organization goals and also bring about employees' fulfilment. The organizational teamwork begins with the leadership formulation of business strategies that are aimed to achieve the objectives, communication of the mission, vision and the values to the teams for execution and team-based planning (Tania et al., 2016). The management should closely monitor the process to provide the required support such as training (Suff & Reilly 2014). Group assignments should come along with rewards for ownership and commitment to the course.

Trust among the team members is an important interpersonal skill in the performance as the members have confidence within themselves and seek to improve each other competence other than outdoing each other. Trust among the team members develops the coordination of individuals and unique skills (Erdem et al., 2003). Trust is a basic behavioural component of teamwork which results in members' cohesion resulting in mutual development. The management should transform the trustworthiness behaviour of its employee as a measure of performance appraisal and in promoting the organization values. In the evaluation of performance, quality of output, reduction of mistakes customer satisfaction and increased productivity or attainment of a set target should be evaluated from a teamwork based level to promote cooperation (Mickan & Rodger, 2010). Togetherness amongst the individuals of the team can only be achieved the moment trust becomes a very crucial aspect of the team values and way of life.

The negative impact of teamwork arises when there is a focus on the focus of personal agendas, competition arising from members especially towards a promotion, immaturity, lack of effective leadership and proper motivation. Leadership is a major component of effective teamwork in the organization especially in response to the challenges in which the team members face (Bacon & Blyton, 2016). The leadership needs to encourage the team and respond to the issues collectively at the team environment without partiality and blame game. The leaders are watchful for individuals' teams whose intention is to break up the unity.

4.0 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusions

From the presentation of the data analysis, the study concluded that;

Teamwork has proven to be closely related to the performance of the individual employee. This concurs with earlier research work which indicates that teamwork helps to enhance productivity, boosts effectiveness and also efficiency at the workplace. The various faculties and the supporting sectors should seek to enhance the teamwork in attaining their mandate through the participation of every employee.

4.2 Recommendations

The study recommended that the factors analyzed under this study area can be embraced as a template by the university administrators in their commitment to attaining better services delivery in their respective faculties and thereby to achieve their overall goal of academic excellence. The organizations which are yet to adopt teamwork should consider doing so following the established benefits of effective teamwork in an organization. The management, on the other hand, should seek to provide the necessary support to the teamwork groups as basic components of the organization operates.

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