TEAM WORK AND EMPLOYEE PERFORMANCE IN ORGANIZATIONS: A CASE
STUDY OF BUZIGA ISLAMIC THEOLOGICAL INSTITUTE

BY

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DECLARATION

I **Nankabirwa Fatumah Bruhan**, hereby declare that this research report is my original work following the observations and procedures and that it has never been submitted to the University or elsewhere in any institution of higher learning for any award of a diploma or degree.
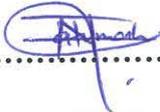
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APPROVAL

This research has been submitted for examination with my approval as the candidate's University supervisor.

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DEDICATION

I dedicate this research to my Lecturers especially **Dr. Wandiba Augustine** the research supervisor, **Mr. Nuwagaba Norman Hashim**, my parents; my mother **Ms. Namuddu Betty**, my father **Mr. Mawejje Bruhan**, sisters, uncles, friends and the research respondents who took their time to give me the necessary information that I needed for their guidance and financial support rendered to me throughout my studies; otherwise I would not have finished my studies.

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May the Almighty reward them abundantly

ABSTRACT

The purpose of this study was to establish the relationship between team work and employee performance in private organizations at Buziga Islamic Theological Institute. The objectives of the study included the different forms of teamwork used at the institute, the effect of teamwork on employee performance and employees perception towards teamwork in the institute.

A sample survey was carried out to seek opinions of respondents on the effect of teamwork on employee performance. Population Sample of 36 respondents was used which included; head teacher, deputy head teacher, director of studies, teaching and non-teaching staff. Simple random sampling techniques were used in order to give equal opportunities to each respondent to respond during the study.

Among the findings, problem solving team was the most prominent while virtual teamwork being the least form of teamwork used. The researcher found out that the achievement of common goal was mostly used while ensuring workers' coordination was the least used in the institute. Findings on the effect of teamwork on employees' performance was found that team work ensures commitment of employees, workers' ability to meet their goals, coordination among workers and sharing of ideas among themselves.

The employees' perception on teamwork was revealed that it is of a great contribution on performance of workers and this was represented by 58%.

The researcher found out that problem solving was the most common form of teamwork and that the team has a great contribution on the coordination of workers with positive perception towards saying that it has a great contribution on workers' performance.

For recommendations, the institute should adopt teamwork activities in order to enhance employee performance. Teamwork must be seriously ensured in all organizations.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction.

This chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, research questions and scope of the study and its significance.

1.1 Background of the study.

Traditionally people were organized in two ways for work that is structured hierarchy and small group on family approach. The Industrial Revolution that begun in 18th century markedly in Britain changed this and created hierarchal approach, mostly the scientific management by Taylor (1923). Later Hawthorne studies inadvertently raised questions about whether one could ignore social relations of work Mayo, (1933). This research led to the human relation movement which focused to the social aspects of work. More examination into the military looked like a hierarchical organization, but really troops worked in teams. Thus, the development of socio-technical systems theory (STS) provided away in question to analyze what people did at work then decide what is best way to organize them. This became the quality of workplace movement.

Further still, in 1970's to compete with Japan, countries throughout the industrial world begun to change the ways in question they operated so they could reduce costs and increase quality at the same time. Teamwork in the form of quality circles seemed to be the answer. During 1980's quality circles seemed to develop into total quality management and the quality movement launched the current emphasis on terms.

The effect of working alone versus in a group shows the effect of social facilitation because of the presence of other people facilitated (or increased) performance (Triplett, 1898). Lewins (1951) created the term group dynamics to show that he was interested in group as a unit of study. He developed an approach called action research, where scientists developed theories about how groups operate and then use these theories in practical applications to improve the operations of groups. He was primarily concerned with social change because he believed it is

easier to change a group than an individual. If one changes the behaviors of a group of people, then the group will continue to reinforce or stabilize the behavioral change.

Team work is a strategy that has a potential to improve the performance of individuals and organizations as whole though it needs to be nurtured overtime. Team work is a precise organization measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). One research study concludes that the good manager is the one who assigns the responsibilities to his/her subordinates in form of a group or team in order to take maximum output from them (Ingram 2000).

According to Bailey and Cohen (1999) an employee team is a collection of individuals who are interdependent in the tasks and share responsibility for their outcomes. In other words, a group consists of a large number of individuals all of whom perform the same general job task but do not count on other members in the accomplishment of individual tasks. Larson and Lafsto (1989) conducted detailed interviews of members of high-performing executives, projects, successful teams are characterized of a clear-elevating goal, a result-driven structure , have a principled leadership , members are competent with a unified commitment in a collaborative climate backed up with external support recognition.

Team work is an important factor for smooth running of a firm. Many organizational activities become complex due to globalization, technological advancement and attention to work in teamwork a major focus. This is not a new phenomenon, but use and attention to work in teams and their functioning has increased over time. New forms of teams such as self-directed, work teams, virtual teams and a cross functional teams are all combined with the complexity of work that requires increased collaboration with the complexity of work that requires increased collaboration and for their success heavily rely on teams and must devote attention to the effectiveness of their teams (Buzaglo &Wheelan, 1999).

It is believed that teamwork as a field of research and practice has much to offer to employees and the organizations as a whole in contemporary organizations who are struggling with an incredible amount of performance management (Donald L. Anderson, 2010)

Performance is indeed often regarded as simply the outcomes achieved: record of a person's accomplishment. Kane (1996) argued that performance is something that the person leaves

behind and that exists a part from the purpose."Employee performance is associated with quantity of output; qualify timeliness of output, presence /attendance on the job, efficiency and effectiveness of work completed." (Mathis & Jackson, 2009)

Employee performance has been defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical in organizational success (Litmos, 1996)

Employee performance is the successful completion of tasks by a selected individuals measured by a supervisor or organization in regards to pre-determined acceptable standards using the available resources. Aguinis (2009) described that " the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves that is it's all about what they do not what they produce on their outcomes".

In this corporate world today with increase competition among organizations as they enjoy the competitive advantage, leaders recognize the importance of team work more than ever before. Teams can increase the individual's outputs through utilizing his man-power and potentiality to raise performance. An employee who works confidently in team has increased productivity of the organization with upper level management support. Employees working in teams become the standards of an organization (Alie, Beam and Carey, 1998).

In the New business environment today, top managers and line managers are assigning a lot of team projects to subordinates' with aims of strengthening their knowledge and develop their skills (Hartenian, 2003). Also Jones, Richard, Paul, Sloane and peter (2007) assert that recent study shows employees working within a team can produce much output as compared to individuals.

1.2 Problem Statement.

Teamwork significantly comes along with commitment of employees, idea sharing, great performance, and so on, and thus promoting quality of work (Kleiner, 2003). Teamwork comes from team members knowing the expected outcome and where the outcomes fit in the whole organization's strategic plan (Blyton, P, 2006). However, some workers may not function well as

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part of a team, preferring to work individually. If your work environment requires employees working as a team, they need to understand where their mission teams falls in bigger organizational scheme with the overall leadership vision. Therefore, if not handled well, it may turn up to be a boomerang to the organization as it may limit creative thinking among members with a concept that they put their own ideas on the back burner that may keep the institute from moving forward resulting into stagnation that can only be handled through conducting a detailed research on the problem in question.

1.3 Purpose of the study.

The study was intended to establish the relationship between teamwork on the employee performance.

1.4 Objectives of the study

1. To establish forms of teamwork used in Buziga Islamic Theological. Institute
2. To establish the effect of team work on employee performance
3. To identify employee perception towards teamwork in Buziga Islamic Theological Institute.

1.5 Research Questions

1. What are the different forms of teamwork used in Buziga Islamic Theological Institute?
2. How does teamwork affect employee performance?
3. What is the employee perception towards teamwork in Buziga Islamic Theological Institute?

1.6 Scope of the study.

1.6.1 Content scope.

The study was conducted on teamwork and employee performance.

1.6.2 Geographical Scope.

Geographically the study was conducted at Buziga Islamic Theological Institute located along Ggaba road, in Makindye division Kampala-Uganda.

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1.6.3 Time scope.

The study used data from 2012-2016. The period was chosen because it was long enough for the researcher to establish the relationship between employee performance and team work.

1.7 Significance of the study.

The administration department of Buziga Islamic Theological will use the study topic to focus on teamwork and its effect to the performance of the employees/teachers.

The findings will also be helpful and beneficial to employees of several organizations especially this institute, in that they will strengthen their zeal and passion in the process of teamwork

To the academicians, the findings would contribute to the existing literature to serve to unearth new areas of research and provide much needed reference materials and give ways for future research on the area of study.

1.8 Definition of Key Terms

Cooperation: The action or process of cooperating or is the formation and operation of cooperativeness.

Commitment: The state or quality of being dedicated to a cause or policy or a pledge or undertaking an engagement or obligation that restricts freedom of action.

Accomplishment: Something that is achieved successfully.

Perception: The ability to see, hear or become aware of something through the senses in such a way of regarding, interpreting or intuitive understanding of something.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

This chapter contains the theoretical review of the research work of other researchers, and their review while relating them topic and objectives under study.

2.1 Theoretical review.

One of the most influential models of teamwork theory was developed in 1965 by Bruce Tuck man. He decided that there were recognizable stages in team development; his original model identified four stages that all group go through as they move to include "the newly formed" to "high performance teams". In 1977, he revised the model to include a fifth stage.

Forming: At this stage ,team members meet each other and learn about the tasks they will need to perform, understand what is expected out of them ant they will try to see how they fit in with each other .During this stage, it so critical to for the team leader to provide structure and direction for the whole team. Clearly defining the project's objectives and making sure that each member understands his/her roles and responsibilities will help you lead the team through this stage successfully.

Storming: During this stage, it is common for the team members to challenge each other, including the project manager. This is when people's interpersonal issues such conflicts and polarization do arise as they also question how long what they are doing and how it is being done generally.

It is also important to have skills such as relationship building, conflict management and listening (active) as well as being assertive, positive and confident during this stage mainly if any team member is challenging the project manager's leadership.

Norming: At this stage, everyone will want to focus on the right direction. As conflicts become less intense and the team members begin to understand and accept each other, then the team will gradually move into this stage. It is at this stage that your team starts to come together and is able

to focus effectively on the project tasks and objectives. Team building efforts like arranging social events, communication, giving constructive feedback and making sure you provide positive recognition to team members will help you do this.

Performing: At this stage, the team is performing at high level, they are comfortable to each other and they have accepted the group norms. As the team leader, focus more on your energy of leadership activities and less supervision since the Interpersonal and structural issues have been settled .This level amplifies energy and the overall effectiveness of the project.

Adjourning: At this stage as the project comes to an end, the team has become very close and many of them feel a sense of loss which is also known as the mourning stage. As the project manager, it is important that you arrange for celebration to recognize people's efforts. This will close the project in a positive way as you never know when you will work with the same people in the future project. They will always remember the recognition and appreciations you showed them on this project

2.2 Conceptual frame work.

According to Anderson, (2002).Teamwork is the process of working the process of working collaboratively with a group of people in order to achieve a goal. Teamwork means that people will try to cooperate, using their individual skills and proving constructive feedback, despite any personal conflict between individuals.

Armstrong (2007) defines employee performance as human effort both physical and mental employed towards effective attainment of organizational goals.

Figure 1: Conceptual frame work.
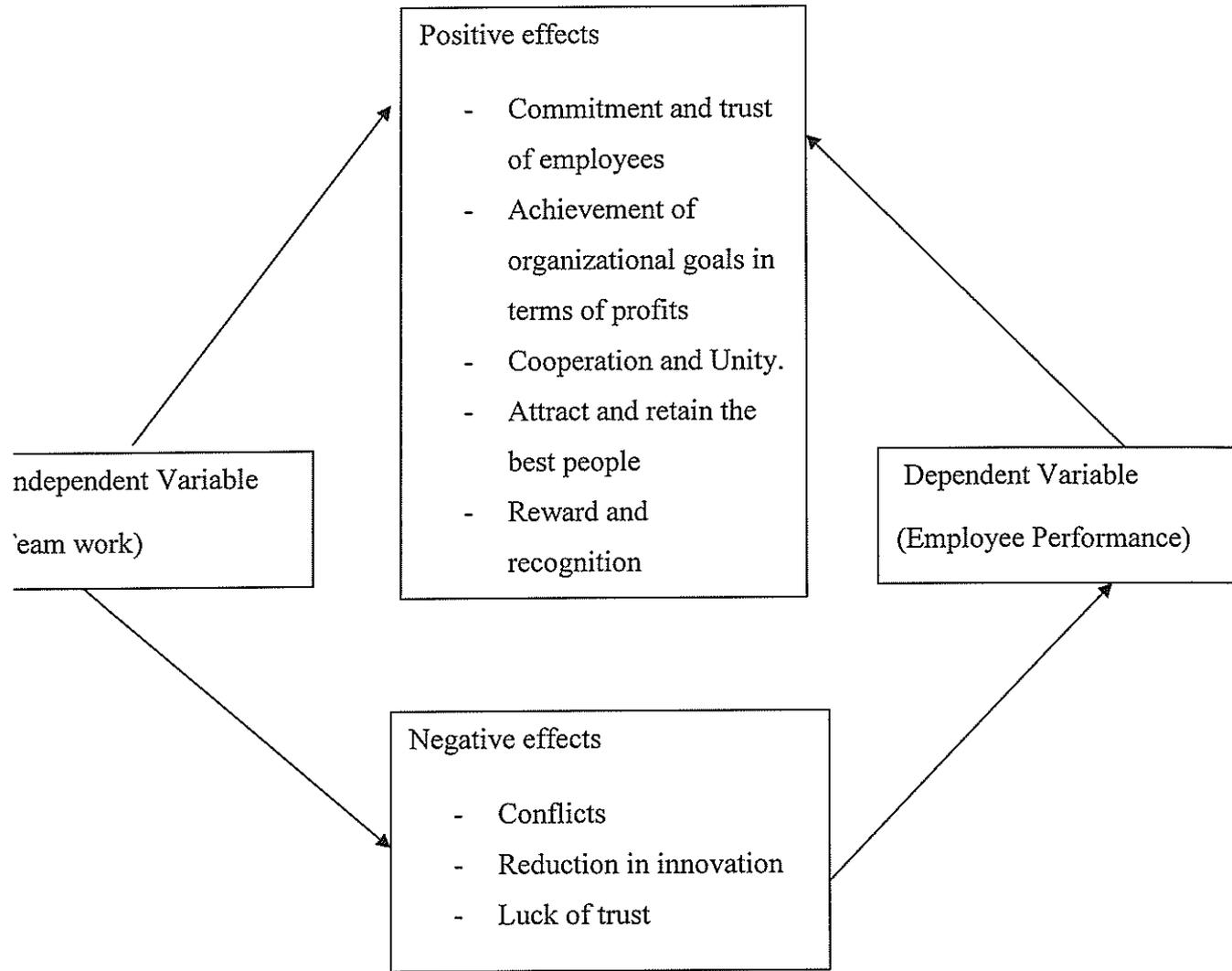
In organizations where there of teamwork (independent variable), there will be achievement of organizational goals, commitment, cooperation among others thus leading to good performance. On the other hand if teamwork is ineffective or not managed well, it will result into conflicts among employees, lack of trust, reduce ability to innovate and reduce morale of employees as illustrated in the figure.

2.3 Related Literature.

The related literature will be reviewing objective by objective.

2.3.1 Forms/types of teamwork in Buziga Islamic Theological Institute.

Engagements where the target population is a team are among the most common applications of organization in order to develop and increase performance. The use of teams in organization is not a new phenomenon, but use of and attention of work teams and their functioning has increased over the past several decades.

Organizations have implemented new forms of teams such as self- directed work teams, virtual teams and cross functional teams on temporarily or permanent basis based on their objectives are combined with the complexity of work today that frequently require increased collaboration and problem solving in a global environment, meaning "the effective functioning of groups and teams is central to the effective functioning of organizations" (Woodman and Pasmore, 2002, P.164)

2.3.1.1 Self-Directed Work Teams.

In 1980's when economic cutbacks resulted in the loss of a middle management layer in many organizations, companies were forced to look to new ways of organizing work. The result was to push down decision making to lower levels, often into teams (Orsburn and Moran, 2000)

A group of interdependent, highly trained employees who are responsible for managing themselves and the work they do meaning they set down their own goals in cooperation with management, plans how to achieve those goals, sorting out roles and responsibilities, monitoring results and taking action when results don't meet requires employees on a self- managed team handle a wide range of functions and work with minimum supervision (Ray and Bronstein, 1995, PP21-22).

Yeatts and Hyten (1998), advice managers to shift from "paternalistic" behaviors of monitoring and supervising to acting as coaches or mentors to the team though with a common myth that of authority is given out productively will suffer and laziness will become the norm (Hitchcock and

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Willard,1995) minus significant leadership commitment and mutual trust between management and employees.

2.3.1.2 Virtual Teams.

Organizational teams are increasingly diverse and geographically distributed that helps organizations to respond to the global customer's environment and take advantage of expertise located throughout the world. Mathotra, Majchrzak, and Rosen, 2007, called them virtual teams where members work together through electronic means with minimal face-to-face interaction, P.60.

To achieve a common goal, members who collaborate online using communication links such as wide area networks, video conferencing and e-mail whether they are only a room away or continents apart.

Halton 2001 argues that it is a challenge to build and create avenues and opportunities for team members to have the level and depth of dialogue necessary to cultural diversity, geographical distance and member isolation can increase ineffective collaboration, P.36.

2.3.1.3 Cross-Functional Teams.

According to Parker 1994 cross-functional teams or project teams are a response to the increasing complexity of operations in many organizational and demand for rapid pace, focus and problem solving. A cross- functional team is "a small collection of individuals from diverse functional specialization within the organization" (Webber, 2002, P.201). Members from about the same hierarchical level but from different departments, units or geographies come together for a defined period to accomplish a specific task or project.

For instance each individual would be expected to contribute knowledge of his/her field which could be packed together in a more integrated fashion. Yet dedication of time can vary among organizational members causing team confect and mismatched understanding of commitment to the team. This is "largely because the projects are not directly related to each member's immediate work and members have many completing responsibilities" (Proehl, 1996, P.7)

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2. 3.1.4 Problem solving teams.

It's sometimes called parallel teams that require only part time commitment from team members. These typically comprise of 5-12 employees from the same department who meet a few hours each week to discuss ways of improving quality, efficiency and work environment. Members share ideas or offer suggestions on how work process and methods can be improved, Richard L Draft et al (2000). However, these teams given the authority to unilaterally implement any of their suggested actions.

2.3.2 Effects of team work on Employee's performance.

Maximum output, the goal manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees (Ingram, 2000). It should be possible to design a system of team building within every organization for employees in order to promote and distribute best building within every organization for employees in order to promote teach (Washer, 2006).

According to Mejza. M., (2005). Teamwork helps uniting employees; functioning in unison to pursue a common goal once they get to know how to work in a teams. There are many employees who are not familiar with the concept of working in harmony with others but they are forced into situations where trusting and working together cannot be avoided. However with their differences, egos and even dislikes for team members, they may end up conflicting among themselves .For such folks, the collective spirit of working together acts such as motivation to modify their approach towards work and become more cooperative.

Long -term benefits. Team expert Talen Miller, 1967 found out that a strong team and lead to major gains for every small business like ability to maximize profits by allowing individuals to better combine their skills to achieve more , meeting cross-functional challenges and being able to respond quicker to rapid change , retaining greater people and empowering team to become one. Team strategy has a potential to improve the individual performance and organizations, but it needs to be nurtured over time.

Attract and retain the best people. Conti and Kleiner (2003) reported that teams offer participation challenges and feelings of an accomplishment where by organizations where teams

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are, will always attract and retain the best people. These people do their best to increase in a flexible, efficient and most importantly profitable one (a key factor) in a hard competitive world.

Team work benefits are significant to productivity growth in ranges and operational management (Totterdill Dhondt and Miesome, 2002). Team work as a policy or s strategy improves individual performance and the whole company but needs to be encourages overtime. Companies have to look for strategies of enhancing performance in line of increasing competitive environment.

Establishing a team consisting of members with various experiences skills and knowledge as well as backgrounds increases the creativity of individual and the group as a whole. Brainstorming within the team environment may produce novel ideas and optimal solutions Marchington M (2005).

Increase in innovation and invention. This may add value and important to service delivery. Therefore there is ability to increase the employability levels of workers through multi skilling and acquisition of high competences. Team members learn together so that they can subsequently perform better as individuals (Smith, 1996).

There are rewards of effective participation in the team context to be successful, a hard – interdependent team should have the support of everyone for who is designed and developed. Every team leader should constantly remind his members of their roles and responsibilities for the better result towards the common goal and he should set good example by demonstrating his personal commitment to the observance of the goals.

2.3.3 Employee perception towards teamwork in Buziga Islamic Theo. Institute.

According to Manz and Neck, 2002, high performance teams within the organisation exist when there is Cooperation and Unity exists between members. Reducing mistake, quality output, increased in productivity and customer satisfaction the variety of criteria through which the performance of the team is evaluated (Mickan & Rodger, 2000).

There is positive relationship between the Team performance and Trust because it generates the behavioral basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organisation is the responsibility of individuals. Cooperation of team members can only be created when trust is taken to be most important value

of the team norms and culture. Trust provides an atmosphere for the team members where they can discuss their mistakes, accept criticism an d freely express their feelings so this leads to more synergy Edmondson, (1999).Organisations should transform the trustworthy behavior for measurement into performance appraisal system to provide and promote the organizational values (Erdem et al,2003).

Recognition and Reward, According to Rabey (2003) recognition and rewards are the primary focus of individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. These two can provide both intrinsic and extrinsic motivation where the extrinsic rewards are the main factor to provide employee movement in positive manner (Herzberg, 1968).Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team member's hidden working potential otherwise managers may lose them. After implementation of above captioned concern, managers are able to establish their teams. Periodically monitoring the team work activities in order to check its effectiveness should be the primary focus of every business strategy (Musselwhite, 2001).

Team work comes along with Esprit De Corps. Team spirit also known as Esprit De Corps is the feeling and viewpoint that employee holds about the group in which they share their problems with each other r within the organization (Jaworski &Kohli, 1993).One research considers team sprit as a valuable asset for team members as well as an organisation (Homburg, Workman &Jensen, 2002) in addition it is prepared by group of people who jointly depend on one another in order to achieve team objectives. In Korean hospitals research shows that team spirit has been negatively recognized by physicians (Hwang &Chang, 2009). In Pakistan the concept of Esprit De corps is not much popular as most employees pursue their individual tasks rather than group (Trimizi & Shahzad, 2009).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction.

This chapter presents the research design; study area, population and samples of size the study, sampling techniques and procedures, data sources, data collection instruments, data management and analysis as well as the ethical considerations that were used in conducting the study.

3.1 Research Design.

In order to achieve the objectives of the study, a research design basing on a sample survey was carried out to seek the opinions of respondents on the effect of team work on employee performance in Buziga Islamic Theological Institute.

3.2 Study population.

The total population was 158 employees which included the head teacher, director of studies, teaching and non-teaching/supporting staff of Buziga Islamic Theological Institute.

3.3 Sample size.

Out of 158 employees, the researcher selected 36 respondents from the area of study as in table 3:1 below:

Table 1: Showing the Number of respondents selected from the population of the study.

Category	Target	No. of Respondents
Circular teaching staff	85	15
Theology teaching staff	22	8
Deputy Head teacher	1	1
Director of studies	1	1
Head teacher	1	1
Non-teaching/ Supporting staff	48	10
Total	**158**	**36**

3.4 Sampling techniques.

Purposive sample of 35% was taken by the researcher from a population of 158 employees because it minimizes bias and prejudices among respondents. Simple random sampling technique was applied on teachers and non- teaching staff because it gives each of the subjects (sample) an equal chance of being selected, thereby ensuring a high degree of representativeness.

3.5 Data collection instruments.

The study was collected data using questionnaires and documentary sources.

3.5.1 Questionnaires.

Questionnaires with both closed and open ended questions were used for data collection from teaching, non-teaching staff and other administrators which enabled the researcher obtain results within a considerably short time. Amin 2005 and Sarantakos (1988) confirm the usefulness of questionnaires in terms of their simplicity and easiness for a researcher to administrator.

3.5.2 Interviews.

The researcher used an oral interview from the Head teachers, Deputy Head teacher and Director of studies. These helped in consistency and freedom of expression by respondents. Mugenda and Mugenda (2003) and Amin (2005) observe the interviews as useful since they fetch variety of ideas needed for the study.

3.5.3 Documentary Sources.

The researcher also used existing records and documents that are related to the study. Such documents include reports, journals, Board of Governor and staff meeting minutes not forgetting the Uganda National Examination Board results of the Institute.

3.6 Data Sources.

The study used both Secondary and Primary data.

3.6.1. Primary data.

The researcher gathered primary data directly from the main source to obtain first hand information at the institute using interviews and questionnaires.

3.6.2. Secondary data.

Data from library text books, internet, journal and human resource records of the institute was used.

3.7 Validity and Reliability.

3.7.1 Validity of instrument.

Validity refers to the truth or accuracy of the research while Saunders et al (2009) adds that it is the extent to which data collection instrument measures the appropriateness so as to come to accurate conclusions. The study used triangulation to ensure validity of the findings before administering the research instruments. The instrument was checked by the supervisors of the researcher. Content validity ratio was used to calculate the content validity index using the formula below:

CVI=Total No. of items rated by all respondents

Total No. of items in the instrument

Thus if a content validity index of 0.7 and above is obtained, then instrument is suitable for the study (Amin, 2005)

3.7.2 Reliability of instruments.

Reliability refers to the consistency of either measurement or design to provide the same conclusions if used at different times. To ensure reliability of an instrument, provide clear operational definitions of variables under study and then measure internal consistency reliability (Sekaran and Bougie, 2010).Also split half reliability using Cronbach Alpha whereby when Alpha (p2) value is 0.7 and above, then the instrument was considered satisfactory using results from the questionnaires.

3.8 Ethical Considerations.

Jowell (1986) Observes that ethical consideration in research involves outlining the content of research and what would be required of participants, how informed consent obtained and confidentiality ensured. In conducting the study, explanations about its aim were made to the respondents. Anonymity of the respondents was also assured and the data they provide was treated with utmost confidentiality.

3.9 Data analysis.

The data collected was analyzed using a computer Microsoft Excel program. Data was also arranged in a meaningful form, into tables and other descriptive methods which were backed by percentages and frequencies.

3.10 Research procedure.

The researcher got an introductory letter from the Head of Department of Human Resource and Supply Management to conduct a pilot study so as to determine the effectiveness and validity of questionnaires and interviews.

3.11 Limitations of the study.

There was limited research on the relationship between customs team work and employee performance which has been conducted the case of the institute. As a result, there is scarce information on the subject which was a challenge to the researcher in collecting secondary data.

The time limit in which to conduct the study and submit the report to university was very short. This may be able to not permit the researcher to gather all the necessary and relevant information.

CHAPTER FOUR

DATA PRESENTATIONS, INTERPRETATIONS AND ANALYSIS

4.0 Introduction.

4.1 Profile of Respondents.

Responses on profile of respondents are summarized below:

Table 2: Age distribution

Category	Frequency	Percentage
Below 20yrs	6	17
21-30yrs	15	42
31-40yrs	10	28
41-50yrs	5	14
TOTAL	36	100

Source; Primary source (2017)

From the findings in the table above those employees below 20yrs were 17% of the total respondents, 21-30yrs age groups were 42%, for those in the range of 31-40yrs age groups were 28% and those who fall under the age group of 41-50yrs were 14%. The findings reveal that the least number of respondents were between 41-50yrs and the majority was of age bracket of 21-30.This implies that the big percentage of staff at the institute are youths.

4.1.2 Gender distribution

Responses on gender distribution of respondents are shown below:

Table 3: Gender distribution

Category	Frequency	Percentage
Male	21	58
Female	15	42
Total	**36**	**100**

Source; Primary source (2017)

The findings in the table above reveals that 58%of the respondents were male and 42% female which implies that the male respondents were many as compared to the female respondents.

4.1.3 Marital Status.

Table 4: Responses on marital status of respondents

Category	Frequency	Percentages
Marital status		
Single	13	36
Married	12	33
Divorced	6	17
Widow	5	14
Total	**36**	**100**

Source; Primary source (2017)

By marital status, 36% of the respondents were single, 33% married, 17%divorced and 14%widowed.This indicates that singles covers the largest population at the Institute.

4.1.4 Employee level of education

Table 5: Responses on employees' level of education of respondents

Category	Frequency	Percentage
Level of education		
Basic education(Certificate)	12	33
Grade III	10	28
Diploma	8	22
Degree	4	11
Masters and above	2	6
Total	**36**	**100**

Source; Primary source (2017)

It was found that those who had attained the basic education were 33%, Grade III 28%, Diploma 22%, Degree 11%, and Masters and above 6% .This implies that the largest number of respondents had acquired Basic education and the few had Masters and above.

4.1.5 Employees' working experience

Responses on employees' working experience of responses are shown in the table below:

Table 6: Employees' working experience

Category	Frequency	Percentage
Duration		
1-5yrs	9	25
6-10yrs	15	42
11 yrs and above	12	33
Total	**36**	**100**

Source; Primary source (2017)

The findings provided that 25% of the respondents had served for 1-5yrs, 42% accounted for 6-10yrs, 33% accounted for 11yrs and above of the total respondents. Implying that the largest number of employees represented by 42% had served in arrange of 6-10yrs.

4.2 Forms of teamwork in Buziga Islamic Theological Institute.

The responses about the forms of teamwork used at the institute are shown in the table 4.2 below;

Table 7: Forms of team work commonly used in the Institute

Responses	Frequency	Percentage
Cross-Functional teams	9	25
Self-directed teams	6	17
Problem solving teams	12	33
Virtual teams	5	14
Others	4	11
Total	36	100

Source: Primary source (2017)

Basing on the findings in Table4.2, 25% were in support of Cross-Functional teams, 17% Self-directed teams, 33% were in support of Problem solving teams, 14% in support of Virtual teams and 11% were for other forms.

4.3 The effect of team work on employees' performance.

Respondents were asked whether teamwork affects employee performance and their responses are shown in the table 4.3.1.

Table 8: showing whether team work affects employee performance.

Response	Frequency	Percentage
Yes	24	67
No	12	33
Total	36	100

Source; Primary source (2017)

In Table 4.3.1, 67% of the total respondents agree that yes teamwork affects employee performance, 33% said that Team work does not affect employee performance. Further still,

respondents were asked on the effect of teamwork on employee performance and their responses are shown in Table 4.3.2.

Table 9: Showing why organizations need teams

Responses	Frequency	Percentage
To achieve common goal	12	33
Commitment and unity	10	28
Share of skills	10	28
To ensure workers coordination	4	11
Total	36	100

Source: Primary source (2017)

The findings in Table 4.3.2 show that 33% of the respondents believe that teamwork helps to achieve a common goal, 28% represent commitment and unity among employees' as well as sharing different skills and 11% supported that it helps to ensure worker's coordination. This implies that at the Institute teamwork is purposely for achievement of a common goal and sharing skills.

However, some respondents suggested that there are negative impacts of team work on employees' performance as stated in the table below:

Table 10: Showing negative impacts of working in teams

Response	Frequency	Percentage
Leads to conflict	15	42
Too much dependency	10	28
Low efforts to creativity and innovations	11	30
Total	36	100

From the responses, some workers agree that there are negative impacts of working in teams as regards 42% say that it leads to conflicts, 28% to too much dependency and 30% results to low efforts to innovation and creativity.

4.4 Employee's perception on team work and employee performance.

Respondents were asked to give their view on perception of teamwork and employee performance, their responses are shown on table below:

Table 11: showing workers' perceptions on team work and employee performance

Response	Frequency	Percentage
Lesser contribution	9	25
Greater contribution	21	58
Not sure	6	17
Total	**36**	**100**

Source: Primary source (2017)

In the table above ,the findings revealed that teamwork has got less contribution to employees performance at 25%, 58% said it is to a greater extent and 17% were not sure or even no idea. In this regards, most of them support the idea if teamwork on employees performance.

The researcher also asked the employees whether they want to work in teams and these were their responses as shown in the table below:

Table 12: showing whether workers at the Institute want to work in teams

Response	Frequency	Percentage
Yes	30	83
No	6	17
Total	**36**	**100**

Source: Primary source (2017)

From the findings, it was found that 83% of the respondents accepted that they want to work in teams and 17% said no to team work. However, the biggest population said yes to team work in the Institute meaning there is need for organisation to adopt and encourage teamwork for better performance and growth.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCULSION AND RECCCOMMENDATIONS

5.0 Introduction

This chapter focuses on the findings, conclusions, recommendations and suggested areas for further research to build the study variable under consideration.

5.1 Profile of the respondents.

Basing on the findings, most of the respondents were of age bracket of 21-30years and most of them were male. The majority of the respondents were singles with at least Grade III Certificate of education and the majority has working experience of 6-10yrs.

5.2 Discussions of the findings.

The discussion of the findings is presented in respect to the research objectives as can be seen below:

5.2.1 Different forms of team work used in Buziga Islamic Theological Institute.

Basing on the findings, there are variety of forms of team work based at the Institute which include Problem-solving teams, Cross-functional teams ,Virtual teams ,Self-directed teams among others. Though all of them exist, the most prominent form of team work is Problem solving team which was in line with Crosby B (1991).However, this contracted with Boyt M. (2005) who said that the Cross-functional teams or project teams that work better since it draws employees from different functional areas with different skills, it eliminates communication barriers in turn free flowing communication which encourages corporation and unity among different departments.

5.2.2 The effect of team work on employee's performance.

From the findings in Chapter four respondents agree that "Yes", team work is of greater influence on the performance of workers at Buziga Islamic Theological Institute as they raised that teamwork brings commitment of workers, sharing different skills and ideas, cooperation and

coordination to achieve common goal of the organisation as well as commitment and unity among workers. However, Staniforth D, (2002) said that coordination of workers is the most significant role of team work. Performance will be maintained and improved and resource wastage will be minimal while productivity increases Mulika (2010). It is also said that teamwork enables organisations to coordinate their various departments and that it is through giving directions and instructions on how activities are to be done as group and each knowing his role Anderson, (2002).

5.2.3 Employee perception towards team work in Buziga Islamic Theological Institute.

Employees revealed in the previous Chapter that teamwork has a greater effect on employee performance in the Institute. This is because; team work is a problem solving to the organisation and of a great contribution on workers' performance which is supported by Jaworski &Kohi, (1993).However, if a company decides to introduce team work, this needs to be integrated into the entire organizational structure, culture of the enterprise and its structure needs to be to the new model; otherwise the team work effectiveness could be lost. However, Team work is not an answer to all organizational problems and its changes usually require comes with interventions, which may require improved innovative capacity and operating efficiency at work place at all levels within the company (Rabey, 2003).

5.3 Conclusions

Problem solving team was the prominent form of team work among all other forms like Virtual, Self-directed and Cross-functional they have at the Institute. These teams all respond to the increasing complexity of operations in many organisations and demand for rapid growth, focus and problem solving.

Team work has a greater contribution on employees' performance in regards to workers' perception and the most reason is that it provides opportunity to share ideas and skills, attract and retain the best people, enhances interpersonal skills and achieving organizational goals.

5.4 Recommendations

In order to enhance employee performance, the research study strongly suggests that team work activities must exist. In this way employees will be able to utilize their full potential in their jobs. It is important to have such an atmosphere where employees are well satisfied with their jobs and are cooperative to each other.

It is recommended that the line managers should create conditions that ensure development of positive attachment to team work through rewards, to increase employee innovation and creativity for better service delivery/ performance at work place.

Team work should help to improve company performance and also to boost workers' wellbeing (Gulowsen, 1972; Hayes, 2005).Provided that the conditions of autonomous decision-making are in place, with the corresponding powers and responsibilities for assigned tasks, team work enhances employees' interest and motivation, not just in the context of the employees' work but also in that of the corporate strategy as a whole.

Team work is not an answer to all company problems and organizational changes that usually require interventions at all levels within an enterprise (Guest, 1995). If a company decides to introduce team work, this needs to be integrated into the entire organizational structure of the enterprise and this structure needs to adopt the new model.

5.5 Areas of further research

- The relationship between team work and job satisfaction: It investigates whether workers are satisfied with a team-based working organisation.
- The impact of team work on learning environment: This section investigates how team work influences a company's learning environment.
- There is need on personality, organisation commitment and task performance in both private and public organisations. This will shed more light on whether personality leads to organisation commitment between both sectors.

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APPENDICES

APPENDEX I: QUESTIONNAIRRES

TEAMWORK AND EMPLOYEE PERFORMQANCE IN ORGANISATIONS: ACASE STUDY OF BUZIGA ISLAMIC THEOLOGICAL INSTITUTE.

Dear Respondents,

I am **Nankabirwa Fatumah Bruhan** a student of Kampala International University pursuing a Bachelor's Degree in Human Resource Management. I am undertaking a research study on the impact of teamwork on employee performance at the Institute.

I humbly request that you spare some of your time towards answering the questionnaire before you. All the information you provide will be treated with utmost confidentiality and used for study purpose only.

SECTION A: BIO DATA

Please tick appropriately.

1. Gender   Male ☐   Female ☐

2. Age   Below 20yrs ☐   31 -40 yrs ☐

         21 - 30 yrs ☐   41 and above ☐

3. Marital status   Single ☐   Married ☐

                 Divorced ☐   Widowed ☐

4. Education Level   Basic (Certificate) ☐

             Grade III ☐

             Diploma ☐

Degree ☐

Masters' and above ☐

5. Working Experience   1-5yrs ☐

6-10yrs ☐

11 Yrs and above ☐

SECTION B: FORMS OF TEAM WORK

1. What forms of teams are commonly used in the Institute
   a) Virtual teams
   b) Cross- functional teams
   c) Problem solving teams
   d) Self-directeds teams

SECTION C: EFFECTS OF TEAM WORK ON EMPLOYEES' PERFORMANCE

1. Why do organisations need teams?

   ....
   ....
   ....

2. Do most members of the institute want to work in teams?

   Yes ☐   No ☐

3. Does team work affect employee performance?

   Yes ☐   No ☐

4. What are the effects of teamwork on employee performance, whether your reply is Yes / No?

   ....
   ....
   ....

....

....

SECTION D: EMPLOYEE PERCEPTION ON YEAM WORK AND EMPLOYEE PERFORMANCE.

1. What contribution does team work has on employee performance?
   a) Greater contribution
   b) Less contribution

2. What is your perception on team work and employee performance?

....

....

....

THANKS FOR YOUR CORPERATION