

**TEAMWORK AND EMPLOYEE PERFORMANCE IN
RUYOKA UGANDA LIMITED
KAMPALA - UGANDA**

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**A REPORT SUBMITTED TO THE COLLEGE OF APPLIED ECONOMICS AND
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REQUIREMENTS FOR THE AWARD OF A BACHELOR DEGREE
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INTERNATIONAL UNIVERSITY**

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DECLARATION

I KIWANUKA DOUGLAS declare that this report is a result of my own effort.
It is original and has never been presented to any University or Institution for any
award

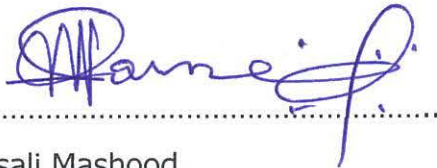
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APPROVAL

I certify that the work submitted by this candidate was under my supervision. His work is ready for submission, to be evaluated for the award of Bachelors Degree of Human Resource Management of Kampala International University.

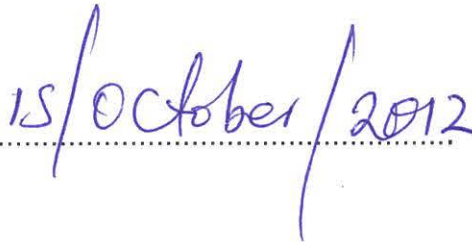
Signature



Mr. Ssali Mashood

Supervisor

Date:



DEDICATION

I hereby express my sincere gratitude to my supervisor Mr. Ssali Mashood, my mother Mrs. Jenipher Namukasa, Daddy Mbonimpa Fidel, Brothers Denis, Paddy, Fred Derrick and Felicia, friends Moses, Abias, Annet, Gideon and Sharifah for the existence, guidance and moral supports.

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CHAPTER ONE

1.0 Introduction

This chapter involves the back ground to the study, statement of the problem, purpose of the study and the significance of the study.

1.1 Background of the study

Organizations today are under tremendous pressure to survive in a competitive environment One of the most consistently successful strategies to improve performance has been the use of teamwork, The fact that the nature of work has — gone thought drastic changes and it is still changing at a terrific speed calls for a need for employees' participant in a team to provide a coordinated effort.

Team work generates positive synergy through a coordinated effort. The team's effort results in a level of performance greater than the sum of those individuals (Robbins, 2002).

Newstrom and Davis (2002) described a team work as a cooperate state developed by team members who work interdependently.

A team can also be defined as a small number of people with complementary skills who are committed to a common purpose set of performance goals and approach for which they hold themselves mutually accountably.

Team work can be a great way for an organization to gain productivity. Operate a designed operation increase flexibility reduce waste and improve quality and customer satisfaction (2003).

Many authors like Rosette, (2003) agree that team work can take an organization to another level because of the impact it has both on employee performance and that of the organization.

For employees operating under a team, they are motivated, reduce absenteeism, decrease turnover rate. Eases changes at the work place, improve communication, job satisfaction and job involvement.

Companies Have Gained an edge by development greater share of the critically needed human skills by making better use of the existing human resource. This is through managing people to perform better using teams and team work.

Employee performance is the ability of employee within an organization to perform their duties and, tasks to the operations of the organization. An organization success depends on its performance. Therefore organizations have restructured themselves to complete more effectively by use of team work as a way to better utilize the human resources.

However despite the fact that this organization has applied team work to help improve performance, these desired performance has not been achieved due to the fact that some people are not team players and lack common goal for the team.

1.2 Statement of the problem

Ruyoka has faced decline in performance since 2005 and this is majorly attributed to lack of team working skill among team members, lack of commitment and members failure to diagnose current situation and identify that need to be agreed upon as a team for instance deciding common goals and creating their team structure. Therefore this sets a basis for the study of teamwork and employee performance in organization.

1.3 Purpose of the study

The purpose of the study was to find out the contribution of team work on employee performance in an organization.

1.4 Objective of the study

The study was guided by the following objectives:

1.4.1 General Objectives

- To examine the relationship between teamwork and employee performance in organizations

1.4.2 Specific Objectives

- To find out how teams operate
- To examine the measures of employee performance in organizations
- To evaluate the effects of teamwork on employee performance

1.5 Research question

- How do teams operate?
- What are the ways of measuring employee performance?
- What are the effects of team work on employee performance?
- What is the relationship between team work and employee performance in organizations?

1.6 Scope of the study

The study focused on teams and how they affect the employee performance in organization.

Ruyoka Uganda Ltd is located along Bombo Road Plot 74, Nalubega Complex, 2nd floor near Hotel Equatorial.

It took me three (3) months to research the whole information from this company whereby in the first month I contacted the company manger who gave me the opportunity to have the information that I used to accomplish this dissertation.

1.7 Significance of the study

- The findings of the study will help managers know how to build effective teams.
- The findings will also help manager's identify team changes and know how to manage them.
- The findings will add to the existing literature in Kampala International University Business.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature about team work and employee performance by different authors.

2.1 Definition of key terms

The following are definitions of some key terms in the literature reviewed by different authors:

2.1.1 Teamwork

Teamwork has been defined by different authors as seen below.

According to freeman (2002) defined teamwork as two or more people who interact and influence each other towards a common purpose. Robbins (2002) describes a team as a formal group made up of inters dependent individuals responsible for the attainment of the goal.

Robbins (2002) also describes a teamwork as a formal groups made up of inter dependent individuals responsible for the attainment of a goal.

Balunywa (200W also defines teamwork as a small number of people with complementally skills who are committed to a common purpose set of performance goals and approach for which they hold themselves mutually accountable.

Keilner and Angels (199]) views or leans as a group of individual who are dependent on each other but responsible for the attainment of a particular goal.

Bateman (1990) has a view that team is small group of people with complementally skills who trust one another and we committed to a common purpose. Performance goals and approaches for which they hold themselves mutually accountable.

2.1.2 Type of teams

Teams have been classified differently by different scholars however they all agree that teams are either formal or informal.

According to Stoner and Freeman (2002) formal teams are created by the organization as part of the formal organization structure common type of formal include:

Command teams: This is composed of a manager and his subordinates in the formal chain of command. Typically it include a single department in an organization for instance on accounting department or personnel department.

Task force: These are employee from different department who form a team to deal with a specific problem and sure usually disbanded after the task is completed. Different department are involved and many views have to be considered.

Committees: A long lasting some sometimes permanent team in the organization structure created to deal with task that recurs regularly.

Membership on a committee is usually decided by a person' title or position rather than personnel expertise.

Informal team: There are formed basically to increase the participation of lower level workers in decision making and conduct of their job with the goals of improving performance.

2.2.3 Types of in formal teams include

Self managing terms: This consists of 5-12 multi skilled workers who rotate jobs and produce an entire product or service and perform managerial duties often supervised by an elected member.

Problem solving teams: These consist of five to twelve volunteer hourly employees from the same department who meet two hour a week to discuss ways of improving quality efficiency and the work environment.

According to Robbins (2000), He identified four firms of teams likely to be found in organizations and they include:

Cross functional teams; this is composed of employer from the same hierarchy level but from different work areas who come together to accomplish a task. They are effective means of allowing people from diverse areas within an organization to exchange information solve problems and develop new ideas.

Virtual teams: These are teams which use computer technology to the together physically dispersed members in order to achieve a common goal. This includes members within an organization and those employees from other organization. Self managed teams: Composed of 10-15 members who take on the responsibilities of their supervisors such responsibilities Include collective control over the pace of work. Determination of work assignment. Problem solving teams. Here team members share ideas often suggestion on how work process and methods can be improved.

Coulter (1999) categories teams in terms of four characteristics which include purpose duration membership and structure.

- Purpose. Teams can be created for different purpose for instance product development, problem solving.
- Duration teams are either permanent or either for instance functional departmental teams and other that are part of the organizations are types of permanent teams.
- Team membership. Team can either be functional or cross
- Structure, This considers whether a team is sup cruised or self managed.

Kreilner (1991) categorized teams by their typology. He gave four types of teams according to purpose. Advise teams. These are created to broaden the information base for management decision making.

Production teams: These are responsibility for performing day to day operation. Minimal training for team task account for the low degree of technical specialization.

Project teams: This requires creative problem solving often involving the application of specialization is combined with high coordination.

2.3 Team Formation

Stoner and Newton (2002) have identified five stages of team formation. These include forming.

This is the initial stage where the team forms and team members get to interact with each other. The set acceptable behavior of the team, rules and how tasks will be accomplished. It is a period of orientation.

Storming

Group members become more comfortable with mother and may oppose the formation of a group structure as they begin to assert the individual personalities.

This stage is characterized with hostility and opposition of the rules.

Norming

Contracts that arose in the previous stage are addressed and resolved group unity emerges as member established common goals, norms and rules. Members develop close relationships and develop personal opinion.

Performing

Groups begin to operate as a unit. They begin to work on the given task.

Adjourning

For temporary group as task forces. Group wraps up its activities. The groups focus from high performance sheets from high performance to closure. The altitude of members varies from excitement to depression.

2.4 Team building

Team building is a crucial element to performance and it needs to be engraved in the culture of the organization to ensure continuity. Newstrom & Davis (2002) analyzed why team building may be necessary and gave the following:

When there is a negative climate within the team For example unconstructive critics, arge interrex of new members. Low team morale and cohesiveness, team members resisting new change and low team involvement.

They agreed that team building involves five stages:

A highly participative process is used with team members providing data and then using that data for self examination. A skilled facilitator may help the members in to exist in a where large diagnosing and addressing a problem data is collected from individual group members and then feed back to the team for analysis.

While the group works on development of action plans, members are also encouraged to direct equal attention towards the group's interaction process. By monitoring, examining and adjusting its own action, the group learns to evaluate and improve its own effectiveness. The result of this continuing process can be a high performance team with high levels of morale and cooperation.

However, more recently organizations find that their structure needs contingency relationships with their turbulent environment especially technical tasks are involved.

Hershey et al (2002) analyzes team building basing on the behavior of the team leader. The leader, they say should select subordinates who understand each other's roles and have the same goals and objectives. This is to avoid personality conflicts.

However, Robbins (2002) disagrees with this view and says that leadership is not always needed for example self managed teams perform better teams with formally appointed leaders.

2.5 Characteristics of effective teamwork

Teamwork has been characterized with the following:

Good communication

This is the ability of members to convey messages between each other in a form that is readily and clearly understandable easily relates to each other.

Mutual trust. Members who believe in integrity character and ability of one another characterize effective teams. The character of trust within a group tends to be strongly influenced by the organization's culture and management actions.

Clear obstacles and agreed goals. The importance of these encourages individuals to redirect personal concerns to these teams goals. In effective team members are committed to the team's goals. Know what they are expected to accomplish and understand how they will work together to achieve these goals.

Cooperation and unified commitment members of effective teams are willing to do anything that has to be done to help this team succeed. Members are dedicated to the goals and are willing to expend extraordinary amount of energy to achieve them.

Relevant skills: Effective teams are composed of competent individual. They have the necessary technical and interpersonal skills to achieve the desired goals and personal characteristics required to achieve excellence while working well with others.

Appropriate leadership. Effective leaders can motivate teams follow them through the difficult situations. Team leaders clarify goals, increase self confidence of team members, coach and facilitate.

Regularly review and negotiating skills: effective teams tend to be flexible and continually make adjustments this flexibility requires team members to possess negotiating skills.

Newstrom and Davis (2002) have a different view on characteristics of effective teams.

Members criticize each other constructively and accept feedback from others. Members are to provide of their achievements and the contribution of their colleagues, there is an informal and tension free atmosphere. Members respect and trust each other and member encourage and assist each other. The team consistency achieves its goals and sets progressively higher standards for itself.

2.6 Creating effective teamwork

Robbins (2002) says that to build an effective team, team members should have good interpersonal skills such as good listening skills, learn members require three different skills that is technical skills, decision making skills to identify problem, generate alternative, evaluate those alternative and competent choice.

The right mix is crucial, too much of one at the expense of others will result in lower team performance.

Teams should ensure that there is diversity and the all various roles are filled.

Teams have various needs that managers need to understand the individual strength that each member can bring to a team. Hence allocate work assignments that fix member's preferred styles.

Teams should be composed of a minimal number of members to ensure efficiency and effectiveness.

The team should neither be small (4-5) not very large (over 12). Very small teams lack diversity and large teams cannot develop cohesiveness, commitment and mutual accountability necessary to achieve high performance.

Effective teams have confidence and mutual trust. They have confidence in themselves and believe that they can succeed.

Management should consider evaluating and rewarding employees for their individual contributions small group incentives, profit sharing and other system modifications that will reinforce team effort.

Teams and resources to increase their ability to perform effectively such resources included time information, technology, adequate staffing and administrative assistance.

2.7 Teamwork conflicts

According to Robbins and Coulter (1999) and Draf (1991), a conflict is an antagonistic interaction in which one party attempts to block the intentions or goals of another.

They agree that whenever people work together in teams conflicts are inevitable. Competition, which is rivalry between individuals or teams, can have a healthy impact because it energizes people towards higher performance. However, too much conflict can be destructive, tear relationship apart and interfere with the healthy exchange of ideas and information.

In conclusion managers should stimulate conflicts to gain the full benefits of its functional properties yet reduce its levels it becomes a disruptive force.

Stoner & Freeman (2002) have the view and say that although conflicts sometimes disrupt teams Smith & Berg suggest that conflict is normal and natural and that when teams understand their process they can use these conflicts creativity.

Draft (1991) looks at the factor that can cause people to engage in conflict and suggest that they include:

Scarce resource: Resource includes money and information. Whenever individuals or teams must compete for scarce resources conflict is almost inevitable.

Ambiguous roles: When tasks and roles are unclear, members tend to disagree as to the responsibility for specific tasks or who has claim on resources. Communication breakdown: Poor communication result in misperception may be intentionally withheld which can jeopardize trust among teams and lead to conflicts.

Personality clashes: This occurs when people don't get along with one another. Such clashes are caused by basic differences in personality, values and attitudes.

Goal differences: It often occurs simply because people are pursuing conflicting goals. Goal differences are natural in organizations. One emerging conflict within the United Auto Workers is because one sub-group is against teamwork, that it exploits workers and does nothing but make them work harder. Other functions in the United Auto Workers believe it's benefits for both worker and the organization. These opposing goals are causing major conflict between these United Auto Workers sub-groups.

2.8 Resolving team work conflicts

What does a manager or team leader do when a conflict erupts within a team or among teams? Research suggests several helpful techniques for confronting and resolving conflicts.

Set super-ordinate goals. These are goals that cannot be attained by a single individual. Super-ordinate goals require the cooperation of conflicting parties for achievement. To the extent that employees can be forced on team of organizational goals, the conflict will decrease because they see the big picture and realize they must work together to achieve it.

Bargaining/negation. This means that the parties engage one another in an attempt to systematically reach a solution. They attempt logical problem solving, identify and correct the conflict.

Mediation. This involves the use of a third party to settle a dispute; The mediator discuss the conflict with each party and work towards a solution.

Providing well defined goals. Managers can reduce conflicts by clarifying responsibilities and tasks. in this way all parties will know the task for which they responsible and the limits of their authority.

Facilitating communication. Managers can facilitate communication to ensure the conflicting parties should accurate perceptions as they learn more about one another, suspicions diminish and improve team work becomes possible. Draft (1991).

2.9 Teamwork challenges

Not all people are inherently team players. There are those people who are loners and want to be recognized for their individual achievements. Some organizations have historically nurtured individual accomplishments, They create competitive work environment in which only the strong survive for example Motorola and Ford.

National culture is individualistic for example these firms proposed by hiring and rewarding corporate stars and they bred competitive climates that encourage individuals' achievements. Employees in these types of firms can be jolted by sudden shifts to team play.

A veteran employee of a large company who had done well by working alone, described the experience of joining a team, 'am learning, I just had my first performance appraisal in 20 years'. Robbins, (2000).

Heresy et al (2002) looks at challenges of team work as follows:

- Lack of leadership skills which should be flexible at all times
- Failure to establish teams according to behavioral science concepts and techniques, which emphasizes a lot of people skills required of team leaders.
- Lack of shared values between labor and management

2.10 Employee performance in organizations

Employee performance in modern organization is becoming a matter of great concern because it provides the competitive edge to most organizations.

Kakuru (1998) says that performance of organizations is measured in its ability to achieve its set objectives in time through the effective utilization of the human resources who are the employees using superior human resources is a new in the management of organizational performance.

Macmillan and Schuler found, that companies have gained an edge by either capturing or developing greater shares of critically needed human resource skills making better use of the existing performance.

According to Waiter (1998), employee performance is the potential and ability of employees within an organization to perform their duties and tasks to the operations of the Performance is defined as mental and physical effort that is directed toward achieving a desired outcome.

Armstrong (1995) defines performance as a record of outcomes produced by an individual in a specified activity given in a specified period of time. Employee performance has brought in many issues in organizations which include among others a valuation of performance, performance appraisal and performance standard setting.

Performance of employee requires adequate communication system to always avail information relating to performance. This should be in form of feedback to managers and supervisors.

2.11 Measures of employee performance

When reviewing employee performance in organizations we consider two aspects of input criteria which looks at the skills of the employee and the output criteria which looks at the standards to be met by the employee.

The assessment of individuals should be based on objectives, skills, competencies, accountabilities and output.

Objectives: It should be set and agreed upon by the management and employee. The objective should be systematic, measurable, achievable and relevant and time bound competencies: these are the knowledge, skill and ability of an employee. That is to say initiative, team work, commitment and customer care. **Accountability** defines the responsibilities of a particular job and the results, which the job holder is supposed to have.

Output or productivity: This is the capacity of effectiveness of productive efforts especially by employees in organizations.

Productivity of employees is vital measuring the effectiveness of the productive efforts especially by employees in organizations. Productivity of employees is vital in measuring the effectiveness of the firm in attaining its economic goals. (Armstrong, 2005)

Keitner (1999) shows how teamwork can be because a great difference in performance in organizations. He carried out a research on the Japanese Auto maker to create a competitive age against the Canadian Auto maker.

The findings show that the use of team work enables the Japanese Auto plant to be performer compared to the Canadian Auto Plant.

Heresy (2003) also looked at the impact of team work on employee performance in organizations by carrying out a research in organizations which had adopted team work and had this to say "one of the most consistently successful strategies to improve performance has been the use of teamwork".

Stoner and Freeman, also agree that team work is one way of getting much of the work done. They further emphasize that to meet desired performance and levels, organizations are replacing all branches and formal system with team work. In addition to boosting organizational performance employees who work in teams report that they are motivated, eased work, greater job satisfaction, involvement and participation, collaboration with others which all contribute to increased performance of individuals, hence increase in organizational performance.

2.12 Conclusion

Employee performance has been a central role of all management decision hence organizations are adopting teamwork as a strategy to improve employee performance. They have also come to consensus that organizational performance can be boosted and taken to another level by use of teamwork. Therefore authors agree that organizations should adapt team work in order to survive in the dynamic and turbulent business environment the findings show that management is appreciating team work believing that every individual in organizations can add value to cooperate objectives hence improving organizational performance.

CHAPTER THREE

METHODOLOGY

3.1 Study design

A cross sectional survey design was both qualitative and quantitative research design.

3.2 Study Area

The research study was carried out in the entire organization premises in Kampala.

3.3 Study population and Sample

The study population constituted the 30 employees of the organization at the head office in Kampala

3.4 Sources of data

Primary data

The researcher used primary data from respondents using self-administered questioners and interviews.

Secondary data

The researcher obtained information from textbooks, government publications and journals, internet among others.

3.5 Research questions

The researcher used three research instruments and gathered the required information in line with the research questions.

3.5.1 Questionnaires

The questionnaires constituted the main research instruments containing several questions that were answered by the respondents. This helped to gather relevant information within a short period of time. The questionnaire is chosen as the main tool for data collection because it gives a wide range of items, well designed, simple and clear. The type of questionnaires used was structured and unstructured responses from the respondents.

3.5.2 Interview

These were used to interview the managers and supervisors. They were given chance to express their own opinion, perspective and suggestion on their own words. It was helpful to tap in details of the respondents' perception without any imposition of researcher's views. It was also helpful in researching comparative analysis of the findings on the questionnaires.

3.5.3 Document Analysis

More insight was gained by analyzing sources that exist and within the jurisdiction of the study. This information was sought from magazines, journals, include: the KIU Library, Kampala International University Library and the Human Resource records of the organization.

3.6 Measurement of variables

Both qualitative and quantitative techniques were used to collect data as indicated below:

3.6.1 Sex Composition

20 male were interviewed with questionnaires, and one who is the Assistant Manager, 10 female were also supplied with questionnaires. The research questions.

3.6.2 Age

The respondent's age bracket was between 20 year and above.

3.6.3 Religions affiliation

The respondents comprised of Muslims. Catholics and borne again Christians.

3.7 Data Analysis

A simple qualitative method of analysis was used where responses from interviews were edited. Organized and coded according to the themes of the study. This was in the descriptive analysis of the collected data. The data was organized in form of frequency counts converted into percentages. The data was coded, tabulated and classified into particular categories relevant to the variables under the study. This helped to draw relevant conclusions. Constant analysis was used to extract meanings given by the respondents.

3.8 Access and Ethical Approval

Ethical approval of the study was gained from the Kampala International University's research ethics committee. The main ethical issues involved in the study were respondents' to self-determination, anonymity and confidentiality. For this reason respondents were given full information on the nature of the study through a letter, which was distributed with the questionnaire. The questioner data were kept confidential and respondents were of their right to withdraw any time. The names of the respondents were recorded and so all the data was rendered anonymous.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents data which was collected from 30 respondents who were all employees of Ruyoka Uganda limited. 60% were male and 40% were female. The findings are present in the table form in which response were recorded after which descriptive qualitative analysis of data was done

4.1 Background of the organization

Ruyoka Uganda limited is a service provision firm legally registered. It came into' existence in 1991 has a wide scope of work which includes real estate management revenue management and collection. Debt consultancy, debt recovery, auctioning, court bail ills, properly rates and ground rent recovery and sanitation., it comprises of forty employees ,thirty three of which are staff members, six of them are non staff members. Its major customers are government ministries, individual and many other organization. Ruyoka Uganda Limited as employed team work as a strategy to improve employee performance in order to, compete favorably with other organizations.

4.1.1 Finding according to the objectives of the study

The research study was carried out according to the research objectives which were to find out how teams operate, evaluate the measures of employee performance, effects of employee performance and the relationship between team work and employee performance in organizations. The respondents were asked questions about 'team were, measures of employee performance, effects of team work and the relationship between team work and employee performance. Their responses were as follows:

4.1.2 Response rate of distributed questionnaires

The following illustrates about the response rates of distributed questionnaires

Category	Frequency	Percentage
Responded	25	83.3%
Non-response	5	10.6%

Source: Primary Data

According to the questionnaires, served to the employees of Ruyoka Uganda Limited 83.3% responded and 10.6 % did not responded to the questionnaire

4.2 Forms of teams

Since teamwork is a developed strategy in improving employee performance in Ruyoka Uganda limited, all activities rotate around team work. However teams were categorized as formal and informal teams.

The formal teams are created deliberately formed by management as part of the formal structure while informal teams are formed by employees for their own interest. Among the type of teams we notified the following type of teams.

Committee these were created deliberately to deal with tasks that recur regularly. And this includes the manager and supervisor.

Production teams these are responsible for performing day to day operations. This normally includes employees who carry out day to day activities of the organization.

Self managed teams these consists of skilled employees who come together to perform a task however, they require no supervision other than one they elect themselves.

Problem solving teams these consists of employees who come together to form a team to solve a pending problem for example in case of a conflict or a failed.

4.3 Attitudes of employees

The following illustrates the attitudes of employees towards teamwork.

4.3.1 A table showing attitudes of employees towards team work

Table 1: A table showing attitudes of employees towards team work

Category	Frequency	Percentage
Positive	20	83.3%
Negative	5	16.7%

Source: Primary Data

The findings further showed that 83.3% attitudes of the employees towards team work were positive. This is because they attributed a lot of benefits from team work for example it fosters quick decision making makes work enjoyable and there is job satisfaction. However 33°/b attitudes of the employees were negative because they consider that not all work requires team work, teams are considered to source of conflict and other feel it is a wastage of time.

4.4 Effects of team work on employee performance

Improved communication especially formally employees freely mix with the managers and information is easily integrated among the employees. This has promoted good industrial relations in the organization hence the reputation of the organization has been promoted.

Improved productivity realized has a result of collective efforts of team members (Synergy). The coordinated efforts of the team have added an extra input hence an

increased productivity in the organization and hence increased organizational performance.

Reduction in the supervision costs since team member are committed lo the goals and objectives of the teams employees look up to the achievement of team task and a accomplishment of these task hence no supervision is required. Team members are self driven to do there tasks.

Increased job involvement and job commitment since there is that mutual trust and among employees, employee fell attached to the organization:

Reduction in absenteeism and labour turnover in the organization since there is that collectivism and coordinated effort among employees. Hence absence of one employee may disrupt the whole work process in a team.

Efficient decision making since teams members are allowed to participant in decision making hence decisions are reached at a consensus best decision are made from the alternative.

Teams act as change agents especially organizational change in either the work structure or activities of the organization change is easily implemented by the teams.

Teams have enhanced exploration of creativity. This is though suggestions and advises which help in generation of new ideas and bring about creativity and innovation in the organization.

Increased speed of work since two heads are better than one a hence a accordance efforts

makes work easier to be accomplished.

4.5 Teamwork challenges

Teams in this organization face various challenges and these included the following.

Personality difference where by different employees has different personalities and

coping up with this personality difference in a team is quite hard, for example personality likes type who are self minded do not interact freely and are committed compared to type B who are social relax and do work when on pressure.

Team conflicts which are brought about by un clear roles break down in communication and personality wishes.

New member are not efficiently integrated hence making the activities of the team inefficient due to high labour turnover.

Insufficient skills among teams member hence creating a gap for the most needed skills in the team.

Competition among individual members hence making the teams a club of competitors

4.6 Teamwork conflicts

All teams members agreed that achieve people work together, conflict are inevitable. 1- however, to a large extent these conflicts were destructive, A number of justifiable reasons for occurrence of these conflicts in teams and this included communication breakdown personality differences and unclear roles. Many solutions have conflict and these have included compromise, bargaining and negotiable however rarely can the contracting parties' agree without a third party.

4.7 How teamwork has been made more effective

Teams in Ruyoka Uganda limited have been made more in efficient and effective through the following ways.

The organization has supported teams through its organizational culture. The culture of this organization support and encourages coordinated efforts of the employees hence it is through teams that this can be achieved, Leadership is appropriately shared among teams' members such that each member is given a chance to be a leader at such a time. This has helped to strengthen the, power and influence of all the members of the organization.

Decisions are reached at a consensus. Each member of the team is allowed to take part in giving views to the organization each team members views are taken as important hence motivating the team members.

Group tasks are wholly and rationally carried out by all the members of the organization Members communicate and listen to each other hence promoting peace and unity in the Organization.

Therefore the success of these teams has depended more on member having the right skill required being evaluated over time and rewarded accordingly.

Improved communication especially formal. There is improved communication since employees work as a team hence information is freely integrated and transmitted among the organization. This promotes good industries relation hence promoting the reputation

4.8 Other factors that affect employee performance

The following are other factors that affect employee performance.

4.8.1 A table showing other factors that affect employee performance

Table 2: A table showing other factors that affect employee performance

Category	Frequency	Percentage
reward systems	15	50.3
qualification	5	16.6

working conditions	10	33..3
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Source: Primary data

The finding showed that reward systems had the greatest impact on employee performance in this organization compared to the other factors.

4.8 Measures of employee performance

The organization has measured employee performance along the ability of employer to achieve the set objectives of the organization. The following were identified as the measures of employee performance in Ruyoka Uganda limited

Quality: The quality of work performed is an indicator of performance. This was because this showed that the employee was a good performer or not and therefore the employee had experienced skill care and knowledge on the job.

Quantity: The number of units produced, processed or sold is a good objectives indicator of performance. This is shows that the employee is an active productive performer hence increasing the performance of the organization.

Timeliness: How fast work is performed in the held services the average customer down time is a good indicator of timeless for example customer services representative serving the customer all a fast rate within the time limit will indicate an excellent performer. **Cost effectiveness:** The cost at work performed was also a measurement of employee performance. This was because the benefit of the task should out weight the cost of performing the job. In order to realized that it was highly performed.

The completeness of work produced: This is also another measurement of employee performance if an employee failed to complete his or her this should that he was a poor performer and if he completed his work than he was a good performer.

Tardiness: An employee who was not at work showed that he was not performing hence he was a bad performer and one who was present at work showed than he was good performer.

4.9 Relationship between team work and employee performance

Effectiveness teamwork in the workplace benefits the organization by increasing the individual and employee performance which is important in order to achieve the target and fulfill commitments. Team work also decreases the non productive hours which therefore increases performance and ensure maximum utilization of man power hence a reason for promoting team work. It appears that a team not an individual holds the key to business success and high employee performance. A positive relationship is realized between teamwork and employee performance employee who work in a team report greater job satisfaction, increased and increased organizational performance.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the conclusion and recommendations to the research findings drawn from the discussion of the findings of the previous.

5.1 Conclusions

The concept of team work as discussed earlier has a direct effect on employees in organizations. Every work setting will require more than two people's cooperation to accomplish a particular goal.

Therefore management should be concerned with adopting team work concept and turning it to practicable effective working teams that will achieve the organization's set performance goals. Team work sometimes fails due to lack of team working skills among members, failure to understand and differentiate personalities that is, those who are team players and those who are not, poor leadership styles among others.

However, often set organizational performance can be realized if managers appreciate the role team work can play in enhancing desired performance standards and therefore venturing into the new models of team work and abandoning the old hierarchical structure.

5.2 Recommendations

There is need for managers or leaders to take an active role in creating the team. When teams are created basing only on friends, they are bound to fail: the active into a goals, role of a manager ensures that only those with relevant and required skills form the team.

There is need for organizations to train their managers/leaders to acquire human relations skills or leadership skills that can enable them deal with human resources appropriately that will enhance productivity.

Setting ground rules for improved communication, individual attempts to cultivate an identity or projection of who they are. An important part of a mindful interpersonal communication is the mutual validation of such identities through a process of identity negotiation.

Equalizing power, team members may bring different amounts of power team. As long as all the members are interested in achieving common set power should be essentially equalized.

However, if team members are an able to resolve an issue at a local level then top managers should get involved Setting clear and measurable work objectives for the team members. This may require members talking to their leaders about their tasks and demands, identifying and taking the initiative regarding their development needs, letting leaders know if they are overloaded or under loaded, taking an active part in performance management and staff development and change in job structure.

Review the adequacy of current pay, promotion, reward and recognition systems, managers need to search for more or better ways of rewarding and recognizing good performance.

The process must recognize excellence in team management. Clear promotional paths for all team members to higher levels, should be put in place.

Organizations need to establish policies that guide the use of team work emphasize it is the way activities are carried out in organizations so that potential and that existing may be team oriented and pick it from the start.

There is need to put in place clear evaluation and measurement of team activities as well as individual behaviors and performance, individuals should be clearly appraised with the intention of backing them up and to develop them such that they can learn how to work in teams.

5.3 Areas for further research

As organizations undertake team work as one of the most consistently successful business strategy in improving performance today. There is need to do further research on some new ideas about team work and those already existing but have not been fully exploited which include:

- The impact of leadership style on team performance
- The way team work can be used to create industrial cooperation
- Ways of overcoming team challenge

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APPENDIX I QUESTIONNAIRE

Dear respondents,

Thanks for accepting to take part in this research I am very grateful for your input and I highly appreciate your time. I am conducting a research on the effects of Teamwork on employee performance in organizations. A case study of Ruyoka Uganda limited. I once again appreciate your time and efforts you have foregone to answer the question presented to you. The information you provide will be treated with strict confidentiality and will be used for exclusively research.

A. PERSONAL DATA

1. Name of the Organization.....

2. Sex (a) Male (b) Female

4. Position held in the organization.....

5. In what department do you work?

Administration Human Resource other (specify)

6. How long have you been with the organization?

a) Under 2 year
b) 2-4 years
c) 4-6 years
d) Over 6 years

7. Education Level

a) Certificate c) First Degree
b) Diploma d) Masters

SECTION B:

The Following Questions Are For Filling In. 8. Is team work relevant in Ruyoka Uganda Limited. If yes why?

9. What is the attitude of employees towards teamwork in the organization?

.....
.....

10. What are the forms of teams most oftenly used in Ruyoka Uganda Limited?

.....
.....

II. What is the effect of team work on employee performance in the organization? –

.....
.....

12. What are the challenges faced by teams in the organization?

.....
.....

13. What can be done to effect teams in the organization?

.....
.....

14. As the organization taken some measures to show their support to team work. If yes, how?

.....
.....

SECTION C

18. Other factors that affect employee performance in this organization?

.....
.....

15. What more can be done to improve employee performance in the organization?

.....
.....

16. What are the measures of employee performance in the organization?

.....
.....

17. What is the relationship between team work and employee performance in the organization

Factors	Time	False
Reward		
Qualification		
Training		
Working conditions		

APPENDIX II
BUDGET

The study cost was 495,000/= as shown below:

ITEM	COST (UGS)
Stationary and other related costs	150,000
Transport	200,000
Communication	50,000
Photocopy	20,000
Internet	15,000
Miscellaneous	35,000
Subsistence	25,000
Typing and Binding	50,000
Total	495,000