

UNIVERSITY OF GHANA

**THE ROLE OF TEAMWORK IN ENHANCING ORGANIZATIONAL PERFORMANCE:
A CASE OF MTN GHANA HEAD OFFICE**



BY

AMANKWAH-NIKOI FREDA NANA AMA

(10702189)

**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

This project work is submitted to the University of Ghana Business School, University of Ghana, Legon in partial fulfilment of requirements for the award of Masters in Administration (MA) in Management and Administration Degree. The work is the result of my own research. All sections of the text and results which have been obtained from other works or sources are fully referenced. I understand that cheating and plagiarism constitute a breach of University of Ghana Business School, University of Ghana, Legon regulations and will be dealt with accordingly. I therefore bear responsibility for any shortcomings.

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FREDA NANA AMA AMANKWAH-NIKOI
(10702189)

.....

DATE

SUPERVISOR'S CERTIFICATION

I hereby certify that the preparation of this dissertation was supervised in accordance with guidelines and supervision of dissertation laid down by the University of Ghana, Legon.

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DR. MAJOREEN OSAFROADU AMANKWAH
(SUPERVISOR)

DATE

DEDICATION

This work is dedicated to my Husband, Mr Emmanuel Nikoi for all the support with the kids during the weekends when I had to be in school. To my girls, Emelda, Eleanor Jael and Freda for understanding and coping without mummy during my period of study.

To my Mum, Mrs Comfort Takyi-Amankwah for all the support and encouragement.

Thank You all for being a part of my life. I love you all and may God bless you.

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ABSTRACT

In today's corporate world, there has been so much emphasis on pride and personal achievement at the work place thus the concept of teamwork seems to be overlooked by managers and employees. In view of this management sees less essence of teamwork as a major tool of performance which has led to poor performance and productivity in the industry market. This study therefore seeks to identify the impact teamwork has on organizational performance. The objective of this study is to identify factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on the overall organizational performance. Guided by the quantitative research methodology, convenience sampling technique was used to select lower level employees while purposive sampling technique was used to select managers (higher level employees) of MTN Ghana. A self-structured questionnaire was employed in the data collection.

The findings reveal that the factors that are associated with teamwork are trust, preparedness to engage in debate around ideas, team members being viewed as unique people, effective leadership, members support, acceptance of vision and mission, team diversity in culture, talent and personalities, clear and open communication, shared experiences and practices. Also, the findings show that the positive effects of teamwork are: encourages employees to broaden their skills and knowledge, makes managers recognize and reward employees, increases employee efficiency, offers employees equal opportunity for participation to develop confidence and skills and ensures that work pressure is evenly distributed. Lastly, the findings reveal that teamwork at the workplace play a major role in ensuring that work is being accomplished within the shortest period of time in teams, ensures improvement of skills among employees, improves the quality of service provided to customers, ensures effective utilization of organizational resources, brings various specializations within the organization together and directly influences organizational performance. The study recommends that management of all organizations that have discounted teamwork must start employing it by constantly organizing training and development programs for employees of the organization on how to form and work in teams before its implementation to improve organizational performance.

SECTION ONE

INTRODUCTION

1.0 Background of the Study

A team is defined as “a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable” (Katzenbach & Smith, 1993, as cited in Fagerholm, Ikonen, Kettunen, Münch, Roto & Abrahamsson, 2015 p.12). Without teamwork, houses take long to build, governments collapse and companies are outshined by their competitors in the market. Lastly without teamwork people lose their inspiration (Husain, 2011). Team work is the ability to work together towards a common vision. Teamwork is a fuel that allows common people to attain uncommon results (Mercer & Myers, 2013). Collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed.

Teams enable individuals to empower themselves and to increase benefits from cooperative work engaged on as a group. Getting together with others also can allow individuals to better understand the importance of teamwork and how the organization operate as well as promote the culture 997of teamwork success. According to Wagerman (1997, pp. 31-41), “company’s teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control and company’s success is scrutinized by top management to achieve the desired goals”. McShone (1998) as cited in Jama (2018) said that teams are replacing individuals as the basic building blocks of organization; French language television programs has shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve

problems. According to Steiner (1972), teams and teamwork are not novel concepts; teams and team thinking have been around for years at companies such as Procter and Gamble and Botany.

In the 1980s, the manufacturing and auto industries embraced a new team-oriented approach when United States firms retooled to combat Japanese competitor who were quickly gaining market share. Brown et al. (1996) cited in Mo, Ling, and Xie, (2019) indicate that managers discovered the large body of research indicating that teams can be more than the tradition corporate structure for making decisions quickly and efficiently. They further indicated that teams are needed for the restructuring and reengineering processes of the future, giving instances that simple changes like encouraging input and feedbacks from workers on the line make dramatic improvements. To employees, teamwork is seen as constituting a larger group of people than what job position describes. The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. The backward development in organizations today can be attributed to inadequate teamwork among workers in an organization which in the long run affects the performance of the organization. Huge amount of money is also lost due to teamwork inadequacies which is to say the least, drains the organization's meagre resources with its far-reaching and attendant consequences on the development of the organization.

1.1 Statement of the Problem

The best teamwork comes from men who are working independently toward one goal in unison. Working in a team increases collaboration and allows brainstorming. As a result, more ideas are developed and productivity improves. On the other hand, "two are better than one, because they have a good reward for their hard work. For if one of them should fall, the other one can raise his partner up. But how will it be with just the one who falls when there is not another to raise him

up? (Ecclesiastes 4:9-10, KJV). This implies that teamwork can accomplish what the individual cannot do on his or her own. Two or more people are always better than one for solving problems, finishing off difficult tasks and increasing creativity. Everyone is unique and has different skills, backgrounds and experiences. Therefore, others in a team can help you see things from a different angle.

In the present society, there have been such a great amount of accentuation on pride and individual accomplishment at the work place. In certain teams, there might be individuals who kick back and let others do practically everything. In these sorts of team, clashes may happen and this can influence the state of mind of others in the team. Working in a team requires numerous gatherings and these gatherings, if not oversaw well, can go off theme and lessening the effectiveness of the team. Besides, choices take more time for finding an accord inside teamwork. Consequently, delays happen. The idea of teamwork is by all accounts neglected by managers and employees. Because of this management considers less to be of teamwork as a noteworthy device of performance which can prompt horrible showing and efficiency in the industry market. Therefore, the study seeks to identify the role teamwork plays in enhancing organizational performance.

1.2 Research Purpose

This study seeks to identify the role teamwork plays in enhancing organizational performance.

1.3 Objectives of the Study

This Study seeks to:

1. To identify the factors associated with teamwork.
2. To identify the positive or negative effects of teamwork on employees.
3. To examine the role of teamwork on organizational performance.

1.4 Significance of the Study

A lot of research work has been carried out on the concept of teamwork by many researchers. This research work is not an outright deviation from all other works that have been carried out on the concept. In this study, the research tries to ascertain how teamwork affects organizational performance. At the end of this research, it will subsequently help managers of organizations especially Scancom PLC (MTN Ghana) to decide whether to encourage team working more than that of individually or otherwise. To employees, it will also help them to know if it is good to work as a team or individually, and last of all this research paper will also serve as a starting point for other researchers who want to conduct their research on this same concept.

1.5 Scope and Limitations of the Study

A lot of research has been conducted about the impact teamwork has on organizational performance in various sectors or industries, but this research was conducted at Scancom PLC (MTN Ghana) on the impact teamwork has on organizational performance. The main objectives of this research are to identify the factors associated with teamwork and ascertain the positive or negative effects of teamwork on employees' performance at Scancom PLC (MTN Ghana). A limitation was obtaining information from employees of Scancom PLC (MTN Ghana) due to

information privacy and data protection concerns; another limitation is the financial constraints and the time frame of which the research is to be accomplished.

1.6 Organisation of the Study

The study is made up of five sections corresponding to the steps taken to conduct the study. The first section, section one presents the background to the study, research problem, research purpose, research objectives, significance and limitations of the study, and the organisation of the study. Section two presents a review of literature on teamwork and employee performance. Section three discusses the research methodology for the study. Section four presents the findings from the survey, analysis and discussion of findings. The last section, section five provides the summary of the research, recommendation and the future research directions.

SECTION TWO

LITERATURE REVIEW

2.0 Section Overview

This Section deals with the review of the previous studies relevant to the teamwork in enhancing organizational performance. The impact of teams on organizational performance has been a topic of many researches done by academics and practitioners for the previous years. The main likely reason for this attention is the belief that teams can affect the performance of organizations. The work of a team is deliberated by some researchers to be particularly important in achieving organizational goals and in evoking performance among subordinates. Several reasons indicate that there should be a relationship between teamwork and performance. Scholars and practitioners suggest that effective team behaviours can facilitate the improvement of performance when organizations face new challenges. Understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving forces for improving a firm's performance (Jones et al, 2008, as cited in Manner, & Gini, 2012).

2.1 Overview of Teamwork

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become an important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2008, as cited in Wanyeki, Maina, Sanyanda, & Kiiru, 2019). Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many

organizations today are moving towards “team based” approach to work. This means that working in teams is the basic method used to get work done in these organizations. As a result, employers stress the importance of employees working as a team and advertise for staff with the ability to work in such a way (Herborn, Stadler, Mustafić, & Greiff, 2018).

Jama (2018) noted that teams are replacing individuals as the basic building blocks of organization; French language television programs has shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve problems. According to Steiner (1972), teams and teamwork are not novel concepts; teams and team thinking have been around for years at companies such as Procter and Gamble; and Botany. In the 1980s, the manufacturing and auto industries embraced a new team-oriented approach when United States firms retooled to combat Japanese competitor who were quickly gaining market share. Brown et al. (1996) as cited in Mo, Ling, and Xie (2019) examined that managers discovered the large body of research indicating that teams can be more than the tradition corporate structure for making decisions quickly and efficiently. They further indicated that teams needed for the restructuring and reengineering eleven processes of the future giving instances that simple changes like encouraging input and feedbacks from workers on the line make dramatic improvements. According to the Taylorist model, work was divided into narrow function with short, repetitive work cycles and the work method prescribed in detail but this system fails to offer sufficient scope for a process of upgrading and innovation, which is essential for quick change and adaptation (Taylorist 2003, cited in Bastos, Cordeiro & Drohomeretski, 2019). In current times there has been growing emphasis in tertiary education that students should develop professional skills as part of their education. Skills such as problem solving, communication, collaboration, interpersonal skills, social skills and time

management are actively being targeted by prospective employers as essential requirement for employ ability especially in team environment. Of these, employment authorities consistently mention collaboration and teamwork as being a critical skill, essential in almost all working environments.

2.2 Team Structure

Organizations can be structured in various ways, and the structure of an organization can determine the modes in which it operates and performs. The team structure is a newer type of organizational structure, often seen as less hierarchical, in which individuals are grouped into teams (Williams, 2000). According to Takuya (2009), there is nothing like one size fits all type of concept at play when handling different types of team structures for specific goals in mind. Deep thought and consideration are required to identify, assemble and also convince the team members to work together on a variety of assignments. According to him there are two major team structures that an organization forms to meet objectives:

2.2.1 Functional teams:

Some teams are like a shadow in the background, they are always there but not very visible, yet most essential to run day to day operations of the organization. These teams for most part handle finance, sales and marketing and are deemed to be the functional leg of the entire organization. Such teams usually work under broad guidelines and policies formulated by the top executives of the corporation and it runs more or less smoothly without much fuss and noise. Largely they are left to execute and achieve the grand vision of the organization, until there is need to take stock of the situation. Such scenarios may arise out of market dynamics like competition breathing down the neck, technological shifts, and change in regulatory framework or amendments in the Law of

the land. These teams are recruited with due consideration and deliberation and they follow a routine and pattern laid down beforehand by the executives. They are more or less permanent and some team members may even outlast the organization.

2.2.2 Project teams:

On the other hand, project teams are different animals' altogether. They are put together to execute certain tasks, reach certain goals or accomplish a vision in a time bound manner. Once the target is achieved, these teams are in most cases disbanded and team members go back to their routine tasks. For example a project specific team may have ten percent increase in market share as their target to be achieved in a span of three quarters. Such a team may comprise the marketing head, the advertising head, the financial controller and the operational supervisor, each contributing with their respective expertise and skill set to realize the common goal. As soon as the market share goal is achieved within the time frame, they may hand over the reins of maintaining the market share to the functional team. Sometime the goal is too large to achieve by a single team, so it is broken down into smaller goals and set to be achieved by sub teams within a matrix of teams.

2.3 Team Effectiveness

There is no question that today's emphasis on teams is more than just a management fad. Research in organizational effectiveness has repeatedly validated the view that teams are valuable to an organization. However, teams can be done right or they can be done wrong. When done well, teams can bring a lot of good things to an organization. When done poorly, they can sap motivation out of an organization faster than almost anything else. Ineffective teams are a bad sign for the future of an organization. If we're going to do them, we need to do them right. This paper is a summarization of my own experiences, both good and bad with teams over the years and current

results from the literature on organizational development about what it takes to make a successful team (Fogg, 1994).

Teams as part of everyone's life and as part of organizational building, is often viewed as a group (a collection of people) who interact to achieve a common goal but an effective, well-functioning team is much more than this Murray (2000). It has been found that it dramatically affects organizational performance. Some managers have credited teams with helping them to achieve incredible results. Participants in an effective team care about the group's well-being skilfully combined individual talents with a positive team spirit to achieve results regardless of whether the program effort is that of an individual or several individuals. Developing team skills have been seen as important because of the tremendous explosion in the use of teams in work organization over the last decade.

2.3.1 Positive Effectiveness of Team

Employees performance in organizations which have emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen & Bailey, 1999). One research study concludes that to teach individuals on how to work in teams is not an easy task because to teach individuals to work in teams is inappropriate (Crosby, 1991). Bacon and Blyton (2006) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). One research study concluded that the good 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).

Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee teaching (Washer, 2006). According to Ingram (2000), teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high-performance organization that is flexible, efficient and most importantly, profitable

2.3.2 Boost to Productivity

According to Bate (2006), boosting productivity means boosting your output at work so that you can respond to tough, difficult competitive situations or so that you can handle more challenges at home; when teenagers diversify their interest and need more of your time and support for instance. Importantly boosting your productivity shows you how to do this without detriment to the overall balance of your life. Essentially, it is about getting more out of the same time or the same out of less time. Leading researchers in the field of work organization; Katzenbach and Smith (1993) are convinced that people working in team function more efficiently, are less prone to stress, and such

individuals make greater effort in their work. Such individuals are less prone to stress because tasks or problems of the organization is broken down thereby reducing the workload on an individual. When the workload is reduced, it encourages employees to broaden their skills and knowledge and this leads to higher performance and productivity.

2.3.3 Good Decision-making and Implementation

Teamwork has been used by companies to implement strategic decision that are taken in response to a range of business challenges and pressures (EWON, 1998). A company's attitude to the introduction of team is important in the process of implementation in decision making in that an effective team brings out ideal strategy of an organization hence enhancing its performance. High performance teams have both a clear understanding of the goal and objectives to achieve and the belief that the goals and objective embody a worthwhile or important result. For these reasons team objective and responsibilities are defined and these assist in a quick decision implementation

2.3.4 Team Trust

Trust among the team members comes when members of the team develop the confidence in each other competence. One research study concluded that trust among the team members develop the unique skills and coordination of individuals (Erdem, Ferda, Ozen & Janset, 2003). According to Mickan and Rodger (2000), there is positive relationship between the team performance and trust. Trust generates the behavioural basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organization. Organization should transform the trustworthy behaviour for measurement into performance appraisal system to promote the organizational

values (Erdem et al., 2003). According to Manz and Neck (2002), high performance teams within the organization exist when there is cooperation and unity exists between members. Reducing mistakes, quality outputs, increased productivity and customer satisfaction are the variety of criteria through which the performance of the team is evaluated (Mickan & Rodger, 2000). Cooperation of the team members can only be created when the trust comes to be most important value of the team culture. Trust provides an atmosphere for the team members where members can discuss their mistakes, accept criticism and freely express their feelings so this leads to more synergy (Edmondson, 1999).

2.3.5 Recognition and Rewards

According to Rabey (2003), recognition and rewards are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team members hidden working potential otherwise managers may lose them. According to Staniforth (2000), teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of employee performance and fair payment methods. 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). Researcher further suggested that team work is a fragile process which needs to be handling carefully in a supportive organizational environment. Anderson and West (2002) argue that effective organizational environment is one in which employee

communicate, participate and work in trustable atmosphere. According to Herzberg (1987), reward and recognition can provide both intrinsic and extrinsic motivation. Herzberg (1968) reported that extrinsic rewards are the main factor to provide employee movement in positive manner.

2.4 Negative Effectiveness of Team

Along with the existence of positive and constructive team roles, negative and destructive agendas can emerge that undermine the ability of individual teams to function and perform adequately. Negative and destructive roles emerge for a variety of reasons, including personal agendas, resistance to change, immaturity, and lack of motivation and/or team leadership and management. One of a leader's major roles is to observe individual team members and watch for destructive and negative behaviours. When problems surface, they need to encourage the team to collectively recognize and handle them within the team environment. If this fails, it is up to leaders to take specific action with the offending individual(s). Leaders need to be watchful for the following negative roles and behaviours within their individual teams:

2.4.1 Aggressor

The aggressor criticizes everything said within the team environment, and is in effect an active naysayer. He or she has the ability to block the introduction of new ideas and concepts by minimizing and deflating the status of other team members and creating a sense of intimidation. If this behaviour and role is not checked it will tend to decrease the team's overall motivation and subsequent member involvement.

2.4.2 Blocker

The blocker is a dominant personality who automatically rejects the views and perspectives of others out of hand. This individual blocks the team's ability to brainstorm and discuss the merits of new concepts and ideas raised. Like the aggressor, this individual can be highly detrimental to the team effort as he or she intimidates individual members, limits their participation and decreases overall team motivation and involvement.

2.4.3 Withdrawer

The withdrawer holds back his or her personal participation and refuses to become active within the team environment. This individual focuses the team on his or her immature behaviour and attempts to resolve the conflict and unrest it creates, which effectively limits the team's ability to make progress on problems and assigned projects.

2.4.4 Recognition Seeker

The recognition seeker looks for personal attention and in so doing monopolizes the discussion by continually asserting his or her personal ideas, suggestions and viewpoints. The recognition seeker is also attempting to win the team over to his or her ideas and opinions. Unfortunately, this behaviour minimizes other individual team members' input, which hampers overall team participation, involvement and motivation.

2.4.5 Topic Jumper

A topic jumper is unable to explore any specific topic in depth. He or she displays a short attention span and continually interrupts group discussions by attempting to change the subject. These continual interruptions diminish overall productivity by keeping team meetings off-focus.

2.4.6 Dominator

The dominator displays threatening and bullying behaviour within the team setting. This individual use intimidating and minimizing behaviour in an attempt to take over the team and control all discussions. The dominator will typically “hijack” the team by coercing it to pursue his or her personal agenda.

2.4.7 Devil’s Advocate

While the devil’s advocate in the sense of introducing different viewpoints into the team discussion is a positive team function, it can become a negative role when used to block team 21 progress or consensus. In this regard, the devil’s advocate is simply a naysayer that refuses to allow the team to move forward (Bednar, 2012).

2.5 Performance of Organization

It is difficult to formulate an unambiguous and definitive description of ‘performance’, since this ultimately depends upon the objectives of the particular organization. Nevertheless, a wide range of performance indicators have been investigated in organizations, and, for the purposes of this review, will be looked at under the headings of operational outcomes and financial outcomes. The former would include productivity (e.g. the number of hours to assemble a car), the quality of the

product or service, innovation and customer satisfaction; the latter, value-added per employee and return on capital employed. To complicate matters, many of these indicators can be recorded at different levels within an organization. Productivity, for example, can be measured at department, workplace or company level. In addition, when one begins to consider the team-based literature, another set of performance outcome come to the fore (Cohen & Bailey, 1997). A number of these studies are designed to show the outcomes for individual team members or the team itself. While some of these measures- job satisfaction, for example, or absenteeism - may not seem directly relevant to the present study, subsequent discussion will show that there are important links with organizational performance.

A number of theoretical arguments have been developed to explain why team working might lead to improved organizational performance. Some theories focus on the effort and motivation of individual workers and claim that they work harder. Strategic HRM theory, for example, suggests that an appropriately designed HR system, which typically includes teamwork, will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioural changes that result in improved organizational performance (Becker et al., 1997). Similarly, self-leadership theory focuses on participatory decision-making, individual discretion and teamwork as important motivating factors, and suggests these will lead to more committed employees who strive for greater efficiency and effectiveness (Sims & Manz, 1996). Work design theory, however, tends to emphasize intra-group processes such as job design, task variety and interdependence (Wall & Martin, 1987), while sociotechnical theory highlights changes in the structure of an organization and its processes as the main mechanism by which performance is enhanced (Hootegem, 2000). It is apparent from this that the teamwork– performance link is related to the more general discussions surrounding HRM and performance, empowerment and self-leadership.

However, teamwork research should not be considered only within these contexts since a specific team working literature has emerged over the course of time (Salas et al., 2000).

2.6 Productivity of Employees

In this era of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization (Alie, Beam & Carey, 1998). It is the means of improving man-power utilization and potentially raising performance of individual. With a support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that employee working within the team can produce more output as compared to individual (Jones, Richard, Paul, Sloane & Peter, 2007).

According to Cohen and Bailey (1999), an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Teams enable people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al., 2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2005). This means that employees who work in teams are able to improve upon their skills, knowledge and ability by learning from each

other as they are working in a team, and due to that it enable them produce effectively and efficiently as compared to employees who work individually in organizations.

2.7 Factors Associated with Teamwork

Pielow (2010) as cited in Wanyeki, Maina, Sanyanda, and Kiiru (2019) said in today's, business competition, customer expectations, new technology, and many other developments, it is more critical than ever to build teamwork in organizations. The many challenges that the organization faces, the more critical it becomes that teamwork is effective. The key elements to successful teamwork are trust, communication and effective leadership; a focus on common goals with a collective responsibility for success (or failure). However, without trust and communication the team will have difficulty functioning effectively. The whole process of organizational teamwork must begin with a company leadership team that creates a business strategy and a focus on the critical goals of the enterprise. Next there is the process of communicating the vision, values and mission of the organization to a team, or teams that will be responsible for planning and executing the mission and building trust in the teams and within the teams to carry out their assigned responsibilities. Marketing plans, as well as other operational plans, will succeed only with team-based planning and execution. Lencioni (2006) as cited in Northouse (2018) said senior executives, middle management and assigned team leaders, must foster and expect that team member activities include the following factors.

2.7.1 Trust Among Team Members

Building trust takes time. If trust is lacking it must be the responsibility of the team leader to focus first on building trust, i.e. getting team members to open up (among the team) and expose their weaknesses and fears to each other. In some cases, a team building exercise can be utilized. In

certain business cases, due to time pressures, the leader may have to take responsibility for building trust or change the team to achieve the necessary level of trust for team success. Until everyone is willing to trust the other members of the team, progress towards team success will be limited.

2.7.2 Prepare to Engage in Debate Around Ideas.

Disagreements can lead to conflict, but conflict can be good. If ideas are not presented and debated, the team will miss opportunities to find the best solutions to problems. Respect for the thoughts and ideas of the other team members will be developed through healthy debate.

2.7.3 Learn to commit to decisions and plans of action.

Team results will only come about as a result of team commitment to team decisions; this includes agreeing on the specifics of action plans. If some team members are not consistent with their commitments, the team will not succeed.

2.7.4 Hold One Another Accountable Against their Plans.

Team members must be prepared to check among themselves to assure progress and overcome obstacles to progress. Ad hoc meetings may be necessary to coordinate actions between departments or groups to assure progress.

2.7.5 Focus on Achieving Collective Results.

The vision and or mission of the team must be accepted by all the team members and critical goals viewed as the collective responsibility of the team. If a return to profitability is a critical goal of an executive team, priorities and time commitments must be pulled from elsewhere. Focusing on results that in any way does not support the critical goal(s) of the team will lead to team failure.

2.8 The Impact of Teamwork on Organizational Performance

The impact of teams on organizational performance has been a topic of many researches done by academics and practitioners for the previous years (Jones et al, 2008, as cited in van Kleef, Cheshin, Koning, & Wolf, 2019). The main likely reason for this attentiveness is the belief that teams can affect the performance of organizations. The work of a team is deliberated by some researchers to be particularly important in achieving organizational goals and in evoking performance among subordinates. Several reasons indicate that there should be a relationship between teamwork and performance. Scholars and practitioners suggest that effective team behaviours can facilitate the improvement of performance. When organizations face new challenges. Understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving forces for improving a firm's performance (Jones et al, 2008).

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2008, as cited in Wanyeki, Maina, Sanyanda, & Kiiru, 2019). Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many organizations today are moving towards "team based" approach to work, this means that working in teams is the basic method used to get work done in these organizations. As a result, employers

stress the importance of employees working as a team and advertise for staff with the ability to work in such a way (Richard, 1991, as cited in Bastos, Cordeiro, & Drohomeretski, 2019). McShone (1998) said that teams are replacing individuals as the basic building blocks of organization; French language television programs have shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve problems.

According to Steiner (1972), teams and teamwork are not novel concepts; teams and team thinking have been around for years at companies such as Procter and Gamble; and Botany. In the 1980s the manufacturing and auto industries embraced a new team-oriented approach when United States firms retooled to combat Japanese competitor who were quickly gaining market share. Brown et al. (1996) as cited in Sridharan and Boud, (2019) examined that managers discovered the large body of research indicating that teams can be more than the tradition corporate structure for making decisions quickly and efficiently. He further said that teams needed for the restructuring and reengineering processes of the future giving instances that simple changes like encouraging input and feedbacks from workers on the line make dramatic improvements.

Even from time of creation, God applied the concept of teamwork when he said, “Let us make man in our own image” (Genesis 1:26, KJV). This statement brings out the fact that God in the creation process work with other heavenly beings hence the essence of team in bringing productivity, ‘Man’. This means that teamwork was present in the ancients’ days and was having a greater impact on the performance of on almost all the organizations at that time. Research conducted by some scholars on this same topic has let me know that teamwork is still in existence in this modern world, then if it is so, how come Ghanaians organizational culture lacks the

knowledge about the relation of Teamwork and knowledge to achieve best results. Therefore, this research is to help me find out what the problem in context of Ghana is.

SECTION THREE

METHODOLOGY

3.0 Section Overview

This section discusses the methodology for conducting the study. It explains the type of research, population sampling technique used, source of data used, instrument for data collection, procedure for data collection, method used for data collection, a general information about MTN Ghana, Ethical Consideration and Limitations to the study.

3.1 Type of Research

A kind of study which is used to describe the characteristics of a population known as a descriptive research was used (“Descriptive Research,” n.d). A descriptive research approach was used since it delivers an in-depth data about a particular subject by describing it from various angles.

3.2 Population

The target population for the study consisted of both management and staff members of Scancom PLC (MTN Ghana). The total population size of Scancom PLC (MTN Ghana) head office is Nine Hundred and fifty six (956).

3.3 Sample and Sampling Technique

A sample size of two hundred and twenty-six (226) respondents was drawn from the total population size of Nine Hundred and fifty six (956). The Researcher aimed at 20% of the total population size of staff of MTN Ghana head office and therefore sent out 250 questionnaires to respondents and was able to retrieve 226 questionnaires which represents 90.4% response rate.

The researcher was however able to achieve the set target of 20% of the total population size. With this One Hundred and sixty (160) questionnaires was distributed to employees while the remaining sixty-six (66) was given to management. Purposive sampling was used to select respondents based on the fact that they have expertise in the area being researched. Convenient Sampling was also employed to select respondents among employees based on their ability and willingness to respond to the questionnaire.

3.4 Source of Data

Primary data type was collected by the researcher. This was obtained from respondents through the administration of questionnaires. The researcher made use of primary data because it helps to know what is actually happening on the ground and also come out with findings and recommendations.

3.5 Instrument for Data Collection

Questionnaire was the main instrument used to collect data for the study. This was to enhance the truthfulness of the data regarding the study.

The questionnaire was designed to contain simple questions based on the set objectives of the study. It was simple and easy to understand to ensure respondents provide relevant data to meet the objectives of the study. The questionnaire also contained relevant close ended questions for the purpose of attaining the research objectives of the study. The questionnaire consisted of three parts. Section A was designed to enable respondents provide the necessary data about the factors associated with teamwork. Section B was structured to collect data on the positive or negative effects of teamwork on employees and Section C was designed to gather data to examine the impact of teamwork on organizational performance.

3.6 Procedure for Data Collection

Data was collected from One Hundred and Sixty employees and sixty-six management members of Scancom PLC (MTN Ghana). Questionnaires were sent out electronically to both employees and management personnel working at the various divisions of Scancom PLC (MTN Ghana) and responses were received directly by the researcher over a period of one month. Out of the 250 questionnaires distributed to the targeted population, the researcher received 226 responses which represents 90.4% total response rate.

3.7 Method of Data Analysis

Data collected for this study was analysed to determine the percentages and frequencies in the responses provided through questionnaires. Data gathered were presented in tables and bar charts using Statistical Package for Social Sciences (SPSS).

3.8 General Information about Scancom PLC (MTN Ghana)

MTN, the leading provider of telecommunications services in Africa and the Middle East, entered the Ghanaian market following the acquisition of Investcom in 2006. MTN Ghana is a subsidiary of MTN Group. MTN Group is a leading emerging market operator connecting subscribers in 22 countries in Africa and the Middle East. MTN Group has over 217 million subscribers across its operating subsidiaries and joint ventures in Afghanistan, Benin, Botswana, Cameroon, Cyprus, Ghana, Guinea Bissau, Guinea Republic, Iran, Ivory Coast, Liberia, Nigeria, Republic of Congo (Congo Brazzaville), Rwanda, South Africa, Sudan, South Sudan, Swaziland, Syria, Uganda, Yemen and Zambia. MTN's overriding mission is to be a vehicle for Ghana's economic growth and development, helping to promote Ghana's strong development potential from the provision of

world-class telecommunications products and services, through to innovative and sustainable corporate social investment initiatives.

MTN Ghana currently has over 87 branches and connect stores and 186 volume management centres across the country. The Company also has over 270,000 airtime retailers who trade with MTN Ghana products in addition to 95,855 MTN Mobile Money agents and merchants as at December 2017. With an ultimate aim of customer satisfaction, MTN Ghana operates an extensive network in Ghana, reaching all 10 regional capitals, major cities and many rural and remote areas, as well as roaming partnerships with international telecommunications operators in foreign countries around the world. MTN Ghana continues to offer its valued customers a range of exciting products and services under post-paid and prepaid mobile subscriptions. One of the Company's key goals is to build a high performance and customer-centric culture, by, among other things, capitalizing on the MTN Ghana workforce profile, skills and competencies as well as seeking and fostering strategic alliances and partnerships to facilitate and realize the skills and talent in its workforce. An employee retention approach is designed to build competitive reward systems to incentivize key executive personnel and employees.

Vision: To lead the delivery of bold, new Digital World to our customers.

Mission: To make our customers' lives a whole lot brighter.

3.9 Ethical Considerations

Considering ethical aspects of the research, enough time was given to the respondents of the study so that they can depict their true views on the research questions. Permission was sought from Scancom PLC (MTN Ghana) and consent from the respondents was also taken to ensure the usage of their data. Confidentiality of the responses was maintained strictly to ensure privacy of their data. In conforming to ethical issues in this research, permission was sought from all participants and the divisions in the population. Furthermore, the information acquired was used confidentially

without distortions or interferences and solely for academic purposes. The purpose for the collection of the data was also sited at the beginning of the questionnaire to assure participant of the confidentiality of the information they provided. Additionally, usage of any secondary data from any source have been duly acknowledged with appropriate reference. Hence the ethical aspect of this research has been followed very strictly

3.10 Limitations of the Study

This study just like any other studies was not without limitations. One limitation was obtaining information from employees of Scancom PLC (MTN Ghana) due to information privacy and data protection concerns; another limitation was the financial constraints and the time frame for which the research was to be accomplished. Furthermore, another limitation was the issue of getting all the responses from the research sample on time. But with follow up mediums like calling, text messaging and emailing the researcher ended with a response rate of 90.4%

SECTION FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.0 Section Overview:

This section presents the findings of the study, analysis and discussion of the findings. It begins with an analysis of the impact of teamwork on organisational performance. The findings and discussions on the relationships between the variables are then presented. The discussion and analysis are done with respect to the research objectives stated in section one.

4.1 Data Presentation and Analysis

The following sections present the findings and analysis in line with the objectives of the study.

4.1.1 Factors Associated with Teamwork

Table 4.1 below shows that 28.6% of respondents strongly agreed that trust exists among team members, while 10.7% remained detached (neutral), 57.6% of the respondents agree. Also 1.6% disagree whereas 1.8% strongly disagree. Also, 37.9% of the respondents strongly agreed that team members are prepared to engage in debate around ideas, while 56.3% of the respondents agreed, 3.6% were uncertain (neutral) and 1.3% disagreed while 0.9% of the respondents strongly disagree Table 4.1 shows the factors associated with teamwork.

Table 4.1: Factors Associated with Teamwork

| (Respond /Answers) | Number/Frequency and Percentage of Respondents | | | | | | | | | |
|--------------------|--|---|-------|---|---------|---|----------|---|-------------------|---|
| | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | |
| Variables | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| | | | | | | | | | | |

| | | | | | | | | | | |
|---|-----|------|-----|------|----|------|---|-----|---|-----|
| 1. Trust exists among team members. | 64 | 28.6 | 129 | 57.6 | 24 | 10.7 | 3 | 1.3 | 4 | 1.8 |
| 2. Team members are prepared to engage in debate around ideas. | 85 | 37.9 | 126 | 56.3 | 8 | 3.6 | 3 | 1.3 | 2 | 0.9 |
| 3. Team members are viewed as unique people. | 85 | 38.1 | 109 | 48.9 | 22 | 9.9 | 6 | 2.9 | 1 | 0.4 |
| 4. Effective leadership will have team members who are actively engaged in the work. | 82 | 37.3 | 120 | 54.5 | 12 | 5.5 | 3 | 1.4 | 3 | 1.4 |
| 5. Team members are prepared to check among themselves to assure progress and overcome obstacles to progress. | 78 | 35.8 | 118 | 54.1 | 19 | 8.7 | 1 | 0.5 | 2 | 0.9 |
| 6. The vision and/or mission of the team are accepted by all the team members. | 77 | 35.2 | 113 | 51.6 | 23 | 10.5 | 5 | 2.3 | 1 | 0.5 |
| 7. The team is diverse of cultures, talents and personalities. | 101 | 46.8 | 96 | 44.4 | 18 | 8.3 | – | – | 1 | 0.5 |
| 8. Effective teamwork is facilitated by clear and open communication. | 104 | 47.5 | 110 | 50.2 | 3 | 1.4 | 1 | 0.5 | 1 | 0.5 |
| 9. Effective teamwork is developed through shared experiences and practice. | 84 | 38.5 | 119 | 54.6 | 11 | 5 | 3 | 1.4 | 1 | 0.5 |

Source: Field Data, 2019

More so, 38.1% of the respondents strongly agreed that team members are viewed as unique people, while 48.9% agreed, 9.9% of the respondents were not sure (neutral) and 2.9% disagreed and 0.4% strongly disagree. Furthermore, 37.3% of the respondents strongly agreed that effective leadership team will have team members who are actively engaged in the work and focus of the team, while 54.5% agreed and 5.5% remained objective (neutral), while 1.4% of the respondent

disagreed with 1.4% strongly disagreeing. Again, 35.8% of the respondents strongly agreed that team members are prepared to check among themselves to assure progress and overcome obstacles to progress, while 54.1% agreed, 8.7% were uncertain (neutral) and 0.5% disagreed while 0.9% of the respondents strongly disagreed.

Also, 35.2% of the respondents strongly agreed that the vision and/or mission of the team are accepted by all the team members, while 51.6% agreed, 10.5% however were not certain (neutral) and 2.3% disagreed while 0.5% of the respondents strongly disagreed. In addition, 46.8% of the respondents strongly agreed the team is diverse of culture, talents and personalities, while 44.4% agreed, with 8.3% being neutral and none of them disagreed. However, 0.5% strongly disagreed. Further to this, 47.5 % of the respondents strongly agreed that effective teamwork is facilitated by clear and open communication, while 50.2% agreed, 1.4% neutral responses and 0.5% each corresponds to respondents who disagreed as well as those who strongly disagreed. Lastly, from the above table, 38.5% of the respondents strongly agreed that effective teamwork is developed through shared experiences and practice, while 54.6% agreed, 5% were uncertain and 1.4% disagreed while 0.5 of the respondents strongly disagreed. This means that more of the respondents hold the perception that effective teamwork is developed through shared experiences and practice. Therefore, the factors that are associated with teamwork are trust, preparedness to engage in debate around ideas, team members being viewed as unique people, effective leadership, members support, acceptance of vision and/or mission, team diversity in culture, talent and personalities, clear and open communication, shared experiences and practices.

From the above analysis, the following conclusion can be drawn;

- i. 86.2% of the respondent agree that trust exist among team members.

- ii. 94.2% of the respondent agree that team members are prepared and debate around ideas.
- iii. 87% of the respondents agree that team members are viewed as unique people.
- iv. 91.8% of the respondent agree that effective leadership will have team members who are actively engage in the work.
- v. 89.9% of the respondents agree that team members are prepared to check among themselves to ensure progress and overcome obstacles to progress.
- vi. 86.8% of the respondents agree that the vision/mission of the team are accepted by all the team members.
- vii. 91.2% of the respondents agree that the team is diverse of cultures, talents and personalities.
- viii. 97.7% of the respondents agree that effective teamwork is facilitated by clear and open communication.
- ix. 93.1% of the respondents agree that effective teamwork is developed through shared experience and practices.

The above conclusions affirm the first objective of the research which sought to highlight some specific factors associated with teamwork.

4.1.2 Positive or Negative Effects of Teamwork on Employees.

Table 4.2 below shows that 37.1% of the respondents strongly agreed that teamwork encourage employees to broaden their skills and knowledge, whiles 51.1% agreed and 0.9% disagreed and 10% of the respondents remained neutral with 0.9% strongly disagreeing to it. However, with the notion that, “managers recognize and reward employees who are working in teams”, 34.7% of the respondents strongly agreed. Whiles 43.4% agreed, 14.6% were uncertain (neutral) and 7.3%

disagreed while none of the respondents strongly disagreed. More so, 42.2% of the respondents strongly agreed that working in teams increases efficiency of an employee, while 47.2% agreed, 7.3% were not sure (neutral) and 1.4% strongly disagreed while 1.8% of the respondents disagree.

Again, with that of all members of the team having an equal opportunity for participation to develop confidence and skills, 39.1% of the respondents strongly agreed, while 45.5% agreed, 10.5% remained objective (neutral), whereas 0.5% strongly disagreed and 4.5% of them disagreed. Furthermore, 23.3% of the respondents strongly agreed that team members intimidate individuals to limit their participation and decrease overall team motivation and involvement, while 33.8% agreed, with 11.9% not sure (neutral), though 21% disagreed and 10% strongly disagree and lastly, 29.8% of the respondents strongly agreed that work pressure is evenly distributed among team members, 48.2% agreed, while 11.9% were neutral, 8.3% disagreed and 1.8% strongly disagree. Table 4.2 displays the positive/negative effects of teamwork on employees.

Table 4.2: Positive or Negative Effects of Teamwork on Employees

| Respond /Answers | Number/Frequency and Percentage of Respondents | | | | | | | | | |
|---|--|------|-------|------|---------|------|----------|-----|-------------------|-----|
| | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | |
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| 1. Teamwork encourages employees to broaden their skills and knowledge. | 82 | 37.1 | 113 | 51.1 | 22 | 10 | 2 | 0.9 | 2 | 0.9 |
| 2. Managers recognize and rewards employees who are working in teams. | 76 | 34.7 | 95 | 43.4 | 32 | 14.6 | 16 | 7.3 | - | - |
| 3. Working with team increase efficiency of an employee. | 92 | 42.2 | 103 | 47.2 | 16 | 7.3 | 4 | 1.8 | 3 | 1.4 |
| 4. All members of the team have an equal opportunity for participation to develop confidence and skills. | 86 | 39.1 | 100 | 45.5 | 23 | 10.5 | 10 | 4.5 | 1 | 0.5 |
| 5. Team members Intimidate individuals to limits their participation and decreases overall team motivation and involvement. | 51 | 23.3 | 74 | 33.8 | 26 | 11.9 | 46 | 21 | 22 | 10 |
| 6. Work pressure is evenly distributed among team members. | 65 | 29.8 | 105 | 48.2 | 26 | 11.9 | 18 | 8.3 | 4 | 1.8 |

Source: Field Data, 2019

It is explicitly clear from the analysis and table above that;

- i. 88.2% of the respondent cumulatively agree that teamwork encourages employees to broaden their skills and knowledge.
- ii. 78.1% of the respondents cumulatively agree that managers recognise and reward employees who are working in teams.

- iii. 89.4% of the respondents cumulatively agree that working with team increase efficiency of an employee.
- iv. 84.6% of the respondents cumulatively agree that all members of the team have an equal opportunity for participation to develop confidence and skills.
- v. 57.1% of the respondents cumulatively agree that team members intimidate individuals to limits their participation and decreases overall team motivation and involvement.
- vi. 78% of the respondents cumulatively agree that work pressure is evenly distributed among team members.

It can be concluded that there is a positive effect on employees who work in teams within Scancom PLC (MTN Ghana).

4.1.3 The Impact of Teamwork on Organizational Performance

Based on the computations from table 4.3 below, 29.6% of the respondents strongly agree that, Work is being accomplished within the shortest period of time in teams even though 56.1% agree. 10.3% remain neutral with 3.6% disagreeing and 0.4% strongly disagree. However, with regards to “there is an improvement of skills among employees in achieving”, 35.5% of them strongly agreed, 57.7% agree, 5.9% remained uncertain (neutral), 0.9% of them disagree but none strongly disagreed.

| (Respond /Answers) | Number/Frequency and Percentage of Respondents | | | | | | | | | |
|---|--|------|-------|------|---------|------|----------|-----|-------------------|-----|
| | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | |
| Variables | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| 1. Work is being accomplished within the shortest period of time in teams. | 66 | 29.6 | 125 | 56.1 | 23 | 10.3 | 8 | 3.6 | 1 | 0.4 |
| 2. There is an improvement of skills among employees in achieving | 78 | 35.5 | 127 | 57.7 | 13 | 5.9 | 2 | 0.9 | - | - |
| 3. Team members play a major role in the organizational. | 88 | 40 | 122 | 55.5 | 8 | 3.6 | 1 | 0.5 | 1 | 0.5 |
| 4. Various teams always work to improve the quality of service provided to customers. | 90 | 41.7 | 111 | 51.4 | 13 | 6 | 2 | 0.9 | - | - |
| 5. Teams are responsible for specific services. | 84 | 38.9 | 119 | 55.1 | 10 | 4.6 | 2 | 0.9 | 1 | 0.5 |
| 6. Teamwork has direct positive impact on organizational performance. | 86 | 39.6 | 115 | 53 | 12 | 5.5 | 2 | 0.9 | 2 | 0.9 |
| 7. Teams ensure effective utilization of organizational resources. | 92 | 42 | 114 | 52.1 | 10 | 4.6 | 2 | 0.9 | 1 | 0.5 |
| 8. Teamwork brings various specializations within the organization together | 98 | 45 | 111 | 50.9 | 8 | 3.7 | 1 | 0.5 | - | - |

Table 4.3: The Role of Teamwork on Organizational Performance

Source: Field Survey, 2019

More so, 40% of the respondents strongly agree that, team members play a major role in the organizational performance. 55.5% of them agree, with 3.6% being neutral, 0.5% disagree and 0.5% strongly disagree. Table 4.3 again, reveals that 41.7% of the respondents strongly agree that various teams always work to improve the quality of service provided to customers. 51.4% agree, 6% neutral responses, 0.9% disagree, and meanwhile none strongly disagreed. Furthermore, 38.9% strongly agree that teams are responsible for specific services, 55.1% agree, 4.6% remained detached (neutral), 0.9% disagree and 0.5% strongly disagree. Also, from the table, 39.6% strongly agree that teamwork has direct positive impact on organizational performance, while 53% agree, 5.5% of the respondents were not certain (neutral), however, 0.9% disagreed and again 0.9% strongly disagreed. With reference to table 4.3, 42% strongly agree that teams ensure effective utilization of organizational resources, 52.1% agreed, with 4.6% being neutral responses, 0.9% disagree and 0.5 strongly disagree. Lastly, 45% of the respondents strongly agree that teamwork brings various specializations within the organization together, 50.9% agree, 3.7% were neutral with their responses, 0.5% disagree and none of them strongly disagreed.

It can be concluded from the above analysis that;

- i. 85.7% of the respondents cumulatively agree that work is being accomplished within the shortest possible time in teams.
- ii. 93.2% of the respondents cumulatively agree that there is an improvement of skills among employees in achieving team's goals as well as organization's objectives.
- iii. 95.5% of the respondents cumulatively agree that team members play a major role in organizational performance.
- iv. 93.1% of the respondents cumulatively agree that various teams always work to improve quality of service provided to customers.

- v. 94% of the respondents cumulative agree that teams are responsible for specific services.
- vi. 92.6% of the respondents cumulatively agree that teamwork has direct positive impact on organizational performance.
- vii. 94.1% of the respondents cumulatively agree that teams ensure effective utilization of organization resources.
- viii. 95.9% of the respondents cumulatively agree that teamwork brings various specializations within the organization together.

These conclusions show that indeed teamwork have a great impact on organizational performance since an average of over 90% of the respondents agree to the variables which sought to examine the correlation between teamwork and organizational performance.

4.2 Discussion of Findings

This subsection discusses the findings under three subsections corresponding to the objectives of the study.

4.2.1 Factors Associated with Teamwork

The findings reveal that the factors that are associated with teamwork are trust, preparedness to engage in debate around ideas, team members being viewed as unique people, effective leadership, members support, acceptance of vision and/or mission, team diversity in culture, talent and personalities, clear and open communication, shared experiences and practices. This finding is similar to other findings in literature on teamwork (Wanyeki et al., 2019; Erdem et al., 2003; Manzoor, Ullah, Hussain, & Ahmad, 2011; Walid & Zubair, 2016). The findings of Wanyeki et al. (2019) identified the components of teamwork as trust, effective leadership, team diversity,

correspondence and compelling initiative. Further, supporting this study's finding, Erdem et al. (2003) found that trust is associated with teamwork. The findings of Walid and Zubair (2016) in a similar study on teamwork and employee performance in Malaysia identified effective leadership, being viewed as unique people, talents, open communication as associated with teamwork also support this study's finding. This implies that when team members are able to confide in one another, achievement and progress of the team will be unlimited.

4.2.2 The Positive and Negative Effects of Teamwork on employees

The analysis of the findings show that the positive effects of teamwork encourages employees to broaden their skills and knowledge, makes managers recognize and reward employees, increases employee efficiency, offers employees equal opportunity for participation to develop confidence and skills and ensures that work pressure is evenly distributed. This finding is consistent with the findings of Rabey (2003), Robbins and Judge (2007) and Janet (2013). In a similar study on the effect of teamwork on employees, Janet (2013) found that teamwork positively impacts the efficiency of employees which in turn leads to organisational productivity. Robbins and Judge's (2007) finding which stated that teamwork allow team members to make decisions that assist individual members in carrying out their duties thereby reducing the work pressure is also consistent with this study's finding. Further, Rabey's (2003) finding which stated that recognition and rewards are the primary focus of the individuals who are working in teams as a result, managers are quite aware of this and that they constantly capture the benefits of the team. Also consistent with this study's finding is the findings of Gallie et al., (2009) which indicated that teamwork encourages employees to use their knowledge, skills, capabilities and cooperate with their co-workers in order to maximize the performance of the organization at large.

The negative effect of teamwork identified from the study were team members intimidate individuals to limits their participation and decreases overall team motivation and involvement. Building and sustaining a team that is task-oriented is not easy due to the modern technological challenges, individual differences and increasing competition between team members. These can negatively impact on the team's progress which will also affect the overall productivity of the organisation. In a team, some team members may intimidate others with their superior skill, talent and experience. This will in turn decrease motivation, involvement and innovation among team members. This finding is consistent with the findings of Sanyal and Hisam (2018) which stated that in a team, members are likely to intimidate other members which decrease their involvement in the team's activities.

4.2.3 The Role of Teamwork on Organizational Performance

The findings reveal that teamwork at the workplace play a major role in ensuring that work is being accomplished within the shortest period of time in teams, ensures improvement of skills among employees, improves the quality of service provided to customers, ensures effective utilization of organizational resources, brings various specializations within the organization together and directly influences organizational performance. In effect, teamwork has a positive impact on organisational performance. This finding is consistent with the findings of Fay, Shipton, West, and Patterson (2015) which concluded that the more widespread the use of teamwork in organizations, the more teamwork ensures organizational performance. This was further supported by Shih and Putri (2018) who stated that team characteristics such as delivery of work within the shortest period of time, skills and specialisations influence organizational performance. Similarly, the findings of Zincirkiran, Emhan, and Yasar (2015) which stated that teamwork impacts positively on organisational performance is confirmed.

SECTION FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Section Overview

This last section introduces a summary of the findings of the research, and further offers Suggestions for training and research. It likewise examines the impediments of the research as well as proposals for future research.

5.1 Summary

This research is to identify the role of teamwork in enhancing organizational performance using staff of Scancom PLC (MTN Ghana) Head office.

The objectives of the study were:

1. To identify the factors associated with teamwork.
2. To identify the positive or negative effects of teamwork on employees.
3. To examine the role of teamwork on organizational performance.

In order to achieve the above stated objectives, the quantitative methodology approach was used with structured questionnaires for data collection. The findings of the study were in three parts corresponding to the research objectives. The findings for the first objective revealed that the factors that are associated with teamwork are trust, preparedness to engage in debate around ideas, team members being viewed as unique people, effective leadership, members support, acceptance of vision and/or mission, team diversity in culture, talent and personalities, clear and open communication, shared experiences and practices.

Findings from the second objective showed that the positive effects of teamwork encourages employees to broaden their skills and knowledge, makes managers recognize and reward

employees, increases employee efficiency, offers employees equal opportunity for participation to develop confidence and skills and ensures that work pressure is evenly distributed.

The findings from the third objective reveal that teamwork at the workplace play a major role in ensuring that work is being accomplished within the shortest period of time in teams, ensures improvement of skills among employees, improves the quality of service provided to customers, ensures effective utilization of organizational resources, brings various specializations within the organization together and directly influences organizational performance.

Teamwork is an efficient way of achieving success at work place or in the organization. It helps in boosting the productivity, effectiveness and efficiency of work as well as the performance of organizations as a whole. Organizations prefer a team form of working in conducting its activities as well as achieving its goals and objectives. Some of these activities, goals and objectives are; gaining competitive advantage in the market place, providing quality services to customers, boosting the productivity of employees as well as the individual, prompting trust and a spirit of cooperation among members, eliminating tribalism among employers and employees, improving relationship (that is between management and employees, employees and other employees, employees and customers), enhancing individuals' creativity in handling and resolving conflict, facilitating good decision making and implementation among members. The employees of Scancom PLC (MTN Ghana) clearly demonstrated that employing a team form of working (teamwork) have significant impact on performance. Thus, the whole organization benefits in terms of efficiency and effectiveness when workers are deployed in teams with specific assignments projects.

5.2 Conclusion and Recommendations

5.2.1 Conclusion

Based upon the findings from this research, it shows that truly teamwork has an impact on organizational performance as conducted by early researchers, and it was not just a mere impact of teamwork but rather a positive impact of teamwork on organizational performance. Again, this research is to enlighten those organizations that have discounted teamwork as a major tool of organizational performance to start valuing it as their number one tool, since it can have a positive impact on organizational performance.

5.2.2 Recommendations

Based on the findings of this study, the researcher recommends as follows;

1. The management of Scancom PLC (MTN Ghana) should frequently deploy teams in executing specific activities to ensure maximum outcome. This will broaden the knowledge of employees thereby ensuring that employee potentials are maximized for the benefit of the organization.
2. Again, management of MTN Ghana may recognise and reward employees who work in teams. By so doing, the employees are likely to contribute significantly towards to the attainment of the team's goal and ultimately the entire organization.
3. Furthermore, the management of MTN Ghana may ensure that teamwork model is deployed by the organization as a way of work in fulfilment of the organizational vision and mission statement.
4. Finally, management of all organizations that have discounted teamwork must start employing it by constantly organizing training and development programs for employees

of the organization on how to form and work in teams before its implementation to improve organizational performance.

Based on the constraints and limitations of this study, the following recommendations are made for future research:

- ❖ Future studies should have a larger sample size to increase the generalization of the findings.
- ❖ Future studies may examine other factors associated with teamwork, namely: cohesiveness, team size, role identity, groupthink, homogeneity and healthy conflict.
- ❖ Future studies may examine whether or not all members of a team have an equal opportunity for participation to develop confidence and skill.
- ❖ Future studies may consider replicating this study across three or four organizations within different sectors of the economy to ascertain whether sector specific has impact of teamwork and performance.
- ❖ Future studies can consider replicating this study from a longitudinal perspective.

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APPENDIX A: QUESTIONNAIRE

Permission: This questionnaire is to enable the researcher elicit information for research purposes only and no part of the questionnaire will be used for other purposes outside the scope of this research.

Demographic Information

1. What is your Gender? Male () Female ()

2. Which age bracket do you belong to? 18-25 (), 26-36 (), 37-45 (), 46-60()

3. How long have you work with MTN Ghana? 1-5 (), 6-10 (), 10-15 (), 15+ ()

4. Which division do you belong to?

5. Does your division work in teams? Yes () No ()

6. Have you ever worked in a team for a particular project? Yes () No ()

7. Was it an ad hoc or standing team?

SECTION A: Identifying the factors associated with teamwork

Instruction: Using the scale below tick (√) to indicate your response to the questions;

5-Strongly Agree 4-Agree 3-Neutral 2-Disagree 1- Strongly Disagree

| | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| 1. Trust exists among team members in the team | | | | | |
| 2. Team members are prepared to engage in debate around ideas. | | | | | |
| 3. Team members are viewed as unique people. | | | | | |
| 4. Effective leadership team will have team members who are actively engaged in the work. | | | | | |
| 5. Team members are prepared to check among themselves to assure progress and overcome obstacles to progress. | | | | | |
| 6. The vision and/or mission of the team are accepted by all the team members. | | | | | |
| 7. The teams is diverse of cultures, talents and personalities. | | | | | |
| 8. Effective teamwork is facilitated by clear and open communication | | | | | |
| 9. Effective teamwork is developed through shared experiences and practice. | | | | | |

SECTION B: To identify the positive or negative effects of teamwork on employees

5-Strongly Agree 4-Agree 3- Neutral 2-Disagree 1- Strongly Disagree

| | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| 10. Teamwork encourages employees to broaden their skills and knowledge. | | | | | |
| 11. Managers recognize and rewards employees who are working in teams. | | | | | |
| 12. Working with team increases efficiency of an employee. | | | | | |
| 13. All members of the team have an equal opportunity for participation to develop confidence and skills. | | | | | |
| 14. Team members intimidate individuals to limit their participation and decreases overall team motivation and involvement. | | | | | |
| 15. Work pressure is evenly distributed among team members. | | | | | |

SECTION C: To examine the impact of teamwork on organization performance

5-Strongly Agree 4-Agree 3- Neutral 2-Disagree 1- Strongly Disagree

| | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| 16. Work is being accomplished within the shortest period of time in teams. | | | | | |
| 17. There is an improvement of skills among employees in achieving team goals and as well as organization's objectives. | | | | | |
| 18. Team members play a major role in the organizational performance | | | | | |
| 19. Various teams always work to improve the quality of service provided to customers. | | | | | |
| 20. Teams are responsible for specific services. | | | | | |
| 21. Teamwork has direct positive impact on organizational performance | | | | | |
| 22. Teams ensure effective utilization of organizational resources. | | | | | |
| 23. Teamwork brings various specializations within the organization together | | | | | |

Thank You.