

**THE IMPORTANCE OF TEAMWORK ON EMPLOYEES' PERFORMANCE – EVIDENCE FROM SELECTED MANUFACTURING COMPANIES IN LAKE ZONE REGIONS OF TANZANIA.**

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**Abstract**

The purpose of this paper was to examine the importance of teamwork on employees' performance in manufacturing companies in Lake Zone regions in Tanzania. Teamwork is one of the most important factors that help to improve employees' performance in the organization. The study adopted survey research design and used a stratified random sampling technique to select a sample size of 102 respondents from manufacturing companies in Lake Zone regions. Data was collected using structured questionnaires and analyzed using descriptive statistics, correlation analysis, Parametric tests (T-test) and regression analysis and the results presented using tables. The results of the study reveal that there is a positive significant relationship between teamwork and employee performance in manufacturing companies in Lake Zone regions in Tanzania.

**Keywords:** Importance, Teamwork, Employees' Performance, Manufacturing Companies, Lake Zone Regions and Tanzania.

**Introduction**

Organization's performance is achieved through the performance of employees and teamwork is considered as one of the vital elements that leads to effective and efficient achievement of the set organizational goals and objectives, it is one of the most desired attributes which an employer wishes to have in modern day organization (West, 2012) and it is the axis of an organization around which many organizational and individual components revolve to complete the organizational philosophy (True et al, 2014). The emphasis on teamwork reflects the view that organizational market value depends less on tangible resources, but more on intangible ones such as teamwork (Stiles & Kulvisaechana, 2005) because teams always offer greater participation, challenges and feelings of accomplishment (Conti & Kleiner, 2003), and most good organizational performance is directly linked to effective teamwork (Varney, 1989). there is a say that *"one finger cannot smush the lies"* this obviously means that teamwork is a crucial element in the organization's survival and prosperity. Organizations need two people or more to work together in order to create or form a value in understanding that the value can be achieved efficiently if they work together rather than individually (Sinambela,2016). Today the world is so competitive in such a way that there is no any organization in the world that can achieve its objectives and at the same time maintain its competitive advantages if it doesn't value teamwork and prepare its employees to work as a team with one common interest, therefore teamwork has been utilizing in such sectors as core competency resulting in a sustainable competitive advantage for years (Talib, Rehman & Qureshi, 2013). Teamwork has emerged in recent years as

one of the most important ways of organizing work (Osterman, 1994). Many organizations have realized that teamwork enables employees to perform better hence results in good organizational performance. Teamwork has the potential of improving the performance of individual employees and the organization (Ingram, 2000) and it is the only way anything can produce more output as compared to individual (Wage man, 1997). Therefore employees who work in teams become the standard for the organization (Alie, Bean & Carey, 1998) and can produce more output compared to individual (Jones et al, 2007).

### **Hypothesis**

H1: There is a significant relationship between teamwork and employee performance.

H0: There is no significant relationship between teamwork and employee performance.

### **Literature Review**

#### **Teamwork**

According to Chukwudi (2014), teamwork was earlier studied as employees combine their efforts to achieve a common objective by keeping in view the interest of the overall group instead of individual interests, and a team is formed when individuals with a common goal come together on a common platform Gupta, (2008). Jones et al (2007) narrated that the impact of teamwork on employees' occupational performance has been a major research topic done by many academicians and practitioners in the previous years, therefore, understanding the impact of teamwork on performance is very important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance. Harris and Harris (1996) saw teamwork as a workgroup with a common purpose through which members develop mutual relationships for the achievement of goals/ tasks. Murray and Stewart (2000) defined a team as a group or collection of people who interact to achieve a common goal. Hanaysha (2016) stated that teamwork is commonly considered as a group of people eager to work together to accomplish a mutual objective. Robbins and Judge (2007) viewed teamwork as a group of employees whose individual efforts result in a performance that is greater than the sum of their individual inputs. Milliman et al. (2003) claimed that employee teamwork comprises of individuals who have different tasks and duties and who share their work for better organizational productivity. Scarnati (2001) observed that teamwork is a cooperative process that allows ordinary people to achieve extraordinary results. Mulika (2010) asserted that teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit According to Keller (2001) teamwork refers to a group of individuals who work interdependently to solve problems or carry out tasks. Kline (2001) defined teamwork as a group within the organization which is established and maintained in order to complete a common task. Sommer et al (2015) argued that teamwork is a core activity in the workplace, involving two or more individuals who coordinate each other's effort towards accomplishing desirable outcomes, and according to Kozlowski and Klein (2000) teamwork operates in a multilevel system comprising both workplace-level elements such as the performance objectives set for the team and individual-level factors such as team members' direct experiences of the

work process. Mc Shane and Von Glinow (2012) insisted that to work effectively in a team employees must have more than technical skills to perform their own work and the common include cooperating, coordinating, communicating, comforting and conflict resolving.

**Employee performance**

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

**Methodology**

The study adopted a survey research design and involved a sample size of 102 respondents from manufacturing companies in Lake Zone regions selected using stratified random sampling technique. Data was collected using questionnaire and analysed using descriptive statistics, correlation analysis, Parametric test (T-test) and regression analysis and the results presented using tables.

**Results and Discussions**

Table 4.1: Respondents' Service period.

		Respondent's service period					Total
		below 5 years	between 5-10 years	Ten years	More than ten years		
Respondent's Gender	Male	Count	33	26	11	0	70
		% within Respondents' Gender	47.1%	37.1%	15.7%	0.0%	100.0%
Female	Count	16	9	1	6	32	
	% within Respondents' Gender	50.0%	28.1%	3.1%	18.8%	100.0%	
Total	Count	49	35	12	6	102	
	% within Respondents' Gender	48.0%	34.3%	11.8%	5.9%	100.0%	

Respondents were requested to indicate their period of service with their employers and the results in table 1 reveal that 48% of the total respondents have worked with their companies for less than five years, 34.3% have worked with their companies between five to ten years, 11.8% have been in their companies for ten years while 5.9% have worked with their companies for more than ten years. Furthermore, the findings indicate that employees who have stayed longer with their companies for more than ten years are female employees with 18.8% compared to male employees with 0.00%, this implies that female employees can stay longer with the company than male employees and the reason could be the tolerance level that female employees have.

**Table 4.2: Respondents' job title/position,**

		Respondents' title/position											Total
		HR Manager	HR Officer	Supervisor	Operations Manager	Production Manager	Foreman	Marketing Manager	Safety Manager	Sales Manager	Normal employee		
Respondents' Gender	Male	Count	11	9	7	0	13	3	8	8	8	3	70
		% within Respondents' Gender	15.7%	12.9%	10.0%	0.0%	18.6%	4.3%	11.4%	11.4%	11.4%	4.3%	100.0%
Gender	Female	Count	0	0	1	12	3	1	4	2	2	7	32
		% within Respondents' Gender	0.0%	0.0%	3.1%	37.5%	9.4%	3.1%	12.5%	6.3%	6.3%	21.9%	100.0%
Total		Count	11	9	8	12	16	4	12	10	10	10	102
		% within Respondents' Gender	10.8%	8.8%	7.8%	11.8%	15.7%	3.9%	11.8%	9.8%	9.8%	9.8%	100.0%

The results in table 4.2 reveal that during the study 10.8% of the total respondents of the study were HR managers, 8.8% were HR Officers, 7.8% were supervisors, 11.8% were Operations Managers, 15.7% were Production Managers, 3.9% were foremen, 11.8% were Marketing Managers, 9.8% were safety managers, 9.8% were Sales Managers and again 9.8% were normal employees.

**Table 4.3: Employee Skills: Teamwork improves employees' skills.**

	Frequency	Percent	Cumulative Percent
Strongly agree	53	52.0	52.0
Agree	37	36.3	88.2
Neutral	8	7.8	96.1
Disagree	2	2.0	98.0
Strongly disagree	2	2.0	100.0
Total	102	100.0	

The results in table 4.3 highlight that 52% of the total respondents strongly agree that teamwork improves employees’ skills at work, 36.3% agree, 7.8% were neutral to the statement, 2% disagree and 2% strongly disagree. Cumulative percentage of the respondents’ responses show that 88.2% of the total respondents of the study agreeing with the statement, this implies that teamwork has contributed fully to improve skills of employees in manufacturing companies in lake zone regions and that teamwork is one of the important factors to sharpen employees’ skills. The findings is supported by Hartenian (2003) who affirmed that nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills. Similarly, Scarnati (2001) supported that individuals experience a wide range of new ideas and skills when interacting with team members.

**Table 4.4: Self- Confidence: Teamwork increases the spirit of self-confidence to employees at work.**

	Frequency	Percent	Cumulative Percent
Strongly agree	48	47.1	47.1
Agree	32	31.4	78.4
Neutral	14	13.7	92.2
Disagree	4	3.9	96.1
Strongly disagree	4	3.9	100.0
Total	102	100.0	

The study sought to know whether teamwork increase the spirit of self-confidence to employees at work, the results in table 4.4 depict that 47.1% of the respondents strongly agree that teamwork increase the spirit of self confidence to employee, 31.4 agree, 13.7% were neutral, 3.9% disagree and again 3.9% strongly disagree with the statement.

**Table 4.5: Employee motivation: Working as a team motivate employees and increase his morale at work.**

	Frequency	Percent	Cumulative Percent
Strongly agree	26	25.5	25.5
Agree	48	47.1	72.5
Neutral	10	9.8	82.4
Disagree	12	11.8	94.1
Strongly disagree	6	5.9	100.0
Total	102	100.0	

Table 4.5 shows the results of teamwork on employees’ motivation, the findings reveal that 25.5% of the respondents strongly agree that teamwork has a positive impact on employee motivation, 47.1% agree, 9.8% were neutral, 11.8% disagree while 5.9% strongly disagree that working as a team motivate employees and increase his morale at work. However, the cumulative results of the respondents agreeing with the statement corresponds with the results of the study

by Lester, Meglino, and Korsgaard (2002) who found that team member believes in team effectiveness were related to higher levels of motivation and satisfaction.

**Table 4.6: Satisfaction and Commitment: Teamwork improves employee’s satisfaction and commitment at work.**

	Frequency	Percent	Cumulative Percent
Strongly agree	40	39.2	39.2
Agree	41	40.2	79.4
Neutral	16	15.7	95.1
Disagree	3	2.9	98.0
Strongly disagree	2	2.0	100.0
Total	102	100.0	

The finding results in table 4.6 show that 39.2% of the respondents strongly agree that teamwork improves employees’ satisfaction and commitment at work, 40.2% agree, 15.7% were neutral, 2.9% disagree while 2% strongly disagree. The findings are in line with the finding in a study by Costa (2003) who found that team trust and cooperation are positively related to attitudinal commitment.

**Table 4.7: Flexibility and adoptability: Teamwork enables employees to be flexible and adoptable to technological changes.**

	Frequency	Percent	Cumulative Percent
Strongly Agree	55	53.9	53.9
Agree	30	29.4	83.3
Neutral	3	2.9	86.3
Disagree	8	7.8	94.1
Strongly disagree	6	5.9	100.0
Total	102	100.0	

The results in table 4.7 indicate that 53.9% of the respondents strongly agree and 29.4% agree that team enables employee to be more flexible and adoptable to technological changes while 2.9% were neutral to the statement. However, 7.8% disagree and 5.9% strongly disagree with the statement.

**Table 4.8: Corporation: Teamwork creates a sense of cooperation among employees.**

	Frequency	Percent	Cumulative Percent
Strongly agree	51	50.0	50.0
Agree	43	42.2	92.2
Neutral	3	2.9	95.1
Disagree	3	2.9	98.0
Strongly disagree	2	2.0	100.0
Total	102	100.0	

The study wanted to know whether teamwork creates any sense of cooperation among employees and the results in table 4.8 show that majority of the respondents agreeing with the statement whereby 50% of the respondents strongly agree and 42.2% agree. However, 2.9% were neutral, 2.9% disagree while 2% strongly disagree. This result implies that teamwork plays a vital role on employees' cooperation at work. The findings are supported by Scarnati (2001) who pointed that people enjoy regular interaction with individuals who have similar interests and goals, Francis & Young (1979) who inferred that together the group can deliver more than what individuals can do in isolation and Conti and Kleiner (2003) who asserted that teams offer greater participation, challenges and feelings of accomplishment.

**Table 4.9: Innovation: Teamwork encourages and facilitates innovation to employees.**

	Frequency	Percent	Cumulative Percent
Strongly agree	44	43.1	43.1
Agree	42	41.2	84.3
Neutral	6	5.9	90.2
Disagree	5	4.9	95.1
Strongly disagree	5	4.9	100.0
Total	102	100.0	

It was observed that 43.1% of the total respondents strongly agree that teamwork encourages and facilitates innovation. Relatively, 41.2% agree with the statement. Unlikely, 5.9% were neutral to the statement while 4.9% disagree and 4.9% strongly disagree. The findings of this study are supported by the findings of the study by Shipton et al. (2006) who found that the more widespread the use of teams, the higher the level of organizational innovation.

**Table 4.10: Continuous Learning: Teamwork creates the spirit of learning and enables employees to be multipurpose at work.**

	Frequency	Percent	Cumulative Percent
Strongly agree	52	51.0	51.0
Agree	38	37.3	88.2
Neutral	5	4.9	93.1
Disagree	4	3.9	97.1
Strongly disagree	3	2.9	100.0
Total	102	100.0	

From the results of the study, 51% of the total respondents strongly agree while 37.3% agree that teamwork creates spirit of learning and enables employees to be multipurpose at work. However, 4.9% were neutral to the statement, 3.9% disagree and 2.9% strongly disagree. The findings are supported by Qin et al (1995) who concurred that teams and teamwork help to



promote deep learning that occurs through interaction, problem-solving, dialogue, cooperation and collaboration, and Smith (1996) who advocated that team members learn together so that they can subsequently perform better as individuals.

**Table 4.11: Work Quality: Teamwork helps employees to improve quality of their work**

	Frequency	Percent	Cumulative Percent
Strongly agree	73	71.6	71.6
Agree	22	21.6	93.1
Neutral	2	2.0	95.1
Disagree	2	2.0	97.1
Strongly disagree	3	2.9	100.0
Total	102	100.0	

According to results in table 4.11, 71.6% strongly agree and 21.6% agree that teamwork helps employees to improve quality of their work while 2% were neutral, 2% disagree and 2% strongly disagree that teamwork helps employees to improve quality of their work.

**Table 4.12: Productive: Teamwork helps employees to be more productive**

	Frequency	Percent	Cumulative Percent
Strongly agree	40	39.2	39.2
Agree	56	54.9	94.1
Neutral	2	2.0	96.1
Disagree	2	2.0	98.0
Strongly agree	2	2.0	100.0
Total	102	100.0	

It was noted that 39.2% of the respondents strongly agree that teamwork helps employees to be more productive, 54.9% agree, 2% were neutral to the statement, 2% disagree and 2% strongly disagree. Flick (2006) supported that teams can expand the outputs of individuals through collaboration and that employees who are working in teams become the standard for the organization's performance. Cook (1998) asserted that organizations may be getting works done through individuals, but his super achievement lies in the attainment of set goals through teams.

***H1: There is a significant relationship between teamwork and employee performance.***

***H0: There is no significant relationship between teamwork and employee performance.***



**Table 4.13: Correlation Analysis results between teamwork and employee performance**

Correlations Matrix			
		Teamwork	Employee performance
Teamwork	Pearson Correlation	1	.350**
	Sig. (2-tailed)		.000
	N	102	102
Employee performance	Pearson Correlation	.350**	1
	Sig. (2-tailed)	.000	
	N	102	102

Correlation analysis results in table 4.13 indicate a very strong positive correlation between teamwork and employee performance with correlation coefficient  $r=.350$ , the significance value was observed at .01 levels. The results imply that all variables were significantly valid since a positive correlation was observed.

**Table 4.14: One-simple test for the hypothesis**

One-Sample Test						
Test Value = 0						
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Teamwork	20.773	101	.000	1.882	1.70	2.06

The results of one sample test in table 4.15 show that there is a statistical relationship between teamwork and employee performance since p- value of 0.000 which is less than significant level 0.05 was obtained,  $t=20.773$  and degree of freedom(df) of 101 was also obtained. Therefore based on the results null hypothesis is rejected instead alternative hypothesis is obtained.

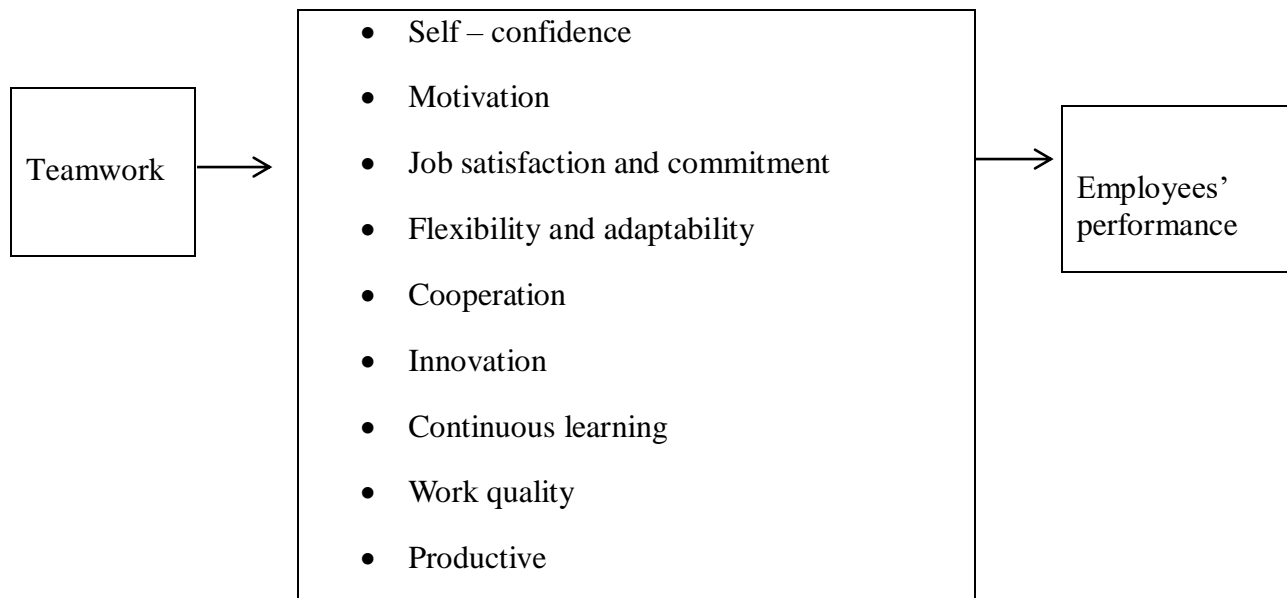
**Table 4.15 Linear Regression coefficients between teamwork and employee performance**

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.191	.160		7.433	.000	.873	1.509
Teamwork	.237	.063	.350	3.734	.000	.111	.363

Table 4.15 depicts that  $p < 0.05$  and  $t = 3.734$  was obtained, indicating that teamwork has a significant relationship with employee performance. Moreover, the confidence interval (level) of 95% was also obtained implying that the slope of the regression line was between 0.111 (11.1%) for lower boundary and 0.363 (36.3%) for upper boundary which shows the influence of teamwork on employee performance. This indicates that if teamwork has zero value the employee performance has 1.191 values and if the teamwork increases by one point, then employee performance will increase by 0.237 points. Therefore the results can be interpreted on a linear regression model as **EP = 1.191 + 0.237(TW)**.

The results in table 4.13, 4.14 and 4.15 are supported with the study by Manzoor et al (2011) on the effect of teamwork towards employee performance in Pakistan who found that teamwork has a positive impact on employee performance. Similarly, a study by Abdullah (2017) on the effect of teamwork, esprit de corps and team trust on employee performance of the staff members of the Royalindo Expoduta Jakarta Indonesia found that teamwork has a positive significant impact on employee performance.

From the results of the study, the following teamwork and employee performance conceptual model was developed. This model helps to understand well the importance of teamwork on employee performance in manufacturing companies in Lake Zone regions of Tanzania.



*Fig 1: Model of teamwork and employee performance.*

## **Conclusion**

The importance of teamwork on the performance of employees in the organization cannot be undermined; the companies that have teamwork strategy in place have a long survival. Therefore manufacturing companies should practice teamwork throughout their daily operations and create an environment that allows employees to continue cooperating with each other.

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