



## THE EFFECT OF TEAMWORK DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF TILE AND CARPET CENTRE IN KENYA

Mohsin rajabali habib ali <sup>a\*</sup>, James Mwikya Reuben <sup>b</sup>

<sup>a</sup> Management University of Africa, P.O Box 29677-00100, Nairobi Kenya

<sup>b</sup> Management University of Africa, P.O Box 29677-00100 Nairobi Kenya

<sup>a</sup> [mohrajib181@gmail.com](mailto:mohrajib181@gmail.com)

<sup>b</sup> [jreuben@mua.ac.ke](mailto:jreuben@mua.ac.ke)

### **Abstract**

*The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets including human, physical and capital resources for the purpose of achieving a shared purpose. This study aimed at investigating the effect of teamwork development and organizational performance at Tile and Carpet Centre (T&C) in Kenya. The teamwork theory anchored the variables of the study. The study adopted descriptive research design. The study population was 750 staff working in 3 T&C locations while stratified random sampling technique was used to sample 100 respondents. The pilot testing was conducted using the questionnaire on 10 staff from ICD warehouse, Nairobi County. The measure of reliability was tested using Cronbach's alpha at 0.7. The study was a descriptive research and primary data was collected using a questionnaire. Frequency distribution tables and figures were used to present the findings where interpretation was done in prose form. The researcher conducted simple regression analysis in order to find out the relationship between teamwork development and organizational performance of T&C. The inferential results on effect of teamwork development on organization performance show  $R=0.623$  indicating a strong positive correlation and  $R^2=0.389$  and there was a significant effect between teamwork development and organization performance ( $t=7.522$ ,  $p<0.05$ ). The study established and provided evidence that organizational success depends upon the interdependence recognized within teams and how vital it is for team members to understand their roles and work to achieve corporate goals thus having a positive influence on organizational performance. The study recommends that T&C should ensure teamwork development is present in all departments as in the current dynamic business environment, many organizations find the use of teams efficient and productive.*

**Keywords:** Teamwork development, organisation performance, Tile and Carpet Centre (T&C)

## **1. INTRODUCTION**

In recent years significance of human capital and its effect on organizational overall performance illustrates that human capital is in particular important detail for organizational performance (Collings & Scullion, 2014). If T&C can well set up human capital then management can be expectant to gain plenty of income and that could be a method to improve personnel' organizational commitment, worker's participation in selection making and formation of team work climate. one of the most crucial outcomes of human capital management is employee organizational dedication which has some tremendous business consequences together with reduction of absenteeism and turning over, improvement of behavior, growth of labor stab and improvement of enterprise overall performance (Shirouyehzad & Tavakoli, 2013).

Teamwork is essential to make certain democracy on the workplace, enhance alternate, inspire innovation and creativity, and allow for powerful selection-making and networking (Jalal, & Putri, 2015). Teamwork includes forming teams which are expected to labor coherently towards the realization of organizational goals. Teamwork enhances organizational brotherly love or integration consequently giving upward thrust to synchronization of efforts amongst the employed ensuing in higher productiveness. Bad implementation of team work in agencies has had an effect on the overall output of personnel in corporations. Hersey (2017) narrates that teamwork is crucial in company for better output and a better bonding amongst personnel.

### **1.1 Problem statement**

A survey conducted in T&C for the need assessment in 2017, organizational performance challenges were revealed that were lack of qualified staff and low sense of responsibility among T&C staff are key performance issues. Therefore, there was an urgent need for cultural adjustment with regard to staff development in order to enable them perform to expected standards. In addition, there was need for adjustments within the organization on matters such as synergy among staff/employee, usage of working time, self-confidence, responsibility and own initiative. This is expected to greatly reduce and eventually eliminate negative work attitudes and practices that lead to poor organizational performance. This perspective is detrimental to T&C and is evident as the organization is unable to compete in the larger East African market due to

challenges such as technical and institutional incapability. Therefore there is a need to understand the effect of teamwork development on organizational performance at T&C. The study will help T&C to develop a more strategic and modern approach to the management of people and their attributes that translate to the sustainable improvement of the organization's overall performance and counter the performance challenges.

## 1.2 Specific objective

- i. To identify and rank various teamwork development factors that affect organisation performance of T&C
- ii. To establish the effect of teamwork development on organizational performance of T&C.

## 1.3 Conceptual Framework

Conceptual framework is a diagrammatic representation that shows the link between the dependent and independent variable. In this study, the dependent variable is organization performance while the independent variable is the teamwork development



Figure 1 Conceptual Framework

## 2. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Teamwork Theory

First advanced in 1965, Tushman's version is widely called a foundation for effective crew building (Tuckman, 1965). The most famous teamwork theory is Bruce Tushman's "team stages model. Tushman's version is extensive as it acknowledges the truth that companies do not start out completely-shaped and functioning (Tuckman & Jensen, 1977). Tushman's indicates that groups grow through truly defined levels, from their creation as businesses of individuals, to cohesive, project-targeted groups. The idea holds that four phases take place in the group

development to overall performance which encompass; the formation of the organization is the very first segment where the employees try to figure out their different teammates, and marvel why they're there at all. Storming is the second one section by way of which the group participants start to simply see themselves as a crew, however this can also be challenging as teammates attempt to position themselves as chief as opposed to follower (Abudi, 2010). All through the third phase, that's known as "norming" is where the group starts working together and establishes dreams, policies, and figures out who does what, and what the result is. Performance is the ultimate segment and that is the factor wherein the crew starts to recognize its not only the just the undertaking, however also the relationships of the group individuals. It's at some stage in this level that the team begins developing collectively (Pfeiffer, & Jone, 1973).

Tuchman describes working with a group of social psychologists, on behalf of the U.S. navy. The team studied small institution behavior, from numerous views. In doing so, Tuchman reviewed 50 articles on group improvement and observed that there have been features common to these small companies: the interpersonal or institution shape, and the assignment activity (Lipnack & Stamps, 1997). From this he recognized that agencies developed into teams through four common degrees. First is an orientation, trying out segment which regularly led to duration characterized by a degree of struggle. This then typically resolved itself, main to a greater socially cohesive phase. Finally, groups settled to a functional section, throughout which they focused on position-relatedness. To summarize these 4 phases, Tuchman coined the oft-quoted terms: "forming", "storming", "norming" and "appearing".

Tuchman's ideas definitely indicate that it takes time to attain the "accomplishment" stage, and its standard for those teams to undergo challenges as they improve their relationships. Specifically within the early period, which is perhaps why Tuchman called it the "storming" segment. Tuchman's famous stages are part of a teamwork idea based on tiers of group development. His theory may have won reputation partially because of the catchy labels for every of his levels (Sims, & Manz, 1994). It additionally affords a useful and easy way to reflect considerations on how we human beings engage in group situations. First off by way of illustrating that it's regular for teams go through phases as they develop. Secondly, by highlighting the want to manipulate one-of-a-kind factors of group behavior at every stage of

development. The beauty and usefulness of Tuchman's model is possibly in its simplicity. Group development theories such, as Tuchman's institution improvement phases; understand that teams expand via unique stages, from forming through to acting. At the same time as these theories provide useful information of different group necessities at exclusive times, there are some of questions that aren't particularly properly responded to with the aid of the models.

## **2.2 Empirical Review**

### **2.2.1 Teamwork Development and Organizational Performance**

Team may be described as a collection of individuals who pull together to achieve the same functions and goals to offer an outstanding services. Teamwork is the manner of operating collaboratively with a group of humans as a way to achieve an objective. The outside factors of teamwork are the political, monetary, social and technological factors that have an effect on teamwork whiles the internal elements of teamwork constitute leadership fashion, variety (tradition, expertise and personalities) communication, and cohesiveness amongst others which affects teamwork. Employees who work in a company that doesn't have a strong idea of teamwork, usually fail to supply the predicted effects and to achieve the dreams and visions of that organisation (Vaskova, 2007).

Abuzid and Abbas (2017) did a have a look at the effect of teamwork effectiveness on organizational performance vis-a-vis function of organizational guide and crew leader's readiness with cognizance to a look at of Saudi Arabian government Departments work teams. The research focused on analyzing the impact of teamwork on the employees of Dhofar university. Several factors associated with teamwork were analyzed, which include the idea of believe, management and shape and performance evaluation and rewards. The outcomes shows that there is strong and enormous connection between the unbiased variables; teamwork, trust, leadership and structure, overall performance evaluation and rewards and the performance of the faculty staff of Dhofar university in Sultanate of Oman.

Agarwal and Adjirackor (2016) undertook a study of teamwork on organizational productivity in a few selected basic schools in the Accra metropolitan assembly. The research assessed the effect of teamwork on organizational productivity on the workforce of Kwashieman Anglican College

of the Accra Metropolitan Assembly, Omanjor M/A primary school the Ga-West assembly and Ablekuma Anglican school in the Ga-central assembly of Accra region. The study employed quantitative techniques to research the connection among the variables this is Teamwork, team Spirit, team, trust, reputation and rewards and organizational productivity. The research suggests that there is a tremendous advantageous effect of the predictors at the reaction variable with an adjusted R2 of 70.5%.

Delarue, Van Hootegem, Procter and Burrige (2008) did a study on crew working and organizational performance: An evaluation of survey-based research. In particular, the study targeted on empirical studies in which both teamwork and overall performances are directly measured in a quantitative way. The paper starts by means of figuring out 4 interrelated dimensions of teamwork effectiveness: attitudinal, behavioral, operational and financial. The first two signify transmission mechanisms by which organizational performance can be improved. The latter two grant direct measures of organizational outcomes. The assessment suggests that team working has apposite have an effect on all four dimensions of performance. It also reveals that, when teamwork's combined with structural change, overall performance can be in addition enhanced.

Ooko and Odundo (2015) conducted a study on impact of teamwork on the success of objectives in organizations in Kenya with center of attention to SOS youngsters's villages Eldoret. The study adopted descriptive research design. The target population for this research was 111, comprising of administration and all exclusive employees of SOS kids's Village, Eldoret. Using Morgan and Krejcie table for determining sample Sizes, a sample size of 92 respondents, representing 83% of the whole populace of SOS employees was drawn from each set of administration and the conventional personnel using stratified random sampling approach. Stratified random sampling was used to pinpoint respondents. The researcher used questionnaires, interviews, article review and surveillance strategies to acquire information. Statistical Package for Social Scientist (SPSS) was used to analyse the data. job descriptions were established be ambiguous and there was responsibility overlaps in many instances, creating confusion and disagreements among employees. The study also established that job satisfaction can be achieved through recognition of achievement, promotions, good working

environments and fair rewards and remunerations. This can impact team performance if done correctly. The study found out that the staff at SOS Children's Village in Eldoret are qualified for the various responsibilities assigned and that most had undergone extra training within and without SOS.

Ayan (2014) conducted a study on the impact of teamwork on organizational overall performance in Kenya with special recognition to Kenya livestock marketing Council (KLMC)-Nairobi. Several measures of team overall performance were analyzed which include team effectiveness, group participants' dedication and team based enterprise structure. Besides, the study pays attention on the role of team work on improving organizational effectiveness. After massive evaluation of literature, the study found that the consequences of teamwork on organizational performance were not well tested in-depth. Finally, the review suggests future study areas that prospective researchers must concentrate to give well-mounted findings to address the limitation of the preceding studies.

Karanja, E. W., Muraguri, C., and Kinyua (2018) did a research on results of teamwork on overall performance of the water service regulatory board. The target population was all personnel of the board. A sample size of 118 respondents was used. Primary and secondary data was collected from various authoritative sources such as books, published articles, and journals. Properly formulated questionnaire was the primary tool used in the collection of the statistics required in the study's primary data. Questionnaire responses were tabulated, coded and processed by using use of Statistical package for Social Sciences and Microsoft excel, which was used to generate the statistical outputs. Descriptive data and inferential facts were used to draw conclusions. Further, regression analysis was conducted to establish the relationship between performance and teamwork. The findings were then provided in tables and charts. The study observed that teamwork improvement has a great effect on overall performance in corporations. In the dynamic enterprise surroundings, many organizations find use of groups efficient and productive.

### 3. RESEARCH METHODOLOGY

#### 3.1 Research Design

A research design is a plan or blueprint of how the researcher intends to conduct the studies (Babbie & Mouton, 2001). This study will apply descriptive studies design because its purpose is to explain the impact of teamwork improvement on company performance in T&C. in line with Kothari (2007) a descriptive research design reviews the way wherein matters are hence aids in establishing the contemporary situation of the studied population.

#### 3.2 Target Population

Population is a whole institution of individuals, objects or occasions with comparable observable characteristics (Mugenda & Mugenda, 2003). The target population of the study will be derived from the employees of T&C as shown in Table 3.1. The research will use target population of 750 employees working at the three locations namely: T&C head office at Parkside Towers and ICD Warehouse in Nairobi county and Toptank Production Plant in Machakos county.

**Table 3. 1 Target Population**

Category	Target Population	Percentage
Top Management	18	2.4
Middle Management	281	37.5
Support Staff	451	60.1
<b>Total</b>	<b>750</b>	<b>100</b>

#### 3.3 Sampling Method and Sample Size

According to Cooper and Schindler (2003), a sampling frame defines a set of factors from which a researcher can choose a sample of the target population. The study employed stratified random sampling technique in coming up with a sample size of 100 respondents from a total of specific departments in three T&C plants, this represents 13.3% of the total population as seen in Table 3.2

**Table 3. 2 Sample Size**

Category	Target Population	Sample of the Data	Percentage
Top Management	18	18	18
Middle Management	281	40	40
Support Staff	451	42	42
<b>Total</b>	<b>750</b>	<b>100</b>	<b>100</b>



### **3.4 Research Instruments**

Primary data was used in this study which was collected from the selected sample respondents using a questionnaire.

### **3.5. Pilot Study**

In keeping with Sekeran (2003), a pilot study is crucial for testing the reliability of the questionnaire. This pilot study enabled the researcher to decide the reliability and validity of the tool. Connelly (2008) said that a very research sample for a pilot study should be atleast 10% of the projected sample. The study conducted a pilot study using 10% of the sample population.

#### **3.5.1 Validity and Reliability of the Research Instrument**

Validity is the feature of instrument utilized in gauging what it is supposed to measure. Drawing meaningful and beneficial inferences from scores on the instrument is what validity is ready as said through Creswell (2008). Content validity of the instrument was carried out with the help of professionals in human resource. Reliability is defined as the measure of the quantity to which a research instrument offers consistent output or statistics after repeated exams. The study adopted Cronbach Alpha to test reliability of the studies units. The values ranged from zero to 1 wherein values among 0.7 to 1 indicate significant and suitable reliability whereas values underneath 0.7 have been unacceptable and much less reliable.

### **3.6. Data Analysis and Presentation**

The quantitative data collected was coded using Statistical Packages for Social Scientists tool (SPSS Version 23) and analyzed through the use descriptive and inferential statistics.

## **4. DATA ANALYSIS AND RESULTS**

### **4.1 Response Rate**

A total of 100 questionnaires were distributed to the target respondents (top management, middle management and support staff), from which 91 respondents gave their responses in all the questions asked. The questionnaire response rate was 91% (see table 4.1) which is satisfactory and substantial going by Mugenda (2003) affirmations that a response rate that exceeds more than half is both acceptable and significant.

Table 4.1 Response Rate of Respondents

Response	Frequency	Percentage
Returned	91	91%
Unreturned	9	9%
<b>Total</b>	<b>100</b>	<b>100%</b>

#### 4.2 Demographic Profile

The respondents were requested to provide the study with demographic information as seen in table 4.2 on demographic profile. The table shows that, it is evident that more than half of the respondents at 58.2% were male and 41.8% being female. This implies that T&C staffing was male dominated, however, the female pool was not far behind. This is an encouraging implication particularly considering the fact that traditionally most organizations were male dominated. On age distribution of the respondents, it is evident that majority of the respondents at 37.3% had their ages ranging from 36-45 years, then 29.7% ranging from 26-35 years, then 15.4% ranging from 18-25 years, then 12.1% ranging from 46-55 years and 5.5% above 55 years. This is a clear indication that majority of the respondents were clearly exposed and had experienced issues of the relationship between human capital management and organizational performance at T&C.

Table 4.2 Demographic Profile

Demographic profile		Frequency	%
Gender	Male	53	58.2%
	Female	38	41.8%
Age (years)	18-25	14	15.4%
	26-35	27	29.7%
	36-45	34	37.3
	46-55	11	12.1
	Over 55	5	5.5%
Work Experience	1-5	9	9.9%
	6-10	26	28.6%
	11-15	35	38.4%
	Over 16	21	23.1%
Education Level	High School	12	13.2%
	Tertiary/Diploma	45	49.4%
	Undergraduate	31	34.1%
	Postgraduate	3	3.3%
<b>Total</b>		<b>91</b>	<b>100%</b>

On work experience, it is evident that majority of the respondents at 38.4% had worked for T&C for 11-15 years, then 28.6% had worked for 6-10 years, then 23.1% had worked for over 16 years and 9.9% for 1-5 years. This is a clear indication that majority of the respondents were significantly experienced and worked for many years at T&C. It is also evident that majority of the respondents at 49.4% were Tertiary / Diploma holders, then 34.1% were undergraduate degree holders, then 13.2% had high school certificates and 3.3% had post graduate certificates of various courses. This is a clear indication that majority of the respondents had made considerable effort to further their education levels having worked for many years at T&C.

### 4.3 Descriptive Statistics

#### 4.3.1 Ranking of various Team development factors that affect organisation performance

The objective required the establishment of teamwork development on organizational performance at T&C. Respondents were requested to rate teamwork development on a scale of 1 to 5 where 5 represented 'Strongly Agree' and 1 'Strongly Disagree'. The summary of the results was enumerated as seen in Table 4.3

**Table 4.3.1 Ranking of various Team development factors that affect organisation performance**

	Low	High	Mean	Std. Deviation
In increasingly complex organizations like T&C, success depends upon the degree of interdependence recognized within the team.	1	5	3.42	1.383
Team members understand how their work fits into corporate objectives and they agree that their team's goals are achievable and aligned with corporate mission and values.	1	5	3.20	1.424
In our organization, individuals are willing to put aside personal needs for the benefit of the work team or the company.	1	5	3.18	1.546
In our organization, team members talk about what they like, need, or want, it is quite different from complaining about what annoys or frustrates them.	1	5	2.69	1.473
In our organization, team members show care by asking about each other's lives outside of work, respecting individual differences, joking, and generally making all feel welcome.	1	5	2.65	1.516
In our organization, managers facilitate cooperation by highlighting the impact of individual members on team productivity and clarifying valued team member behaviors.	1	5	2.37	1.435
Valid N (list wise) = 91				
Aggregate Score			2.92	1.463

The overall aggregate mean score for the objective is 2.92 and the standard deviation is 1.463. This on average affirmed that the respondents acknowledged that teamwork development was relevant to ensure employees understand what their jobs entail and work together collectively, and this was ultimately aimed at improving organizational performance. This supported the statement suggesting that ‘in increasingly complex organizations like T&C, success depends upon the degree of interdependence recognized within the team’ with the highest mean score of 3.42 and a standard deviation of 1.383. The statement of ‘in our organization, managers facilitate cooperation by highlighting the impact of individual members on team productivity and clarifying valued team member behaviors’ with the lowest mean score of 2.37 and a standard deviation of 1.435. This implied that most of the respondents at T&C did not experience managers and leaders facilitating cooperation between team members. The findings are in agreement with the assertion by Hersey (2017) who narrates that team work is essential in corporate for better output and a better bonding among employees.

#### 4.3.2 Ranking of Organizational Performance factors

The dependent variable was organizational performance at T&C. Respondents were requested to rate organizational performance on a scale of 1 to 5 where 5 represented ‘Strongly Agree’ and 1 ‘Strongly Disagree’. The summary of the results was enumerated as seen in Table 4.4

**Table 4.4 Organizational Performance**

	Low	High	Mean	Std. Deviation
In our organization, human capital management is key in driving long-term operation effectiveness.	1	5	4.33	.920
In our organization, how human capital utilization is done has affected effectiveness in our operations.	1	5	4.27	.932
Through human capital management, there has been great increase in sales in our organization.	1	5	3.97	1.178
There is increased profitability since the introduction of an independent HR department in our organization.	1	5	3.66	1.301
In our organization, human capital management has affected relevant skills that are required to enhance organization performance. Valid N (list wise) = 91	1	5	3.58	1.221
Aggregate Score			3.96	1.110

The overall aggregate mean score for the dependent variable is 3.96 and the standard deviation is 1.110. This on average affirmed that the respondents acknowledged that the performance of T&C was efficient, effective, relevant and financially profitable. The aggregate parameters for the variables are employee training with a mean score of 4.31 and a standard deviation of 0.812, employee motivation with a mean score of 3.95 and a standard deviation of 0.941, employee creativity with a mean score of 3.94 and a standard deviation of 1.058, and teamwork development with a mean score of 2.92 and a standard deviation of 1.463. From the study scales, employee training and employee motivation provide high contributions to organizational performance.

#### 4.4 Inferential Statistics

##### 4.4.1 Influence of Teamwork Development on Organizational Performance

The study sought to investigate the effect of teamwork development on organizational performance. Regression analysis (see table 4.5) was done with organizational performance as the dependent variable and teamwork development as the predictor factor. The regression analysis revealed a relationship  $R = 0.623$  which showed a strong positive correlation and revealed that teamwork development and organizational performance are fundamentally related, and  $R^2 = 0.389$  which meant that 38.9% of variation in organizational performance can be explained by a unit change in teamwork development. The results were enumerated as seen in Table 4.5

**Table 4. 5 Model Fitness for Teamwork Development**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.623 <sup>a</sup>	.389	.382		.68017
Predictors: (Constant), Teamwork Development					

The values of  $F = 56.580$  show that teamwork development statistically and significantly affects organizational performance which means the regression model is a good fit of the data and that teamwork development significantly influences the performance of T&C. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable. The results were enumerated as seen in Table 4.6

**Table 4.6 ANOVAa Results for Teamwork Development**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.176	1	26.176	56.580	.000 <sup>b</sup>
	Residual	41.174	89	.463		
	Total	67.350	90			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Teamwork Development						

The study outcome indicated that addition of teamwork development to T&C has a significant positive impact on organizational performance. The results indicate that there is significant relationship between teamwork development and organizational performance;  $p < 0.05$  ( $P = 0.01$ ). Thus, the values of teamwork development are statistically significant ( $t = 7.522$ ,  $p < .05$ ) which means an increase in mean index of teamwork development will increase organizational performance by a positive unit mean index value of 68.4 percent. The regression model explaining the results enumerated in Table 4.7 is given by:  $\text{Organizational Performance} = 1.152 + 0.684 (\text{Teamwork Development})$ . The model shows that teamwork development positively affects organizational performance at T&C.

**Table 4.7 Regression Coefficientsa for Teamwork Development**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			L.B	U.B
(Constant)	1.152	.367		3.136	.002	.422	1.883
Teamwork Development	.684	.091	.623	7.522	.000	.503	.865
a. Dependent Variable: Organization Performance							

## 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Summary of findings

The objective of this study was to determine the effect of teamwork development on organizational performance at T&C. The study findings revealed and established the overall aggregate mean score for the objective is 2.92 and the standard deviation is 1.463. This on average affirmed that the respondents acknowledged that teamwork development was relevant to ensure employees understand what their jobs entail and work together collectively, and this was ultimately aimed at improving organizational performance. The regression analysis revealed a

relationship  $R = 0.623$  which showed a strong positive correlation and revealed that teamwork development and organizational performance are fundamentally related, and  $R^2 = 0.389$  which meant that 38.9% of variation in organizational performance can be explained by a unit change in teamwork development. The results indicate that there is significant relationship between teamwork development and organizational performance;  $p < 0.05$  ( $P = 0.01$ ). Thus, the values of teamwork development are statistically significant ( $t = 7.522$ ,  $p < .05$ ) which means an increase in mean index of teamwork development will increase organizational performance by a positive unit mean index value of 68.4 percent.

## **5.2 Conclusions**

The study established a significant positive relationship with organizational performance. The study established and provided evidence that organizational success depends upon the interdependence recognized within teams and how vital it is for team members to understand their roles and work to achieve corporate goals thus having a positive influence on organizational performance.

## **5.3 Recommendations**

The study recommends that T&C should ensure teamwork development is present in all departments as in the current dynamic business environment, many organizations find the use of teams efficient and productive.

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