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INSTITUTIONS; A CASE OF FINCA UGANDA LIMITED**

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**TEAMWORK AND EMPLOYEE PERFORMANCE IN MICRO DEPOSIT INSTITUTIONS; A CASE OF FINCA UGANDA LIMITED**

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**ABSTRACT**

The purpose of the study was to determine the effect of teamwork on employee performance of FINCA in Kampala Uganda. The study was guided by the following specific objectives; i) to determine the effect of Team spirit on employee performance in FINCA Uganda ii) to evaluate the effect of team trust on employee performance in FINCA Uganda and iii) to evaluate the effect of team leadership on employee performance in FINCA Uganda. With 45 respondents, the study used a cross-sectional design and included qualitative and quantitative methods.

The results indicated that Team spirit has a positive significant association with Employee performance ( $r = 0.631$ ;  $p < 0.01$ ). Whereas team trust exhibits a positive significant association with employee performance indicated by a correlation index of  $r = 0.453$ ;  $p < 0.01$  and team leadership has a positive significant association with Employee performance given a correlation index of  $r = 0.749$ ;  $p < 0.01$  Similarly, results indicate Team spirit, team trust as well as team leadership exhibit positive contributions on employee performance of 14.7%, 10.1% and 60.8% respectively. On the overall, teamwork predicts 57.7% of positive variation on employee performance. According to the research's findings, when teams with clearly defined responsibilities are permitted to function, employees perform effectively, which is reflected in the effectiveness of the company as a whole. Additional results include the fact that team spirit, team trust, and team leadership have all significantly improved employee performance. This indicates that each of these factors is a reliable indicator of worker performance. The following suggestions are made by the researcher; a condition

when a group of people collectively depend on one another is called team spirit. The staff at FINCA Microfinance must put in place methods to build trust among team members; doing so will increase their operational capabilities, which will boost employee performance.

## 1. INTRODUCTION

Globally Microfinance emerged as a successful tactic for accelerating economic growth in poor nations (Lakwo, 2019). Micro finance institutions (MFIs) are increasingly being used by micro, small, and medium-sized businesses. Credit allocation has been one of the most effective tools for reducing poverty, boosting production and productivity, and promoting economic growth (Adjirackor 2018). By investing in improved nutrition, their children's education and health, as well as socially empowering women, disadvantaged households may transition from a constant struggle for survival to planning for the future with access to financial services (Kinyua, 2019).

According Ooko(2019), Microfinance services have been employed by developing nations all over the world to address the socioeconomic development of their populations. For instance, in Indonesia, within around four years of involvement, 21% of Grameen Bank borrowers and 11% of borrowers of the Bangladesh Rural Advancement Committee (BRAC), a microfinance NGO, were able to pull their families out of poverty. The extent of poverty among the poor was also significantly reduced by these programs (Fang, 2020). Extreme poverty decreased among participants in the Grameen Bank study from 33% to 10% and among participants in the Bangladesh Rural Advancement Committee study from 34% to 14%.

In several African nations, a number of MFIs have also formed as non-bank financial institutions (NBFIs), collecting deposits and providing microcredit. Despite not being licensed as commercial banks, they are often regulated. Esusu, Adashi, Otataje, and other practices were used in Nigeria to finance farmers and other producers in both rural and urban areas (Park, 2019). However, what is currently in place is an effort by Nigerian governments to modernize microfinance in rural and urban communities in order to increase the productive capacity of the poor in these areas and improve their economic standing, which reduces the level of poverty and promotes economic growth and development (Fang, 2020).

Some MFIs in East Africa, including Faulu Kenya Deposit Taking Microfinance (DTM) Ltd, began out as NBFIs that engaged in MF operations. As NBFIs, a number of parastatals are also available, accepting deposits and disbursing microcredit (Park, 2019). Building societies and consumer lending firms are some of them.

The microfinance sector in Uganda is still very young when compared to other highly developed nations like Bolivia or Bangladesh. For many years, Uganda has had a variety of informal financial institutions, such as Rotating Savings and Credit Associations (ROSCAs) (Adjirackor 2018). Credit schemes first began to appear as ancillary elements of social assistance programs in the middle of the 1980s. These components, like those in every other developing country, were primarily project-oriented, provided financing at reduced interest rates, had extremely low payback rates, and so were frequently fairly transient (Reber, 2017).

According to common consensus, Uganda has Africa's most active and prosperous microfinance sector (Lakwo, 2020). Three MFIs serve between 25.000 and 45.000 clients, indicating that some have seen significant development and are already reaching a sizable clientele (UBOS 2019). Many

microfinance companies are on the verge of financial sustainability or have already achieved it. The MDIs have significantly reduced the degree of poverty among Uganda's rural communities, according to the Ministry of Finance Planning and Economic Development's (2019) report.

Due to inadequate cash flow planning, a failure to regularly monitor portfolio quality and take appropriate action when necessary, and other factors, the majority of microfinance institutions in Uganda are unable to satisfy their commitments when they are due (Janset, 2013). Due to the short-term and unsecured nature of microlending, as well as the more unpredictable character of micro loan portfolios, portfolio quality has deteriorated more quickly in microfinance organizations than in traditional financial institutions (Kinyua, 2019).

Leaders are more aware than ever of the value of cooperation in this period of heightened competition. Through cooperation, teams may increase the productivity of individuals. Teamwork among employees becomes the norm for the company (Kinyua, 2019). It is a way to increase the use of labor and perhaps boost individual performance. When upper-level management supports an employee, they may operate comfortably in a team environment and boost the organization's productivity. In the modern company environment, managers are giving staff members more team assignments so they may advance their knowledge and abilities (Tesluk, 2018). According to a recent study, team members can achieve greater results than individuals.

Teamwork is a crucial strategy for the organization's business because it enables employees to collaborate, enhance their individual skills, and provide feedback without interfering with other team members (Larsen, 2019). Team members also improve their skills, knowledge, and abilities when working in teams, which has an impact on the effectiveness and performance of the organization. Any organization's ability to function effectively depends on teamwork. Teams, as a fundamental structural element of an organization's architecture, should help the company run more effectively and profitably (Marchington, 2005).

According to Alarafat & Doblas, (2020), during his research on employee performance and teamwork was explained as a group of people or persons working together with the intent of accomplishing the same objectives and goals for the good of both customers, organization's and companies. In addition to the later, Abdulle, (2019) also defined teamwork as a group of people with a distinct identity who work together in coordinated and mutually supportive ways for a common purpose, (Abdulle, 2019).

The essence of teamwork works follows the principle of breaking a workload so that each and every person takes a piece Abdulle, 2019; Farooq et al., (2015), it involves a series of terms which clearly define it and these include trust, cohesiveness, spirit de corps, and knowledge sharing, on employee performance, (Abdulle, 2019).

Sakthivel, (2018), teamwork offers greater participation, challenges and feelings of accomplishment and in this same case institutions with teamwork tend to attract and retain the best people thereby contributing to high performance (Diamantidis & Chatzoglou, 2018;

Sakthivel, 2018). It involves working interdependently though having different roles and responsibilities, but with boundaries and linkages to the rest of their organization, to which they are collectively accountable for the work done.

Furthermore, the degree of employee commitment and performance appears through the loyalty and evidence of productivity at workplace hence employees who feel committed to their organizations reveal higher identification of institution values and goals (Hanaysha, 2016), as they all help onto the quality of work, and individual sacrifice to help institution improve their performance (Hanaysha,

2016).

According to Ooko, (2013), during his research when he was assessing the impact of teamwork onto organizations he stated it that teamwork enhances organizational cohesion or integration (Ooko, 2013), consequently giving rise to synchronization of efforts among the employed resulting in higher productivity. Employees with strong organizational commitment are likely to develop emotional attachment to their organizations and feel happy with greater aspirations to make meaningful contributions.

However, despite of the fact of how employees may team-up (Z. M. Ahmad, 2011; Gautam, 2018) , effective teaming requires a careful examination of planning issues related to the use of team where a team is to be effective, efficient and managed in such a way that it enhances the synergy, (Gautam, 2018) and this due to his study when he was assessing the role of teamwork on employee performance.

Meanwhile, employee performance is the main determining factor for companies, institutions and organization's to achieving their goals, objectives hence performance can be achieved by a person or group of people in an organization and there are several factors influencing employee performance, both internally and externally.

In Uganda, a few studies have been conducted on teamwork. So this research study highlights team work and the employee performance in the MDIs. Research study uses Tuckman's teamwork theory to find out the impact of teamwork, team spirit, team trust on employee performance. Therefore, the study seeks to assess team work and employee performance among MDIs a case study of FINCA Uganda.

### **1.1. Theoretical Underpinning**

The study was guided by two theories which included Belbin Team Role Theory (Smith, 2017) and Tuckman Teamwork Theory (1965).

#### **1.1.1 Belbin Team Role Theory (1981)**

According to the theory (Belbin Team Role Theory (1981) which was developed by Belbin 1981, it states everybody has a tendency to behave in a particular way when working with other people, which don't mean of course, that they'll always behave like that. It goes on to say that when acting naturally in a group, everyone appears to have a predilection for one or more of these "Team Roles." You can move between your natural roles if you have more than one of them, which is helpful information to have in case you ever need to fill a new position on a team (Smith, 2017).

This theory was applied in a study by (Ceylan, 2019) and it was observed that real teams over a period of several years, groups can learn how to predict whether a team would succeed or fail, just by knowing the mix of roles within the group. This theory is preferred among other competing theories and relevant because employees can make a failing group succeed by adding somebody with the right-role - or make a successful group fail by taking away a vital supporting role. As a result, if team members identify, share and discuss their team roles then this improves how people work and live together therefore this makes the study adopt this theory as it gives the relevancy of the employee team-work. However, Belbin's most radical weakness is the traditional way organizations assemble teams is their narrow focus on an individual's technical competence for a job. Further, the Team Can become overly optimistic; lose enthusiasm once the initial eagerness has passed lastly it Can be lazy and complacent unless working under pressure.

### 1.1.2 Tuckman Teamwork Theory (1965).

According to this theory by Tuckman 1965, it states that teams would go through 5 stages of development: forming, storming, norming, performing and adjourning. These stages supposedly start when the group first meets and last until the project ends (Tuckman, 1965). According to Tuckman, groups go through clearly defined stages, from their inception as companies of individuals through their development into coherent, project-focused organizations. Tuckman came up with the often-used terminology "forming," "storming," "norming," and "performing" to describe these four stages. When relationships inside the group have grown and the group has begun to produce with a clear focus on the goal, the group has reached its optimal or "performing" position (Bailey 2019). Teamwork provides a useful and simple way to think about how humans interact in team situations hence improving employee performance. As collaboration aids in understanding how teams develop, Tuckman's theory is pertinent to this study. It also aids us in thinking about how to deal with issues that may be hurting its effectiveness at various phases of growth (Bailey 2019). The simplicity of Tuckman's concept may be part of its appeal and value (Tuckman, 1965). Adoption of this idea is encouraged since group development theories like Tuckman's institution improvement phases recognize that teams extend through distinct stages, from forming through to acting. The Tuckman theory's flaw is that it doesn't always function as expected. The linear stages are not carried out over predetermined lengths of time. Teams occasionally move from storming to norming before returning to storming for extended periods of time, or they may never leave it.

### 1.2 Problem statement

Several smallholder firms, especially the poor, are helped by financial services offered by many financial institutions in developing countries, such as saving and credit (Boakye, 2015). This initiative supports the sustainable development aim of lowering poverty. But according to The Bank of Uganda's Annual Supervision Report (2018), staff performance has a significant influence on MDIS. The major indicators of the employee performance are in are quality output, reduced customer complaints, clear communication among others (Zubair, 2016). But due to lack of teamwork employees are not working to their expectations within the MDIs. Further, As MDIs are growing in respective region rapidly, there is a need to shift the performance measuring standards to team or group performance too to make them more adaptable and state-of-the-art. According to Prophet Muhammad (al-Bukhari), "Faithful believers are to each other as the bricks of a wall, supporting and reinforcing each other." This shows that people depend on one another to do and achieve what they are unable to do on their own. Although all religious principles have emphasized how teamwork is essential to achieve the best results and to maintain every human's right equally by dividing the tasks and duties, many people today have forgotten the importance of it in their personal lives in general and in the workplace in particular. Low levels of employee performance in firms are a result of the lack of a collaboration strategy and idea at work.

Little attention has been given on idea of teamwork and employee performance in relation with the MDIs yet it is a well-known fact that teamwork is not only the cornerstone of all good management, but also the way to boost the overall performance of the employees. Therefore there is need to bridge that gap in finding ways how teamwork significantly impacts employee performance in MDIs hence the basis for the study as it seeks to examine teamwork and employee performance in the MDIs a case study of FINCA Uganda.



## 2.Literature Review

### 2.1 Conceptual review

#### 2.1.1 Team work

Ceylan (2019) Teamwork is described as a cooperative or coordinated effort made by a group of people functioning as a team or for a shared goal. The method of collaborating with a group of individuals in order to accomplish an objective is further explained. Because it is frequently required for coworkers to work effectively together, giving it their all in every situation, teamwork is frequently a critical component of a firm. Despite any interpersonal conflicts, teamwork refers to people making an effort to work together, using their unique strengths, and offering helpful criticism (Ceylan, 2019).

Employees must cooperate, exchange knowledge, address disagreements, and put aside personal interests for the sake of the team when they transition from working alone to working in teams (Ceylan, 2019). The efficacy of teams may thus be described as effective work groups (teams) whose synergy creates an energy/creativity that is greater than them individually (Serinkan&Kzlolu, 2015). This energy/creativity is based on the level of cooperation, togetherness, team trust, team spirit, and purpose. Teams must therefore have a defined membership, a sense of group consciousness, and a common purpose (Hisam, 2018 in their studies said that teamwork is crucial in matters concerning employee performance as it enhances good relationships between employees and organization and helps to achieve higher productivity, profitability (Samwel, 2019), and quality work for the organization.

Meanwhile, (Khattak et al., 2020.) , teamwork alone is not enough when assessing employee performance as there are also some other factors for example there is relationships among working environment for the employees as this significantly contributes to workers productivity (Khattak et al., 2020) , employee's attitude toward his or her job, employer, and colleagues and this could be influenced by the psychological state with esteem to satisfaction, confidence and resolution; the attitude of an individual or group of employees, (Ibrahim et al., 2020) .

#### 2.1.2 Employee performance

Achievements and attainment in work are used to gauge an employee's performance. Organizations implement measures to boost staff productivity. Teams have been found to boost both the difficulty and employee engagement (Filipe and Azar, 2020). Additionally, it facilitates the achievement of success. Companies that value cooperation make an effort to recruit, keep, and promote the best personnel. This boosts productivity while also improving the performance of the team as a whole. Enhancing employee profitability has been the focus of previous research in both the assembling and the assistance domains. This is because expanded representative profitability can influence the general execution of an association and its upper hand. One of the researchers pronounced that profitability is a significant factor for building authoritative intensity, supporting its key and monetary execution, accomplishing the ideal goal, and meeting the offers of its partners. Another researcher showed that the endeavors to expand profitability come from viable administration. The term efficiency was portrayed in the writing as a proportion of the measure of yield that is acquired from a representative throughout some undefined time. Also, profitability mirrors the utilization of various assets or contributions to an association to achieve arranged or positive results. All in all, efficiency alludes to the yield that a representative accomplishes throughout a particular timeframe (Hanaysha, 2016).

## 2.2 Actual Review

### 2.2.1 Teamwork and Employee Performance

A 2017 study on the impact of team building in the workplace by Jones, Richard, Paul, Sloana, and Peter indicated that teamwork among employees can result in more productivity than solo effort.

Ingram (2020) also conducted a research on the relationship between collaboration and performance. It was discovered that a competent manager is the one who gives his or her staff tasks to do as a group or team in order to get the most out of them. Teams provide higher engagement, challenges, and a sense of success, according to Jones et al.'s (2017) research on increasing collaboration in a business. It was concluded that organizations with team will attract and retain the best people as employees.

In a similar development, Agwu (2015) conducted research on the influence of strong cooperation on worker performance, utilizing an entertainment firm in Malaysia's capital city of Kuala Lumpur as the study region. A descriptive and exploratory research design was used for the investigation. The findings indicated that while intrapersonal skills and cohesion have little bearing on employee performance, effective communication, degree of trust, leadership, and responsibility have a favorable and substantial impact on employee performance. Similar to this, Agwu (2015) performed research to ascertain how cooperation affected employee performance at the Nigerian Liquid Natural Gas Plant in Bonny. The research design used in the study was descriptive. The outcome of the data analysis shows a high correlation between employee performance and collaboration. The present team building at the plant should be maintained, it was decided.

Ooko (2017) conducted research at the SOS Children's Village in Eldoret, Kenya, on the effects of cooperation on the attainment of goals in organizations. The research design used in the study was descriptive. According to the survey, fair incentives and remunerations, promotions, acknowledging accomplishments, and decent working conditions all contribute to greater job satisfaction. If done properly, this was supposed to have an impact on team performance. Despite the fact that employees are aware of the great things they may accomplish when working in teams, it was determined that there was no effective cooperation at SOS.

A research on the impact of cooperation on worker performance was conducted by Manzoor et al. (2019) among employees of the Higher Education Department of Khyber Pakhtoon Khawa (KPK), the Peshawar region of Pakistan. The analysis of many employee performance indicators included team trust, incentives and recognition, and esprit de corps. The relationship between collaboration and other employee performance indicators and employee performance is clearly demonstrated. Four Government Degree Colleges (GDC's) for boys and girls located in the Peshawar and Kohat area were among the locations where the self-administered questionnaires were provided by the Directorate of Higher Education, (KPK) Peshawar. Regression and correlation approaches are used in the research study to examine the link between the two variables, teamwork and employee performance. The study's findings indicate that the influence of predictors on the response variable is significantly positive. The study suggests that cooperation activities be modified in order to improve employee effectiveness. This analysis also identifies potential future research fields (Manzoor et al., 2019).

### 2.2.2 Team spirit and Employee Performance

Employee attitudes and feelings for the group are referred to as team spirit. Employees sharing their issues with one another inside the company is often referred to as team spirit (Jaworski and Kohli, 2017). Onyekwelu et al. (2018) used a sample of medium-sized businesses in Anambra State as the research region to investigate the impact of teamwork on employee performance in a company. An



item-structured instrument that the researcher developed to reflect a modified Likert scale with five (5) points strongly agree, agree, disagree, strongly disagree, and undecided was used as a descriptive survey to gather information from the respondents, who were primarily senior employees of the organizations chosen for the study. Summary statistics, Pearson Correlation, and Multiple Regression Analysis were important analytical techniques. Correlation coefficient and multiple regression analysis were employed to validate the assertions of the hypotheses, whilst summary statistics of percentages were utilized to respond to the research questions. Every test was run with a significance threshold of 0.05.

The results demonstrated a connection between the dependent and independent variables of 80.7%. Additionally, it demonstrated that the coefficient of determination,  $R^2 = 721$ , indicated that the independent variables can account for 72.1% of the variation in the dependent variable. The overall statistical significance, validity, and fit of the regression model for any prediction purposes were also demonstrated by the F-value. Additionally, the t-values of the separate predictors of worker performance and team spirit indicated varied degrees of positive relationships with the dependent variable in their coefficients. It was therefore suggested, among other things, that managers make an effort to ensure that each team in the organization consists of the necessary skills that will enable the teams to perform effectively without having too much of any one of the skills in the team to the detriment of other necessary skills (Onyekwelu et al., 2018).

(Jaworski and Kohli, 2017) conducted a further case study on the effect of teamwork on worker performance. They discovered that a team is made up of individuals who work together to achieve a common goal, and that a team's spirit is made up of the sentiments, ideals, and beliefs of its members. The study came to the conclusion that the success of the team in attaining its common purpose depends on the organization's team spirit. Teamwork, in the perspective of many, is essential for an organization to succeed. Considered a great asset for both team members and the company, team spirit.

### **2.2.3 Trust on employee performance**

According to a cross-sectional study by Robbins and Judge (2017), members of productive teams show confidence in both their leaders and one another. The ability to trust one another on a team encourages collaboration. When team members grow to trust one other's abilities, trust between them naturally develops. The study came to the conclusion that there is a strong correlation between team trust and team performance. As a result, trust fosters the collaborative behaviors that lead to organizational synergy and improved employee performance. According to them, it is up to each individual to foster trust inside the workplace. Organizations have a duty to create a safe and dependable environment for productive cooperation. They proposed that firms should convert the performance assessment system into a trustworthy behavior for measuring in order to advance organizational ideals (Kulvisaechana, 2017).

Another study by Manz and Neck (2018) on the impact of team trust on employee performance found that high performance teams exist in the company as a result of member unity and collaboration. This study included a sample size of 300 respondents. The team's performance is evaluated using a range of factors, including the reduction of errors, the production of high quality work, a rise in output, and, of course, customer satisfaction (Mickan and Rodger, 2015).

They came to the conclusion that collaboration among team members can only be fostered when trust is seen as the most crucial aspect of the team culture because it creates a setting where team members

may openly discuss errors, receive criticism, and freely express their emotions about any problem (Talpoş, 2015).

Building a team that is up to the challenge and motivated by trust are prerequisites for starting a successful business globally (Doblas, 2020). Building trust among a team is essential for cooperation, and it also serves as a facilitator. Trust-building often takes time, but it may be sped up with open communication and effective interpersonal skills (Kulvisaechana, 2015). Global company, which is expanding and changing rapidly, places expectations on teamwork, particularly for new businesses. In addition to personal familiarity and regular face-to-face contact, real listening, respect, and empathy are also necessary for creating trust. Building highperforming teams requires rich and open communication, which is facilitated by trust (Doblas, 2020). A common goal, clearly defined duties and responsibilities, a desire to work together, and fostering and supporting leadership are further building blocks (Moghimi, Chamanzamin & Shaghghi, 2014).

Trust is a challenging element of interpersonal interactions, but trust within a team is much more (Talpoş, 2015). Communication, dedication, and loyalty among team members all rise with trust. Trust may be viewed as a basis for interpersonal cooperation and as a facilitator of social relationships. Additionally, it can enhance team performance and raise the likelihood that successful businesses will be founded (Marique & Stinglhamber, 2016). When international business teams, startups, and networks are formed, trust is essential (Harisalo & Miettinen, 2010). Because modern firms can no longer rely on formal regulations and strict procedures, trust has become more crucial. For the majority of firms, the team serves as the fundamental performance unit. It combines the knowledge, abilities, and perspectives of many individuals (Marique and Stinglhamber, 2016). The smartest people do not typically make up highperforming teams. Instead, they are active entities with a variety of tasks for the team members to complete in order to succeed. Only if the team is founded on strong trust can healthy rivalries between team members enable the team to function at a high level (Tienari & Piekkari, 2019). strict norms and formal policies cannot be relied upon.

In contrast to other corporate processes, mutual trust is a somewhat sluggish and drawn-out process that may be sped up with open communication and effective interpersonal skills (Talpoş, 2015). Shared experiences foster trust, which in turn allows team members to communicate and express themselves on a deeper level. Building trust involves candor, transparency, truthfulness, and argumentation. It also allows for the free exchange of ideas, which is the cornerstone of the creative process. According to Hardstone, Hartswood, Procter, Slack, Voss, and Rees (2014), intuition and feelings are often the foundations of a trusting relationship.

#### **2.2.4 Team Leadership and Performance**

Leadership is an integral part of an organization as it determines whether or not that organization improves its productivity. According to Yuki (2013), leadership is all about an influencing process, but more specifically a process whereby intentional influence is exercised over other people to guide, structure and facilitate activities in groups or organizations. Leadership implies values, creativity, intellectual drive and knowledge, self-confidence, ethics, courage and charisma among others Yuki (2013).

A cross-sectional study conducted on transformational leadership practices in Russian companies, Elenkow (2002) examined the former impact on organizational performance using a Multifactor Leadership Questionnaire where he analyzed leadership behavior of 253 leaders. He found out that there is a strong correlation between transformational leadership and organizational performance.

These examples are a clear indication that indeed leadership affects employee performance. According to research-based perspectives, the majority of management studies have found that cooperation improves employee performance (Kovács & Talpoş, 2015; Mongcolpitakkul, 2016). The allocation of authority and responsibilities within a group that encourages good behavior and performance from each member is the primary factor cited by the research. In the end, this mindset contributes to improved employee and organizational performance. According to the results of one study, a successful manager is one who gives their staff members responsibility in the form of a group or team in order to get the most out of them (Ingram, 2017). Another research found that in order to spread best practices and increase production, it should be feasible to establish a system of team building for employees inside any firm. Improving employee instruction is the major goal for building and implementing such a system (Washer, 2016).

In Kenya's state-owned enterprises, Koech and Namusonge (2012) looked into the key influences of leadership on employee performance. A descriptive survey study was conducted based on the opinions of middle and senior managers at thirty state-owned businesses with headquarters in Mombasa, Kenya. After one week, a structured self-completed study questionnaire was disseminated and gathered. Correlation analysis was used to find the leadership that affects employee performance. While there were modest connections between transactional leadership behaviors and employee performance, there were substantial correlations between transformational leadership variables and employee performance evaluations. The findings revealed that employee performance was not substantially connected with a laissez-faire leadership style. Based on the findings, it was suggested that managers give up their laissez-faire leadership style by getting more active in directing their employees. Public managers were also advised to create and implement efficient reward and recognition programs.

Additionally, a study by Boyt, Lusch, and Naylor (2017) discovered a favorable association between team spirit and worker productivity. The researcher went on to say that improved employee performance will come from a stronger sense of team. However, a research study carried out in Korean hospitals shows that esprit de corps has not been well received by medical professionals (Hwang & Chang, 2009). The idea of esprit de corps is not very well known in Pakistan. Instead of working in groups, the majority of employees pursue their solo responsibilities (Trimizi & Shahzad, 2009).

### **3. Methods**

#### **3.1 Research design**

Cross-sectional survey research was used for the study. Through the use of distinct individual groups within the population to be researched, cross-sectional design enables the study of a population at a single point in time (Penwarden, 2014). Because a cross-sectional survey approach is appropriate for gathering information from a sizable sample of respondents, it was chosen in this investigation. In order for the researcher to gather data that can characterize variables, the study also employed a descriptive design.

#### **3.2 Research approach**

Both qualitative and quantitative techniques were used in the study since they helped collect data from respondents and evaluate the literature. This was a suitable way to get data from a big sample. In order to collect and analyze data on respondents' opinions on the study on employee performance and teamwork at the Kampala headquarters of FINCA Uganda, a qualitative approach was also employed.

#### **3.3 Study area**

The research was done at FINCA. The organization, FINCA-Uganda, began operating in the

Jinja area in eastern Uganda in 1992 as a microfinance institution. It later changed its name to Microfinance Deposit Taking Institution (MDI) in 2004. The study's primary areas of attention were teamwork and employee performance in microfinance firms.

**3.4 Study population**

A study population, according to Creswell (2008), consists of all individuals who belong to a certain group of people, things, locations, or events that have been chosen because they are pertinent to your research issue. The workers at the FINCA-Uganda headquarters in Kampala were a source of information for the researcher. According to the FINCA-Uganda Annual Report (2019), the organization employs 75 people in the main branch and 480 people throughout. All of these personnel were included in the research's study population, and the main branch was the only one selected since it was deemed to have the knowledge base for the study.

**Table 3.1: population**

S/no	Categories	Target Population
1	Top management	5
2.	Tellers	5
3.	Loan officers	10
4.	Human resource department	5
5.	Field Operations department	15
6.	Sales department	10
	<b>Total</b>	<b>50</b>

**Source: Primary data**

**3.5 Sampling procedures**

**3.5.1 Sample Size and Sampling Methods**

Any research project has to determine the sample size. A sufficient sample size could help to accomplish the goals. The sample size should be just right not too big, nor too tiny. It should be at its best. An ideal sample is one that satisfies the criteria for effectiveness, representativeness, dependability, and adaptability (Kothari 2004 utilized Yamane's formula (Yamane, 1973) to get the sample size after determining the total population. He asserts that the sample size should be the following for a 95% confidence level and a p value of 0.5:

$$n = N / (1 + N(e)^2)$$

Where,

*N* is the population size and *e* is the level of precision. Let this formula be used for our population, in which *N*=50 with ±5% precision.

Assuming 95% confidence level and *p*=0.5, we get the sample size as

$$n = \frac{50}{1 + 50(0.05)^2} = 45$$

$$1 + 50(0.05^2)$$

The sample size is therefore 45 based on a population of 50, a margin of error of 5, and a confidence level of 95%. According to Table 3.2 below, the sample size is made up of the following:

**Table 3.2: The sample size**

Categories	Population	Sample Size	Sampling Techniques
Top management	5	5	Purposive sampling
Tellers	5	3	Purposive sampling
Loan officers	10	5	Simple random sampling
Human resource department	5	2	Purposive sampling
Field Operations department	15	10	Purposive sampling
Sales department	10	10	Simple random sampling
<b>Total</b>	<b>50</b>	<b>45</b>	

### 3.6 Sampling techniques and procedure

In order to get the clear picture of the study, a purposive sample was used to select respondents such as the top managers of the bank, and the tellers who are more knowledgeable on issues associated with teamwork and employee performance. This technique is preferred because according to Trochim, (2002), it selects samples without bias from the accessible population. Simple random sampling was used to select Personnel from loan officers, human resource department, field operations department and sales department Finance Department. This technique was preferred because according to William (2008), It also ensures that each member of the target population has equal and independent chance of being included in the sample.

### 3.7 Data collection sources

Primary and secondary sources of data were collected for the study.

#### 3.7.1 Primary data

It is the unprocessed information that was gathered from the respondents through scheduled, organized interviews and questionnaires (Saunders, Lewis, & Thornhill, 2007). Church and Collyer (2015) define primary data as information gathered through in-person interviews, surveys with a defined purpose, and research on a particular object. Data acquired via the questionnaires and interviews given to the respondents served as the study's main sources of data. Since they were gathered especially for the study and are drawn from the original sources, data from primary sources are more trustworthy (Axinn and Pearce, 2006).

#### 3.7.2 Secondary data

Saunders, Lewis, and Thornhill (2007) define secondary data as information that has previously been gathered, processed, and stored for another reason. Books, theses, yearly reports, journals, newspaper articles, bulletins, documentary data, and archive material were the sources of the secondary data. Because they were gathered for purposes other than resolving the primary issue, secondary data are available. Because secondary data offers contextual and comparative information, it was utilized. It may lead to unexpected findings. The resources needed to work on them are small (Saunders, Lewis, & Thornhill, 2007). The drawback is that any secondary data utilized would have been gathered for a specific reason, which may or may not match the goal of the person utilizing it. Additionally, the

secondary data might not be up-to-date in comparison to whatever data the researcher has acquired (Saunders, Lewis, and Thornhill, 2007). Document evaluation the researcher gathered and examined pertinent documents from Micro Finance Institutions (MFIs) in order to elicit related secondary data. These documents included MFI annual reports, quarterly reports, and policies, which helped the researcher better understand the MFI's mission, vision, and objectives as well as its credit procedures and processes. The researcher used this strategy to validate the data gathered through questionnaires and interviews.

Accessibility to some important MFI records on employee performance was a restriction of this. The additional secondary sources of information utilized in the evaluation were books, newspapers, journal articles, textbooks, websites, and literature reviews found in earlier research studies. (Odiya, 2009) claims that review guides give researchers access to well-researched material that helps them concentrate on the goals of their studies.

### 3.8 Data Collection Techniques

Primary data gathering methods were employed by the researcher. The researcher utilized a self-administered questionnaire with sections A and B using a drop-and-pick procedure with a five-point Likert-type scale to collect the data. Self-administered questionnaires were used to collect data for the study, including facts, opinions, and experiences.

### 3.9 Data Collection Instrument

Primary quantitative data were gathered through the use of a questionnaire. A questionnaire is a type of research tool made up of a number of connected questions that the researcher has written.

Based on the study's goals, it comprises inquiries concerning the research issue under inquiry. The purpose of the questionnaire is to collect data from respondents. In this study, the major tool for gathering quantitative data from the two chosen respondents from all departments was a standardized self-administered questionnaire. The questionnaire was designed so that respondents may complete it mostly independently, making it self-administered. These questions were created using a five-point Likert-type scale with the following response options: 5 "Strongly Disagree", 4 "Disagree", 3 "Neutral", 2 "Agree", and 1 "Strongly Agree". The scale was adopted because it provides a variety of options, allowing respondents to easily choose their response from the pre-decided input. Additionally, findings whose replies are coded in a particular way make it simpler to read and evaluate the data. The questionnaire was individually given by the researcher to increase data accuracy and reduce respondent skepticism. To get the qualitative data, the researcher used an unstructured interview guide.

### 3.10 Validity of the Instrument.

Content validity index (CVI) was computed using the formula:  $CVI = \frac{ValidItems}{TotalNumberofItems}$  by researcher to ensure that the content of the instruments is designed according to the study variables. To achieve this, copies of the instruments are given to the supervisors (at least 2) for expert judgment (Mohajan, 2017). The questionnaire's validity was determined to be 0.911 using the content validity index. This index was calculated by dividing the total number of questions in the survey (34), by the number of questions that were legitimate. The tool was considered accurate since the Content Validity Index (CVI) that was computed is greater than 0.6 (Amin, 2005).

$$CVI = \frac{31}{34} \\ = 0.911$$



### 3.10.1 Reliability of the Instrument

To ensure reliability of the instrument, Cronbach's alpha was calculated. Cronbach is used if the instrument has more than two responses provided for each item (Cronbach, 1946). To measure the internal consistency of the research instrument, Pre-testing of the questionnaires for value reliability was done to ensure the instrument's reliability (Alpha values). This value was greater than 0.7, as suggested by Cronbach's alpha (1946). Cronbach recommends analyzing Alpha values for each variable under consideration (Amin, 2005).

**Summary of Reliability Coefficients for Variables of the Study**

Variable	Measure	Item	Cronbach Alpha
Teamwork	Team spirit	1	0.891
	Team trust	1	0.831
	Team leadership	1	0.792
Employee performance	Quality output	1	0.855
	Efficiency and effectiveness	1	0.884
	Productivity	1	0.853

*Source: Primary data (2022)*

### 3.11 Data Management and Analysis

#### 3.11.1 Data Management

The researcher conscious and systematic steps to manage data and analyze it. Similarly, quantitative data in form of structured questionnaires was reviewed for completeness and later a data entry screen developed and upon final entry, data was exposed to SPSS Version 21.0 (Nejad, 2016). Descriptive statistics were generated and further statistical analysis was also performed for instance correlation that shows relationship between Teamwork and employee performance. In the study followed right procedures from seeking a letter of approval of my concept from the Supervisor, developing the concept into a full research proposal that was approved, developing study tools and consent forms, defend the my research proposal and finally test the study instruments in a field pre-test.

#### 3.11.2 Quantitative data analysis

Utilizing questionnaires, quantitative data was gathered and then reviewed for internal consistency and completeness. Lincoln and Guba (2017) made an effort to maximize impartiality, the comprehensibility of the results, and the interest in prediction. Following sorting, editing, and coding, the data for this study were input into SPSS version 21.0 under the descriptive statistics section, where they were then structured into tables with numeric values and percentages for analysis (Borthwick, 2019). Frequency counts and percentages were derived using the quantitative data obtained from the surveys. Multiple regression analysis was used by the researcher to examine the relationship between the study variables. This was employed as opposed to other data analysis techniques since it is appropriate for examining the connections between variables.

#### 3.11.3 Qualitative data analysis

Thematic, content, and narrative analysis techniques were used to examine qualitative data. The themes were created based on the study's objectives and the data that was gathered; a narrative analysis in which the researcher used verbatim quotes to express respondents' opinions; and a content

analysis in which the researcher organized the data from interview guides into emerging topics and subtopics for the report's systematic flow (Hsieh, 2005). According to Sekaran (2013), after data has been obtained through interviews and other secondary sources, it needs to be analyzed through editing, coding, categorizing similar responses and quotations from respondents, creating data files, and programming. The gathered qualitative data was cleaned and coded to give it meaningful patterns. For ease of explanation, the similarities, differences, and relationships from the information collected (Mugenda&Mugenda, 2003) were sorted. Qualitative research approaches examine meaning, purpose, or reality by focusing on learning about and comprehending the experiences, viewpoints, and opinions of participants (Hiatt, 2000). Before the actual exercise started, peers evaluated the questionnaire and interview schedules to make sure they were able to get the necessary data.

**3.12 Ethical considerations**

Ethics in this proposal mean to be open, accountable, avoid conflict of interest, be responsible, honest, objective, careful, and maintain privacy, dissemination of the research findings to the respondents, avoiding duplication, not being deceitful and seeking the consent and permission of the respondents. Therefore, the researcher respected human dignity by practicing utmost confidentiality about the identity and other particulars of the respondents during the study. The letter of introduction was obtained from University seeking permission to conduct the study after being directed by the supervisor to do so as well as from the management of FINCA-Uganda. This letter was presented to the respondents for their consent for the study to be conducted. The researcher acknowledged the source of information used during the study.

**4. Findings and discussion**

**4.1. Effect of Teamwork and Employee Performance**

The study sought to investigate the effect of teamwork on employee performance. Regression analysis was done with employee performance as the dependent variable and teamwork as the predictor factor.

Table 1. Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601a	.362	.347	4.74535
a. Predictors: (Constant), team spirit				

The regression analysis showed a relationship between team spirit and employee performance to be fundamentally related, with R = 0.601 showing a strong positive correlation and R<sup>2</sup> = 0.362 indicating that a unit change in team spirit can account for 36.2% of variation in employee performance. Table 2 contains an enumeration of the outcomes.

**Table 2: ANOVA a Results for Team spirit**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	548.913	1	548.913	24.376	.000 <sup>b</sup>
	Residual	968.287	43	22.518		
	Total	1517.200	44			

a. Dependent Variable: performance

b. Predictors: (Constant), team spirit

The regression model fits the data well, as indicated by the results of  $F = 24.376$ , which also demonstrate that cooperation has a statistically significant impact on employee performance at FINCA. The regression model strongly predicts the dependent variable since the threshold of significance is 0.000, which is less than 0.05.

The results were enumerated as seen in Table 3

**Table 3: Regression Coefficients for Team spirit**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.975	1.398		5.306	.000
	Team spirit			.283	4.937	.000

a. Dependent Variable: performance

Table 3's findings show that the study's adopted component of cooperation is a favorable predictor of employee success. Here, team spirit is responsible for 60.1% (Beta = 0.601) of the positive variance in employee performance, suggesting that fostering more team spirit would result in improved employee performance. The findings are consistent with those of Jaworski and Kohli (2017), who noted that a team is made up of individuals who work together to achieve a common goal and that team spirit is made up of group members' emotions, beliefs, and values. Additionally, the effectiveness of the team in attaining its common purpose depends on the organization's sense of teamwork. Furthermore, a related study by Jones et al. (2017) found that knowing how team spirit affects employee performance is important given that some experts view team spirit as one of the major strategies for enhancing a company's success.

#### 4.2 Effect of Team trust on employee's performance

**Table 4. Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 <sup>a</sup>	.305	.289	4.95234

a. Predictors: (Constant), team trust

The results of the regression analysis showed that team trust and employee performance are

fundamentally related, with a relationship of  $R = 0.552$  and  $R^2 = 0.289$ , respectively. This means that a change in team trust can account for 28.9% of the variation in employee performance. As seen in Table 5, the outcomes were listed.

**Table 5: ANOVA a Results for Team trust**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	462.595	1	462.595	18.862	.000 <sup>b</sup>
	Residual	1054.605	43	24.526		
	Total	1517.200	44			

a. Dependent Variable: performance

b. Predictors: (Constant), team trust

The regression model fits the data well, and the results of  $F = 18.862$  demonstrate that collaboration statistically and significantly affects employee performance at FINCA. Team trust also significantly affects employee performance. The regression model strongly predicts the dependent variable since the threshold of significance is 0.000, which is less than 0.05. Table 6 contains an enumeration of the outcomes.

**Table 6 Regression Coefficients for Team trust**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.971	.915		7.587	.000
	Team trust			.211	4.343	.000

a. Dependent Variable: performance

Table 6's findings show that the study's adopted component of cooperation is a good predictor of employee success. Here, team trust accounts for 55.2% (Beta = 0.552) of the positive variation in employee performance, suggesting that improving team leadership would result in an improvement in employee performance. Therefore, an improvement in team trust among employees would likewise have a good effect on employee performance. According to a similar study on team trust conducted by (Erdem *et al.*, 2017), the members of the team have confidence in their own abilities and work to develop one another's skills rather than competing with one another. A related research by Chukwedi (2014) also found that collaboration requires trust, which is a critical component of team development. In general, developing trust takes time, but it may be hastened by honest communication and open engagement. Global company, which is expanding and changing rapidly, places expectations on teamwork, particularly for new businesses.

### 4.3 Effect of Team leadership on employee's performance

**Table 7 Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 <sup>a</sup>	.575	.565	3.87173

a. Predictors: (Constant), team leadership

The results of the regression analysis showed that there was a strong positive correlation between team leadership and employee performance ( $R = 758$ ) and that these two variables are fundamentally related ( $R^2 = 565$ ). This means that a change in team leadership can account for 56.6% of the variation in employee performance. Table 8 contains an enumeration of the outcomes.

**Table 8: ANOVA a Results for Team leadership**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	872.618	1	872.618	58.212	.000 <sup>b</sup>
	Residual	644.582	43	14.990		
	Total	1517.200	44			

a. Dependent Variable: performance

b. Predictors: (Constant), team leadership

The regression model fits the data well and the results of  $F = 58.212$  demonstrate that cooperation statistically and significantly affects employee performance. Team leadership also considerably affects employee performance at FINCA. The regression model strongly predicts the dependent variable since the threshold of significance is 0.000, which is less than 0.05.

Table 9 presents a list of the outcomes.

**Table 9 Regression Coefficients for Team leadership**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.425	1.937		5.381	.000
	Team leadership	1.027	.135	.758	7.630	.000

a. Dependent Variable: performance

Table 9's findings show that the study's adopted cooperation factor favorably predicts employee performance. Team leadership in this instance explains 75.8% ( $Beta = 0.758$ ) of the positive variation in employee performance, suggesting that improving team leadership would boost employee performance. Therefore, improved leadership qualities would result in improved staff performance. Similar to this, leadership is a crucial element of productive cooperation in the workplace, particularly

in light of the difficulties that the team members must overcome (Bacon & Blyton, 2016). The team has to be encouraged by the leadership, and it must address problems collaboratively in a blame-free atmosphere. The leaders are on the lookout for people or teams who want to undermine unity (Bacon & Blyton, 2016). In addition, a related study by Kleiner (2003) found that respondents agreed that members were special individuals with irreplaceable experiences, points of view, knowledge, and opinions to contribute to solutions of the current problems that affect the performance of the organization, and 83.3% of respondents agreed that an effective leadership team was always associated with teamwork. To put it another way, really successful leadership aided in the development of strong teamwork, which in turn affected the performance of the company (Hartenian, 2013).

### **5. Conclusion**

According to the results, there is a strong and positive correlation between employee performance and team spirit. As a result, encouraging teamwork inside an organization is a crucial strategy that has been used to help both the corporation and its personnel reach their ultimate objectives. According to the data, there is a strong and positive correlation between employee performance and level of trust. Building trust involves fostering confidence in one another's talents and dependabilities. As a result, the presence of trust among team members creates synergy inside the business and improves employee performance since trust is founded on competence and dependability. Finally, there is a link between team leadership and productive employees. Leadership is a crucial component of the organization's design since it may be the difference between failure and success.

### **6. Recommendations**

Based on the analysis of data, the results and the discussion of the results, the conclusions that were drawn, the following are the recommendations.

#### **Team spirit on employee's performance**

The effects of team spirit on employee performance are quite positive therefore, there is need to encourage employees to maintain team spirit which acts as an empowerment to the employees and at the end benefiting the organization.

#### **Team trust on employee's performance**

The effects of team trust on employee performance increases on the performance of employees therefore the study recommends that the management should create avenues which encourage members in the team to trust each other. Employees at FINCA must put policies in place to help team members feel trusted; this will strengthen their operational capabilities and boost organizational performance.

#### **Team leadership on employee's performance**

There is need to create room for team leaders among employees which increases on their performance since there will be room for giving direction to the team members. It's crucial to create a work environment where people feel friendly with one another and content with their occupations. Employees will be in a better position to use their full potential at work in this way.

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