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EFFECTS OF TEAMWORK ON EMPLOYEES' PERFORMANCE; THE

CASE OF COMPASSION INTERNATIONAL GHANA
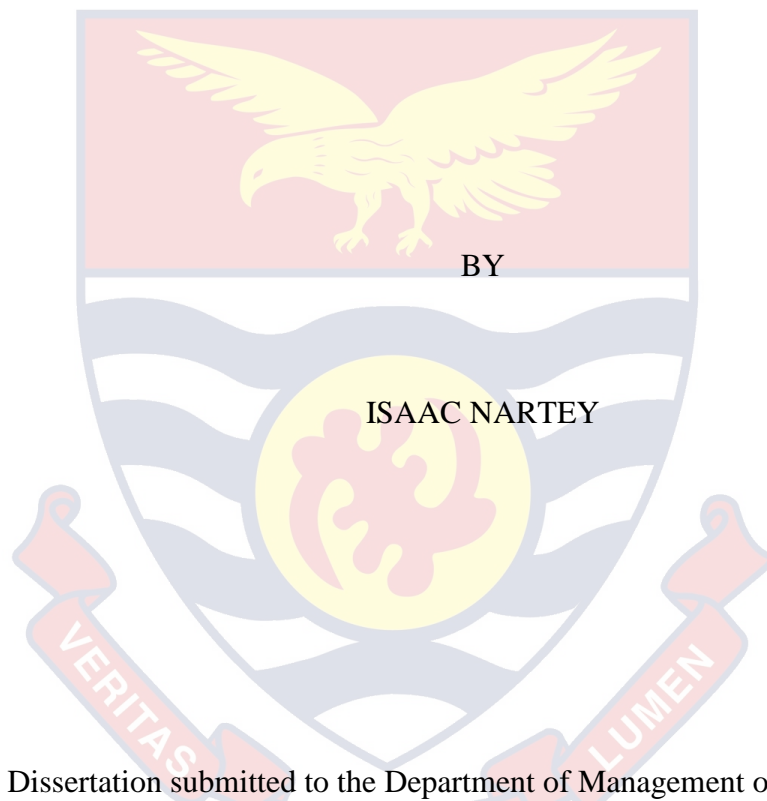
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EFFECTS OF TEAMWORK ON EMPLOYEES' PERFORMANCE; THE

CASE OF COMPASSION INTERNATIONAL GHANA

BY

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Business, College of Humanities and Legal Studies, University of Cape Coast,
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Administration degree in Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research

and that no part of it has been presented for another degree in this university or

elsewhere.

Candidate's Signature ……………………….. Date …………………………

Name: Isaac Nartey

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were

supervised in accordance with the guidelines on the supervision of dissertation

laid down by the University of Cape Coast

Supervisor's Signature …………………………… Date …………………….

Name: Prof. Mrs. Abigail Opoku Mensah

ii

ABSTRACT

The main objective of this research is to explore the effect of teamwork on employees' performance. This study was organised at Compassion International Ghana. The study was guided by specific objectives that aided in data collection and analyses and they included to; outline the factors of teamwork that enhance employee performance; examine the effects of teamwork on employees' performance in compassion Ghana; identify the negative behaviours that inhibit effective team performance among employees at Compassion Ghana. The study was a descriptive study that adopted a quantitative methodology. The population size was entire Compassion international Ghana staff of 54 males and 30 females and the entire population (census) was used. In all, eighty-four (84) standardised questionnaires were dispensed out of which seventy-six (76) were filled and submitted thus representing some 90% response rate. With respect to the first objective, team members are ever ready and inimitably willing to take part in debate around ideas. Teams with great leadership are prepared to track each other to ensure success and resolve barriers to progress through diverse culture, talents and personalities. The second research objective showed that teamwork has a strong positive and direct effect on the employees' morale and performances. The third objective also showed personality clashes in teams are things you cannot do away with in the organisation. The findings revealed Compassion International Ghana does not lack resources to let employees work in teams. Moreover, there is no poor communication network among independent organisational members in Compassion international Ghana. This study recommends that programs and training should be organized to deal with personality clashes in order to improve team's efficiency and performance.

ACKNOWLEDGMENTS

This study would have never been a success if not for the tireless, patient and supportive efforts of my supervisor Professor Mrs. Abigail Opoku Mensah. For this I say I am most grateful. The next appreciation goes out to my colleagues with whom I shared ideas to make this study a success. May God bless you all.

DEDICATION

To my supporting wife and children.

TABLE OF CONTENTS

CHAPTER FIVE: SUMMARY, CONCLUSION AND

RECOMMENDATIONS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

The importance of teamwork in every level of an organization cannot be downplayed. Teamwork is needed in creation, marriages, families, churches, and every facet of life. To be able to succeed in achieving greater output efficiently and effectively, people are needed to chart a common course and to pursue the interest of an organization in a collective manner. With effective collaboration, performances of individuals working in teams are enhanced to make them become the standard for the organization (Abanga, 2011). Teamwork helps to improve the skills and abilities of employees, increase their productivity and confidence levels, and potentially, to increase the performance of individuals. Business managers are making conscious efforts in assigning employees to more team projects to aid them in acquiring bonding skills and build up their knowledge while acquiring other necessary skills from team members (Amankwah-Nikoi, 2019). In recent years, extant literature reveals that employees who partake in team works can generate more performance as opposed to individuals (Abanga, 2011; Amankwah-Nikoi, 2019; Fagerholm, et. al 2015). This current chapter presents the context to the project, the problem statement, the study's intent, research goals, and research questions. The chapter also discusses the importance of this study, limitations, and delimitation, and finally how the study will be organized.

Background of the Study

Teamwork is a major ingredient that inspires most employees in most companies in the world (Hasnain, 2017). Many firms in Ghana are adopting ways to let their employees work in teams to achieve great results (Abanga,

1

2011). Teamwork has become an increasingly competitive advantage tool for many organizations and many individuals including unskilled employees and can result in achieving great results (Mercer & Myers, 2013). Developed countries in the likes of the USA, China, England, etc. are preaching for their businesses to work in teams to improve the collective action of the various organizations. According to Jama (2018), a company's teamwork is a major means by which plans or actions within the company get executed with excellence and proficiency.

In history, teamwork has been defined differently by various scholars in diverse ways due to their focus at that time (Abanga, 2011; Amankwah-Nikoi, 2019; Fagerholm, et. al 2015). Some of the definitions focused on economic functions, the risk, and challenges that accompany teams' actions, innovation, the personality traits, and lifestyle of the team members- need for achievement, risk-taking propensity, and the functional work (Jama, 2018). Therefore, finding a single definition of what constitutes teamwork is quite difficult because various researchers vary in their understanding of what teamwork is and there are several concepts. Teamwork is described by Jones, and Giordano (2020) as "a workgroup unit with a shared goal in which members establish collaborative relationships to accomplish objectives and tasks." Mercer, and Myers (2013), also defined teamwork by comparing it to manufacturing in a factory. They described teamwork as the coordinating assembling of parts in a production process to form a finished product. Thus according to them, a good teamwork improves and makes the production process easy.

2

According to Jones, and Giordano, (2020), group teamwork mostly dwells on intricate and collaborative efforts. Group teamwork needs a lot of communication and participation by team members to achieve work processes. However, this study looked at teamwork in a broader context without distinguishing teams and workgroups. According to Alie, Bean and Carey (1998), a workgroup refers to the coming of employees with the basic intentions to interact, share ideas and exchange knowledge to help every member of the group in the performance of their individual or group assigned responsibilities. A work team, on the other hand, is a group whose individual actions contribute to an output that is beyond and greater than the total efforts of individual contributions. So, the differences have to do with the fact that individuals within the group have their performances enhanced and can perform better because of collective efforts. Dobre, Stanila, and Brad, (2015) have also sought to distinguish between a group and a team. While they categorized a team as the assembly of staff with at least some mutual responsibilities with the power granted to team members to regulate the collective performance of such duties and consider group work as a shared purpose demanding intertwined work and continuous or holistic action.

Currently, the new business approach worldwide is teamwork, due to increased global competition. With the right leadership and structure, interpersonal skills, effective communication, trust, performance appraisals, and recognition, teams can increase the performance outputs by individuals beyond even their capabilities. In this 21st century, businesses thrive on individuals who are smart thinkers and team players. The competitive nature in today's business market demands that organizations recruit problem solving

employees who are skilled enough to work with other colleagues. Jama, (2018) as cited in Robbins (2020) supports it to say that, an employee who works with a team and excels usually become the poster boy of the organization. Such a person becomes the epitome of excellence that other employees have to emulate. Teamwork helps to improve workforce performances and utilizes scant resources to achieve greater outputs thereby helping the organization to maximize profits. The new business strategy globally in our current dispensation is about managers allocating more team tasks to workers to give them chance to advance their expertise and grow their skills (Hanaysha, 2016).

The global shift from working individually to working in teams requires that there are trust, leadership, and communication and subordination of personal interest to the collective interest of teams. According to Jones, and Giordano (2020), employees among teams are more effective than others who are not. Robbins (2020) stated that effective teams have some features in common which may include; possession of enough human and technical resources, proactive leadership, elements of trust, evaluation of performance assessment environment, and a reward system that crowns outstanding performances by team members. Robbins (2020) further asserts that teams have people with knowledge and expertise who can solve difficult problems, make positive decisions during pressure, and possess good interpersonal and communication abilities; have positive effects on neuroticism, agreeability, conscientiousness, and emotional stability characteristics of personality.

To become a good leader, one must hitch the ways in which he can build and become a team leader. Being a team leader is anchored around trust-

building, performance appraisal, rewards, and recognition among others, to achieve organizational objectives through enhanced employee performance. Teamwork means "work done for each part by many team members, but all result in personal significance to the effectiveness of the whole" (Merriam, 2012). Merriam (2012), also posited that employees are expected to build trust among themselves to create a friendly environment that can increase the flow of work in an organization. Amankwah-Nikoi, (2019) posits that teams and teamwork have been with us for many centuries since we play that role of a team member or team leader in our everyday lives. Thus the concepts of teams and team leadership are not novel. Teamwork is considered as the fundamental units in building employees' performance.

Despite the importance of teamwork, it has been found that most companies need to improve their teamwork challenges to derive the needed dividends (Mo, Ling, & Xie, 2019). One of the herculean tasks that managers of firms face on regular basis is the division of employees into teams and assigning them with the requisite resources for positive work outputs. Building a team requires skills and research since each individual is unique in its own based on talents and performance (Mo, Ling, & Xie, 2019). Globally, teamwork is faced with major challenges such as limited resources, jurisdictional ambiguity, poor communication networks, personality clashes, and goal incompatibility. Many companies do not state specific objectives for their teams; hence it becomes very difficult to assess the effectiveness of the teams (Wanyeki, Maina, Sanyanda, & Kiiru, 2019). In the words of Herborn, Stadler, Mustafić, and Greiff, (2018) seven basic roles account for why teams are not effective. These are the aggressors, the blockers, the withdrawers, the

recognition seekers, the topic jumpers, the dominators, and lastly the devil's advocate.

Teamwork helps in making employees independently productive as quickly as possible. Teamwork increases productivity and growth as members collaborate to come out with creative ideas and ways of solving problems. A good interpersonal skill among employees offers an avenue for self-improvement, different ways of doing things, and a better appreciation of teamwork. Depending on the type of work employees are supposed to do, the employee after working in teams can work alone. But by providing employees with the opportunity to work in teams, a lot of time and resources are saved in providing the employees with training, they become productive and excel in their respective fields. Managers can appreciate employees' natural skills by letting them work in teams that are beneficial for distributing work to employees who perform well in specific areas (Herborn et. al 2018). Teams as a workgroup allow employees to easily adjust where they can positively contribute to performance, more so, where they perceive that they are supported by their supervisors (Wanyeki et. al., 2019).

Teamwork over the years has been underestimated in many organizations based on how the management believes it can help in the performance of employees. Organizations perceive that after hiring skilled employees, teamwork is not needed; based on how the organizations understand the concept; but research has shown that even if employees are skilful, teamwork is the basic building blocks of the organization (Jama 2018). Wanyeki, et. al (2019) warns that the core of teamwork should be more than providing group introductions and carrying out rules and regulations.

Teamwork is the main factor in dropping turnover and, minimizing expenses in running the company. Benefits that are not tangible that employees derive from teamwork contain learning right processes and organization procedures that improve their performance. Additionally, employees develop a bond with their cohorts (Mercer, & Myers 2013).

According to the resource based views theory, the linkage between teamwork and employee performance can be described as; Teamwork brings about the combination of a diverse skills, attitudes, and behaviours which in the end influence the performance of the employees. Also, the Herzberg two factor theory posits that, how employees associate with each other at the workplace especially in the execution of their team tasks serves as a motivating factor that enhance their performance. The RBV theory and the Herzberg Two factor theory are essential in establishing the relationship between teamwork and employee performance since both theories explain how working in teams can enhance on the job satisfaction.

The context of this study is keenly focused on the non-governmental sector, specifically Compassion International Ghana. Compassion International Ghana is a non-governmental organization that undertakes holistic Child and Youth Sponsorship Programs to bring an end to the poverty that exists in most families through the promotion of a long-term plan child development framework. The non-government sector has recently seen a spread of numerous NGOs on account of different needs; market share is now lightly spread across the several NGOs. NGOs in the country depend profoundly on sponsors to invest in them. This is peculiar to most developing economies. The reliance on sponsors to invest in these organisations indicates

that competition within the sector is very high and it depends on additional services provided by these organisations such as sponsorship programs and other activities. Because of the competitive nature of the non-governmental sector, the survival of an NGO hinges a lot on how productive employees are. It is generally perceived that teamwork contributes a great deal to employee performance with a spill over effect on the organisation as a whole.

Statement of the Problem

Companies the world over are shifting their focus from individual performance context to that of team efforts (Jama, 2018). Evidence from the available literature (Mo, et al. 2019; Bastos, Cordeiro, & Drohomeretski, 2019; Jama, 2018) on performance management in organizations brought to light that not much research has been made in the direction of studies concentrating their focus on the importance of teamwork in a developing country context like Ghana, especially when one focuses attention on non-governmental organizations such as Plan International Ghana, World Vision International Ghana and compassion international Ghana, which is the study area for this work. According to Amankwah-Nikoi (2019), the positive effect of teamwork on employees' performance cannot be overemphasized. Studies have shown that teamwork in various companies is aimed at inculcating skills and attitudes in employees to motivate them in their performance however, little or no scholarly studies have been conducted on the importance of teamwork on the influence of employees of non-governmental agencies such as the compassion international Ghana.

Organizations are drifting away from the traditional approach to work which was specialization and now embracing employees who are flexible,

8

versatile, and ready to work with others to achieve organizational goals better than would have been done individually. This, however, is not easy to achieve as it may lead to coordination problems and rigidities if not handled well. This is so because some people by nature enjoy working alone by their personality traits of introversion. According to Amankwah- Nikoi (2019), the influence and relation of teamwork on employee performance is contextual and how employees will react to working in teams differs in geographical context. With this backdrop, this study seeks to find out how teamwork influences the performance of employees within the non-governmental sector and also within the Ghanaian context.

The lack of a strategy and concept for teamwork in the workplace can result in reduced organizational productivity, efficiency, and creativity. According to Mickan and Rodger (2000) there exists a substantial connection between team success and employee performance. This means the absence of teamwork in this time will affect communication, interpersonal skills, organizational synergy, and performance of employees, which may result in loss of productivity and competitive advantage. Review of prior literature has revealed that very few studies focused on the factors that inhibit employees from working in teams.

Purpose of the Study

The core purpose of this research is to contribute to both academia and practice concerning the knowledge on the impact of teamwork on employees' performance in Compassion International Ghana.

Research Objectives

The study therefore seeks to:

1. Examine the factors of teamwork that enhance employee performance.

2. Examine the effects of teamwork on employees' performance in compassion Ghana.

3. Identify the negative behaviors that inhibit effective team performance among employees at Compassion Ghana.

Research Questions

The current study will answer the following questions:

1. What are some of the factors associated with teamwork that enhance employee performance?

2. What are some of the effects of teamwork on employees' performance in compassion Ghana?

3. What are the negative behaviors that inhibit effective team performance among employees at compassion Ghana?

Significance of the Study

This research will provide valuable knowledge on how firm or organizational teamwork affects the performance of duties by workers. Its results are expected to be of tremendous value to the following stakeholders after the conduct of this study:

In order to foster the idea of employee cohesion and teamwork in most organizations, this study is important for both employers and employees, particularly non-profit organizations, because of its influence on the success and productivity of the organization and staff. The findings from this study will provide a blueprint which will guide managements of Compassion

10

International Ghana on policy formulations that seek to promote effective employee engagements.

The findings of this study will serve as a point of reference for successive researchers who are interested in conducting their research on similar model.

Delimitation of the Study

Major theories used to guide this study included that of the Expectancy Theory and the Resource-based View Theory. The study was conducted at the office of the Compassion International Ghana, in Accra. The descriptive research design approach was used to develop this study. The study used a quantitative research approach. Closed-ended questionnaires were drafted to solicit information from respondents for this study. To limit the effect of social desirability, the research instrument will be designed in a way that is not leading and items will be adopted from reliable sources. In terms of getting the needed representation for the study, the researcher will depend on the use of census to avoid influence on the outcome of the study.

Limitations of the Study

The challenge of staff responding to the research instrument in a manner that will appear socially desirable is a limitation for the study. In addition to this, getting the needed number for a representative study to allow for the generalization of the study's result can limit the applicability of the study. The study was limited to only one organization and that does not allow for diversity. A more detailed examination with a large sample size by selecting more than one organization would have been much helpful. Many other employee performance indicators are not defined in this study. The

relevance of the study was explained to the employees so that they will do their best in answering the research questionnaire. Also, a census sampling was adopted to give every employee the opportunity to participate in the study.

Organization of the Study

The study will comprise of five chapters with each having a unique purpose as far as this research is concerned. The first chapter comprises the introduction to the study. The second chapter will comprise a review of literature in the area of employee performance and teamwork. Both conceptual and empirical papers on the issue of employee performance and teamwork within an organization will be reviewed. The third chapter will deal with the methodology. The fourth chapter of this study will consist of the analysis of data collected from respondents, and a discussion of results obtained. The fifth and final chapter of this study will comprise a summary of findings, conclusions based on these findings, and some recommendations.
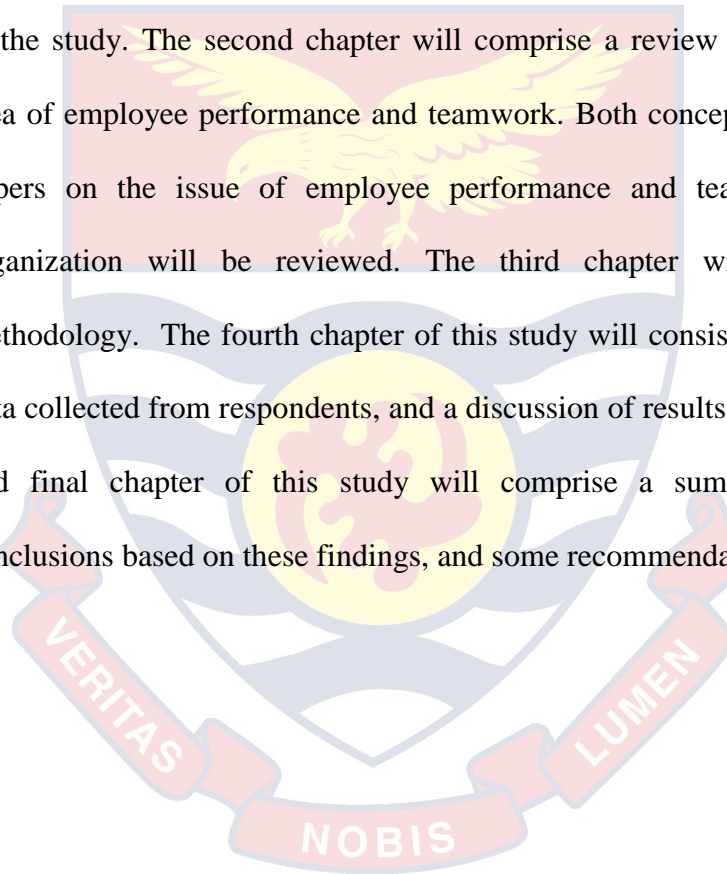
CHAPTER TWO

LITERATURE REVIEW

Introduction

A study of prior, applicable literature is an important characteristic of any academic project, Fisch and Block (2018). A successful evaluation provides a firm basis for information advancement. The study promotes the development of theory with a focus on the target, closes the chapters on areas where a myriad of academic and practical research exists, and exposes areas where serious academic research is needed. This section discusses the theoretical, empirical, and conceptual frameworks that set this study into perspective. The theoretical framework looks at the theories that best explain the relationship between the variables of interest. The empirical framework, on the other hand, discusses what other scholars have done concerning this subject matter while the conceptual framework displays the pictorial connection or linkage that exists between the dependent and the independent variables.

Theoretical Review

The theoretical analysis explains the hypotheses that emphasize this study, which seek to clarify the research question and express the reasons for verification and criticism that have already been published, based on the findings that would be achieved from this study.

The Resource-based View (RBV) Theory

This theory is a contains a list of strategic studies that seek to find the resources that may provide a firm with a competitive edge over rival firms (Alharbi, Jamil, Mahmood & Shaharoun, 2019). According to the RBV

theory, resources a firm has that can provide competitive advantage include brand names, employment of skilled personnel, machinery, etc. The RBV theory posits that resources are important to organizations when they are rare, costly, valuable, costly to imitate, and non-substitutable (Choge, Nambuswa & Makokha, 2018). The RBV posits that increasing the skills and enthusiasm of employees by teamwork would eventually boost the efficiency of employees and organizations (Salman, Ganie, & Saleem, 2020).

According to RBV theory, the linkage between teamwork and employee performance can be described as; Teamwork brings about the combination of a variety of diverse Skills, Attitudes, and Behaviors which in the end influence the performance of the employees. Teamwork practices aimed at providing workers with improved skills have a significant effect on their attitudes: enthusiasm, dedication, and happiness, hence their performance (Ribeiro, Nguyen, Duarte, de Oliveira, & Faustina, 2020). The relevance of this study's theory is to provide a vivid explanation on the various problems associated with teamwork that hinder employee performance. The core theory of this study if propounded and explained well will help improve employee skills and promotes teamwork between employees which has the tendencies in resulting in improved employee performances in an organization. The theory used for this study encourages employees to be each other's helper since every individual is endowed with unique talents and work rate performances. If such practices are followed through, it will lead to the growth of the organization since unity amongst employees usually results in high output (Ribeiro et al., 2020).

Herzberg Two Factor Theory

This theory distinguishes between employee motivation and hygiene factors in work situations (Hur, 2018). The theory posits that satisfaction and motivation within an organization are caused by different factors. The theory further asserts that the elements or factors that cause employee job satisfaction are distinct from those that cause otherwise (Sanjeev & Surya, 2016). According to Herzberg, meeting lower-level needs alone at the workplace can make employees dissatisfied; employee needs are dynamic and thus differ from one individual to the other. However, employees intrinsically are motivated to achieve and thus seek to meet the basic psychological needs that relate recognition and achievements (Odukah, 2016).

Herzberg's theory is quite similar to that of Maslow's though there seem to be a little twist to the two-factor theory. The two-factor theory is of the assertion that all things being equal, job conditions that lead to employee satisfaction can motivate employees to give off their best at work (Lloyd & Mertens, 2018). Herzberg Two- Factor theory proposes that to improve appropriate employee behaviours, managers must identify and attend to both hygiene and satisfaction factors. According to Chiat and Panatik (2019), two main job satisfaction indicators are associated with the Herzberg theory and they are motivators and hygiene factors. Motivators are the factors that cause people to either stay or leave an organization.

On the other hand, dissatisfying factors called the hygiene factors are mainly associated with company policy and management such as salary structure, coordination of work, type of relationships that exist between staff and supervisors and the kind of reward and punishment systems available in

an organization (Mohammed & Handiso, 2018). Hygiene factors also include compensation, job security and working conditions such as opportunities for employees to work in teams. The absence of some working conditions dissatisfies employees but their presence does not motivate employees very much (Shuvro, Saha & Alam, 2020). Most managers of organisations consider many of these factors as motivators but these factors equally qualify as dissatisfiers. Sanjeev and Syrya, (2016), dissatisfiers reduce motivation to zero. For the management of an organization to motivate employees to give of their best and remain in an organization, managers need to properly consider the motivators or growth factors (De Vito, Brown, Bannister, Cianci & Mujtaba, 2018).

Herzberg is of the opinion that the motivators or hygiene factors are important for ensuring fair treatment of employees such as the freedom to express worry or opinion on an organizational policy that affect the performance of employee function (Amzat, Don, Fauzee, Hussin & Raman, 2017). In essence both hygiene and satisfaction factors must be given keen attention by employers if they want the maximum output from their workers (Amzat et al., 2017). In Linking Herzberg's theory to this study, the provision of opportunities for employees to work in teams lead to higher performance. However, if employees do not experience these teamwork opportunities, the employees are unable to learn from each other and this reduces their learning opportunities within the organisation.

Overview of Teamwork

Teamwork is the ability of a group of people working together to work towards a common vision (Tannenbaum, Traylor, Thomas, & Salas, 2021).

16

Teamwork is a fuel that permits everyday people to achieve phenomenal outcomes (Bishara, Al-Azraq, Alazzeh & Durant, 2020). Collective action is mostly regarded as the true ingredient needed in any firm that wants to remain relevant and succeed (Sanyal & Hisam, 2018). Working in groups allows individuals to learn from each other which serve as a source of empowerment to amateurs or new employees who do not possess the relevant skills to succeed on the job (Tannenbaum et. al., 2021). Teamwork allows individuals to cherish how work can be done easily if performed by a group as compared to individual basis (Agarwal & Adjiackor, 2016). The absence of teamwork in an organization delays work processes resulting in costs to most firms. Working in teams also provides a source of motivation to employees to perform with little fatigue (Amankwah- Nikoi, 2019).

According to Sanyal and Hisam (2018) "company's teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control and company's success is scrutinized by top management is to achieve the desired goals". Teamwork as a concept within an organization refers to the combined efforts of individuals with the aim of completing a task through cooperation. Teamwork promotes cohesion among employees which leads to job efficiency and effectiveness (Vesa, 2020). Recent happenings in the world of business as most companies are folding up have led to most scholars diverting attention to research on how teamwork can help in sustaining the production processes of organizations. Hanaysha, (2016) defined teamwork as the coming of like-minded motivated individuals who have an aim of working to achieve a particular goal. Recent study shows that supervisors and managers of firms are assigning

responsibilities to employees in groups in order drum home the need to work as a team (Hanasysha, 2016).

Working in teams ensures cooperation among employees, improvement in individual skills, and enhances the learning capabilities of individuals (Fiscella, Mauksch, Bodenheimer & Salas, 2017). Working as a team is a very important technique for improving the fortunes of an organization's operations as team members learn and develop their skills, expertise, and abilities from each other which affects the organization positively in the long run (Kyazze, 2018). According to Losch (2016), relative to other colleagues, "an employee who works in a team with others is likely to be more effective." It is generally agreed that cooperation is not only the primary basis for effective leadership, but also serves as an important element in improving the performance of an organization (Hanaysha, 2016).

Losch (2016) claimed that teamwork enhances the efficiency of workers and promotes a special type of bond between employees. Teamwork offers employees the ability to discuss issues that affect the performance of their duties, find solutions to problems through collaborative efforts and also discuss new ways of improving on their work performances (Losch, 2016). In addition, the team atmosphere provides workers with willingness to express their knowledge with each other and learn from others, increasing their productivity and overall team success as a result. It is also assumed that the possibility for mutual learning and success would be higher by embracing the cooperation of team members.

Team Structure

According to Zighan (2020), there are different kinds of team structures that organizations develop to meet stated objectives and goals. They are Functional teams and project teams. How a firm or an institution operates has a direct impact on the type of team structure practiced there. Contemporary firms are now setting their office space for workers to be close to each other to share ideas and solve issues.

Functional teams

Some teams such as those found at the backend of of most organizations operate in a silent realm. They usually do not have direct contacts with members of the firm and this makes them less visible (Losch, 2016). These teams are primarily responsible for finance, sales, and marketing and are considered a functional part of the overall organization. Such teams typically operate according to general guidelines and developed by the company's top managers and run almost smoothly.

Project Teams

Project teams are generally distinct from functional teams, on the other hand. They are structured within a given time frame to accomplish specific tasks, achieve specific objectives, or achieve a vision (Navimipour, 2016). Once the goal is achieved, these teams are usually eliminated, and team members return to their normal routine. For instance, a team with a specific project may increase its market share by ten percent to achieve within three segments. Such a team may consist of a marketing manager, an advertising manager, a financial controller, and an operational leader, each collaborating with their knowledge and expertise on a common goal. Sometimes it is too big

19

for any team to achieve a goal, so it has to be broken down into smaller goals and achieved through all the groups within the team matrix (Griffin, Phillips, Gully, Creed, Gribble, &Watson, 2020).

Factors for Effective Teamwork

A study conducted by Nguyen (2020) stated some factors that ensure effective teamwork. The study posited that for teamwork to be effective, the following factors must be appreciated by team members to enhance their performance.

Accountability

Accountability is the obligation to respond to assigned responsibilities. In light of accepted expectations, it is a partnership focused on the duty to prove and take responsibility for the results (Dillard & Vinnari, 2019). The need to balance growing versatility and autonomy with increasing accountability for outcomes, as well as the need for both openness and transparency, will be illustrated by demonstrating output that goes against accepted expectations.

Healthy Conflict

In institutions, the key factor in deciding whether a relationship would be good or healthy, mutually satisfactory or unsatisfactory, pleasant or friendly, romantic, or cold is how the disputes are resolved, not how many arise (Medved, 2017). Conflicts vary from small differences to critical battles that are unimportant. Conflicts of needs, expectations, interests, thoughts, views, and values exist. Intellectually, healthy dispute resolution is easy to understand, but not as simple to apply and use consistently. Once the skills and confidence are established, it becomes easier, though. The bond between

20

team members becomes fatally compromised if intimidation and power are used to win disputes.

Trust amongst Team Members and a Strong Commitment

An important aspect of working in teams is based on effective knowledge sharing among team members. Trust is important for knowledge transfer among team members (Hasnain, 2017). On the other hand, strong commitment is apparent in a team when there is a clear sense of direction and goals, aligning the whole team with common objectives, building the capacity to learn from errors, taking advantage of possibilities, and moving forward (Lippert & Dulewics, 2018). Opportunities without hesitation to step forward (Pennell & Burford, 2017). This prevents team members from making decisions during meetings and failing to reach agreements.

Positive Effects of Teamwork on Employees' Performance

Enhanced Employees' Performance

Organizations that place more emphasis on teamwork result in higher employee performance, higher productivity, and a better work ethic (Akintokunbo & Obomamu, 2018). Maqbool, Sudong, Manzoor, and Rashid (2017) highlighted two key factors, namely the self-management team and the team's skills that improve communication and interaction between team members and improve employee performance. Teamwork is an important aspect of a new kind of work being coordinated. Teamwork in all forms of organizations, including non-profits, is a precise organizational initiative that reflects several different employee activities (Kilian, 2018).

One research study concluded that one who assigns his employee duties as a group or team to maximize employee or employee productivity is a

good manager (Kandavel & Sakthivel, 2018). The primary emphasis for the design and implementation of such systems is ultimately to improve job education (Schroder, Lemille & Desmond, 2020). Teamwork is a technique, according to Amankwah-Nikoi (2019), which has the ability to enhance the efficiency of individuals and organizations. Teamwork does occur, but over time, it needs to be nurtured.

Considering the increasing competitive climate, organizations need to concentrate on performance-enhancing strategies. Top executives require organizations to initiate organizational teamwork exercises, to cultivate knowledge, and to encourage teams to play a key role in decision-making. Jones (2018) stated that teams provide full engagement, challenges, and feelings of achievement. The best employees are attracted and kept by companies of teams (Bhagat, 2017). As a result, a high-performance company can be generated that is scalable, effective, and, most significantly, profitable.

Boosts Employee Productivity

According to Ahtola (2017), by increasing productivity, employees are meant to enhance their work performance so that they can respond to tough and competitive situations. Prasnavidya, Rubini, and Widodo Sunaryo (2020) is convinced that people who work in teams work more effectively, get less stressed, and put more effort into their work. These people are less susceptible to fatigue because their responsibilities are divided and shared among team members which reduces the workload of the individual employees. It allows workers to expand their expertise and knowledge when the workload is decreased, resulting in better efficiency and productivity.

Good Decision-making and Implementation

In response to different challenges and pressures, teamwork has been used by businesses to execute strategic decisions (Soukup et al . , 2018). In the decision-making execution process, the company's attitude towards team representation is critical since an efficient team offers an optimal strategy for an organization to maximize its efficiency. High-performing teams have a strong understanding of the objectives and targets to be accomplished and the confidence that the goals and goals are the hallmarks of real or important outcomes (Sottilare, Burke, Sinatra, Johnston & Salas, 2020). For this reason, the objectives and responsibilities of the team are defined, and team members help in the implementation of organizational goals.

Recognition and Rewards

According to Bhagat, Segovis, and Nelson (2016), the real goals of team members are recognition and rewards. According to Ahtola (2017), teamwork is a collaborative approach that brings potential benefits and harmony. Managers should prepare and design effective incentive programs for their workers and enable them to engage in team initiatives, and they must also set group targets related to the strategic planning, efficiency, and payment methods of the organization. After completing these tasks, managers can reward the team. Regular monitoring of teamwork should be the main focus of all business strategies to ensure that they are effective (De-Vito 2018). The researchers added that teamwork is important and requires careful handling in a collaborative organizational environment. Anderson, Kauff, and Cavadel (2017) argue that in a trusted environment, a productive organizational environment is one in which workers interact, engage, and function. Both

23

reward and perception can provide internal and external stimuli, according to Herzberg (1987).

Negative Team Behaviors that Inhibit Employee Performance

Observing individual team members and tracking disruptive and harmful actions is one of the leader's key responsibilities. If problems occur, team members should be encouraged to collectively recognize and resolve the situation in the team environment. If this fails, the leader must take specific action against the deviant team member (Gordon, Feldman, & Leonard, 2018).

Aggressor

In the team setting, the aggressor criticizes everything said and is in fact an aggressive naysayer. Such people love to intimidate other team members thereby preventing them from coming out with their own unique ideas. If this behavior and role are not checked, the overall motivation of the team and subsequent participation and performance of members will tend to decrease.

Recognition Seeker

Employees who fall under this category desire personal attention and usually want everything to be centered around them. They usually want their opinions to be bought as the right ones during group or team discussions. Such characters mostly prevent other members of the group who possess good ideas to speak. Such people when found in groups reduce the impact of other group members from expressing themselves. Their behaviours hinder the progress of the group or team in totality.

The Devil's Advocate

While a constructive team role is the devil's advocate in the sense of bringing multiple views into the team conversation, when used to obstruct team advancement or consensus, it may become a negative role. The advocate of the devil is simply a naysayer who always views things in a negative manner (Love, Lim & Bednar, 2017).

Employees' Performance

According to Gyan (2019), Employee performance is an act of accomplishing or executing a given organization task. Waiyaki (2017) also describes employee performance as an ongoing mechanism to improve employee performance by synchronizing their actual performance with the desired or specified result (and with the organization's strategic goal) through a variety of tools, such as informal, day-to-day and formal / systematic assessment, standard-setting, evaluation and analysis. Job performance can be characterized as the value of the collection of behaviors of employees that contribute to the achievement of the organizational objective (Gyan, 2019).

Wilcher (2018) posited that the performance of an employee is dependent on three reasons i.e. motivation, work environment, and ability to do work. Wilcher added that these three reasons are also dynamically related and dependent on one another. Overall, performance is seen as the desire to skillfully integrate the right actions to accomplish organizational goals and objectives. Numerous issues have been found to improve performance in organizations. In examining how the workplace environment impacts employee morale, for example, Dobre, Stanila & Brad (2015) discovered that productivity and job performance are both important. He argued from another

25

point that if the workplace setting is not liked by the employees, they are not motivated, their performances are not improved, or they are below standard. Other workplace challenges include poorly structured work schedules, inadequate authorities or obligations, lack of respect, and lack of personal opportunities for decision-making are all critical factors that have an effect on employee performance (Akinyomi, 2016). Overall, people working in poor environments are not satisfied, and they feel stressed out and that negatively impacts how they perform at the workplace.

Improving employee performance is one of the most important goals of most organizations. This is because a high level of job productivity provides various benefits to the organization and its employees. For example, increased employee performance and productivity lead to favorable economic growth, greater profitability, and better social development (Hanaysha, 2016). Organizations, by improving the performance of employees, maximize the organization's competitive advantage through cost savings and better-quality production (Cooke, Wood, Wang & Veen, 2019). With all these benefits, organizations' ability to improve employees' performance is very essential. Therefore, it is important to look at its precedent to ensure the organization's survival and long-term success. One of the biggest challenges facing most organizations today is improving employee performance (Pradhan & Jena, 2017). Employee performance is a measure of the productivity of a worker or group of workers. Employee performance is a factor that directly affects a company's profits (Al Mamun & Hasan, 2017)

Teamwork and Employee Performance

The effect of working in teams on employee output has been the subject of much research in recent years by academics and professionals (Pradhan & Jena, 2017). The key explanation for this emphasis is the assumption that teams can affect the success of workers and the company. In achieving organizational objectives and increasing performance among subordinates, some researchers consider teamwork to be especially significant. There are many explanations why a relationship between teamwork and success can occur. Teamwork is the principle of individuals working together, such as in the sales team, sports team, etc. Teamwork has since become so necessary that unique assessments have been developed by many large organizations to assess the teamwork capacity of potential workers (Bashan & Holsblat, 2017).

Many organizations have used "teamwork" in one sense or another to achieve organizational goals. "It is rare to hear of management teams, development teams, support teams or even whole companies called teams, which means that many organizations are now moving towards a team-based approach to work." To maximize employee performance, companies operate in teams. Employers emphasize the importance of employees working as a team and promote employees who can work this way (Pradhan & Jena, 2017). Pidomson (2016) stated that teams are replacing individuals as the organization's building blocks. Most Ghanaian businesses have selected team-based ventures and have given more recognition to teams than to people. Not only are businesses searching for technological expertise, but also people who can work as a team to solve problems.

The influence of teamwork on employee productivity has been the focus of many studies carried out by scientists and practitioners in recent years (Sanyal & Hisam, 2018). The reason for this focus is that the practical concept of collaboration has a profound impact on the productivity of a company and its employees. Teamwork has been identified and discussed by some researchers as an essential professional skill required to realize and achieve an organization's vision, goals, plans, and objectives and to increase and improve employee productivity. Several reasons illustrate and emphasize the relationship between group work and quality output. Jones and Giordano (2020) argued that "understanding the effects of teamwork on productivity is important, as teamwork is viewed by some researchers as one of the main drivers for improving employee performance." When working on a team, team members gain abilities, talents, and skills (Alqahtani, 2020). Researchers and experts say that effective behaviors and principles of teamwork can boost the morale and efficiency of workers and strengthen their ability to overcome disputes and face immediate and sudden job challenges.

Teamwork can be defined specifically as a group of individuals who work together to accomplish a particular task or objective (Lacerenza, et al., 2018). This skill has come to be appreciated because many large organizations have developed special tests to determine the ability of their employees to work as a team. Therefore, the ability to work in a team has become an important skill that every employee must have to be hired. "During the creation and growth of human society, the idea or definition of teams was applied several centuries ago, making it a very valuable and significant concept in every professional process and development process. In all forms of

organizations, including non-profits (Ozigbo, Idegbesor, Ngige & Nwakoby, 2020), teamwork is a precise organizational measure that exhibits several different characteristics." Nankabirwa (2017) stated that teams provide greater commitment and a sense of achievement. In their work, some organizations have started to apply the team approach to maintain their workers ' efficiency and stress the importance of working together as a whole to accomplish the organization's priorities and goals in the best possible way. Team strategy refers to the basic method by which members of an organization work as a team to perform the required tasks (Bateson, 2017). "As a result of these workplace techniques, the value of teamwork and its ability to build a better work atmosphere for employees and improve innovation, efficiency and overall success are taught by managers in such organizations."

Pallegrino (2017), reported that teams are transforming people into the organization's basic building blocks. In this century, as an important educational principle in classrooms, teamwork skills are taught so that students learn effective techniques as part of their educational process to develop technical team skills. Conflict resolution, such as business skills, collaboration, and positive communication skills, is defined by managers as a key requirement of the work environment (Walker & Lloyd-Walker, 2019).

Effect of Team Members Abilities on Employee Performance

A team's performance depends on its members' experience, abilities, and skills. A team's success is not necessarily the sum of its members' capabilities. However, the criteria for what participants should do and how well they operate inside the team are set by these attributes (Joubert & Swart, 2019). A team needs three different types of skills to work effectively,

according to Joubert and Swart (2019). Teams need individuals with professional expertise first. Second, individuals with problem-solving and decision-making abilities are expected to identify concerns, establish alternatives, analyze those alternatives, and make informed decisions. Teams eventually need improved listening, feedback, dispute resolution, and other interpersonal skills, Jones et al (2020). Jones et al (2020) observed that without improving all three ability forms, no team can achieve their productive potential. The study also concluded that research on team members' abilities has revealed some interesting insights into team composition and performance, including the need to distribute workloads equally, the ability to align previous knowledge to meet new hierarchies, and the ability to team up to the task.

Team's Esprit De Corps and Employee Performance

The emotional attachment employees feel regarding the group is Esprit de corps. It is also known as team spirit, in which workers within the company share their problems (Omar, Arbab & Abdulrahman, 2018). "They found that the team is made up of people who depend on each other to achieve the team's goal and that the team's spirit is made up of the feelings, beliefs, and values of the group members (Joubert & Swart, 2019)." Furthermore, team spirit in the organization is the key to success in achieving the team's common goal (Dulebohn, 2017).

Team Trust and Employee Performance

Effective team members trust each other and trust their leaders. Mutual trust between team members enhances collaboration (Liu, Cui, Zheng, Song & Li, 2019). Confidence in team members comes when team members develop confidence in their ability. The trust creates a behavioral foundation for

teamwork, which enhances organizational synergy and employee productivity. It is the duty of individuals, in their opinion, to create trust within the organization. Organizations are responsible for establishing a cooperative and trustworthy atmosphere for synergistic teamwork. Barnett, Martin, and Garza (2019) asserted that to advance organizational principles, organizations need to convert confidence actions into a performance evaluation framework.

As Bateson (2017) points out, because there is cooperation and unity among the members, high-performance teams exist in the organization. Many of the parameters for assessing team performance are the elimination of mistakes, quality results, improved efficiency, and customer satisfaction (Orzes, Jia, Sartor & Nassimbeni, 2017). Bateson (2017) concluded that only when they are secure in the core value of team culture and cooperation be generated between team members, since teamwork provides an atmosphere for team members to address errors, accept criticism, and share their feelings openly on any topic.

Effect of Recognition and Rewards on Employee Performance

Robbins (2020) emphasized that reward systems should encourage collaborative rather than competitive efforts. Robbins (2020) argued that people should be given promotions, pay raises, and other forms of awareness about their effectiveness as members of the joint team. The study noted that it does not mean that individual contributions are ignored, but rather that it is proportional to disinterested contributions to the team. "Training new colleagues, sharing knowledge with teammates, helping to overcome team disputes, and new skills that the team wants but lacks are examples of activities that should be rewarded." In a related development, (Arrahtu, 2018)

31

observes that awareness and reward are the main focus of people working on the team. He reiterated that perceptual managers are well aware of the benefits to the team. As Rabey (2016) pointed out, rewards and perceptions can provide both essential and nonessential motivations. However, he argued that external compensation is an important factor in providing positive movement for employees. Managers must plan and design appropriate compensation systems and encourage employees to participate in team arrangements to achieve effective performance Bateson (2017).

Empirical Review

A body of literature has shown that there are several employee development initiatives implemented at various organizations and these programs influence the beliefs, attitudes, and performance of employees. Efforts are made by most organizations to increase the rate of engaging in employee development activities such as teamwork with arguments that, Employees in the first place provide the organization with a competitive advantage.

A study conducted by Amankwah-Nikoi (2019) to examine the role of teamwork in enhancing employee performance. The purpose of the study was to consider the variables associated with teamwork. A quantitative approach for analysis was used in the study. The convenience sampling technique was used to select lower-level workers, while MTN Ghana managers were selected using a purposeful sampling technique. In data collection for the analysis, a self-structured questionnaire was employed. The results of the study revealed that the factors associated with teamwork that enhance employee performance are confidence, willingness to engage in discussion about ideas, team members

are seen as unique individuals, effective leadership, support for members, acceptance of vision and mission, diversity of teams in culture, talent and personalities, clear and open communication, shared experiences and practices.

To determine the effect of teamwork on employee efficiency, Salman and Hassan (2016) conducted a report. The descriptive and explanatory research design was adopted by the researchers. Using a survey questionnaire containing 35 items with a Likert Scale, the research further used cross-sectional survey methods. The research used descriptive methods and regression to use a sample of 107 workers from an entertainment company in Kuala Lumpur, Malaysia. The study showed that there is a significant positive relationship between teamwork and employee performance.

Abdulle and Aydintan (2019) also investigated the effect of Teamwork on Employee Performance in some selected private banks in Mogadishu-Somalia. The study adopted a descriptive research design. 500 respondents with a sample size of 222 employees working at the selected private banks of the study were the target population of the study. Using a systematic survey as the study's research instrument, the research data was collected. Using model summary, variance analysis (ANOVA), determination coefficient, and regression coefficients, the research data were analyzed to assess the impact of teamwork on employee performance in the study. The study found that all the study's teamwork measures that were trust, cohesion, team spirit, and knowledge sharing among team members had a positive and significant impact on the study's selected private banks' employee performance in Mogadishu-Somalia.

Amankwah-Nikoi (2019) in her study to examine the role of teamwork in enhancing organizational performance found negative behaviors that inhibit effective team performance. The purpose of the analysis was to consider the variables associated with teamwork. The study used a quantitative research methodology. The convenience sampling technique was used to select lower-level workers, while MTN Ghana managers were selected using a purposive sampling technique. A self- structured questionnaire was employed in data collection for the study. The study revealed that negative behaviors such as resistance to change, lack of team leadership and management and personal agendas are the negative behaviors that inhibit effective team performance.

Conceptual Framework

According to Todd (2018), a conceptual framework is referred to as a map or guide that holds the variables of interest in the research process together. The conceptual framework of this study reflects the objectives set for the study. The framework shows that Teamwork influences the performance of the employees. The framework also shows that the ability of employees to work effectively in teams is influenced by some challenges. The conceptual framework is shown in figure one.
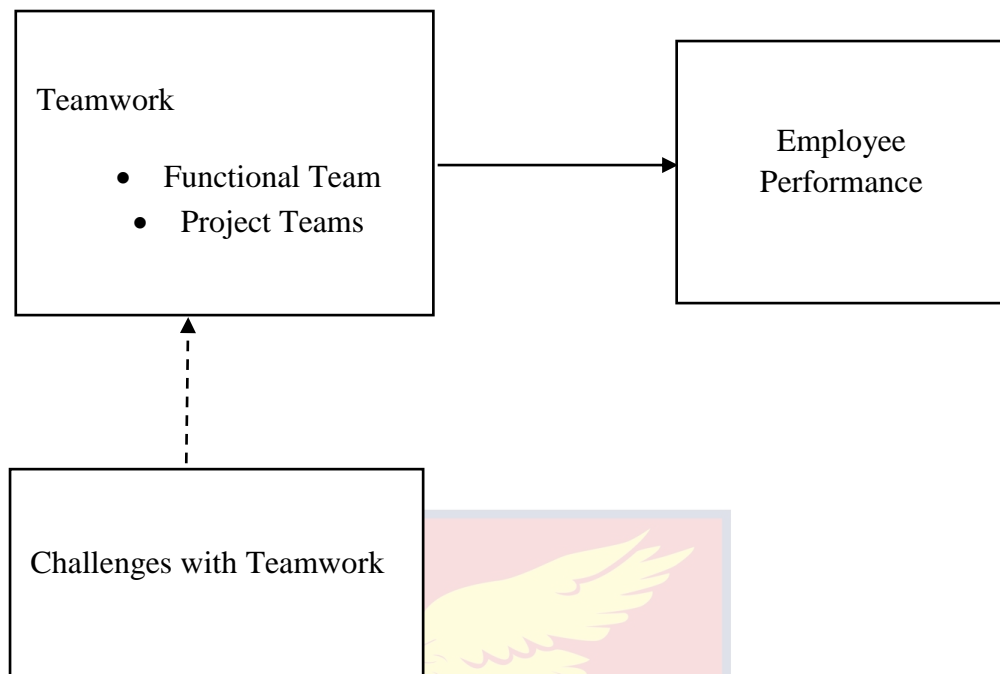
Figure 1: The conceptual framework
Source: Nartey, (2020)

Based on figure 1, Teams within various organizations can be either functional teams or project teams. This study will employ these aspects in determining the effect of Teamwork on employee performance at Compassion International Ghana. The conceptualization based on the model, therefore, hypothesizes that employee performance is influenced by the implementation of Teamwork. The framework provides a conceptualization of the relationship between aspects of Teamwork and employees' performance.

The conceptualization is not a construct on its own but measuring items of employees' performance through effective implementation of teamwork. The framework shows that based on the approaches to implementing effective teamwork, employees may be motivated about their job and there will be improved employee performance. As it is perceived that if an employee is motivated, he or she will continue with a task until it is fulfilled (Velten & Lashley, 2018). The framework also brings to light that

35

some employees face some challenges in the process of working in teams. Some organizations may lack the commitment and involvement from team members needed to enhance the implementation of teamwork. The framework of this study notes that effective implementation of Teamwork can be the reason for which employees at Compassion International Ghana's performance will be improved.

Chapter Summary

In sum, the above review showed that effective teamwork can be implemented to ensure that employees' performance is enhanced within an organization. The chapter reviewed the RBV theory and the Expectancy theory since most employees preferred and were motivated to work in organizations where opportunities to advance their growth and access to information are enhanced. The empirical studies demonstrated that workers value the need to be offered opportunities to develop to increase motivation and as such increased performance. Even though the review shows that effective implementation of teamwork and employee performance are positively correlated, this study sought to find out if some of these claims are valid for this study area since the implementation of effective teamwork and employee performance is based on context. The current study includes the results reported; antecedents used and suggestions made by these researchers to expand the literature in a Ghanaian context on the effective implementation of teamwork and performance of employees.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter talks about the methodology used in the study; the primary data collection, analysis, and presentation used to solicit answers to the research question. Specifically, the chapter covers main thematic areas such as research design, population, sampling and sampling techniques, research method, research field, instrument, process of data collection, validity and reliability, and analysis of data. The individual sub-topics come together to form the research methodology of the study.

Research Design

According to Mugenda & Mugenda (2003) and Ooko (2015), based on the purpose of a study, research design can be grouped under three broad headings; namely, exploratory, descriptive, and explanatory designs. Leedy & Omrod, (2010) explained research design as a set of guidelines and instructions to be followed in answering a research question. Research design is a blueprint that illustrates the data processes or methods that the researcher would use to achieve the study's goals (Zikmund 2000). This is because the researcher intended to describe systematic facts and figures of a given population or area of interest factually and accurately and attempted to discover the relationships of variables with each other (Arnold & Randall et al, 2010).

In addition, surveys should not interfere or monitor certain incidents in naturally occurring occurrences (Arnold & Randall 2010). In addition, the use of this design helped to quantify these magnitudes in the general population in

the measurement of people's knowledge, attitudes, desires, and happiness (Kotler & Keller, 2013). A more accurate image of events at a point in time is given by the design. Fraenkel and Wallen (2013) continued that one major benefit of the nature of the descriptive survey is that it has the opportunity to provide us with a lot of data collected from a reasonably wide sample of people. However, Creswell (2014) claims that a descriptive analysis requires measuring, classifying, evaluating, comparing, and interpreting data. A descriptive analysis identifies and defines the problem, selects data collection instruments, explains, analyses, and interprets the data, according to Creswell (2014).

Research Approach

The research approach adopted in a study is very significant to select an appropriate study method to get more valid statistical results at the end of the study. The research approach for any study can be any of these three approaches such as quantitative, qualitative, or mixed method. Scholars argue that the approaches in studying human behavior such as physical occurrences and aspects of natural social sciences can be quantified if their attributes are studied over a long period of time (Deci, & Ryan, 2008). Plonsky (2017) assume that the postulated that the knowledge in terms of validity and scope supporting a quantitative idea or theme asserts that there are social facts that can be quantified.

The current study, therefore, employed the use of the quantitative analyses approach due to the voluminous primary data to be collected and analyzed. According to Mugenda and Mugenda (2003) and Plonsky (2017), the approach allows the collection of quantitative data from a sizeable

population economically and allows the researcher to use various forms of data.

This method has been used since surveys and questionnaires make it possible for the numerical analysis of information to be collected (Babbie, 2010). In quantitative analysis, numerical data is obtained and analyzed and statistical text is applied (Sarantakos, 2013). "Quantitative approaches are often defined as believing that, irrespective of human experience, there is a single" reality "that exists (Lincoln & Guba, 1985). It was also found that predictive, explanatory, and reinforcing results from quantitative studies can be found (Williams, 2011).

Study Organization

The study was conducted in Compassion International Ghana. Compassion's work in Ghana began in 2005 with seven (7) Frontline Church Partners and one thousand (1,000) registered children. Compassion International is a non-governmental organization that undertakes holistic Child & Youth Sponsorship Programs to break the generational cycle of poverty through a long-term, wholistic-approach to child development. The Child and Youth Sponsorship Programs allow a sponsor to invest in the life of a young person (aged 0-22 years). The organization has modules that address their spiritual, socio-emotional, physical, and economic needs. Compassion has grown exponentially over the last two decades, sponsoring over 2 million children and youth globally, as of January 2020.

Compassion International Ghana partners with 360 churches in Ghana and sponsors almost ninety thousand (90,000) children across 9 regions of Ghana as of January 2020. Compassion's holistic child development model

has three key distinctiveness, commonly referred to as "The 3 C's." Christ-centered; Every child has an opportunity in an age-appropriate and culturally meaningful way to hear the Gospel. Child-focused; We handle children as we would like our children to be handled by engaging each child as a full individual.

Compassion partners mainly with the local church, to ensure that each child is known, loved and protected. Thus, the ministry core values of excellence, stewardship, dignity, and integrity. Compassion targets children because they are vulnerable, have a great influence on their families, communities, and the nation at large.

Compassion International Ghana is best for the study because the employees usually work in teams in achieving organizational objectives. It also has an adequate representation of the target population where the sampling frame can easily be drawn, as well as the sample size for the study. Furthermore, Compassion was selected as the study area because they have relatively different teams. The population comprises senior managers, supervisors, human resource directors and specialists, partnership facilitators, training specialists, health specialist among other lover level staff, which is not likely to be biased towards a group of individuals but will capture a wide range. There is also a good prospect of easy access to data on the participants in the selected organization concerning time, cost, and response rate.

Population

According to Leedy and Ormrod, the (2010) population is the target community that the investigator is involved in collecting and concluding information about. The number of workers available according to the HR

manager was the entire Compassion international Ghana staff of 54 males and 30 females. The population comprises senior managers, supervisors, human resource directors and specialists, partnership facilitators, training specialists, health specialists among other lower-level staff. This target population has been chosen because they are available and have expertise working in teams. The population was made up of people with different educational backgrounds ages, sex, and status in the organization.

Sample and Sampling Technique

According to the sampling of Malhotra, Birks, and Wills (2013), the method of selecting a representative few or units from a larger community or population is used as a basis for estimating such group or population characteristics or elements. Creswell, (2014) also held a similar opinion when it was concluded that the sampling deals with the collection of selected respondents in a way that is as good as possible for the overall population.

In this study, the census method was used. The Census method obtains data from every member of the population. So, all 84 employees were used for the study. The use of the census has many benefits, according to Shannon and Bradshaw (2002), the first of which is that everybody has an opportunity to participate. Many workers will also choose not to participate, but at least the chance to do so is provided. Secondly, accuracy issues are reduced and it is capable of generating representative results when properly performed, while census surveys aim to increase feelings of safety surrounding the accuracy of the results. Finally, since it involves all people, it is easier to manage.

Research Instrument

The study used primary data for statistical analysis. The data collection instrument that was used for the study's data collection was a structured close-ended self-administered questionnaire. This is very convenient in social science research (Arnold & Randall 2010). A questionnaire is a structured collection of questions from respondents to collect knowledge (Malhotra, et al., 2013). The questionnaire comprises close-ended questions that were used by the respondents to collect data.

Based on the study's particular research goals, the questionnaire was developed. A list of actions, attributes, or other entities investigated by the researcher and Likert scale, which is more useful when behavior, attitude, or other phenomena of interest need to be assessed in a continuum (Leedy & Ormrod, 2010), are the close-ended things included in the checklist. On a five-point Likert scale, the opinions of the respondents were calculated.

After an exhaustive analysis of the literature on the basic objectives of the research, this instrument was chosen. Malhotra, Birks, and Wills, (2013) said that if factual information is required from a large number of people, the use of a questionnaire is a realistic way forward. Based on the literature review, the nature of the questionnaire was determined. Most of the questions used were adapted and updated from previous research and were tested in the previous study by the author; thus, for this study, they are relevant questions (Abanga, 2011; Amankwah-Nikoi, 2019; Fagerholm, et. al 2015)

Generally, Williams (2011) argues that the use of questionnaires rather than interview methods has distinct advantages. One such benefit is that it is less costly and easier to conduct questionnaires than a personal interview. Five

42

subdivisions were made up of the questionnaire. The basic goals of this analysis were in accordance with these subdivisions. Section 'A' protected the respondents ' personal data with 5 items in all. Section "B" also describes the teamwork factors that boost employee efficiency with 9 things adapted from Amankwah-Nikoi, (2019). Whilst the study's teamwork was also assessed using a scale developed by Amankwah-Nikoi and had 8 items in section "C". Section "D" also tests employee efficiency with 8 items using an Abanga scale (2011), while Section "E" deals with negative attitudes that impede successful team performance with 5 items (Fagerholm, et. al 2015).

Reliability and Validity

When assessing an instrument to collect correct information from the respondents, reliability and validity are major modules which are of essence in research. According to Robson (2002), opines that the level of accuracy and trust that the instrument used for the gathering and analyzing of data possesses is referred to as reliability. According to Robson (2002), there are three main limitations according to the reliability of data collection which are a subject or participant error, bias, and observer error. Saunders and Lewis (2012) indicated that the internal consistency of a measuring instrument involves comparing the replies and reactions gotten from the field with each other to determine if they are of standard. For internal consistency, Cronbach's Alpha was reported at 0.896. Since all the Alpha values of Cronbach are above 0.7, provided the selected sample size, the scale can be assumed to be accurate (Pallant, 2005). The reliability score for the study's individual constructs is summarized in Table 1.

Table 1: Reliability Results

No	Scale/constructs	Cronbach's Alpha	No of Items
1	**Factors Associated with Teamwork**	0.903	9
3	**Teamwork**	0.925	8
4	**Employees' Performance**	0.830	8
5	**Challenges**	0.880	5

Source: Field survey (2020)

Internal consistency of the instrument was computed, and it was discovered that the overall scale had Cronbach's Alpha value of 0.869 (with 30 items) which means the instrument was statistically reliable because it exceeded the minimum cut-off point of 0.7. Again, a Cronbach's Alpha of 0.903 was obtained for the factors associated with the teamwork of the study (with 9 items). This value was greater than the minimum threshold laid down by Cronbach (as cited in Pallant, 2005) hence the construct is deemed reliable. Regarding teamwork, it was discovered that a Cronbach's Alpha of 0.925 (8 items) was given for the construct while employees' performance and challenges were 0.830 And 0.880 respectively and therefore it was concluded that the construct is highly reliable since the Alpha value obtained was more than the 0.7 cut off point proposed by Pallant (2005).

In the other hand, the validity of an instrument refers to how well the term is expected to be measured by an instrument (Saunders et al., 2009). The researcher evaluated other related literature such as (Amankwah-Nikoi, 2019; Abanga scale 2011; Fagerholm, et. al 2015) to ensure the validity of the questionnaires and that the literature endorsed the design of the instrument.

44

Data Collection Procedure

Due to issues relating to Covid-19 protocols, all respondents were called via phone and different time schedules were given to them so as to adhere to the social distance protocols. So the questionnaires were handed to them on different days and at different times. To all participants, the purpose of the study was clarified. A questionnaire and a brief history of the research were given to each researcher. The respondents were given 84 questionnaires in all. 76 respondents completely provided the necessary information correctly, leading to a 90 percent response rate being reported.

Ethical Considerations

Ethical values in research, according to Creswell (2014), imply that research participants and respondents must be covered, have trust in their answer and engagement, advocate for research excellence, guide against irregularities or wrongdoing that may repeat on organizations, and deal with predicaments that continue to reappear throughout the study. The researcher provided introductory information to assure the respondents that their responses would be kept confidential and information would be used only for the purpose for which they were collected. The employees were made to answer the questionnaire on their own volition and had the right to avoid answering questions that they were not comfortable with.

Summary

This section provided information relating to how the primary data was gathered, analyzed, and presented for managerial insights to be drawn from such findings. The section also touched on some key methodological issues

such as the research design adopted, the specific research approach used,

sampling technique, and data processing and analytical techniques.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents an analysis of data on effects of teamwork on employees' performance in Compassion International Ghana. This chapter focuses on the key research goals as outlined in chapter One, in accordance with the main research objective. The first section discusses the Response rate, factor analysis for each construct in the study, demographic background of respondents; however, the second section discusses results according to the research questions guiding this study:

1. What are the factors associated with teamwork that enhance employee' performance?

2. What are the effects of teamwork on employees' performance in compassion Ghana?

3. What are the negative behaviors that inhibit effective team performance among employees at compassion Ghana?

Response Rate

Data was collected from all employees of the Compassion international Ghana. The population size was 84 staffs and for proper representation, the same number was used for the sample size. This implies that a total of eighty-four questionnaires were released, out of which 76 were completed and returned, reflecting a 90% response rate. This response rate was considered satisfactory on the basis of the assertion made by Mugenda and Mugenda (2008) that a response rate of 50% is satisfactory enough for quantitative analysis. The success rate in this research may be due to the researcher 's self-

47

administration of the questionnaires from which the expected respondents from the different district offices were pre-notified on the actual date prior to the collection of data. The response rate is represented in Table 2 below.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	76	90
Non- Returned	8	10
Total	84	100

Source: Field survey (2020)

Descriptive Results for Socio-Demographic Characteristics

This information of the respondents afforded the researcher the opportunity to have an idea on the backgrounds of the would-be respondents. Such information aided the researcher in knowing how the backgrounds of the respondents affect the kind of responses they provide. Below is a summary of the answers gathered from the background of respondents as represented in Table 3.

Table 3: Demographic Features of Respondents

Background characteristics		Frequency	Percent
Gender	Male	50	65.8
	Female	26	34.2
Age of Respondents	21 - 30 years	4	5.3
	31 - 40 years	35	46.1
	41 –50 years	28	36.8
	51 – 60 years	9	11.8
	Above 60 years	0	0

Table 3 continued

Highest Education level			
	Postgraduate Degree	46	60.5
	First Degree	23	30.3
	HND	4	5.3
	SHS	0	0
	Professional certificates	3	3.9
Which department you belong to?			
	Management	2	2.6
	Partnership	32	42.1
	Program Support	27	35.5
	Business	2	2.6
	Support	7	9.2
	Cross Functionals	6	7.9
How long have you been working for this organization?	less than 1 year	7	9.2
	1-5 years	26	34.2
	6-10 years	22	28.9
	More than 10 years	21	27.7
	Total	**76**	**100**

Source: Field survey, (2020)

The demographic features of the respondents from Table 6 indicates that 50 staffs out of the total 76 were males, representing a total of 65.8% of the study sample, whiles the remaining 26 were females representing a total of 34.2%. The figure represents a male dominated industry as is always common, but the is no cultural explanation or justification for the small number of female employees. Another interesting result is with respect to the age of respondents. In respect to age, the study revealed that workers between 31-40

49

years with a percentage of 46.1%, followed by those between the ages of 41-50 years (36.8%) followed by those between the ages of 51-60, representing 9% while those who fell in the age groups 21-30 constituted 19%. None of the staff was above 60 years. What can be derived from the respondents ' demographic characteristics of this era is that the survey could be considered all-inclusive in the first place, as it captured the views of different age groups within Compassion International Ghana.

Furthermore, one can argue that the fact that the majority of the respondents was between the ages of 31-40 shows that the institution has great potentials of highly skilled and talented workers who could stay Compassion International Ghana for a bit longer in order to acquaint themselves with enough information as they carry out their activities. Thus, the succession planning of the management of the Compassion international Ghana could be relatively easier as these employees could commit themselves to the mission and vision of the company. This assertion is true considering a study by Berry, (2010), which demonstrates that age is a factor that can contribute in keeping employees on the job and reducing turnover intention.

Another demographic result is the highest education level of the respondents. When it comes to educational level, those who were the majority were those with the Postgraduate degree 46 (60.5%), followed by those with First degree 23 (30.3%) and those with HND Certificate 4 (5.3%) while those with a Professional Certificates, 3 (3.9%) while none had the SHS certificate. This finding is not surprising considering the fact that this is a globally accredited organization which prides itself with good quality services and as

such those with good qualification and are determined to stay with the institution for a long time and gain experience from the institution.

The demography on the department each respondent belongs to; indicates that a majority of the staffs, that is 32 out of the total 76, were in Partnership (42.1%), 27 belong to Program support representing (35.5%), 2 belonged to Management representing 2.6%, 7 were in the Support department (9.2), 2 respondents were in the business department and finally 6 respondents was in the cross functionals department. Also, regarding the demography on how long respondents have been working in the organization, majority that is, those who have worked for 1-5 years were 26 (34.2%), this was followed by those who had worked for a period of 6-10years, 22 (26.9%). Those who had worked for more than 10 years were 21 representing 27.7% and those with the least were those 7who have worked for less than a year 2(9.2%). This confirms the earlier finding that indicated the majority of the respondents were active labor forces who are determined to commit themselves and stay with Compassion International Ghana.

Table 4: Factors Associated with Team Work Construct

Statements	Mean	Std. Deviation	Item Loading
Team members are ready to participate in discussion around ideas	3.76	1.057	.563
Team members are seen as distinct people	3.84	.925	.871
The proactive leadership group will have group members who are keenly involved in the work process	3.86	.875	.716

Table 4 Continued

Team fellows are willing to consult among themselves to guarantee growth and eliminate impediments to improvement.	3.93	.943	.728
The aims of the team are established and known by all members of the team	3.99	.721	.515
The teams possess different skills and talents and come from different culture backgrounds	4.00	.909	.763
Communication among team members leads to effective teamwork	4.18	.812	.852
improved teamwork is established through shared experiences and practices	4.18	.905	.772
There is an improvement of skills among employees in achieving personal goals	4.20	.817	.687
Overall mean	3.9933	0.884889	
"Total Variance Explained"		52.859%	
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		0.903	
"Bartlett's Test of Sphericity (sig value)"		0.000	

Source: Field survey (2020)

Teamwork Construct

Table 4 below the Bartlett Sphericity Test with p<0.05 shows that the items will form a teamwork construct since they have some form of a linear relationship. The sample size was satisfactory for factor analysis because "the sampling adequacy measure of Kaiser-Meyer - Olkin was 0.897 with a total variance clarified of 61.243 percent containing the total variance accounted for by all factors" (Williams, Onsman & Brown, 2010). The sample size was satisfactory. Eight items well extracted for the Teamwork construct with an overall mean of 3.9925. The mean figure shows how the respondents agree with the statements in the Table 4.

Table 5: Teamwork Construct

Statements	Mean	Std. Deviation	Item Loading
Workload is being completed within a short time	3.91	.882	.735
All team members have specific roles and executes them perfectly	4.08	.845	.820
All teams are poised to accomplish their assigned missions within the time frame	4.03	.832	.719
All teams are assigned with unique responsibilities	3.88	.938	.709
There is a positive relation between teamwork and employee performance	4.07	.943	.831
Teams ensure the judicious use of limited organizational resources	3.88	1.019	.840
Teamwork brings about a pool of individual skills	4.05	1.044	.815
Teamwork enhances the efficiencies of employees.	4.04	.774	.774
Overall mean	3.9925	0.909625	
"Total Variance Explained"		61.143%	
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		0.897	
"Bartlett's Test of Sphericity (sig value)"		0.000	

Source: Field survey Nartey, (2020)

Employee Performance Construct

The sample size was satisfactory for factor analysis because "the sampling adequacy measure of Kaiser-Meyer - Olkin was 0.766 with a total variance clarified of 53.565 percent containing the total variance accounted for by all factors" (Williams, Onsman & Brown, 2010). The sample size was

satisfactory. This shows that there was an overall agreement among respondents concerning the statement in Table 4.

Table 6: Employee Performance Construct

Statements	Mean	Std. Deviation	Item Loading
I always finish work according to the target of my company	3.87	.718	.585
I always finish my work according to my company's quality standards.	4.000	.6733	.577
I am always on time in starting work.	3.57	.929	.689
I always finish work on time.	3.75	.785	.733
I always do good cooperation with colleagues.	4.08	.762	.862
Teamwork encourages employees to broaden their skills and knowledge	4.08	.845	.700
Work pressure is evenly distributed among team members.	3.43	.971	.311
All members of the team have an equal opportunity for participation to develop confidence and skills.	3.79	.884	.684
Overall mean	3.82125	0.8209125	
"Total Variance Explained"		43.565 %	
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		0.766	
"Bartlett's Test of Sphericity (sig value)"		0.000	

Source: Field survey (2020)

Challenges Inhibiting Employee Performance

The sample size was satisfactory to conduct factor analysis as "the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.794 with a total variance explained of 59.814% which contains the total variance accounted for by all factor" (Hair et al., 2016). Using a five-point Likert scale to measure

54

Negative behaviors that inhibit effective team performance. "ranging from 1- Least. level of agreement to 5- Highest level of agreement. five items well extracted for the construct with an overall mean of 2.324 indicates that the respondents disagree with the statements in Table 6. A standard deviation of 1.1552 shows that the responds are far away from the mean. These items are suitable for further analysis.

Table 7: Negative Behaviors that Inhibit Effective Team Performance

Statements	Mean	Std. Deviation	Item Loading
Our company lacks the resources to let the employees work in teams	2.18	1.241	.874
There are inadequate job boundaries and employees' responsibilities are not clearly defined.	2.26	1.147	.779
Approach to teamwork is highly informal here and not practical	2.09	1.098	.673
There is a poor communication network among interdependent organizational members	2.41	1.168	.816
There are a lot of personality clashes in teams.	2.68	1.122	.708
Overall mean	2.324	1.1552	
"Total Variance Explained"		59.814%	
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		0.794	
"Bartlett's Test of Sphericity (sig value)"		0.000	

Source: Field survey, (2020)

Findings of the Research Questions

The remaining section discusses the research question in a chronological manner.

Research Question One: What are the Factors Associated with Teamwork that Enhances Employee Performance?

In answering the first research question, nine different question were asked, and the respondents were supposed to show their level of agreement with 1 as the least of agreement and 5 as the highest form of agreement. The results from the study are recorded in the Table 8.

Table 8: Factors Associated with Teamwork

	Mean	Std. Deviation
Team members are ready to participate in discussion around ideas	3.76	1.057
Team fellows are willing to consult among themselves to guarantee growth and eliminate impediments to improvement.	3.84	.925
The aims of the team are established and known by all members of the team	3.86	.875
Team members are seen as distinct people	3.93	.943
There is an improvement of skills among employees in achieving personal goals	3.99	.721
Improved teamwork is established through shared experiences and practices	4.00	.909
The proactive and efficient leadership group will have group members who are keenly involved in the work process	4.18	.812
Communication among team members leads to effective teamwork	4.18	.905
The teams possess different skills and talents and come from different culture backgrounds	4.20	.817

Source: Field survey (2020)

In interpreting the mean results from Table 8, this study relies on the classification of mean by Awang, Afthanorhan, and Asri. (2015) who

established that, on a scale of 1-5, overall mean values within the range of 1.00-2.32 indicates a low level of agreement and an overall mean value between 2.33-3.66 signifies a moderate level of agreement whiles overall mean values between 3.67-5.00 indicates a high level of agreement with the scale.

Considering the preparedness of team members to engage in debate around ideas, Table 8 shows a mean of 3.76 and a standard deviation of 1.057. The high value of the SD shows that the responses are further from the mean. The mean of 3.76 shows that there is a high level of agreement with the scale. This shows that, employees are willing to cooperate in debate around areas. The preparedness of team members boost team morale and improve the efficiency of the team. This is in accordance of the study of Nguyen (2020), which posited that for team members to engage in debates around the organization, they must be prepared enough in order to engage. Our findings are in congruence with Amankwah-Nikoi (2019).

The standard deviation value showed that the responses are not far from the mean value. The study of performance (Orzes, Jia, Sartor & Nassimbeni, 2017) revealed that, 'It's critical that you have your whole team on the same page to help achieve the organizations' objectives. Also, our findings are in variance with that of Amankwah-Nikoi (2019) divulged that, If certain acts of employees within a team should be checked to encourage group cohesion.

This shows that team members accept the mission and vision of the team. The standard deviation value shows that the responses have less variations from the mail. This shows that teams in Compassion International

Ghana are of diverse culture, talents, and personalities because their responses were around the same mean. This is in support of the findings of Amankwah-Nikoi (2019) which read, team diversity in culture, talent, and personalities as a factor of teamwork runs through most of the various teams in the organizational setting.

The statement indicating how team members are viewed as unique people in Table 8 had a Mean value of 3.93, and Standard deviation of 0.943. The result showed that the responses are centered around the mean. Based on Awang et al. (2015), the results show that team members are viewed as unique. As working in teams is based on the effective knowledge sharing among team members, Each member is trusted and viewed as unique in his/her knowledge sharing in the team. Strong commitment, on the other hand, is evident in team members uniqueness when there is a clear definition of assignments (Lippert & Dulewics, 2018).

To illustrate that teams with good leadership will include members of the team who are actively involved in work. Our results are in line with those of Robbins (2020), who reported in their findings that effective teams have common features that include effective leadership.

With the final statement, 'Effective teamwork is facilitated by clear and open communication' the findings depict a high level of agreement (Mean of 4.18, and Standard Deviation= 0.812). The results led to the conclusion that effective teamwork is gained when members communicate well among themselves. The research agrees with that of Jones and Giordano (2020), whose results indicate that community teamwork is much more about ambiguity, coordination, and integrative function.

Research Question Two: What are the Effects of Teamwork on Employees' Performance in Compassion Ghana?

The study determined the effects of teamwork on employees' performance in compassion Ghana, as the second research question. In answering the research question, a linear regression was conducted between Team Work as the independent variables and Employee's Performance as the dependent variable. The regression equation is written as;

$$Eqn\ 3: EP = a + TWx + e$$

Where TW = Team work (Independent variable)

EP = Employee's Performance (Dependent variable)

e= Error term.

Table 9: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738	.545	.539	.37913

a. Predictors: (Constant), Teamwork
b. Dependent Variable: Employee's Performance
Source: Field survey, (2020)

The figure of concern in Table 9 is the R Square, the determination coefficient, the proportion of variance described by the regression model in the dependent (Employee's Performance) variable. An R Square value of 0.545 indicates that about 54.5% of the variation in the Employees' Performance at Compassion International Ghana. the other 45.5% variation in Teamwork may be due to other factors not captured in this study.

Pearson Correlation coefficients, R, is the correlation between the dependent variable's observed and predicted value, and can be considered to be one indicator of the accuracy of the dependent variable 's prediction. The R value of 0.738 indicates a strong positive relationship between the two dimensions of Team Work and Employees' Performance. The following guidelines for the interpretation of the correlation coefficient magnitude are suggested by Cohen (1988). Thus, the findings suggest a clear positive relationship between the two dimensions of team work and the performance of employees. Amankwah-Nikoi (2019) discovered that team work and employee performance have a positive relationship.

Table 10: Anova

ANOVAᵃ						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.749	1	12.749	88.691	.000b
	Residual	10.637	74	.144		
	Total	23.385	75			

a. Dependent Variable: Employee's Performance
b. Predictors: (Constant), Teamwork
Source: Field survey (2020)

The results of the ANOVA in Table 10 indicate a statistically significant figure of p=.000, as held up by Tabachnick and Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. The independent variable does a good job describing the variance in the dependent variable if such a criterion is met. The sin-value is well below .05 in this study (sin = .000). It can therefore be concluded that the R and R2

between the two dimensions of the orientation of employees and the performance of employees is significant. Salman and Hassan (2016) found that the performance of successful teamwork workers is a substantial positive relationship.

Information which is useful for understanding the regression equation is given in the table in the SPSS output labeled coefficients (Table 11).

Table 11: Coefficients

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.594	.240		6.632	.000
Teamwork	.558	.059	.738	9.418	.000

Dependent Variable: Employee's Performance
Source: Field survey (2020)

Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore be concluded that both dimensions of Team Work have a significant impact on Employees' Performance. The table further shows a Beta of 0.738 for Team Work which according to Tabachnick and Fidell (2013) indicates a positively strong impact of the independent variable on the dependent. According to Pradhan and Jena, (2017) the impact of teams on employee performance is a significant relationship. In the study of Lacerenza, et. al., (2018), they spelt out that teamwork has a positive effect on performance because some researchers see teamwork as a key driving force for improving employee performance.

61

Our findings are in congruence with that of Pradhan and Jena, (2017), who stated that organizations have used "teamwork" in one sense or another to achieve organizational goals. The implication of this results is that of Teamwork has a positive impact on Employees' Performance at Compassion International Ghana, the estimated regression equation can now be written as;

$$Eqn\ 2: EP = 1.594 + 0.738TM + e$$

The findings of this study agree with the findings of Asfaw, et al, (2015) who conclude that the regression line ascribes changes in dependent variable (Employees' Performance) from the independent variables (Team Work). It means that Employee Performance accounts for 73.8%, thus, explain and predict an increase in Employees' Performance. With the overall results showing a positively strong relationship between teamwork and employee performance just as in this present study. This supports the findings of Kandavel and Sakthivel, (2018) which revealed that, employees should be able to develop a team-building system within each organization and promote best practices to maximize productivity. It was also revealed in Amankwah-Nikoi (2019) that teamwork is a technique that has the ability to enhance the performance of people and organizations. This implies that confidence, cooperation, team spirit, and information sharing among team members have a positive and important effect on the performance of employees (Abdulle & Aydintan 2019).

Research question three: What are the negative behaviours that prevent effective team performance among employees at compassion Ghana?

The study sought to know the negative behaviors that prevents effective team performance. The respondents were asked to indicate their level

of agreement with 1 representing the least of agreement and 5 as the highest

form of agreement. The findings are presented in the Table 12.

Table 12: Challenges inhibiting employee performance

	Mean	Std. Deviation
Approach to teamwork is highly informal here and not practical	2.09	1.098
Our company lacks the resources to let the employees work in teams	2.18	1.241
There are inadequate job boundaries and employees' responsibilities are not clearly defined.	2.26	1.147
There is a poor communication network among interdependent organizational members	2.41	1.168
There are a lot of personality clashes in teams.	2.68	1.122

Source: Field survey (2020)

In interpreting the mean results from Table 12, this study relies on the classification of mean by Awang et al. (2010) who established that, on a scale of 1-5, overall mean values within the range of 1.00-2.32 indicates a low level of agreement and an overall mean value between 2.33-3.66 signifies a moderate level of agreement whiles overall mean values between 3.67-5.00 indicates a high level of agreement with the scale. The overall mean of 2.324 means that with our findings, there is a low agreement to the fact that negative behaviors inhibit the performance of employees in Compassion International Ghana

Examining the first statement 'Approach to teamwork is highly informal here and not practical' Table 11 shows a mean of 2.09 and a standard deviation of 1.098. The value of the SD shows that the responses are further away from the mean. The mean of 2.09 shows that there is a low level of

63

agreement with the scale. This shows that approach to teamwork is highly formal and practical. The findings also show that Teams formation follows the organizational structure, where individuals are grouped in teams and seen as less hierarchical. (Lee & Edmondson, 2017).

The results showed that the respondents have less agreement that their company lacks the resources to let the employees work in teams. The mean of 2.18 shows that the findings of this statement is similar to that of the first statement. This shows that there are enough resources for teams to work when they are given a task. With respect to the statement 'There are inadequate job boundaries and employees' responsibilities are not clearly defined.', table shows a mean of 2.26 and a standard deviation (SD) of 0.1.147. The mean of 2.26 reveals that the respondents' level of agreement on the inadequacy of job boundaries and employees' responsibility not clearly defined is low in Compassion International Ghana.

In consideration to the next statement, 'There is a poor communication network among interdependent organizational members', Table 11 shows a mean of 2.41 and standard deviation of 1.168. This reveals that there is low agreement on poor communication network among interdependent organizational members in Compassion International. Mo, Ling, and Xie, (2019) stated in his findings that teamwork is faced with major challenges such as limited resources, jurisdictional ambiguity, poor communication networks, personality clashes, and goal incompatibility. This is in variance with our studies.

With respect to the final statement, there are a lot of personality clashes in teams, there was a mean of 2.68 and a standard deviation of 1.122.

This mean explains that personality crashes in the organization is on the moderate level. Some team members may be aggressive critics in the team environment. By lowering and deflating the position of other team members and creating a sense of intimidation, he or she may block the implementation of new ideas. Some members of the team can have a dominant personality, which inherently ignores others' thoughts and viewpoints. Our findings agrees of Love, Lim and Bednar, (2017) who in their research concluded that other members of teams may be devil's advocate who introduces different viewpoints into the team discussion.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This part of the study highlights what has been discussed in all the previous chapters. The overview is presented in terms of the purpose of the study, the objectives that guided the study and the research design. In addition to that, the chapter presents an overview of the analytical tools employed in this study and the results based on the objectives of this study. Included in the chapter is a conclusion based on the results of the study and recommendations. The chapter concludes with a suggestion for further research to be conducted in the area of employee performance management.

The general objective of this study is to contribute to the general body of knowledge on the effect of teamwork on employees' performance in Compassion International Ghana.

The specific objectives of the research are:

- Outline the factors of teamwork that enhance employee performance.

- Examine the effects of teamwork on employees' performance in compassion Ghana.

- Identify the negative behaviors that inhibit effective team performance among employees at Compassion Ghana.

The researcher wishes to assess Team work and the extent to which it influences employees' performance at Compassion International Ghana. Therefore, in an effort to estimate these sizes in the general population, a descriptive sample was used to determine people's knowledge, values, desires, and satisfaction. For the analysis, descriptive research with a quantitative data

66

collection method was used. The population size was 84 and the entire population (census) was used. The data collection tool used for the collection of data was a questionnaire. A total of 84 questionnaires have been released and 76 have been completed and returned. For the analysis, the response rate was 90 percent and it had an Alpha value of 0.869 from Cronbach.

Summary of findings

The summary of the key findings of the research is presented alongside the respective specific research objective. The first research question sought to determine the factors affected with team work that enhance employee performance. The result of the objective showed that, team members are prepared to engage in debate around areas with the lowest mean among the other statements. Also, the findings indicate that team members are viewed as unique in the organization. Teams with great leadership would include members of the team who are actively involved in work. With regard to the preparation of team members, team members are prepared to track each other to ensure success and resolve barriers to progress. Also, teams in Compassion International Ghana are of diverse culture, talents and personalities. With the statement 'Effective teamwork is facilitated by clear and open communication' We concluded that simple and open communication encourages productive teamwork.

Regarding the specific objective of the research which states to assess the effects of teamwork on employees' performance in compassion Ghana. The findings of the R Square from the Model Summary show that the independent variable (Team work) explains a certain percent of the variance in forecasting the dependent variable (Employees' Performance). This implies

that there are variables that were not included in the model which can also explain the dependents variable. The correlation coefficient in the same model summary indicated a positive strong correlation between Team work and Employees' Performance. This shows that the more Compassion International Ghana promotes Team work in the organization, the more the employees' performance would be enhanced. The result of the ANOVA component of the simple regression analysis shows that close observation of the Sig. the value indicates that the model is statistically significant. This means, measurably, the model could be depended on to emphatically modify employees' performance of Compassion International Ghana. The results indicate that when all the other variables in the model are monitored, the team work has a specific yet statistically important contribution to explaining the dependent variable (employee performance). This means to enhance employee performance at Compassion International Ghana, Team work must be critically looked at and implemented efficiently by management with the direct involvement of all employees.

The research question three sought to identify the negative behaviors that inhibit effective team performance among employees at compassion Ghana? The approach to teamwork is highly formal and practical in Compassion International Ghana. The organization does not lack resources to let employees to work in teams. Also, it was revealed that there isn't poor communication network among interdependent organizational members. the inadequacy of job boundaries and employees not clearly defined is low in Compassion International Ghana. Finally, the personality crashes in the organization is on the moderate.

Conclusion

With respect to first research question, the research identifies some factors associated with teamwork which enhance the performance of employees, Nevertheless, the employees are prepared to engage in debates around ideas in the organization in other to improve at their team level. The study can also conclude that members of teams are viewed as unique people in the organization. This helps the teams to perform very well on tasks. The effective leadership in teams helped members to actively engage in work. Team members checked on each other to assure the progress and at the same time overcome obstacles to progress. Again, team members are strongly embraced by the vision and mission of teams. Furthermore, effective teamwork in the organization is facilitated by clear and open communication.

With respect to the second question, the findings of this study have shown that the level of teamwork has a strong positive effect on the employees' performance. The study concluded that Teamwork is a prerequisite for improved employees' performance in today's evolving workforce. The study concluded that through teamwork, organizations' work is being accomplished within the shortest period in teams. This makes team members play a major role in getting work done. In addition, collaboration allows workers to expand their abilities and experience. The study may conclude that working with a team improves an employee 's effectiveness. Finally, teamwork brings various specializations within the organization together.

Considering the third question, that is the negative behaviors that inhibit effective team performance among employees at compassion Ghana.

69

The study concludes that, Compassion International Ghana do not lack resources to let employees work in teams. However, there isn't poor communication network among independent organizational members in Compassion international Ghana. Finally, personality clashes in teams are things you cannot do away with in the organization.

Recommendations

To commence, the research suggests that the Management of the Compassion International Ghana, find creative and innovative means of improving employees' performance through effective teams in the organization. With respect to effective teamwork, middle and lower-level managements should be consulted and allowed to participate in strategic decision making in order to help design good team structures for the organization. Management should continue to provide adequate resources to help employees work in teams. Virtual teams shouldn't be an exclusion. Appropriate measures such as organizing of programs and trainings should be taken to deal with personality clashes in order to improve team's efficiency and performance.

Finally, since the study has concluded that the level of teamwork has a positive impact on employees' performance, the contribution of the human resource department of Compassion International Ghana is very essential. In order to sustain their top-notch performance of employees in teams, the Human Resources Department should job closely with management, to ensure good communication network among team members, ensure adequate job boundaries and a well-defined employees' responsibility. Additionally, as part

of improving employee performance, management should ensure that approach to teamwork is a bit formal and practical in the organization.

But while the Compassion international consolidates the gains of its teamwork interventions, it is important for it to recognize the place of concerns and challenges raised by teams as these can have far reaching implications on employee performance. These tend to affect performance levels negatively if not properly managed. For example, in the discussions, some respondents argued that teamwork here is highly informal and not realistic, in particular, the constraints inherent in the hierarchical processes of the organization, its culture and the nature of human interactions can be stumbling blocks to teamwork operationalization. Compassion should also take the necessary steps to address the organizational resources and needs of its work teams as expressed by the teams, and incorporate same into its future work programs for employees' improvement and sustainability.

Suggestion for further studies

The study identified the effect of teamwork on employees' performance in Compassion International Ghana. The study focused on factors of teamwork that enhance employee performance and negative behaviors that inhibit effective team performance but there are other factors that were not included in this study. Some of these factors include: workplace behavior of teams, team building, organizational politics, competitive pressure, government policies and support and many others. Suggestion for further studies into these factors is therefore advisable to contribute towards the effect of team work on employees' performance.

71

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APPENDIX

QUESTIONNAIRE

Dear respondent,

The objective of this study is to assess the **effects of teamwork on employees' performance in compassion international Ghana**. I, therefore, appeal to you to answer the following questions as cordially as possible. No form of identity will be disclosed and the information will be used for purely academic purposes.

If you have any question to ask you can contact me on 0202642527

Thank you in advance for your cooperation.

SECTION A: DEMOGRAPHIC DATA

These statements are about you. Kindly tick in the box the answer that best describes your response in each of the states.

1. Gender: Male ☐   Female ☐

2. Age (years) of respondent: 21 - 30 ☐   31 – 40 ☐   41 –50 ☐
   51 – 60 ☐   Above 60 ☐

3. Highest Educational Level: Postgraduate Degree ☐   First Degree ☐
   HND ☐   SHS ☐   Professional certificates ☐

4. Which department in the firm do you belong to?

Management ☐   Partnership ☐   Program Support ☐
          Business Support ☐   Cross Functionals ☐

5. How long have you been working for this company?

less than a year ☐   1-5 years ☐   6-10 years ☐
     more than 10years ☐

6. Have you ever worked in a team?   Yes ☐   No ☐

SECTION 'B': FACTORS ASSOCIATED WITH TEAMWORK

The following statements **identify the factors associated with teamwork**.

Please indicate the extent to which you agree to each statement by ticking [√]

one number of each item.;

1- Least level of agreement, 5- the Highest level of agreement

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

89

Section 'C': TEAMWORK

The following statements measure **teamwork**. Please indicate the extent to which you agree to each statement by ticking [√] one number of each item.;

1-   Least level of agreement, 5- the Highest level of agreement

s/n	Statement	1	2	3	4	5
1.	Work is being accomplished within the shortest period in teams					
2.	Team members play a major role in getting work done					
3.	Various teams always work to improve the quality of service provided to customers					
4.	Teams are responsible for specific services.					
5.	Teamwork has a direct positive impact on performance					
6.	Teams ensure effective utilization of organizational resources					
7.	Teamwork brings various specializations within the organization together					
8.	Working with a team increases the efficiency of an employee.					

Section 'D': EMPLOYEES' PERFORMANCE

The following statements measure the **employees' performance**. Please indicate the extent to which you agree to each statement by ticking [√] one number of each item.;

1-   Least level of agreement, 5- the Highest level of agreement

s/n	Statement	1	2	3	4	5
1.	I always finish work according to the target of my company					
2.	I always finish my work according to my company's quality standards.					
3.	I am always on time in starting work.					
4.	I always finish work on time.					
5.	I always do good cooperation with colleagues.					
6.	Teamwork encourages employees to broaden their skills and knowledge					
7.	Work pressure is evenly distributed among team members.					
8.	All members of the team have an equal opportunity for participation to develop confidence and skills.					

Section 'E': NEGATIVE BEHAVIORS THAT INHIBIT EFFECTIVE TEAM PERFORMANCE

The following statements are negative behaviors that inhibit effective team performance. Please indicate the extent to which agree to each statement by ticking [√] one number of each item.;

1-   Least level of agreement, 5- Highest level of agreement

	Statement	1	2	3	4	5
1.	Our company lacks the resources to let the employees work in teams	1	2	3	4	5
2.	There are inadequate job boundaries and employees' responsibilities are not clearly defined.	1	2	3	4	5
3.	Approach to teamwork is highly informal here and not practical	1	2	3	4	5
4.	There is a poor communication network among interdependent organizational members.	1	2	3	4	5
5.	There are a lot of personality clashes in teams.	1	2	3	4	5

Thank you for participating