

The Effect of Teamwork on Employee Performance among Small and Medium Enterprises in Kampala. A Case Study of Exquisite Solution Limited

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Abstract: *This study focused on the effect of teamwork on employee performance among Small and Medium Enterprises in Kampala. A case study at Exquisite Solution Limited. The objectives of the study were; to establish if effective communication in teams has an impact on the employee performance at ESL, to identify the effect of leadership in teams on the employee performance at ESL and to analyze the role of reward management in teams on employee performance at ESL. The study employed a descriptive research design since the analysis unit was based on only one firm. A case study design was used to select a sample size of 50 respondents and Purposive and Simple random sampling procedures were used. Secondary data was collected and it's what was used to explain the research phenomenon. The study concluded that the worker productivity increases when there is effective communication among the teams and within the organization. Besides many other things the communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization lead to the effective decision making. The study concluded that the worker productivity increases when there is effective communication among the teams and within the organization. The study examined and evaluated the effect of teamwork on Employee Performance among Small and Medium Enterprises in Kampala, a case study of Exquisite Solution Limited. Based on the findings, there is a positive and significant relationship between effective communication and employee performance. Therefore, effective communication in the entertainment industry is an essential tactic that has been performed which can extract the ultimate of the employee to help the both organization and the employees to achieve their ultimate goal. Level of trust has a positive and significant relationship with employee performance as referring to the findings. Building trust is building the confidence in each other's competencies and reliabilities, thus, the existence of trust among team members constructs synergy in the organization and a better performance of its employees as trust in based on the reliability and the competencies.*

Keywords : Teamwork ; Employee Performance ; Small and Medium Enterprises ; Kampala ; Exquisite Solution Limited

1.0 Introduction

Employee performance has been considered as an eventual effect of an organization as well as an employee. Thus, the term has itself been discussed in the literature, as defined by some of the authors, as an outcome generated by the employees in contrast to the roles and expectations which have been attached to them. (J. A., 2007, pp. 174- 182)At some other instances, literature has considered it as an accomplishment of organizational goals and objectives through the building blocks of the firm (Bommer, 2007, pp. 392-423); (Thomas & Feldman, 2010, pp. 1220-1250). Studies have shown that the performance can be seen on two explicit fronts named as employee performance and organizational performance. In brief, organizational performance refers to the extent to which an organization achieved its goals and objectives (Gilboa, 2008, pp. 227-271); (Kieffer, 2004, p. 19)while employee performance is a more subjective term which is associated with the physical, behavioral and cultural output of an individual which should be aligned with organizational goals in order to get appraisal and acceptance. Organizational glory is dependent upon the employees and their performances, which come from creativity, modernization and higher level of obligation. Some studies also stressed that there are wide range of individual benefits which result from employee performance. (Stéphane Côté, 2006, pp. 1-28) As many of the life attributes like living standard, purchasing power and social status can be improved by performing well in the individual roles. The perception of employee production is seemed relevant to that of employee performance as, at many instances; performance has been measured in terms of the physical goods produced by employees (Kieffer et al., 2004, p. 26)along with quantifying them to know the exact figure. While in broader terms, production is seen from the units manufactured or produced or the customers that have been

served in a given time while performance seems more associated with goal or objective achievement in the best possible manner (Bommer et al, 2007, pp. 1481-1494);(Davis, 2005, pp. 758-775). Employee performance can only be achieved at its best when all the working elements of the organization perform together that calls for team work.

Team work is the most important part of Human resource management since it acts as a support intention to the business strategy and various HR functions like reward and performance management. As such HR practioners have been called upon to ensure that employees have the right competencies needed for performance. The case of team work as espoused by many organizations rests on improving skills, building positive perceptions and feelings thus improving the quality of work, which in turn leads to improved positive morale and attitudes. It's within this jurisdiction of this thesis to discuss the effect of team work on employee performance at Exquisite Solution Limited.(ESL, 2006)

In order to gain a competitive boundary and also manage the challenges of the Ugandan business environment, organizations have invested in team work for their employees. Team work is defined by Scarnati as a cooperative process that allows ordinary people to achieve extra ordinary results.(Scarnati, 2001, pp. 5-10)In this context, it can also be derived that team work ultimately relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. (HERDSA, 2002, p. 640)points out the key attributes for successful team work which are; commitment to the team success and shared goals, interdependence, interpersonal skills, open communication and positive feedback, appropriate team composition, commitment to team leadership and accountability. Therefore, these have been adopted to enhance effectiveness and efficiency in organizations.

Nevertheless, at ESL the working environment is made very beneficial for all the team participants. This is done in to performance through employee-relations. Wilson (2008) describes a team as a group of people working jointly to drive certain results thus described results will be achieved when the right team is selected. Therefore, this implies that the members of the team are expected of traits such as communication skills, intelligence, integrity and then willingness to work towards the organizational objectives. This enables the teams to remain much focused and hence avoids anything that distracts work through resolving conflicts in the organization. (Donna, 2011, pp. 10-11)

In order for the work environment to be very conducive, maximum respect and trust from the members in the team is paramount. (al, 2009, p. 428) Also for team work to go on in the team, effective communication, resolving conflict and resolution becomes key in the organization thus helping in improving the performance of the staff members. Each individual must succeed first to enable match well as far as performance is concerned. This means that the team will highly perform only if the individual have first succeeded on this own level and they are also expected to have qualities like intelligence, effective communication, problem analysis and the willingness to work with the other staff in getting problems solved. (Scarnati, 2001, pp. 5-10)

Employees working on geographically separated environments never connect and align by far and this leads to high levels of social distance and these outcomes into struggles to develop effective relations. Pasadena (2010) concluded that one of the biggest management primary disputes is to alleviate the social relations between the leaders. ESL has embraced this team work spirit which has helped it stay on the competitive market with other outsourcing organizations country wide. (Pasadena, 2010, p. 34)

West (2012) described a team as a unit of two or more people working and interacting together towards the achievement of group objectives. Generating improved suggestions, exchanging of information, coordinating teams' helps to form the main tasks where new ideas are developedand for the existing problems.(West, 2012, pp. 44-45)Successful teams must have unique behaviors where various options are initiated and ideas given. In most cases, these team members are put in place to embrace each other emotional behaviors that harmonize the individuals reduce tension and help to follow up instructions from the top management. According to Manasa et al (2009) teams are those units that work continuously and are accountable for the goods and services in organizations. (Rosen, 2009, pp. 433-450)

The team leader should also make sure that the older members of the tem share the same focus in the organization as argued by (Roger, 2015) Team leaders must have right skills that uphold excellent working culture that's positive and drives to the achievement of the set organizational objectives. (Roger, 2015, pp. 199-216)Effective team leadership is vital and plays a role in motivating the team members when it comes to getting involved in the working environment. This comes along with high levels of commitment at every level of production of goods and services. For that reason, for purposes of good performance, a good leader must possess the necessary skills and qualities to lead performance in the organization.

Small and medium-sized enterprises (SMEs) have long been viewed as an important source of job creation and output growth (Bryson et al, 2019, pp. 527-558). However, as concerns about the Uganda's patiently weak productivity growth deepen, attention has increasingly turned to small firms' over-representation within the long tail of low productivity firms.(Bryson et al, 2019) At the same time, a growing body of indication has emerged to show that some firms which engage in more extensive use of data collection and analysis, target setting and performance-focused human resource practices such as training and out sourcing are more productive and have higher levels of productivity growth – than firms with fewer of these formal management practices.(Bloom, 2017, p. 14) The evidence is particularly strong for businesses where the majority of these recent studies have been located, but it is growing for service industries too, (Ibid, 2009, pp. 23-24) It is apparent from survey-based studies that smaller firms make less use of formal management practices (Kotey, 2005, pp. 120-124), but it is less clear whether such practices really benefit those that use them. One perspective sees practices employee training and performance management as universally applicable, such that firms of all sizes should see positive returns from their implementation. Under this perspective, the lesser use of formal management practices among

smaller firms might be attributed to a lack of knowledge about their benefits or greater difficulties in adopting new methods. (Bloom et al., 2012, pp. 1-44) An alternative perspective argues that small firms have distinctive characteristics which can make the extensive use of formalized practices inappropriate. (Yanqing Lai et al, 2016, pp. 470-494) Greater use of such practices cannot then be expected to deliver performance benefits.

ESL was established in 2006 in England but later spread across the region with an intension of extending outsourced solutions across every customer's journey by means of its managed clients 'quality standards. This was done in order to strengthen and support the mutual relationship between these private organizations and the government and due to the high demand driven from a multiplicity of business processes; ESL was therefore created to provide services like pay roll management, Admin support services, Executive search services, personal development training and supply management to external clients effectively among others. Also, it couples with the use of clever contract technologies and client insights to ensure that its people are empowered and equipped to deliver consistent, excellent customer experiences that result into measurable business outcomes. (ESL, 2006)

2.0 Literature Review

One research study asserted that the good manager is the one who assigns the responsibilities to his or her employee in form of a team in order to take maximum output from employees (Ingram, 2000) and with that (Cohen & Bailey, 1999, p. 239) define a team as a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. More often than not, teams enable employees to co operate, enhance individual skills and provide constructive feedback without any conflict between individuals. (Jones, Richard, & B., 2008, pp. 35-37) Team work is an important factor for smooth functioning of ESL. Due to the complexity of various organizations in terms of technology, team work is therefore called for as a major focus and while in these teams, the members usually enhance skills, knowledge and abilities (Froebel & Marchington, 2005, pp. 256-276) Never the less, ESL emphasizes more on teams because this comes along with greater productivity, and better problem solving at work. (Bacon, 2006, pp. 749- 773) the two important factors which include: self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationships between team members and also boost employee performances. Therefore, organizations that have teams obtain and retain the best human resource. This in turn creates a high performance organization that is flexible, efficient and most importantly profitable because it's through these teams that ESL continues to compete successfully in a hard-hitting and competitive global arena. The chapter is a summary of all theory related to the topic and also the related literature and gaps to be filled in the conceptual frame work of the study.

The literature review remains one of the essential parts of any research project. According to Munzhedzi, a literature review is aimed at finding out what has been done in a particular field of study. (Munzhedzi, 2012, p. 26) It is through this that the research question is unique and that it also adds value to the body of knowledge.

Often times, the literature review helps to determine new approaches and it also encourages new ideas in the field of study.

Today, the broadest approach to attaining effectiveness of teams in any given organization out there is the variety of the outcomes which is also vital in coming up with the organizations objectives studies that have been done. Tentatively, this has showed us that outcomes can happen depending on the performance of the human resources in the organization. (Argote, 1999) in a study established that conclusions can be related to each other in contradictory ways. (Argote, 1999, pp. 21-47) The study also tells us that effectiveness of teamwork at any analytical level is significant to have perfect results in relation to improving on the overall productivity and profitability of the organization.

2.1 Belbin's Team Roles Theory

On the 20th February, 2012 the Belbin Associates retrieved the concept of the theory on the characters of the specific team members. It describes each member in the team to be outstanding in team performance. Belbin argued that the team participants tend to embrace behaviors which can affect their performance either negatively or positively in the organization. He went ahead to support this by using a questionnaire for his study in order to come up with different team roles in the group of the organization. Belbin out of his study realized that there nine different roles that form very unique behaviors of the employee in the team. Additionally he determined that every team is bound to have strengths and weaknesses which are supposed to be well familiar to the group leaders. For one to come up with highly productive teams, it's the leader's obligation to clearly understand every duty performed by each and every person in the team. According to him the highly performing participants had to apply their team behaviors in order to increase effectiveness in their work. Myers – Briggs who helped the coordinators to find the behavior of teams and accordingly put them in their significant to positively improve on productivity and profitability of the organization.

In the past decades, organizational communication skills have been recognized as the studies that relate to team work and this has also been conducted in different views on communication in everyday life. (JL Terrion & Ashforth, 2014, pp. 55-88) Analytically, this study reviewed the literature that is related to communication skills at Exquisite Solution Limited. The most effective key condition of improve employee performance is when the leader coaches the team participants. According to other new case studies, the team coaching brings about beneficial interactive and communication benefits where as the empirical studies indicated improved team performance.

(Peters, 1982) says that real team work settings help to establish effectiveness to improve on productivity in the organization. The effective implementation of favorable compensation management in an organization will not only aid in stabilizing and relating

employees but also help in reducing the workers' turnover in the organization (Danish et al., 2015, pp. 183-199) Employee rewarding includes all forms of financial benefits such as those that are substantial and can be received by the employees as part of the financial and non-financial rewards given by the employee. This process can take up formal and informal forms. (McCourt, 2003, p. 209) On the other hand, researchers in this area define reward management as the process of establishing the structure of remunerations level for the various positions in the organizations and designing incentive systems, setting individual wages and incentives within the established structures.

In Human Resource Management, reward management is fundamental since it ends up improving on the profitability and productivity of the employees. (Barry & Harvey, 1994) state that employee rewarding or compensation can be considered of crucial importance to both the employers and employees in such a way that it plays a role of generating employee relationships between top and low management in the organization. Effectiveness of the team can be referred to as team cohesion and this is the team's capability to accomplish its goals and objectives. Normally, the capacity of the team to achieve the goals and objectives leads to improved outcomes of the team members. Team participants that are satisfied and are willing to remain together in a team. (Collen Cumming et al., 2012)

2.2 Communication in teams and employee performance

Arthur defined communication as giving or receiving or exchanging information, opinion or ideas by writing, speech or visual means so that the material communicated is completely understood by everyone concerned in the organization. All the above can be attained orally, in writing, gesturing and facial expression of the message to be passed on. Through communication, organization can go ahead and make a variety of contacts with its clients both external and internal. The firm will also get more information from the external sources which are an essential ingredient in decision making and also in taking appropriate actions.

(James Arthur et al., 2013, pp. 63-64) states in his study that typically in an organization there's 75% of people's time spent on organizational communication which leads to a large number of organizational problems as result of poor communications amongst the human resources.

In the recent day, studies completed show that communication without barriers is a vital element of every organizational achievement across the businesses in the organization. Always the best teams have got improved communication skills to allow efficiency in employee performance. Team work is supposed to get trained which is important and helps the workers to share organizational problems and provide respective problems to those problems.

Though the spirit of team works quality of work to be done is improved in terms of profitability and productivity. Every participant and the team are held responsible for the actions taken and decisions made in the firm. The establishment of culture of team work communication provides the team with words to use when others are not performing up to the expected expectations.

(Peters, 1982) argued that, businesses often ask employees to complete jobs that require they work as a team to improve on the organizational productivity. Equally, teamwork brings about tension and anxiety among employees because of poor communication amongst the members but with effective communication, negative feelings and stress is eradicated.

(Kildetoft, 2012, pp. 856-859) said that business owners should inspire employees to communicate with one another clearly when working together in the organization. Such working arrangements also assist in resolving certain problems in ESL particularly in making analytical decisions that help it in moving forward. This approach also brings out agreements that are reached and help to resolve the organizational conflicts from the day to day organizational running errands. According to the statistics conducted, 70% of the organizational mistakes of the place of work are caused by communication that is ineffective. What's more, a communication survey has shown that an organization usually attains 70% of verbal, 38% of the tone of the voice whereas 55% is through body language.

(Douglas Marcel et al., 2013) in his conducted survey argues that one can start to transmit messages from one place to another which is the outcome of the communication process in every organization. Often times, for the communicated message to be effective, the way it's received always affects the way it's received by the receipt. Therefore, effective communication is a result of the communicated message received by the receipt from the sender. In this way, effective communication ends up being significant with what is being communicated to the other person.

Communication is supposed to be a two-way traffic where information is given on one way while one receives it on the return from the person communicating. Kakkad (2011) in his survey argued that effective communication in a team or group of people forms a key benefit to the organization performance and profitability.

Barriers in a process of communication may sometimes happen due to other forms of difficulties inside the person who fails to supervise and monitor the information and messages hence ending up limiting his or her understanding and communication competence. However, this will end up in mind set which steps the receiver from getting the bigger picture of the organization objectives thus affecting the performance. While communicating personal stories, jokes and over explaining should be limited. The team leader should avoid giving a speech to the participants but rather guide them in order to get better yields. An honest and positive feedback is permanent among all team members.

A study conducted by (Nancarrow et al., 2013, pp. 11-19) completed that at the beginning of the work and throughout; everyone should be able to clearly communicate with one another about the expected objectives and goals of the organization. In order for managers to manage the organization well, they require effective communication to enable the team members to perform the basic

roles of the organization. (Adam, 2016, pp. 381-389) Most important, effective communication supports the managers to perform their duties and responsibilities henceforth overall improved productivity and profitability. Therefore, managers should apprehend effective communication with their subordinates and those at the low management. It is also argued that one cannot survive without communication in day-to-day activity. It also helps in controlling of organizational behaviors and character in different ways.

(Boyle, Lynch, & Alistair Lyon et al., 2010, pp. 129-135) in their research determined that the major obligation of every manager is to develop and maintain an effective communication system for the whole group. Henceforth, effective communication and team work end up providing a good working environment that is well defined with good job security thus improved performance.

2.4 Leadership in teams and Employee performance

(Yukl, 2013) concluded that leadership refers to the process of leading people through a shared vision, those entities that perform various functions so as to achieve a mission entitled by the leader. He further defined leadership narrowly and organizational as the ability of an individual to motivate, influence and enable others to contribute towards the success of the organizations objectives. (Johnson, 2013) stated that this aspect of leadership consists of moving of system from where it is to locate to some better place through the influence of the leaders. (T. Offerman, 2017, p. 36) also stated that the contemporary organizational focus on uplifting and converting organizations in order to effectively survive in the competitive operating environment. (Barth-Farkas, 2016, pp. 217-232) in his survey stated that it's through the transformational leadership of the organizations manager that the firm can produce comprehensive change.

(Vroom, 1973) conducted that charismatic leaders are distinguished from non – charismatic by their endeavoring to change the status quo. Researches assert that it is generally decided upon that these transformational leaders are capable of changing the organizational culture and this includes norms, goals and ideas in relations to the firm's policies. These transformational leaders are more empathetic, more perceptive, flexible, less forceful and tough. These leaders have members who account to improved satisfaction for the extra work that they do. (Rabia Khan et al., 2009, p. 678) in his study concluded that leadership has transformed from being traditional leadership to being transformational leadership in a modern organization.

According to (Scouller, 2011), he viewed that team leadership as a process of creating condition that increase the chances that the team will expand into an effective performing unit of a given firm. Performances and styles of leadership are strongly elucidated by the team behaviors and performance in the organization. Scouller also in his study argued that leaders of teams should exceed the common human behavior to assign the blame game for the collective performance of a team member. This phenomenon is based on the concept of improved team performance which bungs about personal styles of every team member henceforth the need for better communication and team co-ordination.

(Anbreen Mazhar Gondal, 2008) came forward with major findings that highly empowered teams are effective. As a result of this study it was recommended that team leaders and middle managers need to understand why empowerment is significant for teams and how to support the team, managers and team leaders were advised to be aware of the effect of team empowerment on member performance. The relationship that exists here is that empowered teams are effective, which in other words means that team empowerment contributes positively towards team performance.

The importance of leadership in teams and employee performance is very significant and the relation is positive (Mickan, 2000) He also added that behavioral basis of teamwork is generated by trust and results a synergy in the organization and a better employee performance. Leadership in teams originated from competence and self-knowledge, it must slowly be built-up through members of the team who competencies and assumptions are different through establishing and developing the confidence in each-others' competences and reliability. (Mickan, 2000)

2.5 Reward management in teams and employee performance

According to Bob (2011) study, he described reward management in teams as an effective method to where organizational staffers are rewarded with monetary compensation to motivate them on the return of the work that they have done for the organization. Furthermore, Bob argued that compensation will help the employee to achieve several personal purposes which on the return helps them to get job satisfaction. With such kinds of management systems, they should be clearly referred to as uniformity and be applied in all the levels of a general system of the firm. These will help in individual improvement move especially in terms of performance. Pearce (2010) in his study concluded that effective reward management in teams helps the employee to enjoy stronger visibility in the team when it comes to making vital compensation planning decisions. Also performance appraisal assists organizations in determining the benefits of various employees. With these appraisals, there is improvement in employee performance and adequate preparation for the future opportunities within the firm.

Nonetheless, employees should be managed well and inspired by providing best remuneration and compensation as per the business standards. Harrison *etal* (2008) in her study on rewarding concluded that good compensation will help attract and retain the best employees in an organization. Effective reward management in teams system gets the employee more motivated thus improving their performance.

Reward management in teams is a systematic general and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Rewards in teams are often seen as a method for providing feedback for meeting performance goals, all of which have been linked to motivations. In most organizational

teams, individuals are appraised without specific mention of their team involvements, and bonuses and other rewards are based on these individual appraisals. In fact, many employees serve on teams, but their performance on the team may or may not even come up specifically in their performance rewards. (Brown, 2009)

It is important that accomplishments in teams be a fundamental part of their annual rewards. According to (Rabey, 2003, pp. 158-162) reward management in teams are the primary focus if the individuals who are working in teams. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. The top managers must also set the team goals which are connected with the company's strategic plan, building of employee performance and fair payment methods. (Manzoor et al., 2016) According to (Herzberg, 1987, pp. 109-120), reward management in teams can provide both intrinsic and extrinsic motivation. Dunford (1992) found that rewards improve employee performance. Hence, reward management in teams has been recognized as an important factor affecting employee performance.

2.6 Communication, Leadership, reward management in teams and employee performance.

The importance of communication, leadership and reward management in teams in the organization give the picture that the idea of two people or more tend better rather than the idea of one person, the result of these is much better rather than the individual member, with these, the team members can know and trust each other, so that they can help each other and teamwork can cause the communication built up well so that give the positive changes. (Sinambela, 2016, pp. 420-435) In the organization, each individual contributes their performance; the team will contribute their performance to the organization. In the effective organization (ESL), reward management always creates positive energy through motivation.

Research Methodology

3.1 Research design

A well descriptive research design was used during the study since the analysis unit was based on only one firm (ESL) for this case. A research design refers to as a plan on how to answer research questions (Saunders, 2007)

Also according to Anene (2008) in her conducted research study, she described a research design as a method the researcher wants to use in accomplishing his or her study. Nevertheless, the research study investigation is a method whereby the researcher's major objective is to get enough information to help in solving a given issue in the area of study. Research design was adopted during this study because it's believed that it would help collect more empirical qualitative and quantitative data in relation to the topic of this study. Sekeran (2008) concluded that research design can be described as the type of design used to gather information regarding the current status of the issue and to describe the current status of the problem with respect to the conditions of the situation.

3.2 Area of study

The study focused on the effect of team work on the performance of employees at ESL. It is an outsourcing company that offers expert services like executive search, human resource recruitment and selection, man power services, training and employee development. It is located on plot 157, Kira road, Kamwokya opposite Kira Road Police Station, Kampala.

From 2006 when ESL started to-date, the workplace has rapidly transformed from a business processing to that of knowledge, and service. This study compiles much of team work literature, while adding recent studies, in yet another attempt to answer the skills gap question. It's therefore through team work that skills can be widened to influence employee performance at ESL.

3.3 Population and sampling techniques

Mugenda (2009) defined a sampling frame as a numerical identifier for each individual plus other identifying information about characteristics of the individuals. A sample frame is also a set of information used to identify a sample population for statistical treatment. (Saundees et al, 2007) target groups for this research study are the top and low management excluding the key informants. According to Kothari (2004), a sample is usually drawn because it is less costly to the survey's entire population. The sample size during this study was determined using Yamane (1967) formula. Here, a representative sample was used to obtain the target population. The target population is estimated at 420 employees.

$$n = \frac{N}{1+N(e)^2}$$

Whereby; n is the sample size, N is the population size, e is the level of precision

In this study, e = 10%

$$\text{Therefore, } n = \frac{50}{1+50(0.1)^2}$$

$$n = 0.51$$

3.4 Data collection instruments and equipment

During this research study, it was the questionnaire method in form of semi structured questionnaire that was used to gather primary data. They were administered by the researcher to the respondents and later picked for data analysis. Other documented sources like journals, books, research works and also internet literature also helped in gathering secondary data.

Although, the main objective of this study was to gather primary data that depended on the secondary data for literature review purpose.

Validity

Mugenda (2009) concluded that validity is the accuracy and importance of assumptions, based on the research consequences of the study. One of the major reasons for conducting the study is to set up the power of the questionnaire. Content validity draws a conclusion from test scores to a large domain of items similar to those on the test to be conducted during the study where rationally will be concerned with sample population of the study. Knowledge and skills covered by the test items will be representative to the larger area of knowledge and skills as finished by Gilham (2008) in his study.

Reliability

The ability of a researcher instrument to consistently measure the characteristic of interest power is referred to as reliability. Kothari (2004) in his study concluded that reliability refers to a level of internal consistency of the meaning strategies in the research area. A reliability test of research instruments is one that without fail produces results anticipated. Because of the economy, it's argued that the process of extracting an estimation of dependability should be achieved from the management of a single test in the study.

Data Analysis and Interpretation

Effective communication in teams has an impact on the employee performance

In relation to the study, the researcher reviewed different articles in relation to how effective communication in teams has an impact on employee performance. In relation to a study carried out by Nantale Linda, 2017 (**Contribution of effective communication and organizational productivity. a case study of UMEME**). The study revealed that the worker productivity increases when there is communication within the organization. Besides many other things the communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization lead to the effective decision making. The study revealed the achievements of effective communication on increasing productivity in an organization and according to data which was computed and analyzed, it was evident that effective communication help in building and maintaining the relationships between the employees and the administration, facilitates innovation in the organization , help in building an effective team within the organization, help in managing employees and also ensures transparency among the employees of the organization and helps in achieving of the organization goals and objectives.

The study concluded that effective communication in the workplace is important for good organizational performance. Managers with good communication skills can convey their ideas clearly so that subordinates understand what is required from them and can positively contribute to the organization. In contrast, a lack of communication can lead to employee frustration, lower productivity, absenteeism and increased employee turnover rate.

The findings are in relation with the literature where Gluck (2011) said that

"Business owners should inspire employees to communicate with one another clearly when working together in the organization. Such working arrangements also assist in resolving certain problems in ESL particularly in making analytical decisions that help it in moving forward. This approach also brings out agreements that are reached and help to resolve the organizational conflicts from the day to day organizational running errands. According to the statistics conducted, 70% of the organizational mistakes of the place of work are caused by communication that is ineffective. What's more, a communication survey has shown that an organization usually attains 70% of verbal, 38% of the tone of the voice whereas 55% is through body language".

The effect of leadership in teams on the employee performance at ESL

In relation to the effect of leadership in teams and how it affects employee performance, the researcher reviewed(Lunkse, 2017) who had it that specific leadership behaviors exhibited by managers in enhancing employee performance and to examine how these specific behaviors affected the performance of the employees. From the supported material and results of the study it was observed that there is a significant relationship or link between leadership behavior and employee performance. The findings of (Lunkse, 2017) seems to march the description given by (Scouller, 2011)who viewed that team leadership as a process of creating condition that increase the chances that the team will expand into an effective performing unit of a given firm. Performances and styles of leadership are strongly elucidated by the team behaviors and performance in the organization. Scouller also in his study argued that leaders of teams should exceed the common human behavior to assign the blame game for the collective performance of a team member. This phenomenon is based on the concept of improved team performance which bungs about personal styles of every team member henceforth the need for better communication and team co-ordination.

Further the finding correlate with (Bass, 2003) about the transactional leader who focus their energies on task completion and compliance and rely on organizational rewards and punishments to influence employee performance, with reward being contingent on the followers carrying out the roles and assignments as defined by the leader. In fact, defining and communicating the work that must be done by their followers, how it will be done, and assisting the followers in understanding precisely what needs to be achieved in order to meet the organization's objectives as is typical of a transactional leader can only bring in marginal returns and will not survive a competitive business environment.

The role of reward management in teams on employee performance at ESL

In relation to the role of reward management in teams on employee performance, the study used an article at <http://psychology.iresearchnet.com/industrial-organizational-psychology/group-dynamics/team-based-rewards> which revealed the relationship between reward management in teams on employee performance. The article clarifies that both financial and non-financial rewards have a positive effect on the performance of employees. However, non-financial rewards have a greater influence since they involve rewards such as recognizing high achievers and excellent performers of the company and giving them promotion on merit, providing employees with a good working environment, offering employees training programs to its employees as well as giving them opportunities for career advancement and rewarding responsibilities. All this either equips the employee with the skills and motivation needed for excellent performance or creates a conducive environment for them to work. The findings are also in relation with (Rabey, 2003) who has it that reward management in teams are the primary focus if the individuals who are working in teams.

Further the study revealed that team-based incentives: Creating a Culture of Collaboration, Innovation, and Performance. the study brought what the researcher wanted to find out on the rewards management on team performance are likely to affect an organization's ability to attract, retain, and motivate employees and shape the culture of the organization. Team-based incentive plans should be chosen when they are consistent with both the nature of the team's work and the goals to be accomplished. According to (Herzberg, 1987), reward management in teams can provide both intrinsic and extrinsic motivation. The study found that rewards improve employee performance. Hence, reward management in teams has been recognized as an important factor affecting employee performance. However, the article found potential disadvantages associated with the use of team-based rewards including: • Free riding; that is, some team members may receive the incentive even if they have made little contribution to the achievement of group goals and this may occur because of a lack of effort or perhaps because some team members have much lower ability levels or skills than other team members. To counteract this potential problem, one option is to use peer rating to assess the contributions of individual team members.

5.0 Summary of findings, Conclusions and Recommendations

5.1 Summary of findings

5.1.1. Summary of findings Effect of effective communication in teams on employee performance

The study concluded that the worker productivity increases when there is effective communication among the teams and within the organization. Besides many other things the communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization lead to the effective decision making. The study revealed the achievements of effective communication on increasing productivity in an organization in relation to a study carried out by Nantale Linda, 2017 (Contribution of effective communication and organizational productivity. a case study of UMEME), it was evident that effective communication help in building and maintaining the relationships between the employees and the administration, effective communication facilitates innovation in the organization , effective communication help in building an effective team within the organization, effective communication help in Managing employees and also ensures transparency among the employees of the organization and helps in achieving of the organization goals and objectives.

5.1.2. Summary of findings on the impact of leadership of teams on employee performance at Exquisite Solution Limited

The findings of (Lunkse, 2017) matched the description given by (Scouller, 2011) who viewed that team leadership as a process of creating condition that increase the chances that the team will expand into an effective performing unit of a given firm. The study found out that Leadership is an important function among teams within an organization. Leadership is commonly defined as establishing a clear vision, communicating the vision with others and resolving the conflicts between various individuals who are responsible for completing the organization's vision. Leadership can have a significant impact on an organization's performance. Leadership of teams can help an organization to maintain singular focus on its operations. Larger organizations can suffer from too many individuals attempting to make decisions. The organization heads can use leadership skills to get managers and employees on the same page and refocus on the original goal. Leadership skills can also help correct poor business practices or internal conflicts between employees hence greatly impacting on the staff performance.

5.1.3. Summary of findings on the role of reward management in teams on employee performance in Exquisite Solution Limited

The findings were also in relation with (Rabey, 2003) who has it that reward management in teams are the primary focus if the individuals who are working in teams and the study established that reward management plays a significant role towards private firms performance since it helps employees in organizations to perform their work as was indicated by most of the respondents cited that the forms of reward management provided to employees help them to perform well by maintaining employees to employers relationship, encouraging performance of work efficiently and effectively among the ways how reward management help employees to perform well. The study revealed that encouraging team work improves on their morale at their work places to perform better for improved organizations performance. The results can be compared with information that high reward management and motivation is the key to success in any endeavor.

5.2 Conclusions

The study examined and evaluated the effect of teamwork on Employee Performance among Small and Medium Enterprises in Kampala, a case study of Exquisite Solution Limited. Based on the findings, there is a positive and significant relationship between effective communication and employee performance. Therefore, effective communication in the entertainment industry is an essential tactic that has been performed which can extract the ultimate of the employee to help the both organization and the employees to achieve their ultimate goal. Level of trust has a positive and significant relationship with employee performance as referring to the findings. Building trust is building the confidence in each other's competencies and reliabilities, thus, the existence of trust among team members constructs synergy in the organization and a better performance of its employees as trust is based on the reliability and the competencies. Based on the findings, there is a significant and positive relationship between interpersonal skills and employee performance. Leadership has a positive relationship with employee performance. Leadership is an important element of the design of the organization; leadership can be the turning point from failure to success. Based on the findings, there is a positive and significant relationship between accountability and employee performance. Rewards management has a significant and positive relationship with employee performance. Rewards management improves employee work rate to perform in harmony together, cohesiveness is the spirit and the sense of belongingness where the employee feels safe which will construct the motive to take a step ahead and be ready to participate in action towards the goals of the organization.

5.3 Recommendations of the study

Basing on the study findings, the following recommendations were highlighted as follows;

The study also recommended that to ensure effective team work among the employees, there should be a greater balance between employees' needs and organizational needs. It is the duty of all stake holders to ensure that this is achieved as this will reduce employees' selfishness at their places of work.

Refresher courses should be given to managers to improve upon their management skill so as to effectively and appropriately tackle employees' diverse needs. This can contribute towards reducing on the rate of labour turn over in SMES in Uganda.

Managers should regard employees in an effective communication status, involve employee in decision-making procedures and the study proposed that employee participation in organization measures develop motivation and job-satisfaction level which has to be considered by the employers

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