

Critical Review of Literature about Employee Teamwork and Performance of Organizations in Kabale District a case study of Lyamujungu SACCO

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Abstract: A case study of Lyamujungu SACCO was used in the study on employee teamwork and organizational performance in Kabale District. The study discovered a strong correlation between Kabale District organizations' success and employee teamwork. The study collected data using an interview guide and a questionnaire. Both descriptive and inferential statistics were used to analyze the data.

LITERATURE REVIEW

1.1 Teamwork and team from different scholars

As stated by K. Pertiangma (2023). The capacity to cooperate in the pursuit of a common goal is known as teamwork. The capacity to align personal achievements with the goals of the business. It is the catalyst that enables regular individuals to achieve extraordinary outcomes. An individual's personal interests and ideas are subordinated to the group's unity and efficiency when working as a team, according to the definition of teamwork. Working as a team among students entails cooperation to create a product for which team members share accountability for quality.

Mullins, S. J. (2021) defined teamwork as a group in which members collaborate closely with one another in order to accomplish a certain goal or aim. A small group of individuals with complementary talents who are dedicated to a common objective, performance targets, and a strategy for which they hold each other accountable is what Buoye, S. F. (2021) characterized as a team.

1.2 Stages of team growth.

It's critical that (the team members) understand that successful collaboration takes time and that teams don't magically form. Teams truly mature in phases, and in order to move through them and become productive, they need time. Four stages can be distinguished in team growth.

Phase 1 Formation Teams carefully examine the bounds of appropriate group conduct. They look for their place in the group and assess the leader's direction. It is typical for there to be minimal team advancement at this point.

Probably the hardest step for the group to navigate is stage two storming. Members are still unfamiliar with working as a team, thus they frequently grow frustrated with the lack of progress. Because they are confronted with concepts that are foreign to them and force them to step outside of their comfort zones, members may disagree over the best course of action. Rather than concentrating on reaching the objective, they spend a lot of energy on one another.

Phase Three Standardization Members of the team start to accept one another and work out their issues at this point. Relationships that are more cooperative experience less emotional turmoil. The group is able to focus more on their and begins to advance really quickly.

Stage 4 operation. By now, everyone on the team has figured out their respective responsibilities and talents and weaknesses and accepted them from one another. Members are honest and dependable, and because they don't hesitate to share their opinions, many brilliant ideas are generated. When evaluating ideas, setting priorities, and resolving issues, they are at ease utilizing instruments for decision-making. A lot gets done, and there is a high level of team commitment and satisfaction.

1.3 Features of teamwork

The makeup of a team is the second aspect of teamwork. A team can only work well together when its members are complementary to one another's knowledge, skills, and abilities. The processes of interaction, mutual inspiration, and enrichment are what transform a group of people into a team. Members of the team should be complementary to one another in terms of both work style and professional aptitude. Jacobs, K. (2021) distinguished four types of team players a task-oriented contributor, a goal-oriented collaborator, a process-oriented communicator, and a question-oriented challenger.

The team's leadership growth and decision-making process constitute the third aspect of collaboration. The issue of decision-making procedures and the emergence of team leadership is brought to light by the increased emphasis on teamwork. There are several distinct methods that the team uses to make decisions choosing at random from among the suggestions made by the team members. Minority viewpoint (implied in several ways) choice made by the leader and by the majority or by consensus (Barak, Mayson, and Harel.)

Team building is the fourth component. A team grows from people through a sequence of phases based on the common experiences of its constituents. Other researchers have embraced the four stages of team growth outlined by Miller, D. L. (2023).

2.4 The relationship between teamwork and employee performance

Companies can accomplish significant strategic business goals through the management of teams, perhaps giving them a competitive edge in the marketplace. Eweje, G. (2022) listed a few advantages and disadvantages of collaboration.

An organization requires fewer supervisors when it assigns team members to handle much of the work that was previously done by the supervisor. Employers can reduce labor costs by using surplus middle and supervisory staff. Furthermore, a cross-training team member with a wide range of competencies enables a notable decrease in the overall number of personnel needed to complete the task.

Assembling the product or rendering the service, as opposed to an inspector who assesses quality after the product is finished, is where the collaboration approach assigns accountability for quality to the individuals in the team. The "Do it right the first time" or self-inspection approach to quality offers significant advantages. In addition to saving the business money on wasted raw materials and subpar goods, it can significantly save the labor costs associated with hiring a living quality specialist to check other people's work.

Working as a team helps speed up the process of attending to customers' requirements. Teams that are structured around key business processes can significantly shorten the time it takes to finish the process. A business process is an action that adds value or creates value, like order fulfillment or product creation. Departmental obstacles that impede the flow of work are lessened by teamwork.

Collaboration can improve one's capacity to develop novel ideas for goods and services that meet consumer demands. Companies that work as a team innovate more swiftly. Being the first to market with a novel product gives you a significant competitive edge in high-tech sectors. Product development cycle times are shortened when a cross-functional team of technologists, production specialists, and market experts is assembled.

However, there are instances when issues within a team prevent collaboration from reaching its full potential. Teams that don't function well have low or no trust and cooperation, which lowers performance. In order to increase team performance, managers and team members need to identify the root cause of the problem and make the necessary adjustments. As per Balkin's (2002) analysis, these are three of the biggest challenges. They are top performers who do not conform, freeloaders, and lack incentives for teamwork.

A prevalent issue for many firms is the absence of rewards for teamwork. A prevalent issue among numerous firms that have adopted teams is the lack of incentives, if any, for teams that achieve or surpass performance targets. These same companies offer merit pay or other incentives based on each employee's performance. Employee competition for incentive pay is likely to occur when awards are only based on individual achievement, which can erode team cohesiveness and willingness to work together.

Nonconforming high performer: In a team, there are those individuals whose strong individualism interferes with teamwork. Teams have protocols in place to handle underachievers and those that deviate from the norm. This entails disciplining the guilty party by peer pressure and providing the person with pointed criticism in the form of forceful words at the performance review.

Based on their research, Belbin, R. M., & Brown, V. (2022) suggested nine responsibilities that effective teams ought to have. Coordinator: this individual will understand the goals of the team and be adept at encouraging team members to contribute to these goals rather than just advancing their own. The coordinator instills self-control and discipline in the group. They will sum up the opinions of the group and be ready to make a judgment based on them because they are mature and self-assured.

Shaper, the shaper has a strong desire to see things through to completion. By doing this, they demonstrate that they are willing to confront others and that they do not mind having their opinions challenged. During conversations, the shaper searches for patterns and attempts to bring ideas together into a workable project so that the team can begin working on it.

The member with the highest propensity to disrupt conventional thinking and come up with novel ideas is the plant. Occasionally, they can become so inventive and creative that the group fails to recognize the significance of what they are saying. But without the plant to sow the seeds of fresh concepts, the team will frequently struggle to advance. The plant's power lies not in contributing to the details of what has to be done, but rather in offering significant fresh insights and ideas for changes in direction.

The group member with the best networks and relationships, who excels at enlisting outside assistance and information, is known as the resource investor. Although this team member can be very passionate about achieving the team's objectives, this enthusiasm is not always sustained.

Implementer: The person who works for the organization is efficient and well-organized, capable of breaking down large concepts into achievable goals and tasks. These people have a methodical and rational approach. They may struggle with flexibility, but they are systematic and diligent workers.

The person who is best at understanding the needs and worries of the other team members is the team worker. They strive to foster unity and lessen conflict, and they are considerate of and supportive of others' efforts. Employees that work well in a team are especially valuable during times of stress.

Completed: as the name implies, the completed is the one who sets the goals and ensures that the deadlines are met. Usually, the completer conveys a sense of urgency that inspires other team members to take action. Although they make a crucial contribution by being diligent and efficient with the details, they occasionally become mired in them.

The monitor evaluator is adept at observing every alternative. They can accurately assess conditions and have a strategic viewpoint. The monitor evaluator typically lacks the ability to uplift and encourage others and has a tendency to be overly critical. Specialist: this individual has a committed, single-minded attitude and offers specialized knowledge and skills. They may take on an extremely limited viewpoint and occasionally miss the big picture.

A. C. Abrantes (2022), performance is defined as the manner in which a work is completed at a specific level of quality that it needs to be completed. It is accomplished, executed, or modified in the workplace. The goal of collaboration is to generate higher-quality or greater output than would have been possible if each person had worked alone and their combined efforts were used. In a work environment, teamwork should be exhibited by reaching certain goals or a predetermined standard of performance.

Organizations can generate more or higher-quality work through teamwork than they could have if everyone had worked alone and integrated their individual efforts, claims Panagioti, M. (2020). The major purpose of teamwork is to create a kind of synergy. The phrase "the whole is more than the part of the sum of its parts" refers to the qualities that make a group work well together, such as members' capacity to share ideas, correct one another's errors, solve problems as they come up, and apply a variety of knowledge bases to an issue or objective.

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