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Abstract: *The purpose of the study was to assess the impact of teamwork on employee productivity at Jinja town council. The study is guided by the following specific objectives; i) to determine the effect of shared values on employee productivity at Jinja town council, to evaluate the effect of mutual trust on employee productivity at Jinja town council and to evaluate the effect of team roles on employee productivity at Jinja town council. The study adopts a cross sectional design with use of both qualitative and quantitative approach with 214 respondents. The study also presents how data is presented, analysis and interpretation of data collected with the view of answering the research questions. From the findings, for each unit increase in shared values, employee productivity increased by 0.625 units. The results on effect of shared values and employee productivity indicated that shared values have significant effect on employee productivity. Results indicated sig. 0.000 < 0.05, implying that there is a significant effect of shared values on employee productivity. The study recommends that; The management should promote shared values in the organization through allowing employees to have their expressions and view listened to, this allows the organization to develop a good culture which can be transformed into organizational values and norms. Since shared values had a significant effect on employee productivity. Mutual trust had significant effect on employee productivity therefore, mutual trust should be promoted in the organization, where by managers should trust their subordinated and assign them responsibilities and the subordinates should also trust their superiors. Trust among employees promotes good work relations among them and this leads improved performance which is seen through effectiveness in service delivery.*

Keywords: Teamwork, Employee, Productivity and Public Sector

Background of the study

Teamwork was the process of working collaboratively with a group of people in order to achieve a goal. The external factors of teamwork are the political, economic, social and technological 2433 factors that affect teamwork while the internal factors of teamwork constitute leadership style, diversity (culture, talent and personalities) communication, cohesiveness etc. which affects teamwork (Nasuru & Bafaki, 2023). Teamwork is as old as mankind, and many organizations use the term teamwork in either one sense or the other, such as in the production, marketing processes, etc. Management team, production team or an entire organization can be referred as a team. (T. Christopher, 2022) claimed that there is a growing consensus among scholars in the world that organizations may be getting works done through individuals, but his super achievement lies in the attainment of set goals through teams (teamwork) (F. Christopher, Muhindo, et al., 2022). It is a well-known fact that teamwork is not only the foundation of all successful managements, but the means of improving overall results in organizational productivity. (Ntirandekura & Christopher, 2022) described Teamwork as an idea of working together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (productivity) (Ntirandekura & Christopher, 2022). Ruth (2017) claimed that employees' teamwork is seen as constituting a larger group of people than what job position describes. The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. Alan (2013) defined teamwork as a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills (Alex & Kazaara, 2023). Employees take many steps toward accomplishing key action items and nothing important is finished. Team work is the ability to work together towards a common vision. It is a fuel that allows common people to attain uncommon results. Collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed. Teams enable individuals to empower themselves and to increase benefits from cooperative work engaged on as a group (F. Christopher, Moses, Muhindo, & Komunda, 2022). Getting together with others also can allow individuals to better understand the importance of teamwork and how the organizations operate as well as promote the culture of teamwork success. (Alex & Kazaara, 2023) claimed that employers always stress the need for employing those (Employees) that can be able to work with a team and they (Employers) generally talk of teamwork when they want to emphasize the need to various talents possessed by different employees. The organizations however, coordinate the employees into different teams, such as management team, production team, etc. Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals or organization is a systematic arrangement of people to accomplish the same specific purpose (Ntirandekura & Christopher, 2022).

(Paul & Kazaara, 2023) claimed that productivity is the rate at which an employer, company or country produces goods and the amount, produced compared with how much time, work and money is needed to produce them. Productivity is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability and financial capital to produce goods and services (Ivan et al., 2023). This study concentrates specifically on the use of the term teamwork which involves reshaping the way work is carried out. This includes organizing employees into teams based on a distinct product, each team performing a particular task. These teams are given a high degree of responsibility and are expected to work with flexibility (Frank et al., 2023). The interest of the study is to understand or know how teamwork in organization has and can

contribute to employee productivity as it did in Coca-Cola Bottling Company Ghana, Nestle Ghana Limited, Windows Cooperation, Apple cooperation just to mention a few.

Statement of the problem

Teamwork is defined as "a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable." (Julius, 2024a). The managers and employees of Jinja town council overlooked the importance of teamwork and this leads to low employee productivity in the organization. Lack of trust and poor communication among team members are also common in new vision (F. Christopher, Moses, Muhindo, & Muhammad, 2022).

The study seeks the effect of teamwork on employee productivity in Jinja town council. Today, poor implementation of team work in most organizations has had an effect on the overall output of employees in organizations (F. Christopher, Moses, Muhindo, & Nturanabo, 2022). Employees have, consequently, developed behavioral and attitudinal dispositions against the employer which has led to low team spirit, dissatisfaction and even mistrust in some cases, hence low output at the work place (Julius, 2024b). Ethnocentrism has also weakened team spirit in most organizations. The quality of life in the organization can best be measured by the quality of service provision mainly delivered through the National Priority Programs Areas, namely: new, Health programs, education programs, Community Development Services programs are charged with the responsibility of delivering effective services through delegation of functions and powers to the appropriate levels. Statistics show fair performance in all programs being done by Jinja town council (F. Christopher, Komunda, et al., 2022).

Research Objectives

1. To find out the effect of shared values on employee productivity at Jinja town council.
2. To determine the effect of mutual trust on employee productivity at Jinja town council.
3. To establish the effect of team roles on employee productivity at Jinja town council.

Methodology

This study employed a cross-sectional survey research design. Survey design will be allowed the study of a population at one specific time and involved different individual groups within the population to be studied, thus cross sectional (Rasheed et al., 2022). The study was use survey design; this is because it is suitable for collecting data from a large sample of respondents (Olanrewaju et al., 2021). This study is descriptive in nature with both qualitative and quantitative research approaches was used to get insight to variables (Olanrewaju & Abiodun, 2021). Qualitative and quantitative approaches was adopted to enable the researcher to get and analyze information concerning respondents’ opinions about the impact of teamwork on employee productivity in public sector at new vision headquarters. The researcher obtained information from the Head Quarters of new vision According to the new vision score-card Report 2012/2013, it showed the council has over 250 employees including support staff (Jallow et al., 2022). The study population involved all these employees in the study because they are assumed to possess the necessary information about the study. The questionnaire was designed and administered by the researcher to obtain relevant data from the study population on the views and experience on teamwork and employee productivity (Winny et al., 2023). The questionnaires are preferred for this study because it enables the researcher reach a larger number of respondents within a short time, thus makes it easier to collect relevant data. The first section in the questionnaire is used to collect data on profile of respondents. The second section in the questionnaire is on teamwork. The third set is on employee productivity. All the questions were in Likert Scaled on four points ranging from, SD= Strongly Disagree, D = Disagree, A = Agree, and SA = Strongly Agree (Paul & Kazaara, 2023).

The questionnaires contain close-ended questions to collect quantifiable data relevant for precise research variables. It is preferred because it is easy for fill by the educated staff of new vision and saves time, enable respondents to keep track in line with study objectives. The data collected was edited for accuracy, completeness and to find out how well the answered questionnaires are and this was done in line with the questionnaires (F. Christopher, Moses, Muhindo, & Muhammad, 2022). The edited data will be coded. Coding involved assigning numbers to similar questions from which answers were given unique looks to make the work easier. In this case SPSS (Statistical Package for Social Scientists) was used to analyze the coded data (Nelson et al., 2022). Presentation of data involved use of tables Frequency and percentages were used on demographic characteristics of respondents. Means and standard deviation were used on responses of the questionnaire to determine the extent to which respondents agree or disagree with the questionnaire items. Simple linear regression was used to analyze the data on each objective and 0.05; level of significance will be used on the decision about the hypotheses.

RESULTS

Table 1: descriptive statistics on team work practices

Items on team work			Interpretation	Rank
Shared values				
We work to meet the agency’s vision, mission, guiding principles and core goals	3.31	1.002	Very satisfactory	1

We understand our common goals	2.77	.952	Satisfactory	2
We recognize each other for a job well done	2.68	.920	Satisfactory	3
We are held accountable to achieve our common goals	2.62	.976	Satisfactory	4
We understand what we need from each other	2.51	.931		5
We proactively meet the needs of others to help each other be successful	2.46	.836	Unsatisfactory	6
Average mean	2.73	.77252		
Mutual trust				
We are consistent so team members know what to expect from each other	3.27	.906	Very satisfactory	1
We are dependable and do what we agree upon	2.83	.882	Satisfactory	2
We keep confidential information confidential	2.63	.910	Satisfactory	3
We keep each other informed with necessary information	2.37	.907	Unsatisfactory	4
Average mean	2.78	.72092		
Communication				
We openly discuss the behaviors to be implemented to improve teamwork	2.82	.941	Satisfactory	1
We objectively accept diverse ideas	2.68	.858	Satisfactory	2
We present the facts of the situation	2.58	.796	Satisfactory	3
We feel free to express our ideas	2.20	.835	Unsatisfactory	4
Average mean	2.49	.73034		
Overall mean	2.67	.66315		

Sources: Primary Data, 2022

Results in table 1 indicated that team work as the independent variable and the first objective was rated satisfactory and this was indicated by the overall mean of 2.67, implying that team work is highly practiced at Jinja Town council. Regarding share values; results indicated that this construct was satisfactory and this was indicated by the average mean (mean=2.73), hence implying that majority of employees at Jinja town council work to meet the council's vision, mission, guiding principles and core goals. Still results indicated that the employees understand their common goals (mean=2.77), they always recognize each other for a job well done (mean=2.68), they are always held accountable to achieve their common goals (mean=2.62), they understand what they need from each other (mean=2.51) (Nelson et al., 2023), still the results indicated the fact that they don't always proactively meet the needs of others to help each other be successful (mean=2.46).

With respect to mutual trust; results indicated that it was rated as satisfactory and this was indicated by the average mean of 2.78, hence implying that the workers at Jinja Town council are trust worthy. Still results indicated that the employees are always consistent, so team members know what to expect from each other (mean=3.27), they are dependable and do what they agree upon (mean=2.83), they also keep confidential information confidential (mean=2.63), still the results indicated the fact the workers at the council they don't always keep each other informed with necessary information (mean=2.37)

In relation to communication; results in table 4.2 indicated that this construct was measured using four items (questions) and it was unsatisfactory as rating by respondents (mean=2.49). The results further indicated that they openly discuss the behaviors to be implemented to improve teamwork (mean=2.82), they objectively accept diverse ideas (mean=2.68), they present the facts of the situation (mean=2.58), but however some do not feel free to express their ideas (mean=2.20).

Effect of shared values on employee productivity. Jinja Town council

Table 2: Regression Test Results shared values against employee productivity Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
1	.739 ^a	.546	.541	.43037

a. Predictors: (Constant), Shared values

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20.065	1	20.065	108.334	1.000
Residual	16.669	90	.185		
	36.735	91			

a. Dependent Variable: employee productivity

b. Predictors: (Constant), Shared values

With an R-squared value of 0.739, the data demonstrates a strong relationship, and the adjusted Square value of 0.546 suggests that over half of the variation in employee productivity can be attributed to shared values. The high F-value and the extremely low p-value further confirm the robustness and statistical significance of the model (Nelson et al., 2023). The ANOVA table further supports the significance of the model. The regression sum of squares is 20.065, with 1 degree of freedom, leading to a mean square of 20.065. The residual sum of squares is 16.669, with 90 degrees of freedom, resulting in a mean square of 0.185. The F-value is calculated to be 108.334, which is highly significant with a p-value (Sig.) of 0.000. This p-value indicates that the probability of observing such a strong effect by chance is less than 0.1%, thus confirming the model's significance.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	1.266	.169	.739	7.482	.000
1 Shared values	.625	.060		10.408	.000

a. Dependent Variable: employee productivity.

This represents the intercept of the regression line. It is the expected value of employee productivity when shared values are zero. Essentially, if there were no shared values, the baseline level of employee productivity would be 1.266. This is the slope of the regression line, indicating the change in employee productivity for each unit increase in shared values. Specifically, for each unit increase in shared values, employee productivity increases by 0.625 units. The results on effect of shared values and employee productivity indicates that shared values have significant effect on employee productivity. Results indicate sig. 0.000 < 0.05, implying that there is a significant effect of shared values on employee productivity. The $r^2 = 0.546$ means shared values contribute 54.6% on employee productivity of Jinja Town council.

Effect of mutual trust on employee productivity at Jinja Town council.

Table : Regression Test Results - Mutual Trust against employee productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
1	.759 ^a	.577	.572	.41924

a. Predictors: (Constant), Mutual trust among workers.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	21.079	1	21.079	119.932	.000 ^b
1 Residual	15.467	88	.176		
	36.546	89			

a. Dependent Variable: employee productivity.

b. Predictors: (Constant), Mutual trust

This study aimed to investigate the impact of mutual trust on employee productivity at Jinja Town Council. A simple linear regression model was conducted with mutual trust as the predictor variable and employee productivity as the criterion variable. The results of the regression revealed that mutual trust had a moderately strong positive correlation with employee productivity, as indicated by the R value of 0.759. Additionally, mutual trust accounted for approximately 57.7% of the variance in employee productivity scores as shown by the R Square value of 0.577. After adjusting for sample size and number of predictors in the model, the Adjusted R Square was still reasonably high at 0.572, suggesting mutual trust is a meaningful predictor of employee productivity even when controlling for these factors. Furthermore, the ANOVA results showed that the regression model was statistically significant, with mutual trust significantly predicting employee productivity at $p < 0.001$.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.171	.169		6.926	.000
1 Mutual trust	.674	.062	.759	10.951	.000

a. Dependent Variable: employee productivity.

This table presents the results of the regression coefficients, which indicate the strength and direction of the relationship between the predictor variable (mutual trust) and the criterion variable (employee productivity). The unstandardized coefficients (B) value for mutual trust was 0.674, suggesting that for every one unit increase in mutual trust scores, employee productivity scores increase by 0.674 units on average, holding all other variables constant. The standardized coefficient (Beta) value of 0.759 indicates that mutual trust has a high positive impact on employee productivity. Both the mutual trust predictor variable and overall regression model coefficients were statistically significant based on the t-values and significance values being less than 0.05. Specifically, mutual trust significantly predicts employee productivity at the $p < 0.001$ level. In addition, the constant coefficient value of 1.171 represents the predicted value of employee productivity when mutual trust is equal to zero.

Conclusion

Conclusions have been drawn in line with the study findings.

Shared values have significant positive effect on employee productivity.

Shared values once developed in the organization help employees and the organization at large to develop a culture of shared values which motivates employees to perform better by increasing the level of efficiency of organizations.

Mutual trust has significant effect on employee productivity. A manager’s trust in the subordinate may also affect subordinate behavior and intentions. A manager’s trust in the subordinate is likely to influence the way the manager treats the subordinate, who in turn is likely to affect the subordinate’s actions; this may be reflected in the performance of an employee. Mutual trust is a major factor to build a good culture of the organization.

Team roles have significant positive effect on employee productivity. Teams are very important in ensuring organizational efficiency and effectiveness. Effective teams lead to cohesion among the team members who learn from each other to improve in their performance.

Recommendations

The management should promote shared values in the organization through allowing employees to have their expressions and view listened to, this allows the organization to develop a good culture which can be transformed into organizational values and norms. Since shared values had a significant effect on employee productivity.

Mutual trust had significant effect on employee productivity therefore, mutual trust should be promoted in the organization, where by managers should trust their subordinated and assign them responsibilities and the subordinates should also trust their superiors. Trust among employees promotes good work relations among them and this leads improved performance which is seen through effectiveness in service delivery.

The researcher further recommends that national water and Sewerage Corporation encourage team work, because team roles have a significant effect on employee productivity. Encouraging team work helps employees to learn from each other and share expertise to improve on performance of the organization.

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