TEAMWORK AND EMPLOYEE PRODUCTIVITY IN DAHABSHIL BANK, MOGADISHU, SOMALIA

BY

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DECLARATION

This dissertation is my original work and has never been presented for any academic award in any University or Institution of Learning.

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APPROVAL

This is to acknowledge that this research has been under my supervision as university supervisors and is now ready for submission.

Supervisor _____   Date _____

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I would like to thank the almighty Allah for allowing me to successfully complete my masters studies.

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LIST OF ACRONYMS

HBR   Human Behavior Representation

O.B   Organizational Behavior

U.S   United States

WB   World Bank

ABSTRACT

This study was to examine the teamwork and employee productivity in Dahabshil Bank, Mogadishu, Somalia. The problem statement was poor implementation of team work in most organizations has had an effects on the overall output of employees in organizations (Adler & Nancy, 2011).The purpose of the study was to assess the effect of teamwork on employee productivity in Dahabshil Bank, Mogadishu. The Objectives were; to examine the relationship between interdependence (Team Trust) and employee productivity in Dahabshil Bank, Mogadishu, to assess the relationship between Recognition and employee productivity in Dahabshil Bank, Mogadishu. The study adopted descriptive research design because the study involved collecting opinions from different respondents. the cross sectional design was desired because it allowed the researcher to discover the relationship between employee productivity and teamwork from their point of view. A sample size of 70 respondents was determined through random sampling methods. Data was collected from primary sources using questionnaires. It was found out that there was a positive significant correlation with a Pearson correlation coefficient of 0.861 and its significance stood at 0.000. This shows that it rejects hypothesis and thus indicating a positive significant relationship between trust and employee productivity at Dahabshil Bank. With regards to the hypothesis it was accepted since reliable evidence point to the fact that the there was a positive significant relationship between the two variables. This further illustrates that trust are a good indicator or booster of team work for employee productivity. Relationship between recognition and employee productivity was computed at a Pearson Correlation Coefficient of 0.682. The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the relationship between the two variables was strong, positive and significant. It was also found out that R square was 0.645 and this implies that 64.5% indicates that the model explains all the variability of the response data around its mean. The study concludes that optimistic expectations toward the productivity, attitude and behaviors of other and willingness to become vulnerable to other and serious elements to define trust. The study recommends that the employees at the Bank need to establish measures intended to provide trust to workers in teams. In private sector organizations, such type government policies should be adapted which support team efforts inside the organization. In this way overall organizational productivity and effectiveness can be enhanced. The study contributes to the knowledge that teamwork is key for the effectiveness of the employees. Employees who works as teams have more productivity than those who works individual.

<div align="center">**CHAPTER ONE**</div>

<div align="center">**INTRODUCTION**</div>

1.0 Introduction

This chapter gave the background of the study, problem statement, purpose of the study, objectives of the study, research questions, scope, the significance of the study and conceptual framework.

1.1 Background of the study

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2008)

1.1.1 Historical Perspective

Historically, this era of increased competition, leaders recognize the importance of teamwork more globally, team work has been considered by many scholars as one of the aspects of management that could lead to effectiveness of an organization. Organizations that create and encourage team work through job specialization and division are transformational, exemplary and therefore more effective (Strange & Mumford, 2012; Kirkpatrick and Locke, 2013; House, 2015).Working as a team ensures harmonized good qualities and characteristics in terms of integrity, empathy, honesty and trust (House 2014) and was so sensitive to both the environment and member needs and take personal risks in order to manage change (Conger &Kanungo, 1992).

Various arguments have been advanced to explain the effectiveness of team-based work. For example, both sociotechnical theory (e.g. De Sitter 2003; Pasmore2005) and work design theory (Hackman and Oldham 2012) have focused on the design of the group's task to explain positive results; self-leadership theory has identified the supervisory behaviours that help self-managing teams achieve success (Manz and Sims 2011)

1.1.2 Theoretical Perspective

The study was based on Teamwork Theory. Probably the most famous teamwork theory is Bruce Tuckman's "team stages model". First developed in 1965, Tuckman's model is widely known as a basis for effective team building (Adler, Nancy, 2011).

Tuckman's model is significant because it recognizes the fact that groups do not start off fully-formed and functioning. He suggests that teams grow through clearly defined stages, from their creation as groups of individuals, to cohesive, task-focused teams (Arbnor, Ingeman & BjörnBjerke, 2014). Tuckman describes working with a team of social psychologists, on behalf of the U.S. navy. The team studied small group behaviour, from several perspectives. In doing so, Tuckman reviewed 50 articles on group development and noticed that there were two features common to these small groups: the interpersonal or group structure, and the task activity. From this he identified that groups evolved into teams via four common stages.

Tuckman's famous phases are part of a teamwork theory based on stages of team development. His theory may have gained popularity partly due to the catchy labels for each of his stages. However, it also provides a useful and simple way to think about how we humans interact in team situations (Earley, Christopher, Cristina & Gibson, 2012). Firstly by illustrating that it's normal for teams go through stages as they develop. Secondly, by highlighting the need to manage different aspects of team behaviour at each stage of that development. The beauty and usefulness of Tuckman's model is perhaps in its simplicity.

Team development theories such, as Tuckman's group development stages,recognise that teams develop through different stages, from forming through to performing. Whilst these theories give a useful understanding of different team requirements at different times, there are a number of questions that aren't particularly well answered by the models (Brooks, Ian, 2012).

1.1.3 Conceptual Perspective

Teamwork refers to the process of working collaboratively with a group of people in order to achieve a goal (Tiberondwa, 2015). Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. Teamwork is an

important but often over-looked component of human behaviour representation (HBR). Many of the activities in modern military combat operations involve teamwork. Teams exist both within well-defined units, as well as cutting across echelons. For example, a command staff at battalion and brigade levels consists of multiple officers working together to help the commander make decisions, and interactions and coordination between officers in the same staff section (e.g. G2/S2-Intelligence) at different levels can also be characterized as teamwork

McShone (1998) said that teams are replacing individuals as the basic building blocks of organization - French language television programs has shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve problems.
According to Steiner (2003) teams and teamwork are not novel concepts; teams and team thinking have been around for years at companies such as Procter and Gamble; and Botany. In the 1980s the manufacturing and auto industries embraced a new team-oriented approach when United States firms retooled to combat Japanese competitor who were quickly gaining market share.

Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers (Waldman, 2001; Dumdum 2012). Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses. The capacity for collaboration has always been important for productivity. In the early days of the corporate network, email and video conferencing provided productivity gains and lowered costs. Newer mobile collaboration tools make it much easier for geographically dispersed employees to work together. Tablets, smartphones and laptops let users connect with colleagues anywhere, at any time (Bikas2015).

1.1.4 Contextual Perspective
In Africa, most organisations have recognized that team players display talents of each member more evidently that those talents can easily be seen as relevant. They also possess high leadership skills that help them motivate others to identify with the team's vision and

sacrifice their self - interest for that of the group or the organization (Bass, 1985). Effective communication of a viable vision is believed to produce a wide range of positive outcomes including employee productivity by changing the team members' attitudes and job outputs (Waldman, 2001; Dumdum 2012) top management team cohesion (Agle and Sonnen field (1994) and Organizational citizenship behaviour (Podsakoff, 2013).Communication is a two way street. A team that communicates together is more likely to do the things necessary to be successful.

In Somalia, team work is important in all organizations including privately owned organization like Dahabshil Bank Since Private organizations have a wider following and are concerned of delivering to the local communities, grouping up to form teams become imminent where all members in the community are considered equal and decision making was based on the concept of a common good (Bikas2015).

In Mogadishu, private organizations like Dahabshil Bank have a simplified system of structure with a relatively reduced level of bureaucracy as compared to state owned bodies (Becker and Gordon 1964, 1966). This simplified system of organization eliminates the likely confusion that is always associated with bureaucracies which tend to impede effectiveness of organizations. Dahabshil Bank as one of the privately owned public limited companies that was established way back in 2007, under the public limited company Act of 2007(as amended)

1.2 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."

(Katzenbach and Smith, 2003).

The managers and employees of Dahabshil bank overlooked the importance of teamwork and this leads a low employee productivity in the organization.

Lack of trust and poor communication among team members are also common in Dahabshil. The study seeks the effect of teamwork on employee productivity in Dahabshil, bank, Mogadishu Somalia.

Today, poor implementation of team work in most organizations has had an effects on the overall output of employees in organizations (Adler & Nancy, 2011). Employees have,

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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. Ethnocentrism has also weakened team spirit in most organizations in Somalia.

1.3 Purpose of the Study

The purpose of the study was to assess the effect of teamwork on employee productivity in Dahabshil Bank, Mogadishu

1.4 Research Objectives

i.   To examine the relationship between Team Trust and employee productivity in Dahabshil Bank, Mogadishu
ii. To assess the relationship between Recognition and employee productivity in Dahabshil Bank, Mogadishu

1.5 Research Questions

i.   What is the relationship between Team Trust and employee productivity in Dahabshil Bank, Mogadishu?
ii. What is the relationship between Recognition and employee productivity in Dahabshil Bank, Mogadishu?

1.6 Hypothesis

H01:There was no significant relationship between team trust and Employee productivity in Dahabshil Bank, Mogadishu.

H02: There was no significant relationship between recognition and employee productivity In Dahabshil Bank, Mogadishu.

1.7 Scope of the study

1.7.1 Geographical Scope

The study was carried out from Dahabshil Bank, Mogadishu. The bank was located in the heart of Mogadishu City; the capital city of Somalia. Dahabshil Bank, Mogadishu branch is situated on Abdikareem Street opposite Express Money Transfers

1.7.2 Content scope

The study focused on; the relationship between interdependence (Team Trust) and employee productivity in Dahabshil Bank, Mogadishu, the relationship between Recognition and employee productivity in Dahabshil Bank, Mogadishu and if there is a relationship between teamwork and employee productivity in Dahabshil Bank ,Mogadishu.

1.7.3 Theoretical Scope

The study was based on Teamwork Theory. Probably the most famous teamwork theory is Bruce Tuckman's "team stages model". First developed in 1965, Tuckman's model is widely known as a basis for effective team building (Guirdham, Maureen, 2014).

Tuckman's model is significant because it recognizes the fact that groups do not start off fully-formed and functioning (Hunger &Wheelen, 2013). He suggests that teams grow through clearly defined stages, from their creation as groups of individuals, to cohesive, task-focused teams. Our e-guide: Build a Better Team, has been specifically designed to help you understand and use a team stages model. It contains a tool for each stage to help you build a high-performing team – as quickly as possible.

1.7.4 Time scope

The study took four months and that was from April 2017 to August 2018 and this was because the process involved data gathering.

1.8 Significance of the study

It is hoped that the findings of this study will help managers to embrace team work so as to promote the productivity of their organizations in this competitive world

The findings of this study will help employees to see the advantages of working as a team. It helped them to delegate duties in cases where they are busy with personal matters

This study will help the policy makers to formulate good policies that can help organisations to encourage teamwork in their institutions

Finally the findings of this study will be of great value to future researchers since it will act as a reference source for a related study.

1.9 Definition of key terms

Team

A team refers to a group of people or other animals linked in a common purpose. Human teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks

Trust

Trust is both and emotional and logical act. Emotionally, it is where you expose your vulnerabilities to people, but believing they will not take advantage of your openness.

Employee

An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties

Productivity

Productivity is an economic measure that calculates how many goods and services have been produced by each factor used (worker, capital, time, costs, etc.) in their obtaining in a given period of time.

Group: A group is a set of two or more people who interact with each other to achieve certain goals or meet certain needs. A group in itself does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize his or her strengths and minimize his or her weaknesses.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

The study reviewed literature from various scholars on the major variables of the study included; conceptual framework, theoretical review, the relationship between interdependence (Team Trust) and employee productivity in Dahabshil Bank, Mogadishu, the relationship between Recognition and employee productivity in Dahabshil Bank, Mogadishu, the relationship between teamwork and employee productivity in Dahabshil Bank, Mogadishu, and conceptual Framework showing independent and dependent variables and summary of gaps identified in the literature review

2.1 Conceptual Framework

TEAM WORK   **EMPLOYEE PRODUCTIVITY**

Independent Variable   **Dependent variable**

Team Trust
- Commitment
- Governance
- Resources

Team Recognition
- Increments
- Promotion
- Incentive allowance
- Training and development

- high output
- commitment
- Increased innovativeness

Source: Earley et al., (2012)

According to the above conceptual framework, the independent variable is team work and this involves; Interdependence which comprises of Commitment, Governance, Resources and Recognition & Reward which consists of Increments, Promotion, Incentive allowance and Training and employee development. The dependent variable involves; high output, time

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saving and commitment and Increased innovativeness. This indicates that with interdependence, recognition offered to employees, their productivity at work is improved hence indicating that there is a close relationship between team work and employee productivity.

2.2 Theoretical review

The study was based on Teamwork Theory. Probably the most famous teamwork theory is Bruce Tuckman's "team stages model". First developed in 1965, Tuckman's model is widely known as a basis for effective team building (Adler, 2011).

Tuckman's model is significant because it recognizes the fact that groups do not start off fully-formed and functioning. He suggests that teams grow through clearly defined stages, from their creation as groups of individuals, to cohesive, task-focused teams (Arbnor et al., 2014). Tuckman describes working with a team of social psychologists, on behalf of the U.S. navy. The team studied small group behaviour, from several perspectives. In doing so, Tuckman reviewed 50 articles on group development and noticed that there were two features common to these small groups: the interpersonal or group structure, and the task activity. From this he identified that groups evolved into teams via four common stages.

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There is also another theory of teamwork, Belbin theory of team roles. Belbin created a list of nine roles that every team should have. These roles are plant, resource investigator,

coordinator, shaper, monitor evaluator, team worker, implementer, completer-finisher, and specialist. This theory guided the work.

2.3 Teamwork

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2008).

Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many organization today are moving towards "team based" approach to work, this means that working in teams is the basic method used to get work done in these organizations. As a result, employers stress the importance of employees working as a team and advertise for staff with the ability to work in such a way (Richard, 1991).

McShone (1998) said that teams are replacing individuals as the basic building blocks of organization - French language television programs has shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve problems.

According to Steiner (1972) teams and teamwork are not novel concepts; teams and team thinking have been around for years at companies such as Procter and Gamble; and Botany. In the 1980s the manufacturing and auto industries embraced a new team-oriented approach when United States firms retooled to combat Japanese competitor who were quickly gaining market share. Brown et al (1996) examined that managers discovered the large body of research indicating that teams can be more than the tradition corporate structure for making decisions quickly and efficiently. He further said that teams needed for the restructuring and reengineering processes of the future giving instances that simple changes like encouraging input and feedbacks from workers on the line make dramatic improvements.

According to Taylorist model, work was divided into narrow function with short, repetitive work cycles and the work method prescribed in detail but this system fail to offer sufficient scope for a process of upgrading and innovation, which is essential for quick change and adaptation (Taylorist 2003). In current times there has been growing emphasis in tertiary education that students should develop professional skills as part of their education. Skills such as problem solving, communication, collaboration, interpersonal skills, social skills and time management are actively being targeted by prospective employers as essential requirement for employ ability especially in team environment. Of these, employment authorities consistently mention collaboration and teamwork as being a critical skill, essential in almost all working environments.

2.4 Employee productivity

Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers (Waldman, 2001; Dumdum 2012). Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses. The capacity for collaboration has always been important for productivity. In the early days of the corporate network, email and video conferencing provided productivity gains and lowered costs. Newer mobile collaboration tools make it much easier for geographically dispersed employees to work together. Tablets, smartphones and laptops let users connect with colleagues anywhere, at any time (Bikas2015).

In this era of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization (Alie, Beam & Carey, 1998). It is the mean of improving man-power utilization and potentially raising performance of individual.

With a support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that employee

working within the team can produce more output as compared to individual (Jones, Richard, Paul, Sloane & Peter, (2007).

According to Cohen and Bailey (1999) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones,2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel and Marchington, 2005).This means that employees who work in teams are able to improve upon their skills, knowledge and ability by learning from each other as they are working in a team, and due to that it enable them produce effectively and efficiently as compare to employees who work individually in organizations

2.5.1 Relationship between interdependence (Team Trust) and employee productivity

To date no description of trust has been generally accepted. Despite the alterations of opinion, numerous matters seem common across explanations, According to Rousseau et al, 2013 note from micro psychological theories (e.g. McAllister, 2015, Lewicki and Bunker, 2013; Zand, 2012) to social/economics approaches.

Optimistic expectations toward the productivity, attitude and behaviors of other and willingness to become vulnerable to other and serious elements to define trust (Barber, 1983; Cummings and Bromiley, 2013). In the most definitions trust seems related to specific attributions bout others individuals intentions and motives underlying their behavior (Smith and Barclay, 2014). For Example for Lewicki and Bunker (2013) trust comprises "Affirmative hopes or expectation about others." Interdependence promotes and encourage interaction and enhance communication among team members. Trust amongst team members originates when members of the team develop the confidence or self-assurances in each other's competences, skills and abilities.
 A study by ErdemandOzen (2015) found that trust among the team members develop the exclusive and unique skills and coordination of individuals. According to Mickan and Rodger

(2000), there is positive relationship among the team productivity and trust. Trust generates the behavior basis of teamwork, which results in organizational collaboration and better productivityof an employees. Development of trust within the organization is the responsibility of individuals. Formation of favorable and trustable environment for synergetic team work is the responsibility or organization. Organization would transform the trustworthy behavior for measurement into productivity appraised system to promote the organizational values (ErdemEtal, 2015).

According to Manz and Neck (2012), high productivity teams within the organization happen when there is cooperation and unity between members or individuals. Reducing mistakes, quality outputs, increase in productivity and customer satisfaction are the variety of criteria through which the productivity of the team is evaluated and jugged accordingly (Mickan& Rodger, 2000). Support of team members can only be created when the trust comes to be most important values of the team culture. Trust provides an atmosphere for the team members where members can deliberate and discuss their mistakes, accept criticism and freely express their feelings so this lead to more synergy (Edmondson, 2014). The willingness to be vulnerable from Mayer et al. (2015) is one of the greatest quoted descriptions of trust and has played dominant role in many conceptualizations. For example, McKnight et al. (2013) mention trust as the believes, confidence and willingness to be contingent on another party.

According to Jones and George (2013) associate the willingness to become vulnerable to a set of social & behavioral expectations that lets individual persons to be able to manage uncertainty or risk related with their action. From a sociological assessment, Barber (1983) claims that trust contains ethical, expressive and intellectual bases. Lewis and Weiger (1985) clarify trust as extremely complex phenomenon with dissimilar cognitive, emotional and behavioral dimensions within economics (Cummings &Bromiley (2013). Practice the same magnitudes to describe trust between individuals or teamwork in more work allied contexts. Further emphasis on dyadic work relations, psychologists such as McAllister (2015) differentiate among contents of cognition based and effect based trust and the precise factors that affect the expansion of each form. Trust comes when every individual among team grow the confidence in each other proficiencies.

One research study established that among the teammates develop the exceptional and direction of individuals (Erdem, Ferda, Ozen&Janset, 2015). According to Manz and Neck

(2012) High Productivity Teamwork inside the organization occur when there is collaboration and unity between each individual of teammates. Reducing blunders/mistakes, quality out puts, enlargement in productivity/production and customer fulfillment are the variety of standards over which the productivity of the team is estimated (Mickan& Rodger, 2000). It is the responsibility of each individuals to build trust within organization. According to Mickan and Rodger (2000) there is a constructive affiliation among the team productivity and trust. Trust carries an atmosphere for the team fellows where individuals can deliberate their faults/mistakes, take criticism and easily express their emotional state so this lead to more collaboration (Edmondson, 2014).

Various arguments have ben advanced to explain the effectiveness of team based work. For instance, both sociotechnical theory (e.g. De Sitter 1994; Pasmore 1988) and work design theory (Hackman & Oldham 2012) have focused on the strategy of the group's task/mission to clarify positive consequences; self-leadership theory that emphasize on supervisory & managerial behaviors that help self-managing teams attain success (Manz& Sims 2011). Teamwork refers to a group of individuals who work interdependently to solve problems or carry out tasks (Keller, 2001) Deming implies that an extraordinary degrees of employee's teamwork is vital to employee productivity and for accomplishment of quality and productivity enhancement (Costa, 2015). There can be many procedures and methods to higher the productivity of individuals within team at workplace; including practices linked to work environment, organizational culture, problem solving and cooperation among employees within numerous departments (Keller, 2001). It is perceived that those employees who working in a team instead of the conventional based workplace have higher fulfillment and productivity. Employees are being trained in teams to attain their organizational targets linked to their concern responsibilities (Erdem et al. 2015).

According to Cohen and Bailey (2014), team is a group or collection of individuals who are interdependent in the task given to them and who share accountability for the significances and outcome, the team permits and allows individuals to collaborate, help, improve individual skills and provide constructive feedback without any conflict between individuals (Jones, 2007). Teamwork has been defined as a vital and much important factor for smooth and functioning of an organization. Most of the organizational activities become complex due to improvement of new innovations in technology, therefore teamwork is a key focus of many organizations. One research work determined the teamwork is necessary and much

essential for all types of organization, including non-profit organizations (Pfaff & Huddleston, 2015).

Team members enhance the KSA, knowledge, skills and abilities while working in teams (Froebel and Marchington, 2013). The work productivity or productivity of the team is higher than individual productivity when the work requires a broader scope of knowledge, judgments and opinion. The benefit of teamwork is significant productivity growth in the ranges and operational management (Totterdill Dhondt & Milesome, 2012). Teamwork also creates an environment that simplifies and facilitate knowledge and information exchange and so-called knowledge sharing. Other benefits are the ability of new forms of work organization to increase the potential for innovation that may add value and importance to products or services, moving them into less price-sensitive market.

Moreover, the ability of new forms of work organization to increase the employability of workers through multiskilling and the acquisition or acquiring of higher competencies in problem solving, communication and team working will help labor market adaptation and also support new form of local and regional economic growth and regeneration (OECD, 2012). Organizations which emphasize more on teams have resulted in increased employee productivity, greater productivity and better problem solving at work (Cohen & Bailey, 1991). Bacon &Blyton (2012) highlighted the two important factors i.e Self-Managed team and interpersonal team skill. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee productivity. Teamwork is a significant instrument and tool of a new type of work management. Teamwork is precise and accurate organizational measure that shows many different features in all types of organizations, including no-profit (Mulika 2010).

2.5.2 Relationship between Recognition and employee productivity

Many studies conducted to test Herzberg's Two-Factor theory supported his claim that the number one motivator is not money, but a sense of accomplishment or attainment and recognition for a job-well-done (Idemobi, 2010). Most organization appraisal an employee productivity only once a year and allocated praises at each time. To stimulate and motivate employees to perform at their highest level competence, managers must distinguish their achievements and progress more than once a year. In the national survey of the Changing

workforce conducted with the families and institute in New York, Salary ranked 16th on the list of items measured very important in rating job. A recent study identified deficiency of enough praise and recognition as the key reason employees leave there jobs (Kidder in Idemobi, 2010).

According to Rabey (2015), Recognition are the primary emphasis of individuals who are working in teams. To this end, perspective and strategic mind mangers who are performing in extreme level of organizations know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team member's hidden working potential otherwise manager may lose them. The reward and recognition programs assist as the most contingent and depending factor in keeping employees or staff self-esteem high and passionate.

Further Oosthuizen (2001) specified that it is among the major function of managers to stimulate and motivate the employees effectively and influence their productivity to achieve greater organizational proficiency. According to the view of La Motta (2003) that productivity at job is the consequence of capability and motivation, ability framed through education, equipment, training, involvement and experience ease in assignment and two types of capacities i.e. mental and physical. The productivity estimations are the factors that demonstrated to be the bonding agents of the productivity assessment program.

According to Wilson (1994), the process of productivity supervision is one among the vital and very strategic element of total reward system, while in other hand Entwistle (2011) further discusses the view that if an employee executes successfully, it leads to organizational reward and as a result motivational factor of employees lies in their productivity. According to Stangorth (2000), teamwork is the collective way of working which results in potential benefits and greater synergy. Managers must plan and design an appropriate and suitable reward system for the employee and encourage their participation in the team project. They must also set the group goal which are connected towards the company strategic plan, building of employee productivity and fair payment methods. After implementation of above captioned concern, managers are able to establish their team.

Mussel white (2001) had noted that periodically, monitoring the teamwork activities in order to check its effectiveness should be primary focus of every business strategy. Anderson & West (2012) further argued that effective organizational environment is one in which employee's communicate, participate and work in trustable atmosphere. Other research results in a supportive organizational environment. According to Hertzberg (2011) Reward and recognition can provide both intrinsic with means of fundamental or inherent and extrinsic motivation. Hertzberg (2000) stated that extrinsic reward are the main factors to provide employees movement in a positive manner. According to Dunford (1992), Recognition improve employee productivity.

According to (Staniforth, 2000) teamwork is the cooperative technique of working which result in possible benefits and superior collaboration. All Executives require to plan and design policy for an appropriate & suitable reward system for the employee and inspire their contribution in team projects. They essentially need to set the group goal which are related towards company strategic plan, building of employee productivity and fair payment procedures. Scholar further suggested that team work is a slight process which needs &strongly require to be handle carefully in a sympathetic organizational environment. Herzberg (2007) described that extrinsic reward are the central feature to provide employees movement in positive and productive way. Further another scholar Dunford (1992) highlight that recognition increases employee productivity to be more productive.

According to Freeman (2012) the extensive use of proper productivity appraisal suggests that most employers believes they can rate the efficiency and productivity of their employees. Adjusting relative rewards and wages rates to reflect comparative productivity produces three kinds of benefits for the organization. First it serves as an incentive for better effort. Second it tends to appeal for new workforces and individual especially those who like work hard and lastly it reduce the likelihood of losing best performers. According to Andrew (2012), commitment of all employees is based on reward and recognition. Deeprose (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which eventually results in better and approved productivity and better activates of an organization.

Lowler (2015) Further struggled to simplifies that prosperity, wealth and existence of the administrations and organizations is determined though the human resource how they rare treated. Most of institutions and organizations have increased the massive advancement by

completely observing with their professional and recognized strategy through a well-balanced reward and recognition agendas and programs for their employees can be implement. Nowadays where most of the organization and firms has to encounter and meet its obligations, commitment and responsibilities toward reward and recognition; the productivity of employees has a very vital influence on overall organizational accomplishment.

With no doubt the whole success of an organization and institution is based on how organization and their top management retains its employees inspired and in what approach they evaluate and assess the productivity of employees for job reimbursement. Managing the productivity of every separate employees from a fundamental part of any organization policy and how they deal with their human capital (Druker as Cited in Meyer & Kristen, 2013). The individuals among employees who takes recognition as their feelings of worth and appreciation and as a result it boosts up confidence, moral and self-esteem of employees which ultimately increases productivity of organization. In a demotivated atmosphere, low or courage less employees can practice their skills, abilities and knowledge with new innovation and full commitment to the extent an organization needs.

According to Freedman (2012) he clarifies that the view that when effective reward and recognition are implemented within an organization, favorable working environment is produced which motivated employees to excel in their productivity. Reward and recognition plays as imperative role in inspiring and motivating employees and improving productivity along with productivity (Lawler, 2015). A carefully designed reward and recognition policy can significantly improve an organizations efficiency toward effective productivity. At recent time, complex reward and recognition program or significant policy establishment needed to meet the demands of a more diverse workforce and steadily more, organizations are discovery that they must focus on the total reimbursement package for employees. There are many definitions of reward and recognitionome of them are discussed earlier. For instance Cambridge dictionary well-defined it as "somewhat given in exchange for good behavior or good effort". Certain theorists also refers reward as a compensation.

According to Mathis & Jackson (2012) view point that, compensation rewards people for executing organizational work through pay, incentives and benefits known as reward and recognition. While we know reward can be both in extrinsic and intrinsic forms. Intrinsic reward often include praise for completing a project or meeting productivity objectives, while

in other hand extrinsic rewards are tangible and take both monetary and nonmonetary forms. Bowen (2000) claimed, in a world of downsizing which is categorized with doing more with less reward and recognition are key factors for increasing moral and generating willingness between employees and managers.

According to Malhotra et al. (2007) defined reward and recognition as all methods of financial returns, tangible services and benefits an individual employee's obtains or receives as part of an employment relationship. The ability to achieve the company's critical business objective is the favored standards and principals that imposed by majority of administrations nowadays to reward their workforce and individual employees. Mayo (2013) elaborate that, several businesses are incapable to impart or introduce the joy of working in performing duties and responsibilities, if there are insufficient reward being assured by any organization. Again here reward & recognition delivers and provides a visible means of promoting excellence efforts and telling employees that the organization standards and values their efforts (Evans & Lindsay, 2015). According to Brun&Dugas, (2011), Recognition denotes a reward experienced mostly at the symbolic level, but may also take on expressive and emotional, practical or financial worth.

Deeprose (1994) clarifies that the enthusiasm and motivation of individual employees and their efficiency or productivity can be improved through providing them actual recognition which ultimately results in improved productivity of the organization. Recognition plans and policies demonstrate and validate respect for individual employees. A very thoughtful individuals obligation programs is about valuing employee's efforts and hard work and having respect for who they are and what they ensure to the organization (Hart, 2011). According to Long and Shields (2010), recognition can be categorized into forma lrecognition and second is informal recognition, cash or noncash, and individual or collective. Additionally, many writers have noted that individual employee satisfaction outcomes from a combination of rewards and recognition other than any specific reward system. (Shanks2007; Bessel et al. 2007; Eshun&Duah, 2011).

Evidence and suggestions from numerous researchers done over the years proposes the importance of both extrinsic and intrinsic reward. To attain enhanced employees satisfaction, neither one can be replaced for the other. Employs who are sound rewarded but are made to work in atmospheres which are not favorable or made to de repetitive or not recognized will

leave for other organizations because of the lack of intrinsic reward system (motivators) just as employees who efforts are remarkable and permitting work environment and recognized will leave because they will be disappointed with extrinsic rewards (hygiene factor) which reinforce and emphasize Herzbers two facto theory.

Vroom (2007) describe that, only a minor number of individuals will argument the importance of expected economic consequence in the leadership of human behavior. Once more he contends that it is wrong to associate the importance of money in any society merely to the fulfillment and satisfaction of biological needs. The goods and services that are acquired with money go beyond confirming survival. They serve as an indicator of social status. Akintoye (2000) highlights that, money rests the most significant and noteworthy motivational impressive reward policy. Money holds significant inspiring influence in as much as it represents intangible objectives like safety, authority, respect and a feeling of achievement and accomplishment. Sinclair, et al. (2013) cited in commey (2011) describes the motivational power of money over the method of job choice. He clarifies that money has the influence to fascinate, retain and motivated individual employees toward higher productivity and productivity. Banjoko (2000) explain that many director and executives use money as a reward or punish workers. This is ended through the process of rewarding and satisfying employees for higher productivity or by introducing and telling concerning fear of loss of job, the desire to promoted and earn enhanced pay may also stimulate employees and we can consider this a huge type of reward and recognition.

According to Rabey (2003) recognition and rewards are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team.
Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team members hidden working potential otherwise managers may lose them. According to (Staniforth, 2000) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of employee performance and fair payment methods. After implementation of above captioned concern, managers are able to establish their teams. Periodically monitoring the team work activities in order to check its

effectiveness should be the primary focus of every business strategy (Musselwhite, 2006). Researcher further suggested that team work is a fragile process which needs to be handling carefully in a supportive organizational environment.

Anderson & West (2002) argue that effective organizational environment is one in which employee communicate, participate and work in trustable atmosphere. According to Herzberg (2007) reward and recognition can provide both intrinsic and extrinsic motivation. Herzberg (2003) reported that extrinsic rewards are the main factor to provide employee movement in positive manner. Teamwork refers to a group of individuals who work interdependently to solve problems or carry out tasks (Keller, 2001) Deming implies that an extraordinary degrees of employee's teamwork is vital to employee productivity and for accomplishment of quality and productivity enhancement (Costa, 2015). There can be many procedures and methods to higher the productivity of individuals within team at workplace; including practices linked to work environment, organizational culture, problem solving and cooperation among employees within numerous departments (Keller, 2001). It is perceived that those employees who working in a team instead of the conventional based workplace have higher fulfillment and productivity. Employees are being trained in teams to attain their organizational targets linked to their concern responsibilities (Erdem et al. 2015).

According to Cohen and Bailey (2014), team is a group or collection of individuals who are interdependent in the task given to them and who share accountability for the significances and outcome, the team permits and allows individuals to collaborate, help, improve individual skills and provide constructive feedback without any conflict between individuals (Jones, 2007). Teamwork has been defined as a vital and much important factor for smooth and functioning of an organization. Most of the organizational activities become complex due to improvement of new innovations in technology, therefore teamwork is a key focus of many organizations. One research work determined the teamwork is necessary and much essential for all types of organization, including non-profit organizations (Pfaff & Huddleston, 2015).

Team members enhance the KSA, knowledge, skills and abilities while working in teams (Froebel and Marchington, 2013). The work productivity or productivity of the team is higher than individual productivity when the work requires a broader scope of knowledge, judgments and opinion. The benefit of teamwork is significant productivity growth in the

ranges and operational management (Totterdill Dhondt & Milesome, 2012). Teamwork also creates an environment that simplifies and facilitate knowledge and information exchange and so-called knowledge sharing. Other benefits are the ability of new forms of work organization to increase the potential for innovation that may add value and importance to products or services, moving them into less price-sensitive market.

Moreover, the ability of new forms of work organization to increase the employability of workers through multiskilling and the acquisition or acquiring of higher competencies in problem solving, communication and team working will help labor market adaptation and also support new form of local and regional economic growth and regeneration (OECD, 2012). Organizations which emphasize more on teams have resulted in increased employee productivity, greater productivity and better problem solving at work (Cohen & Bailey, 1991). Bacon &Blyton (2012) highlighted the two important factors i.e Self-Managed team and interpersonal team skill. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee productivity. Teamwork is a significant instrument and tool of a new type of work management. Teamwork is precise and accurate organizational measure that shows many different features in all types of organizations, including no-profit (Mulika 2010).

2.6 Conclusion/ Research Gap
Lack of empirical evidence of teamwork in Somalia and very view studies about teamwork were found.
There are number of studies, but most of them did not provide enough evident to support the effect of teamwork on employee productivity.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter discussed the methods the researcher used to collect data. It focused on the Research design, organization of the study, data collection, and data collection procedure and data analysis.

3.1 Research Design

The study adopted descriptive research design because the study involved collecting opinions from different respondents. the cross-sectional design was desired because it allowed the researcher to discover the relationship between employee productivity and teamwork from their point of view (Michael, 2007).

Quantitative method was used in data collection and analysis and general information on the subject matter was collected from the different stakeholders involved in the study. The quantitative design involved use of close-ended questionnaires which was issued to the officials from accounts and finance department of Dahabshil Bank as the method was convenient for them to fill.

3.2 Study Population

According to Dahabshil Bank (2016), the Bank comprised of 90 staff who were the target population and these included; senior managers of Dahabshil Bank (11), Marketing personnel (54) and Accounts & finance department officials (25) (The rational was that all the above respondents was stake holders. Target population refers to the cumulative elements of study from an environment in which information is gathered from.

The study took place at Dahabshil Bank Mogadishu Branch, Somalia. The bank was purposely selected because of its' convenient location and also bore the necessary and required study elements.

3.3 Sample Size

A sample size of 70 respondents was determined through purposive and random sampling methods. This is so because the nature of data to be generated requires different techniques for better understanding of the research problem under investigation. Besides this the approach is also commonly known for achieving higher degree of validity and reliability as well as elimination of biases as per Amin (2013).

Table 3.1: Showing Research Population and Sample size

Type of population	Population Target	Sample Size
Senior managers of Dahabshil Bank	11	18
Marketing personnel	54	34
Accounts & finance department officials	25	18
Total	**90**	**70**

3.4 Sample Procedure

The sample was purposively and randomly selected. The researcher met and distributed questionnaires to the respondents by equal chance of participation. The important respondents like senior managers were purposely selected by the researcher because they knew more about the organization comparing to the rest.

The study randomly selected the respondents in order to give members equal chance of participation. It was used open ended questionnaires and also likert scale questions in order to simply and allocate the respondents four answers to choose one.

3.5 Sources of Data
3.5.1 Primary Data

This was obtained through use of self- administered questionnaires and likert scale questions and to the respondents.

3.6 Data Collection Instruments
3.6.1 Questionnaires

Both open and close ended questionnaires were used in the collection of data and these were distributed to the officials from accounts and finance department of Dahabshil Bank to provide answers. The instrument was purposely selected because it sought personal views of the

respondents and thus enabled the respondents to use their knowledge in providing a wide range of data as they would never shy away in any way. Though the sample size was 70, 90 questionnaires were sent out to mitigate more response.

3.7 Validity and Reliability

3.7.1 Validity of the study

The validity is measured by using content validity where all questions answered by the respondents made sure that they truly measured the variables being researched upon (Amin, 2005). To ensure the validity of the questionnaires two experts in research involved in instrumentation of the research instruments. In this regard, after formulating the questionnaires were submitted to the two experts to ensure their validity through their duties' basis.

3.7.2 Reliability of the study

To ensure that the data is reliable and valid, standard tests were done. The reliability test involved a '' test and retest'' exercise. This means the instrument was subjected to the representative sample. Whether each time the question asked and the respondent answered a question similar or consistent, then the instrument was considered reliable. Reliability refers to the degree to which the instrument is consistent with whatever it is measuring Amin, (2005).

3.8 Data Processing

The processing of data was done after the collection of data for verification of the information that was gathered and for attainment of completeness, accuracy and uniformity.

3.8.1 Data editing

Data editing involved checking the information for errors, which was an added advantage because it enabled the researcher to delete and eliminate possible errors that were traced which in the end would have manipulated the results of the study.

3.8.2 Data categorization

Data were categorized after the data editing and each category were given and identification code.

3.8.3 Data analyses

Data was analyzed concurrently to avoid duplication thereby guiding the entire study for balanced and critical analysis. The researcher used hypothesis based on the questionnaire and for other items, tabulation pie-charts and percentage and simple statistical methods were used for data presentation, analysis and qualification.

3.9 Measurement of variables

The frequency and percentage distribution were used to determine the demographic characteristics of the respondents. The means were used to measure the team work and employee productivity. The following mean range were used to arrive at the mean of the individual indicators and interpretation.

Legend

Mean Range	Response Mode	Interpretation
1.00 – 1.75	Strongly Agree	Very low
1.76 – 2.50	Agree	Low
2.51 – 3.25	Disagree	High
3.26 – 4.00	Strongly Disagree	Very High

Pearson correlation coefficient was utilized to test the relationship between team work and employee productivity at 0.05 level of significance.

3.10 Data Analysis

The study explained, described, and presented the findings basing on the specific objectives of the study and research questions, where data analysis was initially done through sketchy and generalized summaries of the findings from observation and conclusions in the process of data collection. Data analysis was done using simple statistical percentages and frequencies and thereafter was presented in charts.

In objectives one and two, the study used the Pearson correlation coefficient to test the relationship among the variables.

Meanwhile, the study used regression model summary and Anova to test the effect of teamwork on employee productivity in Dahabshil Bank, Mogadishu.

3.11 Ethical Consideration

The researcher carried out the study with full knowledge and authorisation of the administration of Dahabshil BankMogadishu Branch, Somalia. The researcher first of all acquired an introductory letter from the University which he would use to eliminate suspcion. The researcher thereafter went ahead to select respondents, and arrange for dates upon which he would deliver questionnaires as well as pick them in addition to making appointments for interviews to be conducted. The researcher was charged with a task of ensuring that he would assure the respondents of their confidentiality as this was paramount to research.

This research took a special consideration in context of ensuring privacy of the respondents as the designed questionnaire for this research will not comprise of any question that would harm the integrity and privacy of the respondents. Neither any of the respondents has been forced to answer the questionnaire. Summing up all this research will give special attention and consideration to be in accordance with ethicalities.

CHAPTER FOUR

PRESENTATIONS, INTEPRETATIONS AND ANALYSIS OF DATA

4.0 Introduction

This chapter covers the presentation of the findings according to the themes of the study which were: to examine the relationship between interdependence (Team Trust) and employee productivity in Dahabshil Bank, Mogadishu, to assess the relationship between Recognition and employee productivity in Dahabshil Bank, Mogadishu and to assess the relationship between teamwork and employee productivity in Dahabshil Bank, Mogadishu.

4.1 Response rate

Response rate

Questionnaires distributed	Questionnaires returned	Overall %
90	70	78%

The response rate was 78%, which met the minimum sample size required according to chapter 3.

4.2 Demographic characteristics of respondents

The study used demographic characteristic data because the study was survey. when designing survey the research needs to assess who to survey and how to breakdown overall survey response data into meaningful groups of respondents.

Under this section, the researcher was interested in finding out the demographic characteristics of the respondents. They are presented as follows:

4.2.1 Gender of Respondents

The researcher wanted to know the gender or sex distribution of the respondents and this is shown in the following table and illustration. This section indicates the both sexes with the community.

Table 4.1: Gender distribution of the respondents

Gender	Frequency	Percentage (%)
Males	49	70
Females	21	30
Total	70	100

Source: Primary Data (2017)

In the above table 4.1, the study findings revealed that the sample constituted of 70 respondents of which 70% were males and the 30% remaining were females. This implies that males are the majority. This implies that the most respondents were men due to the societal beliefs that the males are hardworking and hence capable of managing .teamwork and hence ensuring employee productivity at the Bank.

4.2.2 Age of the respondents

The study went on to establish the different age groups of the respondents and the findings were as presented in table 4.2. The study also involved all respondents who are responsible and with mature understanding.

Table 4.2: Age distribution of the respondents

Age	Frequency	Percentage (%)
18 – 20	9	12.9
21 – 25	16	22.9
26 – 30	27	38.6
>31	18	25.7
Total	70	100

Source: Primary Data (2017)

The study revealed that the majority of the respondents fell in the age category 26-30 years with a 38.6% representation. Age 31 above had a total response of 25.7%, while 21-25years age group was represented by 22.9% and the remaining 12.9% were age group 18-20. This implies that majority of the respondents were adults who often do understand the role of team work in boosting the employee productivity at the work place.

4.2.3 How long have you been in this organization

The study further went on to establish the number of years working in the organization and the findings were as represented in table 4.3. The researcher was also interested in finding out the marital status of respondents.

Table 4.3: How long have you been in this organization

Number of years	Frequency	Percentage
Less than 1 year	14	20.0
1-2	18	25.7
3 – 5	19	27.1
6 – 8	10	14.3
9+	9	12.9
Total	**70**	100

Source: Primary Data (2017)

The study established that the majority of the respondents at Dahabshil Bank has spent 3-5 years at 27.1% and 25.7% had spent 1-2 years, 20.0% had spent less than 1 year, 14.3% of the respondents had spent 6-8 years and 12.9% had spent 9 years and above at the Bank. This implies that most of the respondents had spent some good number of years working with the Bank and thus fully understood issues of teamwork and employee productivity within the Bank.

4.2.4 Highest academic level attained

The study also sought about the educational levels of the respondents and the findings were as represented in table 4.4. Under this section, the researcher was interested in finding out the education status of all respondents involved in the study.

Table 4.4: Highest academic level attained

Education level	Frequency	Percentage
Certificate	10	14.3
Diploma	14	20.0
Degree	28	40.0
Masters	13	18.6
PhD	5	7.1
Total	**70**	100

Source: Primary Data (2017)

Study findings in table 4.4 revealed that the least represented level of education was the PhDholders level which comprised of 7.1%, followed by 14.3% of certificate, 18.6% of the respondents were masters degree, 20.0% of the respondents were diploma holders, 40.0% were the degree holders. This implies that relatively educated, thus with high levels of education hence fully understood the concepts of teamwork and employee productivity.

4.3.1 Level of trust at Dahabshil Bank, Mogadishu

Table 4.5*: Level of trust (interdependence)*

INDICATORS	MEAN	STD	RANK	INTERPRETATION
TRUST (INTERDEPENDENCE)				
Optimistic expectations toward the productivity, attitude and behaviors of other and willingness to become vulnerable to other and serious elements to define trust	3.04	1.085	4	High
Trust amongst team members originates when members of the team develop the confidence or self-assurances in each other's competences, skills and abilities.	3.03	1.081	5	High
Trust among the team members develop the exclusive and unique skills and coordination of individuals.	3.47	0.854	1	Very High
Trust generates the behavior basis of teamwork, which results in organizational collaboration and better productivity of an employees.	3.10	1.058	3	High
High productivity teams within the organization happen when there is cooperation and unity between members or individuals	2.85	1.011	6	High
Trust provides an atmosphere for the team members where members can deliberate and discuss their mistakes, accept criticism and freely express their feelings so this lead to more synergy	3.38	0.847	2	Very High
Average	**3.15**			Very High

The results presented above were based on the level of team trust at Dahabshil Bank, Mogadishu Branch. For this study, it was established using six indicators which the respondents were required to indicate the extent to which they agreed.

As indicated in table above, the findings show that the indicator that was ranked first was that Trust among the team members develops the exclusive and unique skills and coordination of individuals with a mean of 3.47 which is equivalent to very high on the Likert Scale. This was followed by the indicator trust provides an atmosphere for the team members where members can deliberate and discuss their mistakes, accept criticism and freely express their feelings so this lead to more synergy with a mean of 3.38 equivalent to very high.

In the third rank was the indicator that trust generates the behavior basis of teamwork, which results in organizational collaboration and better productivity of an employees with a mean of 3.10. This was followed by optimistic expectations toward the productivity, attitude and behaviors of other and willingness to become vulnerable to other and serious elements to define trust with a mean of 3.04 equivalents to high.

In the fifth position, trust among the team members develop the exclusive and unique skills and coordination of individuals followed with a mean of 3.03 equivalent to high and the last rank was that High productivity teams within the organization happen when there is cooperation and unity between members or individuals with a mean of 2.85 equivalent to high on the Likert Scale and the average mean was 3.15 which is equivalent to high on the Likert scale. This implies that there is a close relationship between team trust and employee productivity at Dahabshil Bank, Mogadishu Branch.

4.3.2 Level of recognition at dahabshil bank, Mogadishu branch

Table 4.6: level of recognition at dahabshil bank, Mogadishu branch

INDICATORS	MEAN	STD	RANK	INTERPRETATION
TEAM RECOGNITION				
Recognition are the primary emphasis of individuals who are working in teams	3.27	0.931	2	Very High
Teams show the collective strength of the individuals and boost the motivation and morale of individual as well	2.94	0.933	5	High
Managers critically observe the team member's hidden working potential otherwise manager may lose them	3.15	0.956	3	High
Productivity at job is the consequence of capability and motivation, ability framed through education, equipment, training, involvement and experience ease in assignment and two types of capacities	2.92	0.918	6	High
The productivity estimation s are the factors that demonstrated to be the bonding agents of the productivity assessment program.	3.12	1.097	4	High
Periodically, monitoring the teamwork activities in order to check its effectiveness should be primary focus of every business strategy	3.39	0.999	1	Very High
Average mean	**3.13**			**high**

The results presented above were based on the level of recognition at Dahabshil Bank, Mogadishu Branch. For this study, it was established using six indicators which the respondents were required to indicate the extent to which they agreed.

In the first rank, it was the indicator that Periodically, monitoring the teamwork activities in order to check its effectiveness should be primary focus of every business strategy with a mean of 3.39 which is equivalent to very high on Likert Scale. This was followed by the indicator that Recognition are the primary emphasis of individuals who are working in teams

with a mean of 3.27 which is equivalent to very high. Managers critically observe the team member's hidden working potential otherwise manager may lose them with a mean of 3.15 was ranked third. And in the fourth position, it was the indicator that the productivity estimation s are the factors that demonstrated to be the bonding agents of the productivity assessment program. With a mean of 3.12 equivalent to high on the Likert Scale. This was followed by Teams show the collective strength of the individuals and boost the motivation and morale of individual as well with a mean of 2.94 and this was also followed by the indicator that Productivity at job is the consequence of capability and motivation, ability framed through education, equipment, training, involvement and experience ease in assignment and two types of capacities with a mean of 2.92 equivalent to high on the Likert Scale. Lastly the average mean of 3.13 indicated that recognition is a vital determinant of teamwork on employee productivity.

4.3.3 Employee productivity in Dahabshil Bank, Mogadishu

Table 4.7: level of employee productivity at dahabshil bank, Mogadishu branch

INDICATORS	MEAN	STD	RANK	INTERPRETATION
Employee productivity				
It is perceived that those employees who working in a team instead of the conventional based workplace have higher fulfillment and productivity	2.80	1.049	5	High
Employees are being trained in teams to attain their organizational targets linked to their concern responsibilities	2.97	1.045	3	High
Most of the organizational activities become complex due to improvement of new innovations in technology, therefore teamwork is a key focus of many organizations	2.91	1.138	4	High
The work productivity or productivity of the team is higher than individual productivity when the work requires a broader scope of knowledge, judgments and opinion.	2.99	0.879	2	High
The benefit of teamwork is significant productivity growth in the ranges and operational management	2.68	1.126	6	High
Teamwork also creates an environment that simplifies and facilitate knowledge and information exchange and so-called knowledge sharing.	3.36	0.916	1	Very High
Average mean	**2.95**			**high**

The results presented above were based on the level of employee productivity at Dahabshil Bank, Mogadishu Branch. For this study, it was established using six indicators which the respondents were required to indicate the extent to which they agreed.

In the first rank, it was the indicator that Teamwork also creates an environment that simplifies and facilitate knowledge and information exchange and so-called knowledge sharing with a mean of 3.36 which is equivalent to very high on Likert Scale. This was followed by the indicator thatThe work productivity or productivity of the team is higher than individual productivity when the work requires a broader scope of knowledge, judgments and opinion with a mean of 2.99 which is equivalent to high. Employees are being trained in teams to attain their organizational targets linked to their concern responsibilities with a mean of 2.97 was ranked third. And in the fourth position, it was the indicator that Most of the organizational activities become complex due to improvement of new innovations in technology, therefore teamwork is a key focus of many organizations with a mean of 2.91 equivalent to high on the Likert Scale. This was followed by It is perceived that those employees who working in a team instead of the conventional based workplace have higher fulfillment and productivity with a mean of 2.80 and this was also followed by the indicator that The benefit of teamwork is significant productivity growth in the ranges and operational management with a mean of 2.68 equivalent to high on the Likert Scale. Lastly the average mean of 2.95 indicated that teamwork a vital determinant of employee productivity.

4.4 Relationships between teamwork and employee productivity

Preliminary tests

Descriptives			Statistic	Std. Error
trust	Mean		48.36	2.539
	95% Confidence Interval for Mean	Lower Bound	43.29	
		Upper Bound	53.42	
	5% Trimmed Mean		47.99	
	Median		49.50	
	Variance		451.189	
	Std. Deviation		21.241	
	Minimum		11	
	Maximum		93	
	Range		82	
	Interquartile Range		36	
	Skewness		.133	.287
	Kurtosis		-.915	.566

This shows that the data is positively skewed or skewed right, meaning that the right tail of the distribution is longer than the left. The skewness value of 0.133 is in acceptance range of skewness of -2 to 2

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
trust	.089	70	.200[*]	.967	70	.065

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The test statistics are shown in the table above. Here two tests for normality are run. For data set small than 2000 elements we use the Shapiro-wilk test, otherwise, the Kolmogorov test is used Patrick (2006). In our case, since study have only 70 elements, the Shapiro-wilk test is used. The p-value is 0.065. study concludes that the data comes from a normal distribution.

4.4.1 Relationship between trust and employee productivity

Table 4.8 Correlation between trust and employee productivity

Correlations		Trust	Employee productivity
Trust	Pearson Correlation	1	.861[**]
	Sig. (2-tailed)		.000
	N	70	70
Employee productivity	Pearson Correlation	.861[**]	1
	Sig. (2-tailed)	.000	
	N	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

Findings in the table above shown above suggest that positive significant correlation with a Pearson correlation coefficient of 0.861 and its significance stood at 0.000. This shows that it

rejects hypothesis and thus indicating a positive significant relationship between trust and employee productivity at Dahabshil Bank. With regards to the hypothesis it was accepted since reliable evidence point to the fact that the there was a positive significant relationship between the two variables. This further illustrates that trust are a good indicator or booster of team work for employee productivity.

4.4.2: Relationship between recognition and employee productivity at dahabshil bank, Mogadishu

Preliminary test

Descriptives			Statistic	Std. Error
recogniti on	Mean		49.23	2.559
	95% Confidence Interval for Mean	Lower Bound	44.12	
		Upper Bound	54.33	
	5% Trimmed Mean		48.90	
	Median		47.00	
	Variance		458.237	
	Std. Deviation		21.406	
	Minimum		11	
	Maximum		99	
	Range		88	
	Interquartile Range		33	
	Skewness		.312	.287
	Kurtosis		-.612	.566

The data was positively skewed or skewed right, meaning that the right tail of the distribution is longer than the left. The study has 0.312 skewness. This skewness value of the study is in acceptance range of -2 t0 2

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
recognition	.076	70	.200*	.976	70	.202

*. This is a lower bound of the true significance.

    a. Lilliefors Significance Correction

The study used Shapiro-wilk test because the elements are less than 2000 elementsleplancc (2013). The study concludes that the data comes from a normal distribution.

Table 4.9: correlation between recognition and employee productivity

Correlations		Recogniton	Employee productivity
recognition	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	70	70
Employee productivity	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

Findings indicated that the relationship between recognition and employee productivity was computed at a Pearson Correlation Coefficient of 0.682.

The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the relationship between the two variables was strong, positive and significant. With the revelation of the findings presented and discussed above, it necessitated for the rejection of the null hypothesis that had been adopted by the

study all through. The alternative hypothesis was, thus, adopted that suggested that the recognition had a positive significant relationship with employee productivity.

4.5: The effect of teamwork on employee productivity

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803[a]	.645	.635	13.207
a. Predictors: (Constant), Trust, Recognition				

According to the table above, R square was 0.645 and this implies that 64.5% indicates that the model explains all the variability of the response data around its mean. In general, the higher the R-squared, the better the model

	ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21267.099	2	10633.549	36.937	.000[b]
	Residual	11686.101	67	174.419		
	Total	32953.200	69			
a. Predictors: (Constant), Trust, Recognition						
a. Dependent Variable: Employee productivity						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.963	5.025		-.391	.697		
	recognition	.516	.080	.506	6.424	.000	.854	1.171
	trust	.471	.081	.460	5.843	.000	.854	1.171
Dependent Variable: employee productivity								

The model summary in table above indicates that the two independent variables had positive relationship influence on the dependent variable of employee productivity. These variables were trust and wages. Recognition exert most positive influence on the employee productivity as its significance value stood at 0.000 and thus the most influential variable.

This shows that trust and recognition are great boosters of employee productivity. Both significance values stood at 0.000. The higher the recognition and trust the higher the employee productivity. The recognition had the most effect on employee productivity with a 0.506 and trust had 0.460 effects on employee productivity which is lower than the effect of recognition on employee productivity.

Based on the coefficients output-collinearity statistics, obtained VIF value of 1.71, meaning that the VIF value obtained is between 1 to 10.

It can be concluded that there is no multicollinearity symptoms.

CHAPTER FIVE

SUMMARY OF DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses, concludes and recommends reflecting on the study findings presented in the previous chapter.

5.1 Summary of findings

5.1.1 Relationship between interdependence and employee productivity at Dahabshil Bank, Mogadishu Branch

The study found out that a positive significant correlation with a Pearson correlation coefficient of 0.861 and its significance stood at 0.000. This shows that it rejects hypothesis and thus indicating a positive significant relationship between trust and employee productivity at Dahabshil Bank. With regards to the hypothesis it was accepted since reliable evidence point to the fact that the there was a positive significant relationship between the two variables. This further illustrates that trust are a good indicator or booster of team work for employee productivity.

5.1.2 Relationship between recognition and employee productivity at Dahabshil Bank, Mogadishu Branch

Findings indicated that the relationship between recognition and employee productivity was computed at a Pearson Correlation Coefficient of 0.682.

The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the relationship between the two variables was strong, positive and significant. With the revelation of the findings presented and discussed above, it necessitated for the rejection of the null hypothesis that had been adopted by the study all through. The alternative hypothesis was, thus, adopted that suggested that the recognition had a positive significant relationship with employee productivity.

5.1.3 The effect of teamwork on employee productivity

The study found out that R square was 0.645 and this implies that 64.5% indicates that the model explains all the variability of the response data around its mean. In general, the higher the R-squared, the better the model. The model summary indicates that the two independent

variables had positive relationship influence on the dependent variable of employee productivity.

These variables were trust and wages. Recognition exerts most positive influence on the employee productivity as its significance value stood at 0.000 and thus the most influential variable.

5.2 Discussion

5.2.1 Relationship between trust and employee productivity

The study found out that trust improves the collaboration of team members. Mickan and Rodger (2000), there is positive relationship among the team productivity and trust. Trust generates the behavior basis of teamwork, which results in organizational collaboration and better productivity of an employee.

The study result is also consistent with previous study of Edmondson, (2014) which stated that Trust carries an atmosphere for the team fellows where individuals can deliberate their faults/mistakes, take criticism and easily express their emotional state so this lead to more collaboration. The study also found out that trust develops the skills of the employees and it is consistent with a study of Erdemand Ozen (2015) which found out that trust among the team members develop the exclusive and unique skills and coordination of individuals.

The study also found out that trust had a very positive relationship of 0.861 with employee productivity, this shows that it rejects the hypothesis and thus indicating a positive significant relationship between trust and employee productivity at Dahabshil Bank.

Trust is a good indicator or booster of teamwork. McKnight et al. (2013) mention trust as the believes, confidence and willingness to be contingent on another party.

5.2.2 Relationship between recognition and employee productivity

The study found out that recognition had a strong relationship of 0.682 with employee productivity which rejects hypothesis and thus indicating a positive significant relationship between recognition and employee productivity.

The study found out that lack of enough rewards causes employees to leave the job which is consistent with a study of(Kidder in Idemobi, 2010) which stated that deficiency of enough praise and recognition as the key reason employees leave there jobs.

The study also found out that recognition develops the self-esteem of team members, this is also same with a study conducted by Rabey (2015), which stated that Recognition are the primary emphasis of individuals who are working in teams. To this end, perspective and strategic mind mangers who are performing in extreme level of organizations know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team member's hidden working potential otherwise manager may lose them. The reward and recognition programs assist as the most contingent and depending factor in keeping employees or staff self-esteem high and passionate. The study also found out that extrinsic rewards boosts the morale of the employee, this is similar to the findings of Hertzberg (2000) which stated that extrinsic reward are the main factors to provide employees movement in a positive manner.

The study also found out that recognition inspires the employees, this is same with the findings of Druker as Cited in Meyer & Kristen, (2013) which stated that With no doubt the whole success of an organization and institution is based on how organization and their top management retains its employees inspired and in what approach they evaluate and assess the productivity of employees for job reimbursement. Managing the productivity of every separate employees from a fundamental part of any organization policy and how they deal with their human capital.

5.2.3 Effect of teamwork on employee productivity

The study found out that employees who works as teams have more productivity than those who work individuals, this is same with the study Erdem et al.(2015)It is perceived that those employees who working in a team instead of the conventional based workplace have higher fulfillment and productivity. Employees are being trained in teams to attain their organizational targets linked to their concern responsibilities. The study also found out that organizations which have teams have much productivity than those who doesn't have, this is consistent with the study Cohen & Bailey,(1991)Organizations which emphasize more on teams have resulted in increased employee productivity, greater productivity and better problem solving at work.

The study also found out that problem solving is key for teamwork and employee productivity, this is same with a findings Keller, (2001) which stated that There can be many procedures and methods to higher the productivity of individuals within team at workplace; including practices linked to work environment, organizational culture, problem solving and cooperation among employees within numerous departments.

Teamwork effects productivity through encouragement, this agrees with what stated by Ingram (2000) notes once again that teamwork is a strategy or policy that has a potential to improve the productivity of individuals and organization, but it need to be encouraged over time.

5.3 Conclusions

5.3.1 Relationship between interdependence (Team Trust) and employee productivity

The study concludes that trust among the team members develop the exclusive and unique skills and coordination of individuals. Trust generates the behavior basis of teamwork, which results in organizational collaboration and better productivity of an employees. Development of trust within the organization is the responsibility of individuals. Formation of favorable and trustable environment for synergetic team work is the responsibility or organization.

It concludes that high productivity teams within the organization happen when there is cooperation and unity between members or individuals. Reducing mistakes, quality outputs, increase in productivity and customer satisfaction are the variety of criteria through which the productivity of the team is evaluated and jugged accordingly

The study concludes that trust provides an atmosphere for the team members where members can deliberate and discuss their mistakes, accept criticism and freely express their feelings so this lead to more synergy.

High Productivity Teamwork inside the organization occurs when there is collaboration and unity between each individual of teammates. Reducing blunders/mistakes, quality out puts, enlargement in productivity/production and customer fulfillment are the variety of standards over which the productivity of the team is estimated

5.3.2 Relationship between Recognition and employee productivity

The study concludes that most organization appraisal an employee productivity only once a year and allocated praises at each time. To stimulate and motivate employees to perform at

their highest level competence, managers must distinguish their achievements and progress more than once a year.

It concludes that recognition is the primary emphasis of individuals who are working in teams. To this end, perspective and strategic mind mangers that are performing in extreme level of organizations know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well.

Periodically, monitoring the teamwork activities in order to check its effectiveness should be primary focus of every business strategy. Effective organizational environment is one in which employee's communicate, participate and work in trustable atmosphere. Other research results in a supportive organizational environment.

The study further concludes that extensive use of proper productivity appraisal suggests that most employers believes they can rate the efficiency and productivity of their employees. Adjusting relative rewards and wages rates to reflect comparative productivity produces three kinds of benefits for the organization.

5.4 Recommendations

5.4.1 Relationship between interdependence and employee productivity at Dahabshil Bank, Mogadishu branch.

The study recommends that, the management and also the employees should create a harmonic environment between them in order to improve their relationships as well as the productivity of the organization.

The management should coach but not command, tell the truth to the employees, be consistent, keep their promises, don't throw around blame, spend time with employees one on one, use employee feedback to make positive changes and should also be transparent to employees.

5.4.2 Relationship between recognition and employee productivity at Dahabshil Bank, Mogadishu Branch.

The researcher recommends that, the management of organization should build a proper way of rewarding the employees who performs well in order to improve the productivity of the employee and also boost the morale of the employee.

The management can recognize employees by using team shopping spree, thank you meeting, and recognition in front of peers, spot awards, peer- to-peer recognition and also extrinsic and intrinsic rewards.

The researcher recommends that, management of those organizations that have discounted teamwork must start employing it by constantly organising training and development programs for employees of the organization on how to form and work in teams before its implementation to improve organizational performance.

5.5 Contributions to the study

The study contributes to the knowledge that teamwork is key for the effectiveness of the employees. Employees who works as teams have more productivity than those who works individual.

The study argues every organization and general people to emphasizes teamwork instead of doing work individual basis.

The study also contributes that It is not easy to build a competent teamwork due to the modern technological challenges and the, increasing competition between industries. The various forms of challenges that have appeared recently because of the developments in all field, make it harder to build a strong structure of teamwork in organizational environment. The most efficient elements to overcome such difficulties regarding teamwork are positive communication, confidence, and productive leadership. It is nearly impossible to build up an efficient teamwork without these factors.

5.6 Suggested areas for future study

Much as the study aimed at covering most of the relevant theme, teamwork and employee productivity are a very broad issue that it cannot easily be exhausted in a single research. Other research need to be done in this field specifically on the following

- ▪ Team spirit and employee productivity
- ▪ Impact of rewards on team performance
- ▪ Team trust and employee productivity

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APPENDIX I: RESEARCH QUESTIONNAIRE

Dear Sir/Madam, My names are ABDIHAKIN SAID JAMA, 1153-06196-03850, a Master's student of Kampala International University, conducting a study on "Teamwork and employee productivity: A case study of Dahabshil Bank, Mogadishu" as a partial fulfillment of the requirements of Masters of Arts in human resource management of Kampala International University. The information given will be treated with maximum confidentiality and for academic purposes only. Your contribution will be highly appreciated. Please spare some time to answer the following questions.

Section A: Respondents Particulars

1. Gender

   Male   ☐

   Female   ☐

2. Age bracket

   18 – 20   ☐

   21 – 25   ☐

   26 – 30   ☐

   >31   ☐

3. How long have you been in this organization?

   Less than 1 year   ☐

   1-2   ☐

   3 – 5   ☐

   6 - 8   ☐

   9 +   ☐

4. Highest academic level attained

   Certificate   ☐

   Diploma   ☐

   Degree   ☐

   Masters   ☐

   PhD   ☐

Section B: TEAMWORK

Under the following sections, please tick according to your level of agreement

4. Strongly Agree, **3.** Agree **2.** Disagree **1.** Strongly Disagree

Please evaluate the statement by ticking in the box with the number that best suits you.

	TRUST (INTERDEPENDENCE)	1	2	3	4
1	Optimistic expectations toward the productivity, attitude and behaviors of other and willingness to become vulnerable to other and serious elements to define trust				
2	Trust amongst team members originates when members of the team develop the confidence or self-assurances in each other's competences, skills and abilities.				
3	Trust among the team members develop the exclusive and unique skills and coordination of individuals.				
4	Trust generates the behavior basis of teamwork, which results in organizational collaboration and better productivity of an employees.				
5	High productivity teams within the organization happen when there is cooperation and unity between members or individuals				
6	Trust provides an atmosphere for the team members where members can deliberate and discuss their mistakes, accept criticism and freely express their feelings so this lead to more synergy				

	RECOGNITION	1	2	3	4
1	Recognition are the primary emphasis of individuals who are working in teams				
2	Teams show the collective strength of the individuals and boost the motivation and morale of individual as well				
3	Managers critically observe the team member's hidden working potential otherwise manager may lose them				
4	Productivity at job is the consequence of capability and motivation, ability framed through education, equipment, training, involvement and experience ease in assignment and two types of capacities				
5	The productivity estimation s are the factors that demonstrated to be the bonding agents of the productivity assessment program.				
6	Periodically, monitoring the teamwork activities in order to check its effectiveness should be primary focus of every business strategy				

SECTION C: EMPLOYEE PRODUCTIVITY

Under the following sections, please tick according to your level of agreement

4. Strongly Agree, **3.** Agree **2.** Disagree **1.** Strongly Disagree

Please evaluate the statement by ticking in the box with the number that best suits you.

	EMPLOYEE PRODUCTIVITY	1	2	3	4
1	It is perceived that those employees who working in a team instead of the conventional based workplace have higher fulfillment and productivity				
2	Employees are being trained in teams to attain their organizational targets linked to their concern responsibilities				
3	Most of the organizational activities become complex due to improvement of new innovations in technology, therefore teamwork is a key focus of many organizations				
4	The work productivity or productivity of the team is higher than individual productivity when the work requires a broader scope of knowledge, judgments and opinion.				
5	The benefit of teamwork is significant productivity growth in the ranges and operational management				
6	Teamwork also creates an environment that simplifies and facilitate knowledge and information exchange and so-called knowledge sharing.				

Thanks for your responses