

**TEAMWORK AND EMPLOYEE PERFORMANCE IN ORGANIZATIONS  
A CASE STUDY OF BUGAMBE TEA ESTATES  
HOIMA DISTRICT**

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS  
AND MANAGEMENT IN PARTIAL FULFILLMENT OF ONE OF THE  
REQUIREMENTS FOR THE AWARD OF A BACHELOR'S  
DEGREE IN HUMAN RESOURCE MANAGEMENT OF  
KAMPALA INTERNATIONAL  
UNIVERSITY**

**JULY, 2011.**

## DECLARATION

I Suad Lucia Logo registration number BHR/10022/81/DU declare that this work is mine. To has never been presented to any academic institution for the award of a degree, a diploma or any other academic award. This work has even never been presented in any conference. For this case, am submitting this work to the school of Business and Management in partial fulfillment of one of the requirements for the award of a bachelor's degree in human resource management of Kampala International University.

Signature.....

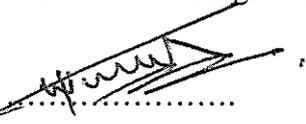
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Date.....*28/07/2011*

## APPROVAL

This research project was written under the guidance, supervision and approval of my supervisor Mr. Wandiba Augustine.

Signature .....



Mr. Wandiba Augustine

Date .....

28<sup>th</sup> July 2011

## **DEDICATION**

This research report has been dedicated to my husband Logo Leonard Mulukwat. This work has also been dedicated to my supervisor Mr. Wandiba Augustine.



## ACKNOWLEDGEMENTS

Writing a research report is a formidable task. Luckily, I have had a lot of help from different individuals. These people can not go unacknowledged. Thanks very much to the almighty God who awarded me with wisdom, knowledge, courage, self esteem, and above all the gift of life. Indeed with God every thing is possible. Without God, no success can be made.

I was fortunate enough to have a very resourceful supervisor-Mr. Wandiba Augustine. He took a lot of his time to review my draft work. During the review, he detected some mistakes, and recommend some necessary corrections. Without him, this work would have been produced with a lot of errors. May the almighty God reward him abundantly.

I can not forget to extend my thanks to my husband Mr. Logo Leonard Mulukwat for being responsible husband. Writing this dissertation required a lot of financial resources. Without his support, obtaining these financial resources would have been a huddle. I pray to God to bless them for their un measurable contributions towards the success of this research.

My thanks also go to the staff of Kabalega printery for rendering me with secretarial assistance. Their assistance was very much felt in typing, editing, printing, and binding this research report. May their business go concern to help students for the coming generations.

Finally, I can not forget to thank my alumnus. They were very important in providing me with courage, company, and all other sorts of assistance in all my endeavors while at Kampala International University. Though their names have not been listed, they have been written in my good books. May the almighty God prepare for them life full of achievements.

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## ABSTRACT

The topic of the study was team work and employee performance in organizations. A Bugambe tea estate was used by the researcher as the case study. The general objective of the study was to establish the relationship between work teams and employee performance in Bugambe Tea Estates. The objectives of the study were: to identify the forms of team in Bugambe Tea Estates; to identify the barriers to effective team performance in Bugambe Tea Estates; and to examine the effects of work teams on employee performance on employee performance in Bugambe Tea Estates. The researcher employed a cross sectional survey and the case study strategy. These were used because they appeared to be cost effective since the researcher gathered data from a small geographical area, and also data was gathered once. As a result of these, the researcher was in position to complete the study amidst the meager resources.

The data that was gathered was analyzed both qualitatively and quantitatively. From there, data that was analyzed quantitatively was posted onto frequency distributions tables and graphs for easy interpretation. The study revealed that there was a positive relationship between the independent and the dependent variables. Teamwork in the organization was found to be leading to an increase in employee performance. The study revealed that there was only one form of teams in Bugambe Tea Estates. All the teams were problem solving teams. The barriers to effective team performance were found to be groupthink, lack of critical skills amongst the team members, guided communications, lack of different view points and dysfunctional conflicts. Dysfunctional conflicts were found to be the most occurring barrier to effective team performance in Bugambe Tea Estates. The study further revealed that teamwork had both positive and negative effects on employee performance. However, teamwork was found to be having more positive than negative effects on employee performance in Bugambe Tea Estates. Owing to the findings, the researcher made the following recommendations: The management of Bugambe Tea Estates to encourage the employees to work in teams. This was to be done through informing them of the advantages behind teamwork, and also introduce team based incentive rewards as opposed to individual based incentive rewards. The management was also recommended to emphasize other forms of teams other than relying on problem solving teams a lone. The teams were to include functional teams, virtual teams, cross functional teams, and cross functional work teams. For researchers who may carry out research in the future, they were recommended to conduct it on teamwork and labor turnover.

## CHAPTER ONE

### **1.0 Introduction.**

This chapter covered the background to the study, profiles of Bugambe Tea Estates, problem statement, purpose of the study, objectives of the study, research questions, scope of the study, and its significance.

### **1.1. Background to the study.**

The emergence of teamwork idea was traced back to the late 1920s and early 1930s with the Hawthorne studies (Dyer, 1984). These involved a series of research activities designed to examine in-depth what happens to a group of workers under various conditions. After much analysis, researchers agreed that the most significant factor was the building of the sense of group identity, a feeling of social support, and cohesion that came with increased work interaction.

The trend in US businesses towards developing teams began in the 1980s. This was the time when managers started to address quality problems through the development of quality circles. Under quality circles, employees met weekly or monthly to discuss ways to improve on the quality of goods and services. This concept spread as teams demonstrated their ability to help companies reduce output of defective products and the time wasted in working those units (Boone and Kurtz, 2002).

Companies continued to reduce layers of management through downsizing as they became increasingly involved in international business. This trend encouraged the formation of many different types of teams. That is to say work teams, problem solving teams, quality circles and even virtual teams made up of geographically separated members who interact via computers (Boone and Kurtz, 2002).

During the past decade perhaps, one of the radical changes to how work is done is the introduction of teams. Jim Barksdale, president and CEO of Netscape communication states that, "These days it seems as if every time a task needs to be accomplished within an

organization, a team is formed to do it." This statement simply emphasizes the increasing importance of teams to organizational success in a dynamic business environment (Bohlander and Snell, 2004. PP. 112).

Teamwork was defined in Webster's New World Dictionary as "a joint action by a group of people, in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group." This does not mean that the individual is no longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments. The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal.

Employee performance refers to the amount of work produced but to other aspect, the quality of work is important for many jobs (Harris, 2000). Employee's performance means both behaviors and results of what employee achieved and how they achieved it (Armstrong, 2006). According to Hornby (2000), employee performance refers to an achievement of the employee considered in relation to how successful it is. The working definition of employee performance is adopted from Armstrong (2006) and Hornby (2000). Employee performance refers to an achievement of an employee considered in relation to how successful it is and how they achieve it.

Rue and Byars (1995), comments that job performance is the net effect of an employee's efforts as modified by his or her abilities and role perceptions. Effort refers to the amount of energy used by an employee in performing a job. Abilities are personal characteristics used in performing a job. Role perception refers to the direction in which employees believe that they should channel their efforts on their jobs.

Bugambe tea estates have always faced deficits in employee performance. This has been witnessed by the firing of workers who pick tea as a result of failing to reach the set performance standards. The researcher assumes that, if employees work in teams, performance can be improved.

## **1.2. Problem statement.**

According to Bateman and Snell (2004), organizations benefit from teamwork because teams have greater resources (skills, talents, knowledge, energy, competencies, and abilities) than individuals do.

Rue (2005) suggested that the adoption of new work behaviors like teamwork as opposed to individualism can help to improve on the levels of employee performance in an organization.

In Bugambe Team Estates, if teamwork is established, it can help the management to increase on employee performance. Though some researchers have established that teamwork leads to an increase in employee performance, none of them has conducted research in a tea estate, hence the purpose of the study.

## **1.3. Purpose of the study.**

- To establish the relationship between work teams and employee performance in Bugambe Tea Estates.

## **1.4. Research objectives.**

- To identify the forms of team in Bugambe Tea Estates.
- To identify the barriers to effective team performance in Bugambe Tea Estates.
- To examine the effects of teamwork on employee performance on employee performance in Bugambe Tea Estates.

## **1.5. Research questions.**

- What are the forms of teams in Bugambe Tea Estates.?
- What are the barriers to effective team performance in Bugambe Tea Estates?
- What are the effects of teamwork on employee performance in Bugambe Tea Estates.?

## **1.6. Scope of the study.**

### **1.6.1. Content scope**

The study covered the forms of teams in Bugambe Tea Estates; the threats to effective team performance; and the effects of teamwork on employee performance.

### **1.6.2. Geographical scope**

The study was carried out in Bugambe Tea Estates. The tea estate is located in Hoima district. It carries out activities like tea growing, manufacturing, parking and marketing.

## **1.7. Significance of the study.**

The study remains of a great significance to the

- **Researcher.** The research helped the researcher to fulfill one of the requirements for the award of a bachelor's degree in Human Resource Management of Kampala International University.
- **Managers.** The research is important to the Bugambe Tea Estates management in particular and all managers in general. This is realized when dealing with issues related to teamwork. This literature that was availed will help managers in decision making, drafting of policies and policy formulation.
- **Scholars.** The research availed some literature that can be used by scholars while doing course works on issues related to team work, and employee performance.
- **Researchers.** The study remains of a very importance to future researchers in that, it will stimulate further research on teamwork and employee performance. The recommendations for further research can be used by future researchers in coming up with research topics. In addition, the literature that was availed at the end of the study can be used by researchers as a source of secondary data.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0. Introduction.

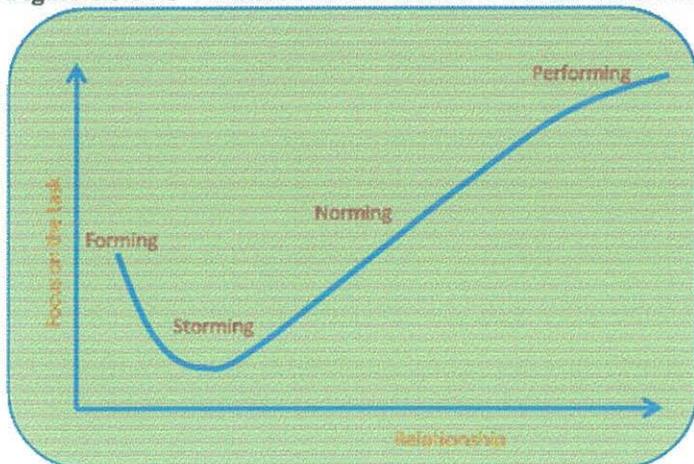
The review of literature involves the systematic identification, location, and analysis of documents containing information related to the problem being investigated (Mugenda, 2003. PP. 29). Therefore, this chapter covered the conceptual framework, the theory of teamwork, the definition of variables, and literature related to the objectives of the study.

#### 2.1. Theory of teamwork.

The study was guided by Tuckman's theory of teamwork. This is the most famous teamwork theory. It was developed in 1965 by Bruce Tuckman. The model is widely known as a basis for effective team building and leadership. It is used extensively and verified by research. The model recognizes the fact that teams do not start off fully formed, and functioning, but evolve over stages. He suggests that teams clearly develop through clearly defined stages, from their creation as groups of individuals to cohesive, task focused teams (Draft, 2009).

Tuckman summarized the distinctive phases of team formation into four. That is to say; forming, storming, norming, and performing./ these stages can be illustrated in the figure below.

Figure 1.: The 4 Phases of Tuckman's Teamwork Theory

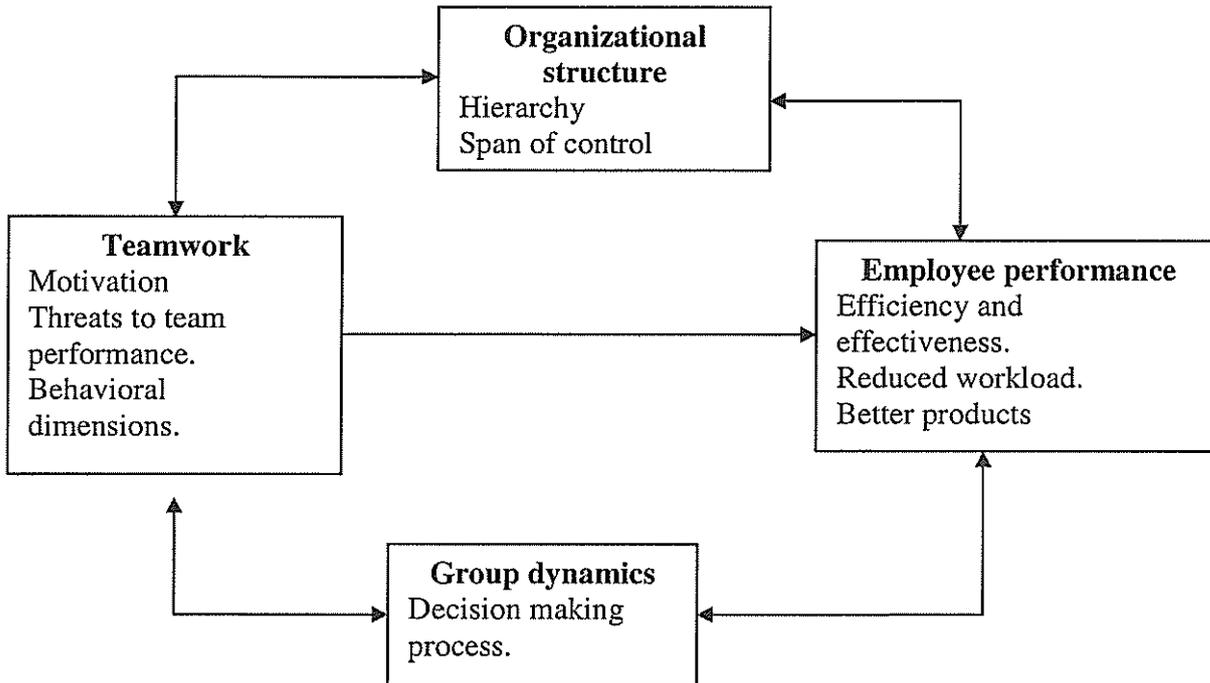


Source: Adapted and modified from Draft (2009).

## 2.2. Conceptual framework.

The researcher adopted the conceptual framework summarized below.

Figure 2: Conceptual Framework



Source: Guest (2009).

The framework suggested that in analyzing teamwork, it is good to analyze teams threats to teamwork, the behavioral dimensions of effective teamwork, and the relationship between teamwork and employee performance.

These factors are organized under the input, processes, and outcome categories. The important outcomes not only include team performance as measured by such factors as quantity, quality, and costs, but also reduced workload, efficiency, and effectiveness, and more so production of better services for the society.

The intervening variables include organizational structure, and group dynamics. Organizational structure includes span of control, and organizational hierarchy. On the other hand, group dynamics includes the decision making process.

### **2.3. Related literature.**

The review of related literature was done through handling objective by objective. Therefore, it incorporated the forms of teams, the threats to effective team performance, and the impacts of teamwork on employee performance.

#### **2.3.1. Forms of teams.**

According to Robbins and DeConzo (1998. PP. 335), work teams are classified on the basis of their objectives. The four most common forms of teams that are likely to be found in an organization are: functional teams, problem solving teams, self managed teams, and cross functional teams.

Self managed team. These are also referred to as self directed teams. A self managed team is a formal group of employees who operate with out a manager and are responsible for a complete work process or segment that delivers a product or a service to an external or internal customer (Robbins and DeConzo, 1998. PP. 338).

Functional work teams. This is a work team composed of a manager, and the employees in his or her unit, involved in efforts to improve work activities or solve specific problems within a particular functional unit.

Problem solving team These are teams typically composed of five to twelve hourly employees from the same department who meet each week to discuss ways of improving quality, efficiency, and the work environment. In problem solving teams, members share ideas, of offer suggestions on how work processes and methods can be improved.

Cross functional work teams. This is a task group staffed with a mixture of specialists focused on common objective. This structural innovation deserves special attention because cross functional teams are becoming common in the work place. They may or may not be self managed, though self managed teams are usually cross functional (Kreitner, 1995).

### **2.3.2. Barriers to effective team performance.**

The purpose of a team is to harness divergent skills and talents for specific objectives. The specific things that may cause teams to be unproductive and perhaps fall apart are summarized in figure 1 below.

Groupthink. This is the tendency of highly cohesive group, especially one working on specific projects to develop a sense of detachment, and elitism (Dessler, 2002) it is also defined as when the group members avoid a critical evaluation of alternatives so that they can preserve a sense of group unity and consensus.

Lack of leadership, focus, and/or capability. In some teams' situations, the leadership is absent or ineffectual. This leaves the team members stressed up. Sometimes poor leadership within the team can force group members to go off the track. This at the end has adverse effects on the performance of the team (Dessler, 2002)

Lack of focus. Here if one spoke to the team members, it would be apparent that there is lack of clarity in the team's purpose roles, goals, and strategy. The absence of focus contributes a lot towards poor team performance (Dessler, 2002).

Lack of critical skills or members not having the knowledge needed to do jobs. When team members do not have the skills needed to do the job or perform a given task, it becomes very difficult for the team to perform. Some times, it is necessary for the management to provide training to the team members so as to equip them with skill, knowledge, and competencies that are necessary for team performance (Dessler, 2002).

Cautious or guarded communication. When team members fear ridiculous or negative reactions. This is common in cases where team members feel that when they criticize they will be punished. To safe guard their jobs, they just go with any this especially that has come from the manager. At the end, poor team performance is realized (Dessler, 2002).

Lack of disagreement. Lack of disagreement among team members may reflect an unwillingness to share true feelings and ideas. For teams to be effective there is need for team members to have different view points of an issue. The different view points should be looked into and the best one chosen (Dessler, 2002).

Conflict within a team which is mainly dysfunctional. Conflict that is dysfunctional can make team members go off the track. Instead of concentrating on the tasks they are supposed to perform, they focus on conflict (Dessler, 2002).

### **2.3.3. The effects of teamwork on employee performance.**

According to Mescon, Bovee and Thill (2002, PP. 188), using teams can add up to more satisfied employees performing higher quality work that helps the organization to achieve its goals. Research on individual organizations show that companies using teamwork to organize, plan, and control activities enjoy a greater productivity, increased profits, and lower employee turnover.

A Spanish study (Galve Górriz and Ortega Lapiedra, 2000) examined the efficiency of two plants of a company in the steel sector which practiced two different approaches to teamwork. In Plant A, which did not register any increase in work efficiency, the organization of work around a production line made the establishment of informal contacts in the workplace impossible. Secondly, teamwork training was only given to senior managers and did not take into consideration the specific needs of each production plant, failing therefore to customize the teamwork structures to the specific characteristics of each plant. Finally, hierarchical organization within the company tended to weaken the information flow among the different business process levels, and thus diminish performance.

Conversely, Plant B had developed a teamwork structure that showed a high work performance. This result was possible due to use of a combination of Japanese and Swedish production models. Japanese production models are characterized by developing economic and technological aspects based on a flat, flexible and decentralized organization that enhances a quicker adaptation to market changes. In the case of Swedish models, informal and open

communication among workers is used to improve the communication flow within and between the different levels of the company.

Oftentimes in the workplace the ability to be a team player is valued and is critical to job performance. Recent research has suggested that conscientiousness, extraversion, and agreeableness are all related to cooperative behavior but that they are not related to task performance. Although this fortifies the case that job performance is related to the five-factor model via increased cooperativeness among coworkers, it lays siege to the role of personality (LePine & Dyne, 2001).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0. Introduction.**

This chapter covered the research design, population and sample, procedures of data collection, data collection methods, data control and measures, and finally data processing and analysis.

#### **3.1. Research design.**

The researcher employed a cross sectional survey method. This was used because according to Amin (2005. PP. 212), cross sectional surveys are economical. Indeed, it proved to be economical since the researcher collect data from the study population at a particular time.

#### **3.2. Study Population.**

The researcher drew the study population from employees of Bugambe Tea Estates.

The estate is located in Hoima district.

#### **3.3. Sample population.**

A population of thirty five (35) employees participated in the study. Amongst the thirty five (35) employees, twenty (20) will be male employees, fifteen (15) will be female employees.

#### **3.3. Sampling Procedure.**

The researcher used probability random sampling. This assisted her in coming up with the employees who participated in the study in terms of filling questionnaires and responding to interview questions.

#### **3.4. Data Source.**

The researcher collected Data in order to find answers to the research questions mentioned in chapter one. Both primary and secondary data was be collected.

#### **3.4.1. Sources of primary Data.**

Primary data was gathered from employees of Bugambe Tea Estates. The number of employees from whom the primary data was collected was thirty five (35). Primary data was collected through the use of interview schedule, questionnaires, and observation.

#### **3.4.2. Sources of secondary Data.**

Secondary data is existing data that investigators, researchers, and authors collected or/and wrote for a purpose other than that research study (O'sullivan, 1989. PP. 212). The researcher gathered secondary data from the records kept by the management of Bugambe Tea Estates - the case study. Also, secondary data was collected from the internet, journals, text books, news papers through literature review.

#### **3.5. Data collection instruments.**

The researcher used both questionnaires and interview to gather data. The questionnaire had both open ended and closed ended questions. Closed ended questions were used because they are easy to analyze. On the other hand, open ended questions were used to obtain detailed data from respondents. The interview was used to gather data from senior staff of Bugambe Tea Estates.

#### **3.6. Data Analysis.**

The researcher employed quantitative techniques of data analysis. Frequency distribution tables were used. The data in the frequency distribution tables was posted onto pie charts, or/and bar graphs. The bar graphs, and pie charts were created using Microsoft excel. Microsoft excel was used because was readily available in most of the computers.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

#### 4.0. Introduction.

In this chapter, the researcher presented the data that was collected in the course of gathering data into tables, bar graphs, or pie charts. From there, the data was analyzed and then interpreted. This was done by handling one research objective at a time in order to ensure proper flow of data.

#### 4.1. Forms of teams in Bugambe Tea Estates.

For the researcher to find out the forms of teams in Bugambe Tea Estates, respondents were asked about the forms of teams in Bugambe Tea Estates. Their responses were summarized in table 4.1 below.

**Table 4.1: shows the forms of teams in Bugambe Tea Estates.**

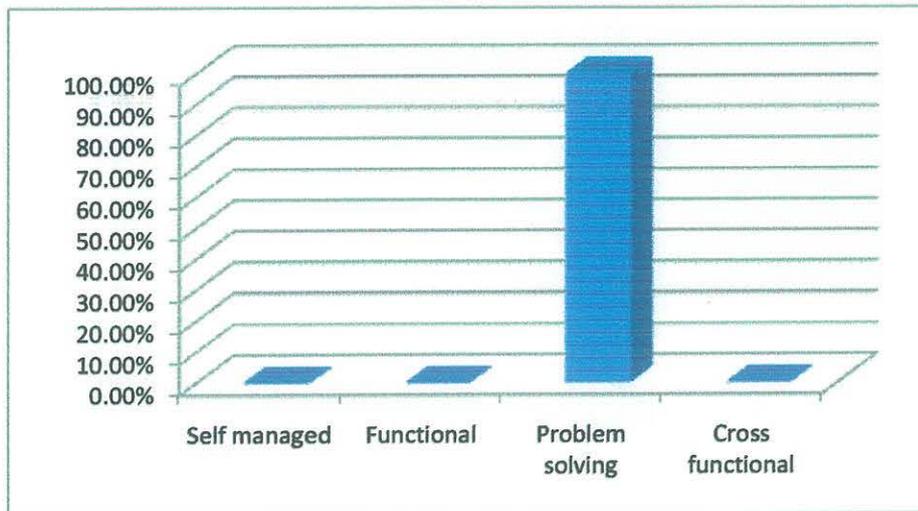
<b>Team form</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Self managed	00	0.0%
Functional	00	0.0%
Problem solving	35.0	100.0%
Cross functional	00	0.0%
<b>Total</b>	<b>35.0</b>	<b>100.0%</b>

**Source:** Primary Data.

The data in table 4.1 above shows that all the teams in Bugambe tea estates were problem solving. None of the teams was self managed, functional or cross functional. The management of Bugambe Tea Estates must have emphasized problem solving teams so as to enjoy the advantages attached to team or group decision making.

The information in table 4.1 above can be posted onto the bar graph below.

**Figure 3: Shows the forms of teams in Bugambe Tea Estates.**

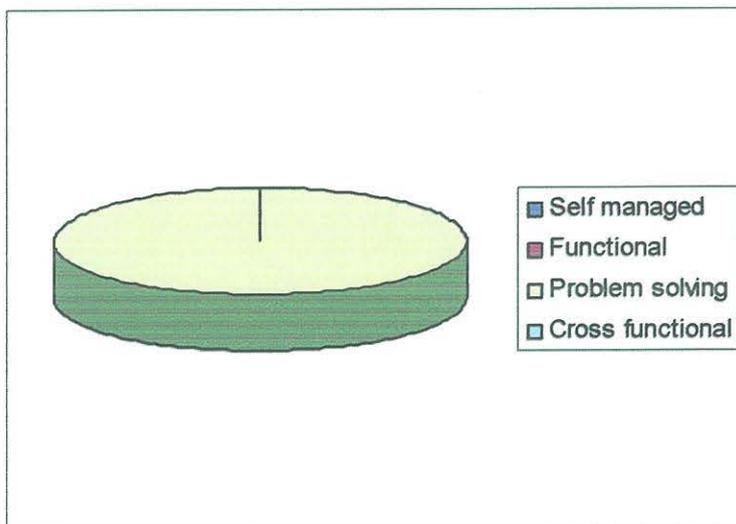


**Source:** Primary Data.

Further more; respondents were interviewed on the forms of rewards in Bugambe Tea Estates.

Their responses were summarized in figure 4.2 below.

**Figure 4: Shows the forms of teams in Bugambe Tea Estates.**



**Source:** Primary data.

The information in figure 4.2 above show that all teams in Bugambe tea estates were problem solving teams.

#### 4.2. Barriers to effective team performance in Bugambe Tea Estates.

To assess this objective, respondents were asked “what are the barriers to effective team performance in Bugambe tea Estates.” Their responses were summarized in table 4.2 below.

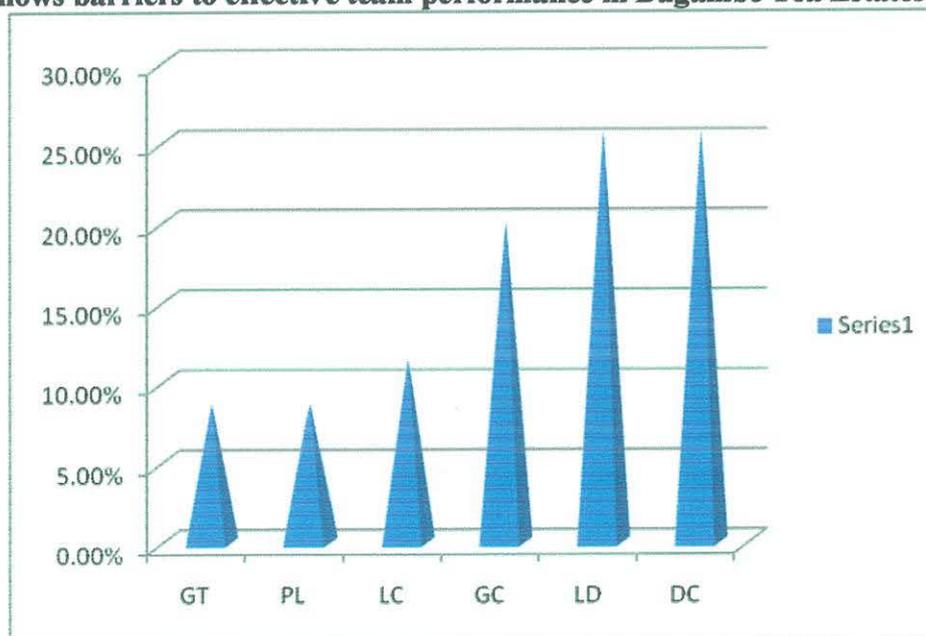
Table 4.2 shows the barriers to effective team performance in Bugambe Tea Estates.

Barrier	Code	Frequency (f)	Percentage (%)
Group think	GT	03	8.6%
Poor leadership	PL	03	8.6%
Lack of critical skills	LC	04	11.4%
Guided communication	GC	07	20.0%
Lack of different view points	LD	09	25.7%
Dysfunctional conflicts	DC	09	25.7%
Total		35	100.0%

Source: Primary Data.

The information in table 4.2 above was posted onto the clustered pyramid below.

Figure 5: Shows barriers to effective team performance in Bugambe Tea Estates.

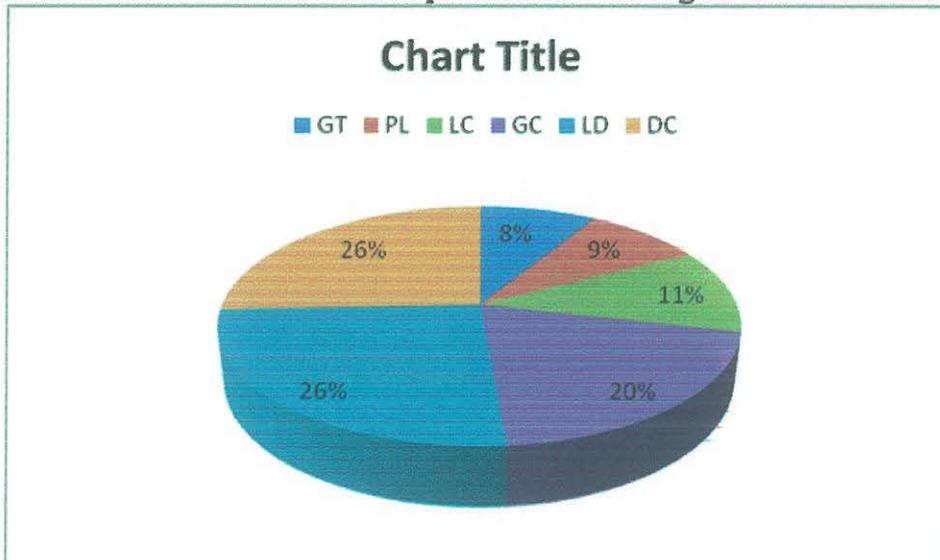


Source: Primary Data

The information in table 4.2 and figure 4.2 above revealed that dysfunctional conflicts and lack of different view points were the major barriers to effective team performance. Indeed 25.7% of the respondents pointed out the two as the major barriers to effective team performance in Bugambe team estates. Some respondents pointed out group think (8.6%), poor leadership skills (8.6%), and guided communication (20.0%) as other barriers to effective team performance.

Furthermore, respondents were interviewed on the barriers to effective team performance. Their responses were illustrated in figure 4.4 below.

**Figure 6: shows barriers to effective team performance in Bugambe Tea Estates.**



**Source:** Primary data.

The information in table 4.4 and figure 4.4 above revealed that dysfunctional conflicts, and lack of different view points (26.0%) were the major barriers to effective team performance. Some respondents pointed out group think (8.0%), poor leadership skills (9.0%), and guided communication (20.0) as other barriers to effective team performance.

#### 4.3. Effects of teamwork on employee performance in Bugambe Tea Estates.

To find out the effects of teamwork on employee performance, respondents were asked the question “what are the effects of teamwork on employee performance. Their responses were summarized in table 4.3 below.

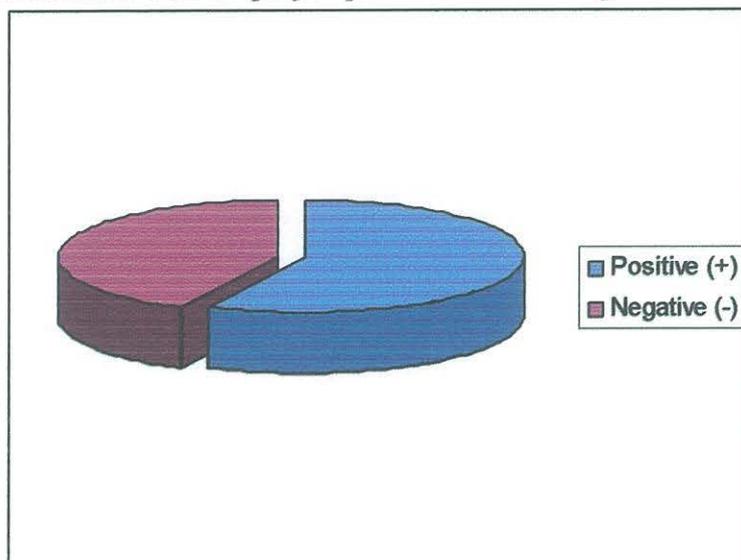
**Table 4.3 shows the effects of teamwork on employee performance in Bugambe Tea Estates.**

Response	Positive (+)	Negative (-)	Total
Frequency (f)	20	15	35
Percentage (%)	57.1%	42.9%	100.0%

Source: Primary Data.

The information in table 4.3 above was illustrated in figure 4.5 below.

**Figure 7: Effects of teamwork on employee performance in Bugambe Tea Estates.**



Source: Primary data.

The information if table 4.3 and figure 4.5 above revealed that Majority of the respondents were of the view that, teamwork had both positive and negative impacts on employee performance. The positive impacts included; it helped team members to learn from one

another, teamwork also leads to the development of good interpersonal skills. Respondents also revealed that, teamwork leads to the development of new products and ways of doing work. All these were presumed to increase employee performance.

The negative effects of teamwork on employee performance included. Teamwork leads to a delay in decision making, promotes laziness, and also causes labor turnover. These were said to have negative impacts on employee performance.

## CHAPTER FIVE

### DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### **5.0. Introduction.**

This chapter involves the discussion of findings, conclusions, and recommendations. The researcher therefore in this chapter discussed the findings by looking into the research questions, one at a go. From there, conclusions were made basing on the findings and recommendations were made. The recommendations were made basing on the findings of the study.

#### **5.1. Discussion of findings.**

The discussion of findings was made though looking at research objective by research objective.

##### **5.1.1. Forms of teams in Bugambe Tea Estates.**

The data that the researcher gathered, and analyzed enabled her to meet objective one of the study. The research objective was to find out the forms of teams in Bugambe Tea Estates.

Basing on the findings of the study, it was found out that all the teams in the organization were problem solving teams. The organization therefore benefits from the advantages associated with group/team problem solving such as different view points, creativity, and employee development.

On the other hand, it was found out that the management of Bugambe Tea Estates does employ the other forms of teams such as quality circles, self managed teams, Cross functional teams, and functional teams. The management of Bugambe tea estates does not enjoy the advantages of the other forms of teams such as functional work teams, virtual teams, and quality circles.

### **5.1.2. Barriers to effective team performance in Bugambe Tea Estates.**

The data that was gathered and analyzed by the researcher in the course of conducting the research on teamwork and employee performance helped her to meet research objective two of the study. The objective was to find out the barriers to effective team performance in Bugambe Tea Estates.

Group think, lack of leadership focus, lack of critical skills or team members not having adequate knowledge needed to perform the task or the job, cautious or guided communication, lack of disagreements, and dysfunctional conflicts with in the team were found to be the threats to effective team performance.

The finding was in line with Dessler (2002) who pointed out Group think, lack of leadership focus, lack of critical skills or team members not having adequate knowledge needed to perform the task or the job, cautious or guided communication, lack of disagreements, and dysfunctional conflicts with in the team as some of the threats to effective team performance.

### **5.1.3. Effects of teamwork on employee performance in Bugambe Tea Estates.**

The data that was gathered, and analyzed enabled the researcher to meet research objective three of the study. The objective was to find out the effects of teamwork on employee performance in Bugambe Tea Estates.

It was found out that teamwork had an effect on employee performance. The effects included employee development as team members learn from one another, motivates employees, and also encourages creativity.

This finding was in line with Mescon, Bovee, and Thill (2002. PP. 188) who pointed out that, using teams can add up to a more satisfied employees performing higher quality work that helps the organization to achieve its goals. They also pointed out that research on individual organizations show that companies using teamwork to organize, plan, and control activities enjoy a greater productivity, increased profits and lower employee turnover.

## **5.2. Conclusion.**

Basing on the findings of the study, it can be concluded that problem solving teams is the only form of teams found in Bugambe tea estates.

It can also be concluded that the barriers to effective team performance in Bugambe tea estates were: Group think, lack of leadership focus, lack of critical skills or team members not having adequate knowledge needed to perform the task or the job, cautious or guided communication, lack of disagreements, and dysfunctional conflicts with in the team.

It was finally concluded that teamwork had an effect on employee performance. The effects included employee development as team members learn from one another, motivates employees, and also encourages creativity.

## **5.3. Recommendations.**

Basing on the findings of the study, the researcher made the following recommendations.

The management of Bugambe Tea Estates should encourage the employees to work in teams. This should be done through informing them of the advantages behind teamwork. Management should also introduce team based incentive rewards as opposed to individual based incentive rewards.

The management should emphasize other forms of teams other than relying on problem solving teams a lone. These teams should include functional teams, virtual teams, cross functional teams, and cross functional work teams.

For researchers who may carry out research in the future, research can be conducted on teamwork and labor turnover. This will help in handling labor turnover which is detrimental on employee performance. Further research can also be conducted ton teamwork and employee performance in a financial institution.

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## APPENDIX 1: QUESTIONNAIRE

Dear respondent,

This questionnaire is about the study being conducted on “teamwork and employee performance in organizations.” Bugambe tea Estates has been selected as the case study due to the trust I have in the organization.

The researcher is conducting this research in partial fulfillment of one of the requirements for the award of a bachelor’s degree in human Resource management of Kampala International University.

You have been called upon to participate in the study by filling this questionnaire. Your participation will contribute heavily towards the success of this research. It should be noted that the data you give will be treated with a high degree of confidentiality, and will be used only for academic purposes.

Thank you for accepting to participate in this academic research.

### Section A

1. Sex.....
2. Marital status.....
3. Level of education.....

### Section B (forms of teams)

1. Do you work in teams in Bugambe Tea Estates?

Yes           No           I don’t know

2. If yes, (refer to question 1) what are the forms of the teams in your organization

Self managed           problem solving   
Functional           cross functional

Others specify

.....  
.....  
.....

3. Does the management encourage teamwork?

Yes       No       I don't know

**Section C (barriers to effective team performance)**

1. Are teams in your organization performing effectively?

Yes       No       I don't know

2. If no, what are the barriers to effective team performance in your organization?

.....  
.....  
.....  
.....

**Section D (effects of teamwork on employee performance)**

1. Has the organization benefited from teamwork in as far as employee performance is concerned?

Yes       No       I don't know

2. What are the effects of teamwork on employee performance?

.....  
.....  
.....  
.....

*Thank you for your participation and May the almighty God bless you.*

## APPENDIX 2: INTERVIEW GUIDE

Dear respondent,

This interview is aimed at collecting data from the top management of Bugambe tea estates.

Your participation is highly appreciated.

1. Has your organization embraced teamwork?

Yes       No       I don't know

3. If yes, how has teamwork affected employee performance?

.....  
.....  
.....

4. What are the threats to effective team performance in the organization?

.....  
.....  
.....

5. What are the effects of teamwork on employee performance in the organization?

.....  
.....  
.....

Any general comment

.....  
.....  
.....

*Thank you for your participation in the academic research and May the almighty God bless you.*

### APPENDIX III: ESTIMATED BUDGET

Item/activity.	Quantity	Amount	Total
printing proposal	4 copies	5200	15600
Binding proposals	4 copies	9000	27000
Photocopying	36 copies	300	10800
Internet			10000
Transport	4 trips	26000	104000
Printing dissertation	4 copies	10000	40000
Binding dissertation	4 copies	9000	36000
stationary	1 ream of papers	8000	8000
Air time	10 cards	1000	10000
Miscellaneous			20000
<b>Total</b>			<b>281400</b>

**APPENDIX IV: TIME FRAME**

Activity	Time in months.			
	December	January	February	March
Proposal writing	■			
Data collection		■		
Data analysis			■	
Submission of the report.				■