

**ANALYSIS OF TEAMWORK AS A LEADERSHIP TOOL OF
PERFORMANCE CASE STUDY: OZUU BROTHERS ENTERPRISE,
ARUA DISTRICT**

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**A DISSERTATION PRESENTED TO THE FACULTY OF BUSINESS
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INTERNATIONAL UNIVERISTY**

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DECLARATION

I Yesco Stella declare that this project report is the original and has never been presented any where for any other degree award or qualification.

Signed: Yesco Stella


Yesco stella

Date: 30th / 05 / 09

APPROVAL

The research report titled "analysis of team work as a leadership tool of performance in organizations" has been under my supervision is now ready for submission to business and management with my approval.

Sign.....



Wandiba Augustine

Date.....

31/05/09

DEDICATION

I dedicate this work to my beloved uncle, Aziku Charles who directly helped to build interpersonal competence, my mother Tabu Santa and my dear aunt Tiyo Mary's advise indispensably that helped me to be what I'm today and not forgetting friends for the moral and final support they accorded to me.

ACKNOWLEDGEMENT

I'm highly grateful to the almighty god for he has been so gracious and good to me since my child hood up too now.

I'm cordially thankful to my parents and relatives. It is through their directives, support that I have managed to reach the extent of producing such a work.

I deeply appreciate the commitment and facilitation of Mr. Wandiba Augustine for the success of this work. May god reward him for his generosity?

I also acknowledge the administration of Kampala international university for having kept me at the university up to the completion of my curse.

Additional words of thanks go t all my friends and colleagues whose comforts and encouragement helped me to be successful in this research.

ABSTRACT

The research was concluded in ozuu brother enterprises in Arua district under the topic analysis of team work as a leadership tool of performance

However, there seem to be evidence that team work spirit presents a lot of challenges for individual workers managers as well as organization. This research there fore seeks to investigate personal and organizational challenges presented by teamwork spirit.

The main objectives of the research were to find out the challenges of team work as a leadership tool of performance, to find the comparative advantage of team work over other types of leadership tool in BUZ enterprise and to find out how organization cope up with the challenges of team work.

A systematic sampling design was used in selecting the sample from the target population. The sample size comprised of 60 respondents of which 38 were the staff members of the organization and 22 were customers of the organization. different age group, nature and education background were also taken into consideration in order to come up with realistic design.

Result shows that team work in ozuu brothers enterprises is associated with both the benefit and challenge among these included, improve return on investment, motivation and commitment, hard working and better performance, improved quality among others and limited communication channel, lack of self motivation repetitively.

The researcher came up with the conclusion that team work has both benefits and challenges such as increase on return among others as well as limited communication and lack of self motivation as the challenges..

Recommendations have been reached by the researcher among them include, the techniques of evaluating some winning attitudes, applying performance management to group members among others

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CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

Teams form the basic functional unit of organizations (Mohrman et al, 1995). *Practically all them, including health care institutions (Heinemann and Zeiss, 2002; Poole and Real, 2003), use teams in one way or another. The organizational outcomes therefore depend on appropriate design and the proper functioning of work units and team (Auzzo and Dickson, 1998). Research has revealed the importance of group structures and processes for team outcomes, and numerous models and constructs have been proposed (See Salas et al 2004).*

One main variable is leadership, even so, only a few models (Avolio et al, 1996; Gladstein, 1984; Kozłowski et al 1996, Stewart and Barrick, 2000), explicitly take leadership into account as a determining factor in team outcomes.

Nevertheless, leadership (Lack of it) has been identified as a key variable for the functioning of teams and one of the main reason for the success or failure with which team based work systems are implemented (Katzenbach, 1997)

The leadership research is based on the classical bi-tectorial models, although more recently has been developed “new paradigms”, as charismatic and transformational leadership among others. The links between forms of leadership and team outcomes as proposed in these models are not, however, wholly consistent (Bass et al 2003, Stewart and Barrack, 2000).

According to Anderson and West, (1998, P. 2360 team climate or teamwork is defined as shared perceptions referring to the “proximal work group”. This is considered as the “permanent or semi-permanent team to which individuals are

assigned, whom they identify with, and whom they interact with regularly in order to perform work related tasks”

In a similar way, Covey S. R. (1990) defines teamwork as a combination or an aggregation of contributing members of different individuals with complimentary skills who work together towards a common goal.

Leadership on the other side has been defined by many authors in different way. As for Shiji Shijina, leadership is the act of directing, coordinating, spreading authority among team members and executing decisions to achieve organizational goals.

With its popularity in the last few decades, teamwork spirit has been functional in many organizations as Mohrman et al, (1995) reveals. The organizational outcomes therefore depend on appropriate design and the proper functioning of work units and teams.

To achieve clear organizational objectives and to make work very investing to all employees, many business enterprises managers including Ozuu Brother Enterprises in Aura district, a case study for this study opted for teamwork spirit among the employees and formed interactive units with different group dynamics that acknowledge leaders not as organizational gods, but first among many other contributors (Ford, 2007, accessed on 25th May, 2008).

To observe whether the performance of employees increase when the manager works with them and also how he treats them as well as finding out whether they are valued as co-workers as a dependent variable. This will be done to compare and find out the performance of staff members as they work as a team with the manager and without the manager.

Therefore, the major part of this research work is to establish how team operates in business enterprises, benefits of team work, as well as problems and challenges that business enterprises face while implementing teamwork as a leadership tool on their way to try to achieve organizational objectives and goals. After pointing out the challenges that business enterprises face in implementing teamwork as leadership tool, the researcher will suggest some ways managers can adopt and employ to tackle the challenges encountered in the implementation of teamwork spirit in their organizations. At the end of this research, the researcher will point out some of the most common challenges and problems that she has been while working in teams.

1.2 Statement of the problem

From the time its discovery, teamwork spirit has always been praised for its *comparative advantage over other types of leadership tools*. Many organizations for instance Non – Governmental Organizations quickly opted for this leadership tool as the best kind of leadership methodology as a way of achieving higher organizational objectives and goals (Weber et al J., 2003). However, there seem to be evidence that teamwork spirit presents a lot of challenges for individual workers, managers as well as organizations (Boehner, JF, 1999). This research therefore seeks to investigate personal and organizational challenges presented by teamwork spirit while taking Ozuu Brothers Enterprises as a case study.

1.3 Purpose of the study

To establish the relationship of teamwork as a leadership tool of performance

1.4 Specific Objectives

1. To find out the challenges organizations face while applying team work as leadership tool of performance.
2. To find out the comparative advantages of teamwork spirit over other types of leadership tools in business enterprises settings.

3. To find out how organizations cope up with the challenges as they apply teamwork spirit.

1.5 Research Questions

1. What challenges do organizations face while applying teamwork spirit as *leadership tool of performance*?
2. Does teamwork spirit have advantages over other leadership tools in business enterprises settings?
3. How does organization cope up with the challenges of teamwork spirit?

1.6 Scope of the study

Geographical Scope

Though there are many business and non business organizations employing teamwork as a tool of leadership, the researcher selected Ozuu Brothers Enterprises, in Arua district as sole business enterprises for this study.

Therefore, this research will basically be done with the information from staff members and customers of the enterprises. As such, all the information in data analysis of this paper shall be based on the information got from the organization's headquarters, its branches and other individual's customers.

Content Scope

It will address what is involved in teamwork, the challenges resulting from teamwork to the management, an organization and individual workers. Benefits of teamwork spirit in an organization shall also be looked at and lastly some ways to combat the challenges will also be forwarded.

1.7 Significance of the study

- This research paper will help to illustrate and clarify for the team members what organization's expectations are.
- When team members get to know and understand the organization's expectations; this organization.
- This research will help to enlighten different leaders about the challenges presented by teamwork spirit at work places in any business venture or setting.
- The research will enable leaders to take holistic view or bigger picture of teamwork strategy in order to find out where or how effective amendments can be made in the project management.
- This research will also add to the literature. It is true hat many researchers might have been done on teamwork spirit but little has been done in relation to the challenges it present to manager, individual workers and to the organization as a whole.
- This research work will also enable me to attain degree or Kampala International University as it is one the requirements this qualification.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter seeks to address what other authors have already revealed in relation to *teamwork spirit as a leadership tool in different organizations or business settings*. It will first show the effectiveness or values of teamwork in any organization or business setting and then show the challenges presented by teamwork to individual workers, the management and the organization as a whole.

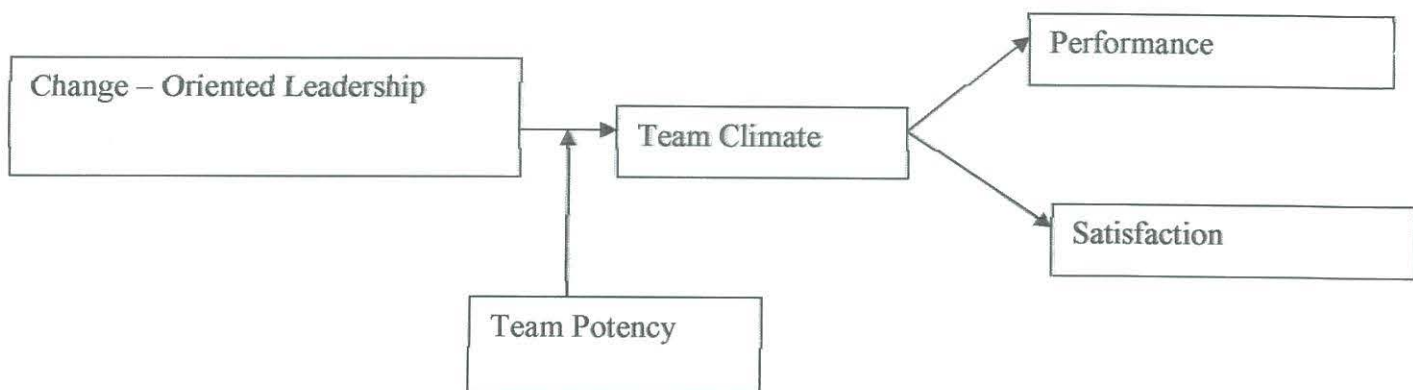
2.1 Theoretical framework

A theory of responsible Leadership for performance is a general, theoretical framework of leadership that address the nature and challenges of leadership that are both responsible and focused on performance. Two core premises govern the framework. First that leadership itself is a system consisting of purposeful, integrated inputs, processes, outputs, feedbacks and boundaries. The second that leadership takes place within a performance system that is, a system of joint, coordinated and purposeful action.

Leadership does not exist on its own, but rather in reciprocity to consistency, sometimes referred to as fellowship. Every performance system has a constituency that represents those whom leadership in the performance system serves. Leadership that is responsible is that which demonstrates, and is judged to demonstrate, effectiveness, ethics and endurance (Brown and Hartman 2003) and are necessary components of responsible leadership.

2.2 Conceptual Framework

This conceptual framework is based on the model of relationship between change – oriented leadership, satisfaction and performance. Leadership and teamwork spirit are two variables that are limited. In the early theories and research; theoretical development and imperial research are limited. In the early theories and research by Anderson and West, leadership is proposed as an organizational factor affecting change-oriented leadership, team climate, performance and satisfaction and this can be diagrammatically illustrated below.



Source (Anderson and West, 1998)

As it has been illustrated above, change oriented leader can have influence on the team outcomes, performance and satisfaction when different tasks are mediated by the team processes or teamwork spirit. In this case, out of these four factors that is, change oriented leadership, team climate, performance and satisfaction, support for innovation has been confirmed as the most consistent predictor or *team innovations is external evaluations*.

2.3 Related Literature review

The related literature review will be done under objective by objective.

2.3.1 Challenges of Teamwork in Organization

In trying to achieve the organizational objectives and goals by employing teamwork as a tool of leadership, many organizations face following challenges;

Individual objectives: It has been found out that there are sometimes differences in individual objectives at work place. Because of these differences in individual objectives at workplace, the performance of some workers is observed to have been affected. This therefore minimizes the cumulative result of the organization, which is a great target of the organization (Beehner, J.F. 1999).

It should also be noted that, a team is an aggregation of contributing members to achieve one single objective. Because of this, a team involves building it rather than just choosing members as Shiji Shijina (2008) reveals. However, many researchers find out that team building is more demanding. Therefore, failing to lay a proper foundation to it and refusing to structure it leads to organization's failure to achieve its expected results.

Furthermore, it should be noted that the efficiency and the effectiveness of an organization solely relies on the workforce or the team. In research done by Collins J.C and Porras J. I (1994) in some organizations establish that team-building skills are rather critical for the effectiveness of a manager or entrepreneur, running a firm.

Additionally, teamwork is said to have eliminated the notion of attributing a credit solely to manger in any organization. In most cases, a manager of an organization is seen as a contributor in a teamwork setting (Weber et al J. 2003). In this case, a

manager relates and treats his subordinates as co-workers and so do the subordinates. This sometimes makes other managers to forget to step back to implement, direct and determine the organizational goals at the right moments. In other words, a manager forgets when to assume authority and when to begin to spread the authority among team members. He or she remains immersed in the team members hence a great challenge to both the management and the organization as a whole.

In this study, the researcher noticed that a team comprises of different individuals with different worldviews, backgrounds, cultures, characters, behaviors, who work together towards a common goal. This therefore means that people in a team have different views, multiple of ideas to perform the given task. Because of the differences in personalities and skills, teamwork becomes somewhat problematic and some team members may fail to focus towards the organizational objectives and goals hence a great risk and challenge to the organization.

In relation to the above point but distinct is that to work as one or as a team means to share some common goals but not just to distribute them. Sharing of some common goals and objectives inculcate involvement of the whole team in the decision making process (Csikszentmihalyi M. 2003). However, because team members have different Worldviews, characters, ideas, objectives and goals and personalities, it becomes very difficulty to come up with and proper decision for the betterment of an organization. And sometimes, fear or conflict – impedes honest debate and some team members over dominate others in decision making and this is very hectic to many organization that employ it as a tool.

It should also be noted that an effective way of energizing and motivating one's team is by strategizing plans that can cover the basic requirements of each and every team member to relatively equal levels since every one's performance in the team is equally valued (Weber et al J. 2003). Therefore, in cases where there are differences and gaps in covering up these basic requirements, some team members may not look at it as a necessary issue among them since they perform

the same tasks as a team. This affects their performance as they feel that they are being discriminated among others.

Therefore, building a good and mutually performing teamwork spirit among workers is not easy task. This strategy of leadership demands a lot of dedication and clear-cut strategies from a manager or an entrepreneur in its implementation in an organization in the short run than it's worth. And this may affect the organization if a manager fails to spread authority at the right time.

In case one of the team players leaves the organization for a greener pasture somewhere else or because of sickness or death issues, getting a proper replacement becomes problematic to the organization though the old team members can help new ones to learn from them (Collins J.C 2001). A proper fitting of the new member is only achievable in the long run. And this can also affect the performances of the organization in short run.

2.3.2. The advantages of teamwork spirit in an organization

As we have looked at the challenges of teamwork in an organization, we certainly have to elaborate the benefiting parts of a good team in an organization. A good team always has its benefits and these benefits have always been very advantageous to different organizations or business enterprises that use it as leadership tool and below are some of the benefit of good team.

In a good team, there is certainly high level of creativity and innovation from the diversified standpoint views of each of the members. Obviously, the more diverse a team is, the higher the probability of innovation to occur (Weber et al J. 2003). As some people would say, "strength lies in differences but not in similarities" and this is also applicable to teamwork spirit at work place and this is a key for gaining competitive advantage and increase the value of your company.

It should also be noted that, excellence by virtue is the corner stone of any organization since most of the volume of an organization's is spoken by it. But one needs to distinguish excellence from a mere program to a rather subjective word "process"; which can be solely attributed to the work of team as a whole (Beehner, J.F. 1999)

As Collins J. C. and Porras J.I (1994) reveal, the most benefits of an effective team building is retention. Market at today's scenario has become a turf for the fiercest battle to retain talents. Attrition rate has skyrocketed, for some it has dwarfed and one of the deductions to explain this would be the arrangement in building a good, friendly and efficient team.

A good team build up also encompasses all the areas where each one of the members is in a healthy symbiotic relationship with one another. A friendly atmosphere brews up, which adds fun with the work they are assigned to. They are more benefits of an effective team, all one needs is to experience it.

Teamwork also helps to build up work experience, especially in those that have not acquired much work experience. This then is very important to the organization since new members can directly learn from those well-experienced members of the organization. This system is also cost effective to the organization since it would cut down some costs that it would use to train and coach those with limited experience (Davis 2008)

2.3.3. Ways to curb the challenges of teamwork in business enterprise.

Although teamwork presents a lot of challenges in its implementation, its challenges can still be combated. And below are some of the ways through which teamwork spirit can be improved in order to give a better result in an organization.

Covey S.R (1990) laments those in cases where the individual team members have different objectives that are likely to affect the entire performance in an organization, the executive should clearly explain and re-explain the objective and set target of the organization. This would enable the team members to put aside their individual objectives in order to achieve the organization's objectives.

Another point similar to the above but distinct is that the team leader should clearly explain the organizations expectations regarding and outcomes of the team members. He or she should make sure that members understand why team has been created, availability of resources, time, money and consistency of the company (Ford Henry, 2007)

Collins J.C (2001) also articulated that as the team takes on the responsibility of accomplishing the organizational objectives, the strategies to be employed should be well communicated to the team members, the outcomes should be anticipated, contributions should be initiated and the roles of each member should be clearly defined. Through this, teamwork spirit will give positive results since each team member knows what to do and is aware of his or her contribution is to be done.

It should also be noted that good team leadership is very paramount since the manager is the one to lead the whole organization and make sure that all the team members have adequate freedom, employment to feel that the ownership needed to accomplish its charter through the team. However, team members are also supposed to know and understand their limits clearly without damaging the empowerment (Davis Paul, 2008).

Lencioni P (2002) also reveals that another way of tackling the challenges of team work spirit in an organization could be by ensuring that the reporting relationship and accounting are all understood by all team members of the organization. In this case, a defined review process of the organization should be established, so that both team and organization can constantly and aligned in the direction required.

For teamwork to be effective in an organization, the manager should also make sure that he or she creates a plan to increase the opportunity for self-administration among the business or team members. Therefore, members ought to understand the stages of group development, working interpersonally, their roles and responsibilities. In case of any conflict between the team members, the leader should have to clear the terms and create mutual understanding in most appropriate time and way (Covey S.R 1990)

The manager should also make sure that the company or the organization has good creative thinking, unique solutions and ideas for better implementation of teamwork spirit. If the employees required and training or motivation, necessary training or education should be provided considering the individuals capacity. Through this approach, strong, effective and goal achieving team for the company or the organization can be established (Davis Paul 2008)

Lencioni P (2002) continues to point out that for teamwork spirit to continuously work well in an organization; the team leader or the manager should honor and uphold the team efforts above individual performance, while remembering a solid collective performance from individual players contributing to the quality of the team. Through this, a team performance is likely to be high and effective.

Sometimes what distracts a team in its effort to perform highly and effectively is the harness of a manager's tongue. Therefore, a team leader or the manager should avoid complaining too much, and remember that noisy negatives distract a team from its focus and achieving its goals (Weber et al J, 2003).

Lastly, it should be noted that little mistakes in a team are costly to the organization. Therefore, a manager should try his or her best in cultivating winning attitudes on and off the field. If a manager cultivates the winning

attitudes in team members, the team is likely to live a quality life, minimize strife, achieve peak performance and shine as a team (Covey S.R. 1990)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this study, the researcher employed or used different techniques and methods in order to come up with qualitative and classical research findings. The different methodologies that were used are indicated below; -

3.2 Research Design

To give ultimate and classical look to the research work, the researcher used descriptive, quantitative, qualitative and analytical designs.

3.3 Study Population

The study population was staff members from different Ozuu Brother's branches and its customers in Arua district. Both men and women of different economic status and education level were involved to find out more balanced, accurate and realistic information about the problem under study.

3.4 Population size

A systematic sampling design was used in selecting the sample form the target population. The researcher intended to use simple random method to select the sample in order to avoid bias.

The sampling size was comprised of 60 respondents of which 38 were the staff members of the organization and 22 were customers of the organization. Different age group, nature and education background were also taken into consideration in order to come up with diversified and realistic research report.

3.5 Data collection

Both primary and secondary sources for data collection were used. Primary data was obtained from the field to ensure reliability, accuracy of information since it comprised of firsthand information. On the other hand, the secondary source employed textbooks; newspapers and internet that also made this paper look classical academic paper.

3.6 METHODS OF DATA COLLECTION

3.6.1 Questionnaires

In order to collect more information about the topic for the study, the researcher used questionnaire method. Different set of questions were given to different categories of people, that is to say, to the customers and the staff members while taking into account their age, academic level, their professions and many others.

3.6.2 Observations

The involvement of the researcher in observing the activities of the focused groups that is to say, the staff members and the customers in the study area gave me enough and authentic information about the topic of the study since this was a first-hand information about the topic. This method was helpful in finding out how team work operates in Ozuu Brothers and some of the delicate information related to the challenges the management and other individual workers faced while using teamwork spirit in their organization.

3.6.3 Interviews

The researcher also used both formal and informal interviews. In formal interviews, the researcher used guided questions to interview different categories of people that involved the customers and the staff members of different Ozuu Brother Branches while taking into account the gender, age, education background and other issues. This was done in order to obtain clear information about the benefits and challenges the organization, management and individual workers faced while using this kind of tool.

Informal interviews formed an important part of this study. It helped the researcher to find some more delicate and critical issues of the topic. This informal interview was done through day-to-day free interaction with the focused groups.

3.7 Data Analysis

To make this work very presentable and academic, the data that was collected for this research was compiled, edited, sorted and summarized by the use of graphs and tables.

All the descriptive statistics and data transformation was run using tables and graphs that were developed using MS Excel.

The different variables to be analyzed included; population size, gender ratio, and number of respondents among others.

CHAPTER FOUR

DATA PRESENTATION INTERPRETATION AND ANALYSIS

4.0 Introduction

In this chapter the major findings from the study are presented, interpreted and analyzed. This includes the challenges organizations face while applying team work as leadership tool of performance, the comparative advantages of teamwork spirits over other type of leadership tool in business enterprises settings and how organizations cope up with the challenges of team work spirits.

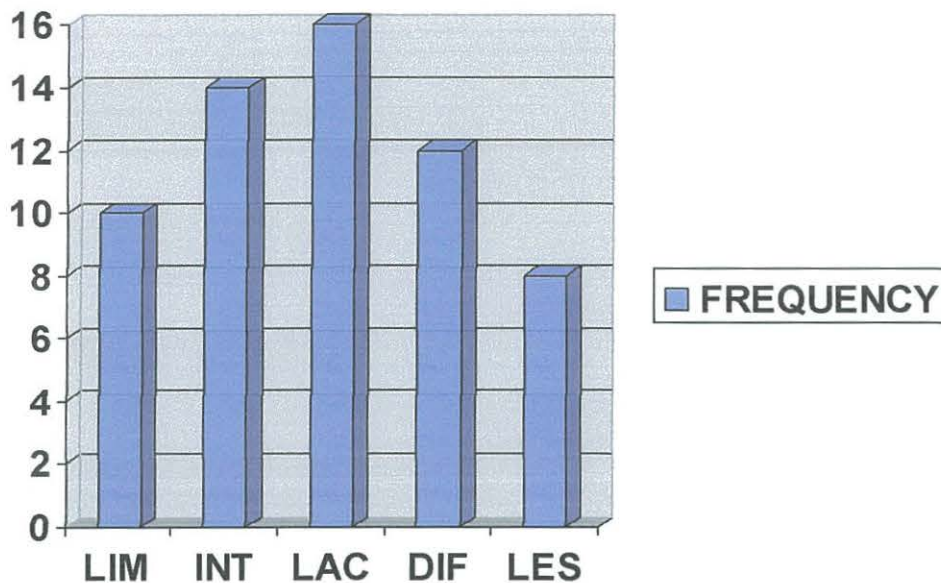
4.1 Table I. showing the challenges of team work as a leadership tool of performance in Ozuu brothers' enterprise in Arua district.

Challenges	Frequencies (N)	Percentages (Q)
Limited communication channel	10	16.7
Sequential or integrated work	14	23.3
Lack of self motivation	16	26.7
Difficulties in building and maintaining trust between team members	12	20
Less attention paid by team managers in maintaining clear goals, performance and communication rules	8	13.3
Total	60	100

In the table above, 26.7% of the respondents rank lack of self motivation as one of the challenges of team work in ozuu brothers enterprise, 23.3% say integrated

work, 20% agree in difficulties in building and maintaining trust between team members, 16.7% agree upon limited communication channels as another challenge of team work and 13.3% say less attention paid by team managers in maintaining clear goals, performance and communication rules as a challenge of team work in ozuu enterprise . Also 30% of the interviewees rank lack of motivation as the main challenge of team work in ozuu brothers enterprise and the rest didn't know any thing about team work.

Graph I. showing the challenges of team work as a leadership tool of performance in Ozuu brothers' enterprise.



LIM – limited communication channel

INT – integrated work

LAC – lack of self motivation

DIF – difficulties in building and maintaining trust

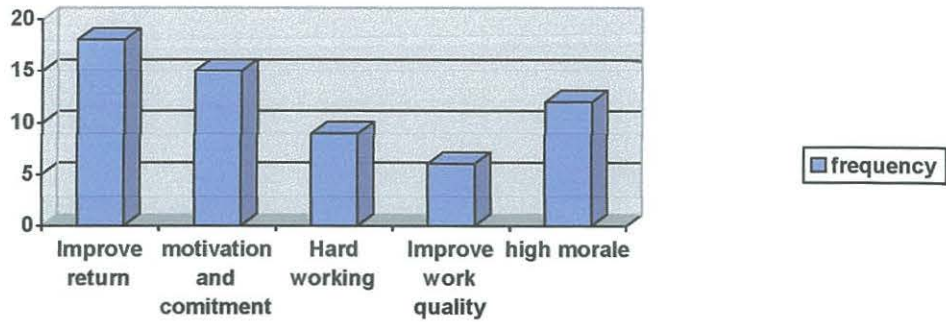
LES – less attention paid by team managers in maintaining clear goals, performance and Communication rules

4.1.2 Table 2. Showing the comparative advantages of teamwork in Ozuu Brothers enterprise

Comparative advantages	Frequencies (N)	Percentage (%)
<i>Improve return on investment</i>	18	30
Motivation and commitment	15	25
Hard working and better performance	9	15
Improve work quality	6	10
High morale	12	20
	60	100

Of the total respondents, 30% of the respondents rank improved return on investment as the most comparative advantage of team work, 25% say motivation and commitment, 20% attribute high morale as a comparative advantage of team work, 15% agree on hard working and better performance as a comparative advantage and 10% say improve work quality. Through interviews, the researcher also found out that 27% of respondent rank return on investment as one of comparative advantages of team work in the organization .

Graph 2. Showing the comparative advantage and the percentage frequency of the respondents.



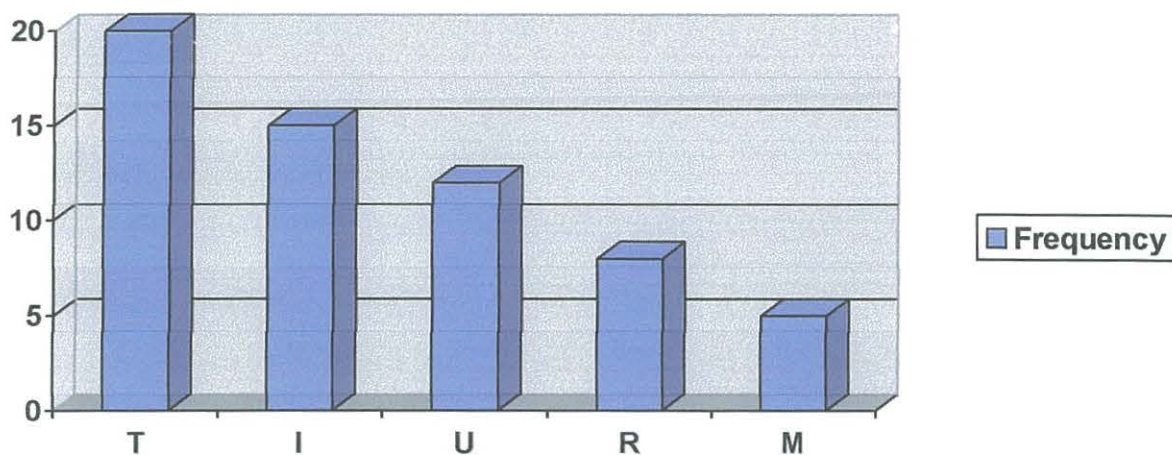
4.1.3 Solution to the challenges of team work

Table 3 showing the solutions to the challenges of team work in ozuu brothers enterprise

Solutions	Frequency (n)	Percentages (%)
Training of new employees	20	33.3
Improve communication skill	15	25.0
Understanding individual rules, duties and responsibilities	12	20.0
Respect team members and their roles	8	13.3
Motivation	5	8.3
Total	60	100

In table 3 above, out of the 60 respondents 33.3% of the respondents say that training of new employees could solve team work challenges in ozuu brothers enterprise 25% say improve communication skills, 20 % suggest that understanding individual rules, duties and responsibilities could solve the problem of team work, , 13.3% say respect of team members and their roles and 8.3% believe that motivation of team members help in solving the challenges of team work in ozuu brothers enterprise .However , this concur with the findings from the interviewees 28 agree that training of employees could solve the challenges of team work in the organization .

Graph 3 showing the solutions to the challenges of team work in ozuu brothers enterprise.



T – Training of new employees

I – Improve communication skills

U – Understanding individual rules, duties and responsibilities

R – Respect team members and their roles

M – Motivation

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 DISCUSSION

This is discussed objective by objective

5.1.2 Challenges of team work in Ozuu enterprise

like in another organization in the world (in Uganda), not every type of project is suitable for virtual organizations one challenging case is projects that rely heavily on sequential or integrated work as often the case in manufacturing. In particular when each persons work depends much on what someone else is doing at the same moment there is an ongoing heavy exchange of information in real time and tasks have to go through a strict sequence of work with in a short time have affected teamwork in this enterprise 23.3% of the respondents in Ozuu brothers enterprise attribute integration of work as one of the challenges to team work. Work integration involves exchange of information among team members, commitment among others however, failure of this makes work integrations as challenge. However this is in line with lynham,2000, lynham 1998, zood , Yulk and Van fleet , 1992 .

Lack of self motivation, failure to work independently and keep working effectively without much of external control or structures, have affected the performance of the team in Ozuu brothers' enterprise. 26.7% of respondents attribute lack of self motivation as one the challenges to team work.

Team members are not self motivated and are unable to work independently since there is no body around to see how intense his/her work activities are.

Once such practices are not controlled by team managers, the performance of the team will not be as expected. However , this agrees with P.N Misra and MC clend theory on achievement that attributes to motivation .

Another challenge of team work in ozuu brothers is difficulties in building and maintaining trust among team members as a practice that has accelerated team members. 20% of the respondents attribute difficulties in building maintaining trust among team members as a practice that has accelerated teamwork challenges. Trust is critical for un blocking communication between members and sustaining motivation of each person involved the issue of trust needs special attention an stage of team existence. However, this concurs with Stewart and Barrick 2000. Their version on team building.

Other challenges include less attention paid by management in maintaining clear goals, performance and communication rules.

5.1.3 Comparative advantages of team work spirit over other types of leadership tool in Ozuu brothers' enterprise in arua district.

According to Bass 1985 , conger, and kunungu,1988, House 1977,

Increase in return on investment is the most outstanding comparative advantage of teamwork . However , this concur with the respondent view. 30% of respondents agree that there is actually a constant increase in return on investments as compared to the past when other leadership tools were used because of this, people in the organizations and within the locality are now moving forward to introduce and implement team work in their organizations.

From the field, 25% of respondents rank motivation and commitment to work as the most important comparative advantage of team work in Ozuu brothers' enterprise. Most of the respondents asserted performance of team to motivation and commitment of team members to their work. To them, teams can perform better when they are motivated and committed to their work as a group. Some of the respondents also argued that the performance of the employee/ team members depends on motivation and failure of motivation leads to lack of commitment

there fore making motivation and commitment as key factors to team performance. However, this agree with the version of Shamir 1996.

20% of the respondents attributes high morale of the enterprise to team work since they comply with legal duties rules, principles the culture and the procedures this rules and principles of the organization stipulates the code of conduct of employees, procedures to follow among others However, this concur with Gladstein , 1984, Kzlowski et al 1997, version on code of conduct at work place

Other comparative advantages of team work in ozuu brothers enterprise include: Hard work, better performance, work quality among others

5.1.4 Solutions to the challenges

From the field, 33.3% of the respondents say training of new employees could curb the challenges of team work in ozuu brothers in Arua district. They also argued that putting in compulsory training sessions for newly recruited employees of the organization and explaining to them what the organization aspects of them as they work in teams. Besides training new employees, the respondents also agreed that making every ozuu worker to understand the challenges related to team work could solve the challenges of the of team work in the enterprise.

Guzzo and Dickson, 1996, (importance of employee orientation).

25% of the respondents rank improved communication skills in enterprise as one of the solutions to the challenges of team work in ozuu brothers enterprise. Such that every member access the necessary information in the firm and this has eliminated some of the problems that would result from the notion of "I know more" because of this every team members feel secured and confident of the working environment and this improves the performance of each team member in

the organization. However, this concurs with Yukl, 2002 version on importance of effective communication

Another solution to the challenges of team work in ozuu brothers enterprise is understanding individuals rules, duties and responsibilities. 20% of the respondents say understanding individual roles, duties and responsibilities has solved the challenges of team work in ozuu brothers enterprise and this has also eliminated the aspect of confusing roles and responsibilities in the organization hence reducing the cost that would result from such problems. However this concurs with Yukl et al 2002 (task and relation oriented leadership)

Other solutions to the challenges include. Respect to team members and their roles, duties and their fellow members and motivation of employees among others.

5.2 CONCLUSION

From the field the researcher came up with the following conclusion

- Team work in ozuu brothers enterprise in arua district is generally important leadership tool. However team work also caused a lot of challenges to the enterprise. The most ranking challenges of this leadership tool include integrated work, lack of self motivation, difficulties in building and maintaining team members among others.
- Added to the above, teamwork in this enterprise also has its comparative advantages such as improved return on investment, motivation and commitment to work, high moral to mention but a few. Due to the comparative advantages of team work, the local communities residing in this area put a lot of pressure to implement this leadership tool in their business enterprise.
- Despite the challenges of team work in the organization, the management has come up with the following solutions such as training of employees, improved communication challenges, understanding individual roles, duties and responsibilities among others.

5.2 RECOMMENDATIONS

From the field, the researcher came up with the following recommendations

- The most guaranteed way of improving teamwork in ozuu brothers enterprise is by applying performance management to groups behaviors, Performance management involves identifying what team behaviors will lead to better performance, assessing which team work behaviors are currently used and undertaking a gap analysis between current and target teamwork behaviors, and taking action to bring current teamwork behaviors closure to the target
- Team work in ozuu brothers can only work best when the management considers techniques of cultivating some winning attitudes among the team members which is done when recognizing the individual needs of team members both inside and out side the organization.
- Team work can be improved when the management resorts to appreciation and acknowledgement of collective team effort rather than individuals.

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APPENDICES

APPENDIX I

Questionnaire to Staff Members of Ozuu Brothers Enterprise

I am Yesco Stella, a student of Kampala International University. I am doing a research on the topic: Teamwork as Leadership Tool in Business Enterprise. This research is part of the requirements for the BACHELOR'S Degree in Business Administration in the above University (BBA).

I therefore kindly request you to answer the following questions. All the information will be kept confidential.

SECTION A

BACKGROUND INFORMATION

Fill in the spaces provided

Respondent's name (optional):

Sex: Male Female (Mark one using ✓)

Occupation or title:

Age group: (Mark one using ✓)

18 – 20	<input type="checkbox"/>	21 – 25	<input type="checkbox"/>	26 – 30	<input type="checkbox"/>
31 – 40	<input type="checkbox"/>	41 – 50	<input type="checkbox"/>	51 – Above	<input type="checkbox"/>

Education Level: (Mark one using ✓)

Primary	<input type="checkbox"/>	Secondary	<input type="checkbox"/>
Technical	<input type="checkbox"/>	higher Institution	<input type="checkbox"/>

SECTION B

Fill in the spaces provided

- 1. How would you define teamwork spirit?
.....
.....
- 2. How does teamwork actually operate?
.....
.....
- 3. When did this organization start using teamwork strategy as a tool of leadership?
.....
.....
- 4. What benefits have you got while using team work spirit as an organization and as an individual?
.....
.....
- 5. What things don't you like about team work spirit in your organization? Give both at individual and organizational level
.....
.....
- 6. What things would you like to change about teamwork strategy or what ways would you suggest for improving team spirit in your organization?
.....
.....
- 7. What other issues would you like to address in relation to teamwork spirit?
.....
.....

Thanks for your cooperation.

APPENDIX II

Questionnaire to the Clients of Ozuu Brothers Enterprise

I am Yesco Stella, a student of Kampala International University. I am doing a research on the topic: Teamwork as Leadership Tool in Business Enterprise. This research is part of the requirements for the BACHELOR'S Degree in Business Administration in the above University (BBA).

I therefore kindly request you to answer the following questions. All the information will be kept confidential.

SECTION A

BACKGROUND INFORMATION

Fill in the spaces provided

Respondent's name (optional):

Sex: Male Female (Mark one using √)

Occupation or title:

Age group: (Mark one using √)

18 – 20	<input type="checkbox"/>	21 – 25	<input type="checkbox"/>	26 – 30	<input type="checkbox"/>
31 – 40	<input type="checkbox"/>	41 – 50	<input type="checkbox"/>	51 – Above	<input type="checkbox"/>

Education Level: (Mark one using √)

Primary	<input type="checkbox"/>	Secondary	<input type="checkbox"/>
Technical	<input type="checkbox"/>	higher Institution	<input type="checkbox"/>

SECTION B

Fill in the spaces provided

1. Are you aware of the leadership structure or toll Ozuu Brothers Enterprise uses?
.....
.....
2. How would you define teamwork spirit
.....
.....
3. Do you see this leadership tool (teamwork) operating in Ozuu Brothers Enterprise?
.....
.....
4. If yes, how does it operate?
.....
.....
5. If no, which leadership tool have you seen working in Ozuu Brother Enterprise?
.....
.....
6. How does this leadership you see in Ozuu Brothers operate?
.....
.....
7. What things do you like about it?
.....
.....

8. What things don't you like about it?

.....

.....

9. If you are aware of teamwork spirit in an organization, how do you see it operates?

.....

.....

10. What things do you like about it?

.....

.....

11. And what things don't you like about it?

.....

.....

12. What things would you like to change about it?

.....

.....

13. What other thing would you like to say about teamwork spirit?

.....

.....

Thanks for your cooperation

APPENDIX III

INTERVIEW GUIDE

I am Yesco Stella, a student of Kampala International University. I am doing a research on the topic: Teamwork as Leadership Tool in Business Enterprise. This research is part of the requirements for the BACHELOR'S Degree in Business Administration in the above University (BBA).

Therefore kindly request you to answer the following interview questions. All the information will be kept confidential.

1. How would you define team work?
2. How does tem work operate?
3. What benefit does organization get while using team work as an organization and as individual?
4. What challenges does organization face while using team work (give both individual and organization level)
5. what ways would you suggest for improving team work in your organization?

Thanks for your cooperation

TIME SCHEDULE

PARTICULARS	DURATION
Selecting and Approval of Topic	May – July
Doing Library Research	July – August
Writing of Proposal	July – September
Doing Field Research	October – December
Compiling the Data Collected	January
Editing the Work	February
Handing in of the Final Work	March

ESTIMATED BUDGET FOR THE DISSERTATION

PARTICULARS	QUANTITY	UNIT COST	AMOUNT
Stationary			
Pens	2	200/=	400/=
A flash Disk	1	40,000/=	40,000/=
Rim of Papers	1	10,000/=	10,000/=
Sub Total/=			50,400/=
Travel and Communication			
Air time cards	-	-	20,000/=
Travels	-	-	30,000/=
Meals	-	-	30,000/=
Sub Total			80,000/=
Data Collection			
Library	5 days	5,000/=	25,000/=
Internet	12 hours	1,500/=	18,000/=
Sub Total			43,500/=
Typing and Printing			
Proposals	1 copy	20,000/=	20,000/=
Research Report	1 copy	70,000/=	70,000/=
Sub Total			90,000/=
Consultations			
Editing	1 copy	25,000/=	25,000/=
Miscellaneous	-	25,000/=	25,000/=
Sub Total			50,000/=
Photocopying and Binding			
Research Report (Photocopy)	2 copies	6,000/=	12,000/=
Research Report (Binding)	3 copies	3,000/=	9,000/=
Sub Total			21,000/=
GRAND TOTAL			334,9000/=