Influence of Teamwork Dynamics on Employee's Performance: a Case Study of Private Education Institution in Mwanza, Tanzania.

BY

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Abstract

Teamwork is an essential program that includes a range of tasks or activities performed by individuals who cooperate and communicate to achieve common objectives. In this study, the effect of collaborative dynamics on workers' performance was investigated using a case study of the selected private educational institution in Mwanza, Tanzania. The goal of the study was to identify how team leadership affects employee's performance.

Out of a population of 303, 169 academic staff members were selected as a sample size for the study using a quantitative research approach, and the study employed questionnaire as the research tool. The study adopted The Leader-Member Exchange Theory. The data were examined using descriptive statistics and correlation analysis from the Statistical Package for Social Science (SPSS V20). The findings demonstrated that; there is a positive correlation between team leadership among The St Augustine University of Tanzania (SAUT) employees.

Because of this, the value of cooperation on employee's performance in the workplace cannot be overstated; businesses with teamwork strategies in place have a high survival rate.

Therefore, academic institutions like SAUT should promote cooperation throughout all the aspects of everyday operations and foster an atmosphere that encourages personnel to keep working together. In order to acquire a fuller grasp of the subject at hand from the respondents, future researchers should also take into account various collaborative dynamics in other study units when carrying out a comparable survey.

Keywords; Teamwork, Employee Performance, Team Leadership

INTRODUCTION

Background of the study

Organizations are working harder than ever to improve employee's collaboration and achieve common goals, regardless of whether co-workers are present or not, through training and cross-training; team members are able to exchange expertise and information for the benefit of the group through collaboration. The team's performance is also dependent on the leaders' ability to foresee possible issues and take action to solve them (Mahona and Pacho, 2021).

Working as a team promotes values and attitudes that embrace diversity (Paschal, 2022). Teamwork fosters an environment where employees are free to grow without fear of repercussion and gives them the chance to produce outcomes. High-performance skills building and maintaining a healthy social environment requires teamwork, which equips team members with the communication, debate, and decision-making skills they need (Gougou and Paschal, 2022). People can only function at their highest level and accomplish collaboration with others in a favorable social environment.

Teams have existed for many years, they are the subject of countless books, and have been celebrated across different countries and civilizations (Katzenbach and Smith, 1993). According to the literature, the concept of teamwork is as old as human beings is practiced by many firms in their different divisions including manufacturing and marketing processes. Furthermore, there are different types of teams such as management teams, production teams, marketing teams; sales teams, virtual teams or the entire organization as a team. Collaboration is commonly acknowledged as a helpful force for teamwork in any firm since it helps workmates to work together towards achieving the organizational performance-related goals (Paschal and Gougou, (2022). Teams assist its

members to inspire each other and to surge advantages from cooperative of working together as a team (Paschal, Nyoni and Mkulu, (2020). Besides, working together with other individuals also allows coworkers to better recognize the significance of teamwork on their performance. Thus, firms should encourage an outlook and attitude of teamwork to gain its benefits (Agarwal and Adjirackor, 2016).

However, a lack of collaboration in Tanzanian universities has resulted in subpar employee's performance because of ineffective coordination. As a result of the strained relationships that must exist for efficient cooperation, many employees have a tendency to keep information to themselves. Additionally, poor cooperation results lead to more conflicts, lower staff commitment to the university's mission, and worse employee's morale (Samuel, 2018). Employee's performance is negatively impacted, as is the university as a whole. Additionally, lack of a cooperation approach and idea in the workplace has resulted in subpar employee productivity, efficiency, and innovation (Sanyal et al., 2018).In the context of collaboration and employees' performance in an organization, the researcher wants to ascertain the impact of team leadership and its influence on employee's performance on the job in Tanzania's Saint Augustine University.

STATEMENT OF THE PROBLEM

The impact of collaboration dynamics on employee's performance inside of organizations may be demonstrated with sufficient data, and the subject has generated a lot of study attention. Numerous empirical examinations on the topic have shown this (Abdulleet al., 2019; Hassan et al., 2017). In addition to this, knowledge sharing, trust, responsibility, group spirit, recognition and reward, team leadership, personality, and communication are some of the common independent variables that have been used as teamwork components to predict employee's job performance from the research given. For example; Chukwuma et al, (2018) studied on team abilities, espirit de corps, trust, recognition, and rewards. Abdulle et al. (2019) studied on trust, cohesiveness, espirit de corps, and knowledge sharing also the same to Agwaral et al. (2016). Agwu (2015) did on motivation and productivity; the overall connection between cooperation and employee's performance was the topic of Balamurugan's (2019) study. Samweli (2019) conducted study on the following topics: work quality, cooperation, innovation, self-confidence, motivation, job satisfaction and commitment, flexibility, and adaptability. Research on leadership, personality, communication, trust, reward, and recognition was conducted by Hassan et al. in 2017 Kemanci (2018) studied on team skills, attitudes, behavior, and team spirit, Manzoor et al. (2017) studied on teamwork, empowerment, and training. Mughai (2020) studied on employee's engagement, leadership, and peer support. Al Salman and Hassan (2016) studied on accountability, efficient communication, cohesiveness, leadership, and intrapersonal skills. Sanyal et al. (2018) studied on leadership, trust, performance evaluation, and rewards.

As the study comes to a close, there is a conflicting observation result about the relationship between team leadership and employee's performance. This dispute relates to the characteristics' significance as described by Hassan et al. (2017) in the Malaysian context. The study found that team leadership had minimal effect on employee performance. According to Al Salman and Hassan (2016), the effectiveness of team leadership has a positive and significant influence on employee's performance in Malaysia's entertainment industry. As a result, the researcher of this study was motivated to conduct this study to clarify how team dynamics, specifically team leadership affect employee's performance in a private educational institution in Mwanza.

RESEARCH GAP

Previous knowledge sharing, trust, responsibility, spirit of community, recognition, and reward, team leadership, personality, and communication are just a few of the collaboration elements that have been utilized in studies to forecast employee job success. For example; Chukwuma et al, (2018) studied on team abilities, espirit de corps, trust, recognition, and rewards; Abdulle et al. (2019) studied on trust, cohesiveness, espirit de corps, and knowledge sharing also the same to Agwaral et al. (2016) and Agwu (2015) did on motivation and productivity. The overall connection between cooperation and employee's performance was the topic of Balamurugan's (2019) study. Samweli (2019) conducted study on the following topics: work quality, cooperation, innovation, self-confidence, motivation, job satisfaction and commitment, flexibility, and adaptability. Hassan et al. (2017) researched on leadership, personality, communication, trust, reward, and recognition. Kemanci (2018) studied on team skills, attitudes, behavior, and team spirit, Manzooret al. (2017) studied on teamwork, empowerment, and training. Mughai (2020) studied on employee engagement, leadership, and peer support. Al Salman and Hassan (2016) studied on accountability, efficient communication, cohesiveness, leadership, and intrapersonal skills. Sanyal et al. (2018) studied on leadership, trust, performance evaluation, and rewards.

Numerous studies have been carried out in numerous nations around the world addressing the relationship between teamwork and employee's performance and very few have been conducted in Tanzania specifically in private education institution in Mwanza. The goal of the current study was to close the contextual gap by emphasizing on team leadership.

Research Objective
   i. To determine the impact of team leadership on employee's performance.

LITERATURE REVIEW
Empirical literature review
Al Salman and Hassan (2016) conducted the study on utilizing a Kuala Lumpur entertainment firm to examine the effects of good cooperation on employee's performance. The study used an exploratory and descriptive research approach. The results showed that while cohesiveness and intrapersonal

skills have minimal influence on employee performance, leadership, good communication, and a high level of trust do.

In their 2017 study, Hassan et al. looked at the effect of collaboration on worker's performance in Malaysia's entertainment sector. Team cohesion, accountability, interpersonal skills, leadership, and level of trust were the dependent factors while employee's performance was the independent factor. Cross-sectional surveying was the approach utilized, and the study design was descriptive and explanatory. The results showed that while leadership, charisma, and communication had little to no impact on employee performance, trust, incentives, and recognition had a significant and favorable effect.

Mughai (2020) carried a research on how leadership, teamwork, and employee's engagement affect worker performance through survey questionnaire; relationships were estimated using regression and correlation. Employee's performance was shown to be significantly impacted by factors including the workplace, the leadership, and peer support.

Sanyal et al. (2018) examined how collaboration affects staff members at Dhofar University. With the use of a descriptive research approach, extensive data were evaluated. The results show a large and high association between the employee's performance of faculty members at Dhofar University in the Sultanate of Oman and the following elements: a supportive work environment, effective leadership and organizational structure, performance assessment, and awards.

THEORETICAL REVIEW

Leadership Member Exchange Theory (LMX)
Dansereau et al. introduced the theory in (1975). The significance of a leader's contacts with various members of a work unit, team, department, or organization is emphasized by this idea. More specifically, the primary analytical unit is the supremacy of the exchange connection between a leader and a specific member.

Researchers are now giving LMX a lot of thoughts because of the effects it has on how well workers perform at work (Epitropaki et al., 2016). The LMX is one of the most well-known theories that investigate the dual relationship between a leader and their followers (Pellegrini et al., 2010). The primary defense of this thesis is that managers interact with their workforce in a number of ways, with connections varying in quality from bad (out-group) to outstanding (in-group) (Dulebohn et al., 2012). High-quality LMX is associated with higher levels of information exchange (communication), trust, competence, assurance, role clarity, work satisfaction, and less job stress (Martin et al., 2016).

In contrast, a poor LMX results in little engagement, little support, unproductive conduct, formal interactions, psychological detachment, Increased job stress, lower job satisfaction, and staff turnover (Lebrón et al., 2018).

The theory contends that Participants and leaders form distinctive connections based on their social interactions and that the effectiveness of these exchanges within an organization can affect employee's performance. Through the use of two-way communications between leaders and subordinates toward workers' job performance, this perspective will aid the researcher in understanding the interaction between a team leader and subordinates inside the teams.

RESEARCH METHODS

Research Approach
The study applied a quantitative approach. The purpose of the quantitative study was to identify the relationship between team leadership and employee performance. Descriptive statistics were used to collect information from representative group from which the general conclusion had been drawn about the whole group.

Research Design
Descriptive and correlation designs were utilized in this study; because they painted a picture of the current conditions of team leadership. Descriptive design gives a fairly accurate depiction of what is happening at any particular time; as it evaluates the connections between and among two or more factors (such as team leadership and employee's performance), correlation design enables testing of anticipated connections between and among variables as well as prediction-making.

Target Population
The 303 academic staff members of the university were the study's target population (Payroll records, SAUT 2022). The researcher selected academic staff members due to their principal responsibilities as lecturers, which include classroom instruction, academic counseling and advising of students, participation in departmental committee work, and ongoing curriculum improvement through evaluation.

Sample Size
The population of 303 respondents according to institution payroll provided the sample size of 169 for this study, which was determined by using the statistical table approach of Krejcie and Morgan (1970).

Sampling Procedures
When a population is varied and has subgroups, the stratified sampling strategy is used, as was the case in this study. Therefore, stratified random sampling provides a more comprehensive representation of the population since the researcher has control over the subgroup and can ensure that each member is included in the sampling. Using stratified sampling, one may be certain that each demographic subgroup is fairly represented in the sample. An investigator will focus on departments when employing stratified sampling. Then selects answers randomly from each department (stratum).

Types of Data
Primary data were utilized in this investigation. According to Kothari (2009), the primary data are those that are collected for the first time and are hence distinct in character. Primary data was gathered from respondents' opinions of team dynamics, including team leadership.

Research Instruments

The main method for gathering the data required for this study was a structured questionnaire, which could improve the accuracy of the assembled research data. The analyst made use of five points Likert-scale. Additionally, this instrument was deemed acceptable for the study at the time of data collection. There were five scales on the Likert system: strongly agree, agree, disagree, disagree strongly, and neutral. Strongly disagreeing on one end of the scale, strongly agreeing on the other, and neither agreeing nor disagreeing/neutral in the middle.

Validity and Reliability

Validity

Validity, according to Saunders et al. (2009), is the issue of whether the conclusions genuinely relate to the subject matter that they are supposed to. The validity of this study was evaluated using questionnaires that were given to research supervisors or subject matter experts at Saint Augustine University in order to identify the clarity of the questions and determine whether there were any misunderstandings.

Reliability

Kothari (2009) defines reliability as the degree to which an instrument measures what it is designed to measure. Using Cronbach's Alpha, a reliability test, this study's questionnaire was evaluated for consistency (Likert scale). Cronbach's Alpha values between 0.70 and 0.90 suggests high reliability, 0.50 or below indicates extremely low reliability, and 0.90 or higher shows very high reliability, according to the basic rules listed below. If the questionnaire's Cronbach's alpha is more than 0.60, it is quite reliable. If 0.600, the scale is unreliable (Tavakol and Dennick, 2011).

Data Collection Procedures

This study made use of primary data. Since it is generally unbiased and obtained directly from the source, primary data is very reliable. It also gives current information on a research topic. Primary data were acquired from respondents' perceptions on team leadership as they linked to employee performance through the use of structured questionnaires.

Data Analysis Procedures

Quantitative analysis was done to present the data. Analysis was done with the help of statistical packages for social sciences (SPSS) version 20. Data were analyzed using descriptive statistics such as frequencies, percentages, means, and standard deviations. Inferential statistics (multiple regressions) was carried out to test and establish the relationship between team leadership and employee performance.

Ethical Considerations

The results of the study would only be utilized for academic purposes, not for other purposes. The researcher addressed a letter to the SAUT Vice Chancellor's office asking for authorization to gather data in order to comply with the study's ethical standards.

FINDINGS AND DISCUSSION

This is the presentation of the research findings and discussion of the one research objective outlined in the introduction part. The results are from 157 successful responses from 169 distributed questionnaires making a response rate of 92%.

Reliability of the Instruments

Scientific research requires instruments to be tested for validity and reliability as shown on table 1. Since Cronbach's Alpha is higher than 0.7, the study measures were reliable and acceptable. The questionnaires adopted were considered reliable and provided relevant data for the study's conclusion about the relationship between team leadership and employee performance

Table 1:*Reliability Statistics*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.936	2

Source: Researcher (2022)

Descriptive Statistics

Descriptive analysis was essentially based on team leadership and employee performance. Descriptive measures used were the mean and standard deviation (Table 2).

Table 2: *Descriptive Statistics*

	Mean	Std. Deviation	N
Team leadership	4.39	.897	157
Employee performance	4.56	.603	157

Source: Researcher (2022)

Correlation Analysis

Correlation analysis was performed to create the relationships between the independent variables and dependent variables. Pearson correlation was used for this purpose as shown in table 3 below.

Table 3: *Correlations*

		Team leadership	Employee performance
Team leadership	Pearson Correlation	1	.880**
	Sig. (2-tailed)		.000
	N	157	157
Employee performance	Pearson Correlation	.880**	1
	Sig. (2-tailed)	.000	
	N	157	157

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Researcher (2022)

The results show a positive relationship between Team leadership and Employee performance. The correlation between Team leadership and Employee performance are .880[**] with a P value of $p < .000$ (2 – tailed) respectively. The relationships are significant since the p-values are less than 0.05.

Model Summary

The model summary shows the relevance of the independent variables (factors) that were included in the multiple regression model of this study. This tells whether the study included the right factors or not. The results of the R-Square, F-Statistics, and the p-values are normally used to confirm the relevance of the predictors. (See table 4)

Table 4: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880[a]	.775	.774	.287

a. Predictors: *(Constant), team leadership*

Source: Researcher (2022)

R-value shows how closely the dependent and independent variables are related. In this study, a number more than 0.5 is chosen for further examination; the value chosen is .880, which is an excellent value.

R-square illustrates how the independent factors may be able to explain the total difference for the dependent variable. A score higher than 0.5 indicates that the model is adequate to identify the link and the study's score of .775 which is good

Adjusted R-square shows how the sample findings in multiple regressions differ from the population or the general ability of the results. There must be at least a little discrepancy between R-square and Adjusted R-square; the number in this study is.774, which is acceptable because it's near to.775. In order to go on to the following phase, the model summary table is adequate.

ANOVA test

In a regression test using SPSS, this is the second table. The Analysis of Variance (ANOVA) is normally conducted to check/test for the goodness-of-fit of the model. The F-Statistics and the significance level are used to confirm whether the model fit is assured or not. It establishes if the model is reliable enough to predict the outcome. (See table 5)

Table 5: ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.921	1	43.921	533.785	.000[b]
	Residual	12.754	155	.082		
	Total	56.675	156			

a. Dependent Variable: *employee performance*

b. Predictors: *(Constant), team leadership*

Source: Researcher (2022)

P-value/ Sig value: In most cases, the study's significance threshold was set at 5% or the 95 percent confidence interval. Consequently, the P-value must be lower than 0.05. It is .000 in the table above. The outcome is noted worthy as a result.

F-ratio: It reflects an improvement in the variable's prediction. For F-ratio yield efficient model, A value is larger than 1. The value, 533.785, is good in the table above.

Therefore, F-statistics is 533.785 (F = 533.785) and significance level is 0.000 which is less than 0.05 and for regression analysis of this study, the model fitness is assured.

Coefficient test

The table below displays the relationship's strength, or how significant a variable is to the model, and how much it influences the dependent variable (Employee performance).

Table 6: *Coefficients[a]*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.961	.115		17.075	.000
	Team leadership	.592	.026	.880	23.104	.000

a. Dependent Variable: *employee performance*

Source: Researcher (2022)

The team leadership significantly improved employee's performance, resulting in a Sig. value of 0.000, which is less than the permitted threshold of 0.05. Increased in team leadership by one unit led to a 59.2% boost in worker performance (B value)

DISCUSSION OF THE FINDINGS

The findings of this study, which are substantiated by empirical data, demonstrate a substantial and positive correlation between team leadership and employee's performance at St. Augustine University of Tanzania.

The results showed, there is a substantial and favorable association between team leadership and employee's performance at SAUT, with a statistical significance level of 0.880. This result demonstrates that team leadership and employee's performance at SAUT are favorably correlated. And the team leadership's considerable impact on personnel performance caused the Sig. less than the permitted threshold of 0.05, at a value of 0.000. Team leadership improved, and employee's performance rose by 59.2 percent as a result (B value).

The results are consistent with study by Al Salman and Hassan (2016) and Mughai (2020), they found a positive and significant link between team leadership and worker's

performance. However, findings by Hassan et al. (2017), found that leadership had no effect on employee's performance.

The leader-member exchange idea provides strong support for the findings as well. One of the most popular ideas that examine the dual connection between a leader and their followers is LMX (Pellegrini et al., 2010). This theory's main justification is managers have a great number of relationships with staff members. Greater levels of information sharing (communication), trust, competence, certainty, role clarity, work satisfaction, and reduced job stress are all correlated with high-quality LMX (Martin et al., 2016).

5.0 CONCLUSION

In this study, collaboration dynamics and workers' performance at Tanzania's St. Augustine University were compared. The results show a favorable and substantial association between teamwork dynamics (team leadership) and employee performance at St. Augustine University of Tanzania.

It is impossible to overstate the impact of collaboration on employees' performance inside a company; firms with teamwork strategies in place have a high survival rate. Therefore, higher education institutions, both public and private, like St. Augustine University of Tanzania, should promote cooperation throughout all aspects of everyday operations and cultivate a work atmosphere that encourages staff to keep collaborating with one another.

Recommendations of Study

The findings demonstrated the significance of cooperation for both employee's performance and organizational success. A team's performance was discovered to have a favorable and substantial influence, and this has advantages for productivity, organizational performance, and competitiveness. According to the findings of this study and previous studies, the company should promote a culture that emphasizes team leadership in order to increase employee's performance. From top management to operational level and at various levels, team leadership should be supported. Lower levels should foster a positive culture of team building among top management, while upper levels should foster trust among lower levels.

Since this would enable them to enhance their performance by cooperating as a team, an organization should foster a culture that encourages and promotes team leadership

Employers should raise employee's performance levels and increase the volume of knowledge sharing through team communication in order to improve performance, but in order to do this successfully, they must pay attention to the type and amount of teamwork on offer.

To foster trust among the team, the top management should empower teams to make decisions and put together their own recommendations that they feel would be beneficial to the firm.

Additionally, both public and private educational institutions ought to place a greater emphasis on the organizational

support provided to their teams, such as promotions, favorable working conditions, and effective teamwork, as evidence suggests that this has a significant positive impact on workers' performance.

Recommendations for Future Studies

Team leadership used in the current study on teamwork and employee's performance was taken from the leader member exchange theory. Future research can take into account more elements from the above idea. These cover personality, working conditions, training, communication, trust and the other concepts associated with team dynamics. Future research can be done in similar ways in other public and private educational institutions to determine if the findings are consistent or not.

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