

Impact Of Teamwork On Employee Productivity In Public Sector. A Case Study Of Jinja Town Council

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Abstract

The purpose of the study was to assess the impact of teamwork on employee productivity at Jinja town council. The study is guided by the following specific objectives; i) to determine the effect of shared values on employee productivity at Jinja town council, to evaluate the effect of mutual trust on employee productivity at Jinja town council and to evaluate the effect of team roles on employee productivity at Jinja town council. The study adopts a cross sectional design with use of both qualitative and quantitative approach with 214 respondents. The study also presents how data is presented, analysis and interpretation of data collected with the view of answering the research questions. From the findings, the standardized coefficient (Beta) for shared values was .739, reflecting the strength of the relationship between shared values and employee productivity, after accounting for the units of measurement. The t-value for shared values was 10.408, with a significance level (p-value) of .000, further confirming the significant positive impact of shared values on employee productivity. The study recommends that; The management should promote shared values in the organization through allowing employees to have their expressions and view listened to, this allows the organization to develop a good culture which can be transformed into organizational values and norms. Since shared values had a significant effect on employee productivity. Mutual trust had significant effect on employee productivity therefore, mutual trust should be promoted in the organization, where by managers should trust their subordinated and assign them responsibilities and the subordinates should also trust their superiors. Trust among employees promotes good work relations among them and this leads improved performance which is seen through effectiveness in service delivery.

Keywords: Teamwork, Employee, Productivity and Public Sector

Back ground of the study

Teamwork was the process of working together with a group of people to achieve a goal (Julius, 2024). External factors of teamwork are political, economic, social and technological 2433 factors that affect teamwork, while internal factors of teamwork are leadership style, diversity (culture, talent and personalities), communication, cohesion, etc. that affect teamwork (Margaret & Kazaara, 2024). Teamwork is as old as humanity itself and many organizations use the term teamwork in one sense or another, e.g. in production, marketing processes, etc. A management team, a production team or an entire organization can be referred to as a team (Christopher , Komunda et al., 2022). (Edgar & Moses, 2023) argued that there is a growing consensus among scholars in the world that organizations can do work through individuals, but its super success lies in achieving set goals through teams (teamwork) (Christopher, Muhindo, et al., 2022). It is a well-known fact that teamwork is not only the basis of all successful management, but also a means to improve overall results in organizational productivity (Lydia et al., 2024). Wage (1997) described teamwork as the idea of working together in a group to achieve common goals and objectives for the benefit of service users and organizations in order to provide good service quality (productivity) (Paul & Kazaara, 2023). . Ruth (2017) argued that employee teamwork represents a larger group of people than what a job title describes (Musaibah et al., 2023). The essence of teamwork is that the workload is reduced and divided into parts of work so that everyone can participate. Alan (2013) defined teamwork as a grouping of professionals whose members work intensively on a specific common goal using their positive synergy, individual mutual accountability and complementary skills. Employees take many steps to complete key tasks and nothing important is completed (Muhamad & Alex, 2024). Teamwork is the ability to work together towards a common vision. It is the fuel that enables ordinary people to achieve extraordinary results. Collective action is widely recognized as a positive force for teamwork success in any organization or institution. Teams enable individuals to take ownership and increase the benefit of cooperative work engaged in as a group (Alex & Kazaara, 2023). Meeting others can also allow individuals to better understand the importance of teamwork and how organizations work, as well as foster a culture of teamwork success.

(Ntirandekura & Alex, 2022) argued that employers always emphasize the need to employ those (employees) who may be able to work with a team, and they (employers) generally talk about teamwork when they want to emphasize the need for diverse talents. various employees. However, organizations coordinate employees into different teams such as management team, production team, etc. (Christopher, Moses, et al., 2022). An organization is a social unit of people that is structured and managed to satisfy a need or pursue collective goals or an organization is a systematic arrangement of people to achieve the same specific purpose.

(Paul & Kazaara, 2023) argued that productivity is the measure of how well an employer, company or country produces goods and the amount that is produced compared to how much time, labor and money it takes to produce them. Productivity is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial skills and financial capital to produce goods and services (Turyatamba & Turyasingura, 2024). This study specifically focuses on the use of the term teamwork, which involves reimagining the way work is done.

Statement of the problem

Teamwork is defined as "a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable." (Ntirandekura et al., 2022). Managers and staff of Jinja City Council have overlooked the importance of teamwork, leading to low productivity of staff in the organization. Lack of trust and poor communication between team members are also common in the new vision.

A study looks for the effect of teamwork on employee productivity in Jinja City Council (Lydia et al., 2024). Today, the poor implementation of teamwork in most organizations affects the overall performance of employees in organizations (Winny et al., 2023). Employees subsequently developed behavioral and attitudinal dispositions towards the employer, leading to low team spirit, dissatisfaction and in some cases even distrust, and therefore low performance in the workplace (Geoffrey et al., 2024).

The quality of life in an organization can best be measured by the quality of service delivery provided primarily through national priority program areas, namely: new, health programs, educational programs, community development programs are charged with the responsibility of providing effective services through the delegation of functions and powers to the appropriate levels (Moses & Nancy , 2024). The statistics show fair performance in all the programs implemented by the Jinja Town Council. However, there are still some issues such as staff accommodation, providing transport to field workers etc.

Research Objectives

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

Hypotheses

Ho1: There is no effect of shared values on employee productivity at new Jinja town council.

Ho2: There is no effect of mutual trust on employee productivity at Jinja town council.

Ho3: There is no effect of team roles on employee productivity at Jinja town council.

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Methodology

This study employed a cross-sectional survey research design. Survey design was allowed the study of a population at one specific time and involved different individual groups within the population to be studied, thus cross sectional (Olanrewaju et al., 2021). The study was use survey design; this is because it is suitable for collecting data from a large sample of respondents. This study is descriptive in nature with both qualitative and quantitative research approaches was used to get insight to variables (Nafiu et al., 2017). Qualitative and quantitative approaches was adopted to enable the researcher to get and analyze information concerning respondents' opinions about the impact of teamwork on employee productivity in public sector at new vision headquarters. The researcher obtained information from the Head Quarters of new vision. According to the new vision score-card Report 2012/2013, it showed the council has over 250 employees including support staff (Christopher, Moses, et al., 2022). The study population involved all these employees in the study because they are assumed to possess the necessary information about the study. Slovine's formula was be used to compute the sample size;

$$n = \frac{N}{1 + N(\alpha)^2} + 1$$

Where; n = the required sample size; N = the known population size; and α = the level of significance (0.05).

$n = 458 \div 1 + 458(0.0025) = 214$ respondents. The study used a simple random sampling to select respondents. The study was applied simple random sampling technique because it gives all the people the chances of being selected (Jallow et al., 2022). The questionnaire was designed and administered by the researcher to obtain relevant data from the study population on the views and experience on teamwork and employee productivity (Ntirandekura & Christopher, 2022). The questionnaires are preferred for this study because it enables the researcher reach a larger number of respondents within a short time, thus makes it easier to collect relevant data (Nafiu, 2012). The first section in the questionnaire is used to collect data on profile of respondents. The second section in the questionnaire is on teamwork. The third set is on employee productivity. All the questions were in Likert Scaled on four points ranging from, SD= Strongly Disagree, D = Disagree, A = Agree, and SA = Strongly Agree (Jallow et al., 2021). The questionnaires contain close-ended questions to collect quantifiable data relevant for precise research variables. It is preferred because it is easy for fill by the educated staff of new vision and saves time, enable respondents to keep track in line with study objectives. The questionnaire used and this closed ended in nature and this allowed the study respondents to fill the questionnaire with ease. The tool to be issued to collect data from employees was be the questionnaire method of data collection is used because of being cheap and that the method collects responses with minimum errors and high level of confidentiality (Nafiu et al., 2012). The data collected was edited for accuracy, completeness and to find out how well the answered questionnaires are and this was done in line with the questionnaires (Maiga et al., 2021).

The edited data was coded. Coding involved assigning numbers to similar questions from which answers were given unique looks to make the work easier. In this case SPSS (Statistical Package for Social Scientists) was used to analyze

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the coded data (Nelson et al., 2022). Presentation of data involved use of tables Frequency and percentages were used on demographic characteristics of respondents. Means and standard deviation were used on responses of the questionnaire to determine the extent to which respondents agree or disagree with the questionnaire items. Simple linear regression was used to analyze the data on each objective and 0.05; level of significance was used on the decision about the hypotheses.

RESULTS

Teamwork practices at Jinja Town council.

Table 1: descriptive statistics on team work practices

Items on team work			Interpretation	Rank
Shared values				
We work to meet the agency's vision, mission, guiding principles and core goals	3.31	1.002	Very satisfactory	1
We understand our common goals	2.77	.952	Satisfactory	2
We recognize each other for a job well done	2.68	.920	Satisfactory	3
We are held accountable to achieve our common goals	2.62	.976	Satisfactory	4
We understand what we need from each other	2.51	.931		5
We proactively meet the needs of others to help each other be successful	2.46	.836	Unsatisfactory	6
Average mean	2.73	.77252		
Mutual trust				
We are consistent so team members know what to expect from each other	3.27	.906	Very satisfactory	1
We are dependable and do what we agree upon	2.83	.882	Satisfactory	2
We keep confidential information confidential	2.63	.910	Satisfactory	3
We keep each other informed with necessary information	2.37	.907	Unsatisfactory	4
Average mean	2.78	.72092		

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Communication				
We openly discuss the behaviors to be implemented to improve teamwork	2.82	.941	Satisfactory	1
We objectively accept diverse ideas	2.68	.858	Satisfactory	2
We present the facts of the situation	2.58	.796	Satisfactory	3
We feel free to express our ideas	2.20	.835	Unsatisfactory	4
Average mean	2.49	.73034		
Overall mean	2.67	.66315		

Sources: Primary Data, 2022

Results in table 1 indicated that team work as the independent variable and the first objective was rated satisfactory and this was indicated by the overall mean of 2.67, implying that team work is highly practiced at Jinja Town council. Regarding share values; results indicated that this construct was satisfactory and this was indicated by the average mean (mean=2.73), hence implying that majority of employees at Jinja town council work to meet the council's vision, mission, guiding principles and core goals. Still results indicated that the employees understand their common goals (mean=2.77), they always recognize each other for a job well done (mean=2.68), they are always held accountable to achieve their common goals (mean=2.62) (Muhamad & Alex, 2024), they understand what they need from each other (mean=2.51), still the results indicated the fact that they don't always proactively meet the needs of others to help each other be successful (mean=2.46). With respect to mutual trust; results indicated that it was rated as satisfactory and this was indicated by the average mean of 2.78, hence implying that the workers at Jinja Town council are trust worthy. Still results indicated that the employees are always consistent, so team members know what to expect from each other (mean=3.27), they are dependable and do what they agree upon (mean=2.83), they also keep confidential information confidential (mean=2.63), still the results indicated the fact the workers at the council they don't always keep each other informed with necessary information (mean=2.37) (Paul & Kazaara, 2023)

In relation to communication; results in table 1 indicated that this construct was measured using four items (questions) and it was unsatisfactory as rating by respondents (mean=2.49). The results further indicated that they openly discuss the behaviors to be implemented to improve teamwork (mean=2.82), they objectively accept diverse ideas (mean=2.68), they present the facts of the situation (mean=2.58), but however some do not feel free to express their ideas (mean=2.20).

Effect of shared values on employee productivity. Jinja Town council**Table 2: Regression Test Results – shared values against employee productivity Model Summary**

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

a. Predictors: (Constant), Shared values

The model summary presents the overall fit of the regression model where employee productivity is the dependent variable and shared values are the independent predictor. The R value of .739 indicates a strong positive correlation between shared values and employee productivity. The R Square value of .546 signifies that approximately 54.6% of the variability in employee productivity can be explained by shared values. The Adjusted R Square value, which is .541, adjusts for the number of predictors in the model, providing a slightly more conservative estimate (Nelson et al., 2023). The standard error of the estimate, .43037, reflects the average distance that the observed values fall from the regression line.

ANOVA^a

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

a. Dependent Variable: employee productivity

b. Predictors: (Constant), Shared values

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The Analysis of Variance (ANOVA) table assesses the overall significance of the regression model. The sum of squares for regression is 20.065 with 1 degree of freedom, indicating the amount of variance in employee productivity that can be explained by shared values. The residual sum of squares is 16.669 with 90 degrees of freedom, representing the variance in employee productivity not explained by shared values. The mean square for the regression is also 20.065, while the mean square for the residuals is .185. The F-statistic of 108.334, with a significance level (p-value) of .000, indicates that the model is highly significant and that shared values significantly predict employee productivity.

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.266	.169	.739	7.482	.000
1 Shared values	.625	.060		10.408	.000

a. Dependent Variable: employee productivity.





The coefficients table provides detailed insights into the influence of shared values on employee productivity. The unstandardized coefficient (B) for the constant is 1.266, meaning that when shared values are zero, employee productivity is predicted to be 1.266 units. The unstandardized coefficient for shared values is .625, indicating that for every one-unit increase in shared values, employee productivity increases by .625 units. The standardized coefficient (Beta) for shared values is .739, reflecting the strength of the relationship between shared values and employee productivity, after accounting for the units of measurement. The t-value for shared values is 10.408, with a significance level (p-value) of .000, further confirming the significant positive impact of shared values on employee productivity.

Table 3: Regression Test Results - Mutual Trust against employee productivity.

Model of Summary

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

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

The model summary illustrates the relationship between mutual trust among workers and employee productivity. The R value of .759 indicates a strong positive correlation between mutual trust and employee productivity. An R Square value of .577 reveals that 57.7% of the variability in employee productivity can be accounted for by mutual trust among workers. The Adjusted R Square value of .572, slightly lower than the R Square, provides a more accurate estimate by adjusting for the number of predictors in the model (Paul & Kazaara, 2023). The standard error of the estimate is .41924, which signifies the average deviation of the observed employee productivity values from the predicted values by the model.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.



Regression	21.079	1	21.079	119.932	.000 ^b
1	15.467	88	.176		
Residual	36.546	89			

a. Dependent Variable: employee productivity.

b. Predictors: (Constant), Mutual trust

The Analysis of Variance (ANOVA) table assesses the overall significance of the regression model. The regression sum of squares is 21.079 with 1 degree of freedom, indicating the variation in employee productivity that can be explained by mutual trust among workers. The residual sum of squares is 15.467 with 88 degrees of freedom, representing the variance in employee productivity not explained by mutual trust. The mean square for the regression is 21.079, while the mean square for the residuals is .176. The F-statistic of 119.932, with a significance level (p-value) of .000, implies that the model is highly significant, confirming that mutual trust significantly predicts employee productivity.

Coefficients^a

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

a. Dependent Variable: employee productivity.



The coefficients table provides detailed insights into the influence of mutual trust on employee productivity. The unstandardized coefficient (B) for the constant is 1.171, meaning that when mutual trust is zero, employee productivity is predicted to be 1.171 units. The unstandardized coefficient for mutual trust is .674, indicating that for every one-unit increase in mutual trust among workers, employee productivity increases by .674 units. The standardized coefficient (Beta) for mutual trust is .759, reflecting the strength of the relationship between mutual trust and employee productivity, accounting for the units of measurement. The t-value for mutual trust is 10.951, with a significance level (p-value) of .000, further confirming the significant positive impact of mutual trust on employee productivity

Effect of team roles on employee productivity at Jinja town council.

Table 4: Regression Test Results – team roles against employee productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
1	.695 ^a	.483	.477	.46239

a. Predictors: (Constant), Team roles

The model summary presents the relationship between team roles and employee productivity at Jinja Town Council. The R value of .695 indicates a substantial positive correlation between team roles and employee productivity. The R Square value of .483 implies that approximately 48.3% of the variance in employee productivity can be explained by team roles. The Adjusted R Square value, which is slightly lower at .477, provides a more accurate measure by adjusting for the number of predictors in the model. The standard error of the estimate is .46239, representing the average distance that the observed employee productivity values fall from the regression line.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.



Regression	17.757	1	17.757	83.056	.000 ^b
Residual	19.028	89	.214		
	36.786	90			

a. Dependent Variable: employee productivity

b. Predictors: (Constant), Team roles

The Analysis of Variance (ANOVA) table evaluates the overall significance of the regression model. The regression sum of squares is 17.757 with 1 degree of freedom, indicating the variation in employee productivity explained by team roles. The residual sum of squares is 19.028 with 89 degrees of freedom, representing the variance in employee productivity not explained by team roles. The mean square for the regression is 17.757, while the mean square for the residuals is .214. The F-statistic of 83.056, with a significance level (p-value) of .000, indicates that the regression model is highly significant, confirming that team roles significantly predict employee productivity.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.281	.193		6.649	.000
Team roles	.614	.067	.695	9.113	.000

a. Dependent Variable: employee productivity.

The coefficients table provides detailed insights into the influence of team roles on employee productivity. The unstandardized coefficient (B) for the constant is 1.281, meaning that when team roles are zero, employee productivity is predicted to be 1.281 units. The unstandardized coefficient for team roles is .614, indicating that for every one-unit increase in team roles, employee productivity increases by .614 units. The standardized coefficient (Beta) for team roles is .695, reflecting the strength of the relationship between team roles and employee productivity, accounting for the units of measurement. The t-value for team roles is 9.113, with a significance level (p-value) of .000, further confirming the significant positive impact of team roles on employee productivity.

Conclusion

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

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

Recommendations

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

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

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