



EFFECTS OF TEAMWORK ON PERFORMANCE OF THE WATER SERVICE REGULATORY BOARD

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ABSTRACT

To ensure survival and sustainability in the water sector, the regulatory board has to adopt competitive strategies. The study employed explanatory research design and descriptive survey design. The target population was all employees of the board. A sample size of 118 respondents was used. Primary and secondary data was gathered from various authoritative sources including books, published articles, and on-line journals. Well formulated questionnaire was the main tool used in the collection of the data required in the study; primary data. Responses in the questionnaire were thereafter tabulated, coded and processed by use of Statistical Package for Social Sciences and Microsoft excel, which was used to generate the statistical outputs. Descriptive statistics and inferential statistics were used to draw conclusions. In addition, multiple regression analysis was conducted to establish the relationship between performance and teamwork. The findings were then presented in tables and charts. The study found out that teamwork has a significant effect on performance in organizations. In the dynamic business environment many organizations find the use of teams efficient and productive.

Key words: Teamwork, Synergies, Competency, Interpersonal skills

INTRODUCTION

Organization performance is defined as the actual results or outputs of an organization as compared to its goals and objectives. Analyzing organizational performance is important as it indicates whether the organization is headed where it intends or not. Thus this journal gives more light on teamwork as an element of success.

Teamwork is the collaborative effort of a team to achieve a common goal or to complete a task in the most effective and efficient way. Organization performance is the measure of how successfully organizations achieve their missions through their core strategies. Organization performance studies are concerned with the unique capabilities that organizations develop to assure that success McCann, (2004). Organization performance is mostly viewed in terms of an “ultimate criterion”, such as productivity, net profit, mission accomplishment or organizational growth. Sociologists viewed organization performance within a systems model that needed to jointly understand the interplay between productivity, flexibility and an absence of organizational strain Truss et al, (2013).

To improve performance management should strive for better communication interaction, leadership, direction, adaptability and positive environment. According to Reimann (2003), the notion of organizational effectiveness is among the most indefinable and contentious in the organization theory literature. A major contributor to the contentiousness appears to be the element that performance has come to be regarded by many as synonymous with goal accomplishment.

In teamwork as a value or rather a variant in the general performance of an institution or an organization, it stands out as a factor that contributes to the following: synergies, increased competency and great interpersonal skills. Clearly defined roles within the team in order for everyone to have a clear purpose and team heads are the

main factors for the teamwork to prosper. Teamwork dynamics are things that really need to be followed to ensure the prosperity and success of team. Open communication to avoid conflicts, effective coordination to avoid confusion and the overstepping of boundaries, efficient cooperation to perform the tasks in a timely manner and produce the required results, especially in the form of workload sharing and high levels of interdependence to maintain high levels of trust, risk-taking, and performance. All these teamwork conditions lead to the team turning in a finished product.

Study Objectives

- To find out the effect of teamwork on performance of water services regulatory board
- To explain the importance of teamwork on performance of water service regulatory board

LITERATURE REVIEW

Theoretical review

Organizations have visions and all operations of the organization are geared towards achieving the vision. Andrew Carnegie (2012) theory defines what teamwork is and where it's focus is geared towards. In performance teamwork is essential and provides synergy in place of work. Fruitful teamwork relies upon synergism existing between all team participants creating an environment where they are all ready to play a part in order to promote and nurture a positive team environment. Flexibility within the members is key agent in the adaptation to cooperative working alongside association and social interdependence rather than individualized competitive goals.

Cohen and Bailey (1999) said an employee team is a team of individuals who rely on each other in the activities they undertake and share the outcome. The team leads to cooperation from people, improving personal skills and outline the best

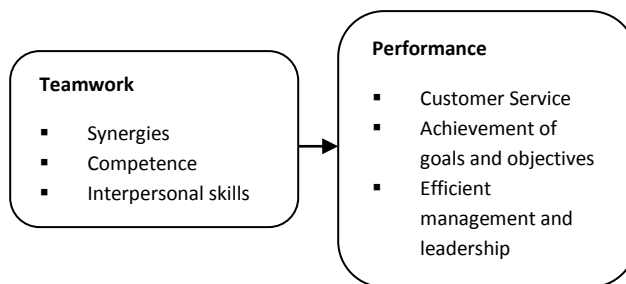
feedback without any conflict between individuals. Teamwork is therefore an integral part of lubricating the running of the activities in the organization.

EMPIRICAL LITERATURE REVIEW

Teamwork and performance

In this age of increased competition, managers are familiar with the impact of teamwork now than they knew before. Teams can upgrade the productivity of individuals through collaboration. Employees who are operational in teams become the standard for the organization Alie,at al (1998). It is the means of improving man-power utilization and potentially raising performance of individuals. With help from upper level management, an employee works confidently in team and increases productivity of the organization. In this era, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills Hartenian, (2003). Recent study shows that an employee working within a team can produce more output as compared to an individual. Jones, Richard, Paul, Sloane & Peter, (2007). According to Bailey (1999) an employee team is a group of persons who are dependent in the activities they play and who share responsibility for the outcomes. Team’s enables people to work together, improving personal skills and provide constructive feedback without any interference between individuals Jones *et al.*, (2007). Teamwork is a lubricant to smoothen the running of an organization.

Conceptual framework



Independent variable

Dependent variable

Figure 1: Conceptual Framework

Source: author (2017)

RESEARCH METHODOLOGY

Explanatory research design was used in undertaking this research. Explanatory research also called causal is undertaken in order to identify the level and nature of cause-and-effect relationships. The target population of this study was all employees of WASREB in Nairobi County. They included the executive directors, top management, middle level management and general staff. This is because the top management is the decision makers while the general staff do the day to day running of the organization. Stratified random sampling was chosen as the sampling method. The researcher used a questionnaire, a formalized set of questions for obtaining information from respondents with the overriding objective of translating the researcher’s information needs into a set. Cronbach’s alpha based on internal consistency was calculated using SPSS to establish the reliability of the survey instrument. To establish the validity of the research instrument the study sought opinions of experts in the area of organizational. This facilitated the necessary revision and modification of the research instrument thereby enhancing its validity. Multiple regression analysis was used to determine the

statistical significance of the independent variables. The regression equation estimate was in this form:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Y = Performance

X₁ = Teamwork

ε = Degree of Error

Where β₁ measures change in Y with respect to X₁, holding other factors constant.

DISCUSSION AND FINDINGS

Team Work

The study obtained information concerning the effect of team work on performance. The respondents were asked to indicate their degree of agreement with various statements that measured the effects of team work on performance. Their responses were shown in table 1 below.

Table 1: Team Work

	n	Mean	Std.		
			Deviation	Min	Max
I find my work environment encouraging improved focus and clarity to goal attainment.	112	3.79	.753	1	5
I find my work environment encouraging openness in problem solving.	112	3.90	.722	1	5
I find my work environment encouraging improved skills development.	112	3.90	.794	2	5
I find my work environment encouraging cooperation among employees.	112	4.07	.768	2	5
I find my work environment encouraging sharing of responsibility among colleagues.	112	3.96	.884	2	5
I find my work environment encouraging reduced conflict between individuals.	112	3.90	.722	2	5
I find my work environment encouraging smooth functioning of teams.	112	3.99	.741	2	5
I find my work environment encouraging flexibility to adapt to cooperating work environment.	112	4.10	.838	1	5
I find my work environment encouraging willingness to contribute towards meeting set objectives.	112	4.17	.804	1	5
I find my work environment encouraging constructive feedback.	112	4.10	.827	2	5
Average Score	3.63	0.71			

Source: Survey Data, (2017)

n=112

Table 1 showed that the combined mean score for items on team work was 3.63 and the aggregate standard deviation was 0.71. This overall mean score implied that there was agreement amongst the respondents that team work influences performance at the water services regulatory board. In addition, the individual responses were clustered around the mean

response as illustrated by the low combined standard deviation. The low variability of responses revealed that the mean response was a reliable estimator of the population mean. This narrowed variability from the overall mean response confirms that team work is another factor influencing performance at the water services regulatory board.

Performance of the Water Service Regulatory Board

The study obtained information concerning performance of the water services regulatory board. The respondents were asked to indicate their

degree of agreement with various measures of performance. They were asked to indicate their opinion on whether these measures had been met or achieved by the water service regulatory board in Kenya. Their responses were shown in table 2 below.

Table 2: Performance

	n	Mean	Std. Deviation	Min	Max
Customer Service	112	3.98	0.654	2	5
Achievement of Goals and Objectives	112	4.12	0.659	2	5
Management and Leadership	112	4.20	0.717	2	5
Average Score		4.10	0.67		

Source: Survey Data, (2017)

n=112

Table 2 showed that the combined mean score for items on performance was 4.10 and the aggregate standard deviation was 0.67. This overall mean score implied that there was agreement amongst the respondents that the water services regulatory board had met these indicators of an organizations performance.

CONCLUSION AND RECOMMENDATION

The study found that team work does affect the performance of an organization. Team work can expand the outputs of individuals through collaboration. In the dynamic business environment, many organizations find the use of teams efficient and productive.

Recommendations for Policy and Practice

In public organizations, government policies which support team efforts inside the organization should be formulated and adopted. In this way overall organizational productivity and effectiveness can be enhanced and this will lead to improved performance. It is important to develop such an atmosphere where employees are well satisfied

with their jobs and cooperate with each other. This will enable the employees to be in a position to utilize their full potential in their jobs. This research study strongly recommended that the teamwork activities must exist in the organizational environment so that performance can be enhanced.

The board and the managers of public organizations should critically analyze the effectiveness and efficiency of their organization and ensure that proper teams are put in place and implemented with the aim of achieving set goals. The organizations should also endeavor to have proper and well-structured mechanisms in order to achieve laid down goals.

Suggestions for Further Research

The suggestion for further research was that more research and in a much larger scale should be done so as to get a better and more representable idea of the extent to which various factors affect performance in public organizations and also to understand some other factors contributing towards the organizational performance that were not included in this study.

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