



## Full Empirical Research Paper

# Engendering High-Performing Employees through Effective Teamwork Management: Empirical Evidence from the Gambian Healthcare Workers.

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### ABSTRACT

The business of the 21st century operates in an environment that is molten, dynamic and highly competitive. This has changed the landscape of organizational capacities. Lack of efficient and coordinated management of teams and groups have led to declining productivity. Employee performance is considered as the main and most important HR practice in every organization as it is the key through which organizations achieve their ultimate goals and they can only achieve productivity and efficiency through higher performance of employees. This research examined the impact of team work management on employee performance using Kanifing General Hospital, The Gambia as a case study. The research used a descriptive survey design and relied primary data with the aid of a structured questionnaire. To analyze the collected data and test the hypothesis at 5% level of significance, Pearson Product Moment Correlation Coefficient and Analysis of Variance was utilized. The current study used teamwork measures such as trust, cohesiveness, spirit, and knowledge sharing among team members and its impact on employee performance. The study concludes that teamwork had significant impact on employee performance. The study recommends that organization enshrines practices that will facilitated effective and efficient team work management that will guarantee improve performance of the organization on a sustainable basis.

**Keywords:** Employee, Healthcare, Human Capital, Performance, Teamwork Management

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## 1. INTRODUCTION

There is a huge difference and positive outcome when employee comes together as a team. Teamwork is generally achieved under the collective efforts of employees since there is an assurance that working together yield a positive outcome than working separately (Staniforth, 2000). Teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control. Teams enable individuals to empower themselves and to increase benefits from cooperate work engaged on as a group. Getting together with others can also allow individuals to better understand the importance of team work and how the organization operates as well as promote the culture of teamwork and success (Torrente, Salnova, Llorens & Schaufeli, 2012).

Hussain (2012), opines that without teamwork houses take long to build, government collapse and companies are outshined by their competitors in the market and lastly without teamwork people lose their inspiration. The success of any organization requires the positive force of teamwork because it helps the employees to empower and develop themselves and their potentials, as well as learning the proper strategies to achieve required tasks effectively and efficiently. Job satisfaction commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization. (Argote, & Miron-Spektor, 2011).

However, since competitive companies worldwide rely on their employees to provide innovative, advantageous and original solutions to problems the company may have. Employee job satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied, they would produce superior quality performance in optimal time and lead to growing profits. Teamwork brings out the skills in each and everyone in the organization, therefore when the employees are grouped in teams to work towards a specific goal it is accomplished on time (Conti & Kleiner, 2009). The essence of teamwork is that the workload is reduced because each and everyone in the team has a task to do. There is sufficient evidence to prove that teamwork and its effect on employees' performance in an organization, has not attracted much research interest especially in The Gambia.

This could be seen from the few available empirical works on the subject matter in the Gambia. The study measured teamwork variables such as team spirit, team trust, team cohesiveness and team knowledge sharing on employee performance. The obvious gap has given impetus to this present study which has been designed to show how members abilities in a team. This study focuses on investigating the impact of team work on organization productivity. It is very important to assess how working in teams helps the effectiveness of work in organizations. This study focused primarily on the impact of team work management on employee performance. The scope of the only Kanifing General Hospital, The Gambia because it is the biggest hospital in the Kanifing Municipal Council (KMC) in The Gambia.



## 2. LITERATURE REVIEW

### 2.1 Conceptual Analysis

#### Teamwork

Teams are made up by two or more people who come together to achieve a common goal, who are assigned to complete a special task and who cooperate with each other. Teamwork creates a set of persons who are dependent on each other and who share the responsibility for a common goal (Cohen & Bailey, 2009). Teamwork is a means and process by which team members tend to work together in a harmonious, productive and effective way in order to accomplish tasks and achieve team goals (Richard, 1991)

#### Characteristics and Dimensions of Effective Teams

1. **Communication:** This is the most important dimension which contributes to the emergence of trust and which develops bonds as inside the team as between managers and organization.
2. **Openness to innovation:** In teamwork is necessary to encourage the initiatives of presenting new and improved ways doing the things, to approve and support such practices, to cultivate a feeling of taking a common responsibility of the team tasks and a desire to do anything possible for overall team success, to take important decisions on innovations and to achieve effective results (Henry, 1998).

### 2.2 Theoretical Analysis

#### Human Resource Management Performance Linkage Model

The theory upon which this study is anchored is the HRM-performance linkage model of Becker and Huselid (1998) and Wright et al (2003) whose core philosophy suggests that teamwork has a direct impact on employee skills and motivation, which are subsequently translated into improved employee/organizational performance. The HRM-performance linkage model is based on the resource-based view (RBV) which states that increasing employees' abilities and motivation, through teamwork will ultimately improve employee/organizational performance (Lopez et al, 2005). The fundamentals of the resource-based view (RBV) of the firm can be found in the work of Penrose in 1959, *The Theory of the Growth of the Firm*, which conceived the firm as an administrative organization and a collection of productive resources, both physical and human. The RBV perspective advocates that the potential for competitive advantage of an organization is based on its ability to exploit the inimitable characteristics of its pool of human resources and capabilities. The basic causal pathway of the HRM-performance linkage model is as stated as Teamwork, Skills, Attitudes, Behaviour and Employee Performance. The indirect linkage or hierarchical linkage stems from the outcomes of skills, attitudes and behavior between teamwork and employee performance (Black, 2001).

### 2.3 Empirical Analysis

Gaspar (2016) conducted a study on the Impact of Team Work Engagement (TWE) on Team Satisfaction and the Role of Psychological Safety as a Moderator. Data was collected through a laboratory study and by running a survey in real world teams in organizations. It was expected from the research that TWE would have a positive effect on team Satisfaction and that teams who experienced high levels of TWE and high levels of Psychological Safety, would be more satisfied than teams who experienced high levels of TWE but low levels of Psychological Safety.



The results confirmed that TWE positively Impacts team Satisfaction. They also showed that TWE has only a small impact on Team Satisfaction when Psychological Safety is already high. Ahmad and Mansoor (2017) conducted a study on the Effect of Teamwork, Employee Empowerment and Training on Employee Performance. The study examined the effects of teamwork, employee empowerment and training on employee performance in telecom sector Islamabad, Pakistan. 150 questionnaires were distributed among employees of three cellular companies such as Ufone, Telenor and Mobilink Islamabad, Pakistan to collect data for the study. To analyse the collected data, multiple linear regression was used on SPSS. The results of the findings showed that teamwork has significant positive effect on employee performance. The study also disclosed that employee empowerment has significant positive effect on employee performance.

Chege (2017) conducted a study on The Effect of Teamwork on Productivity in Sales and Marketing. The specific objectives of this study were to find out if communication affects productivity in sales and marketing department; identify whether the various styles of leadership of teams affects productivity in sales and marketing department; if compensation affects productivity in sales and marketing and finally to determine if cohesiveness affects productivity in sales and marketing departments of Nairobi Bottlers. In this study, Belbin team roles theory was applied across the whole of my research in this field. The study adopted the descriptive research design.

The target population of the study was 420 team members in the sales and marketing work in the selling territory. Using the random sampling technique, a sample representative of 80 team members participated in the study. Both Primary and Secondary data were used in making factual decisions. The questionnaire was used to collect the Primary data. Data analysis was done using the Statistical Package for Social Sciences (SPSS) Version 20.1 Data was analyzed by using descriptive statistical methods like the mean, averages and percentages. Data was presented using tables, figures, bar graphs and pie charts.

Abdulle and Aydintan (2019) conducted The Effect of Teamwork on Employee Performance in Some Selected Private Banks in Mogadishu Somalia. This study adopted a descriptive research design to describe the Characteristics and behaviors of the selected target population. The target population of this study was 500 respondents with a sample size of 222 employees who work at the study's selected private banks. The research data was collected using a structured survey as the research instrument of this study. To assess the internal consistency of the research data reliability and Validity test were conducted via SPSS Statistical Package for Social Sciences.

Furthermore, the Data of this study was analyzed utilizing model summary, analysis of variance (ANOVA), Coefficient of determination and regression coefficients to determine the effect of teamwork on employee performance in the study's selected private banks in Mogadishu Somalia. The current study used teamwork measures such as trust, cohesiveness, spirit, and knowledge sharing among team members while determining the effect of these independent variables on employee performance. Hence, study found that all teamwork measure of the study which are; trust, cohesiveness, spirit or "esprit de corps" and knowledge sharing among members of the team have a positive an significant impact on employee performance of the study's selected private banks in Mogadishu Somalia.





Saiyal and Hisam (2019) conducted a study on the Impact of Teamwork on Work Performance of Employees. This research paper seeks to examine the impact of teamwork on occupational performance. The objective of this research was to highlight the effects of teamwork on faculty members in Dhofar University and their performances and also to examine the factors associated with the concept of teamwork in job environment.

This study focuses on analyzing the impact of teamwork on the employees of Dhofar University. Several factors related to teamwork were analyzed, such as the concept of trust, leadership and structure and performance evaluation and rewards. The results reveal that is a strong and significant connection between the independent variables viz. teamwork, climate of trust, leadership and structure, performance evaluation and rewards and the performance of the faculty members of Dhofar University in Sultanate of Oman.

### **3. METHODOLOGY**

The study population constitutes all entire staff of Kanifing General Hospital (Former Serekunda General Hospital), Kanifing Estate, The Gambia. This survey research was mainly based on primary data collected from number of middle and higher-level manpower (Doctors, Nurses, Record Clerks) at Kanifing General Hospital. Primary data were used in this study. A sample was drawn from the population, hence; a sample size of Fifty-nine (59) respondents constitutes the sample size for questionnaires that were administered to the staff respondents which was arrived at using Krejcie and Morgan's (1970) sample size determination criteria.

Out of the 59 copies of the questionnaire given out, 49 copies of questionnaire were filled appropriately and useful for analysis. Data collected from the questionnaire were analyzed with the aid of a SPSS because it is a tool which allows and also aid in the analysis of data. The hypotheses were tested at 5% level of significance.



#### 4. PRESENTATION OF DATA

In this section, we present data from the research

**Table 1: Distribution table for Demographic of the Respondents**

S/N	Factor	Factor Level	Frequency	Percentage %
1.	<b>Gender</b>	Male	26	53
		Female	23	47
		<b>Total</b>	<b>49</b>	<b>100.00</b>
2.	<b>Age</b>	20-29	19	39
		30-39	15	31
		40-49	9	18
		50 and above <b>Total</b>	<b>6</b>	<b>12</b>
3.	<b>Marital Status</b>	Single	16	33
		Married	26	53
		Divorced	6	13
		Widow	1	2
		<b>Total</b>	<b>49</b>	<b>100.00</b>
4.	<b>Experience</b>	0-3	11	23
		4-6	20	41
		7 years & above	18	37
		<b>Total</b>	<b>49</b>	<b>100.00</b>
5.	<b>Academic Qualification</b>	A'LEVELS	22	45
		BSc/HND	22	45
		Masters	5	10
		<b>Total</b>	<b>49</b>	<b>100.00</b>

Source: Researcher's Field Survey, 2021

The gender bracket shows that 53% of the respondents were male staffs representing 26 respondents and 47% were female representing 23 respondents. This shows that there are more male than female respondents. Also, The age bracket shows that 39% of the respondents fell within the age of 20-29 years, while 31% fell between 30-39 years, 18% of ages of 40-49 years while 12% for the ages of 50 years and above. This also shows that majority of the respondents are within the youthful population considering that they are all young. The marital status shows that married people have 53% of the respondents while single has 33%. 13% are Divorced and 2% are widow. This shows that majority of respondents are married.

Furthermore, the experience of workers shows that 23% of the respondents fell between 0-3year of experience, while 41% fell between 4-6 years, 37% ,7 years and above are 30%. This also shows that majority of the respondents are been in the organization for long period of time. Lastly, the academic qualification of staffs shows that 45% of the respondents fell within A' Levels, while 45% fell within B.Sc., 10% fell within masters. This also shows that majority of the respondents are within the A'Levels and B.Sc. considering that they are all literates.



### Test of Hypothesis

Ho: - Teamwork management does not have any significant impact on employee performance

### Sub Hypotheses

H1a: There is no significant relationship between team members trust and employee performance

H1b: There is no significant relationship between team members cohesiveness and employee performance.

H1c: There is no significant relationship between team members trust and employee performance

H1d: There is no significant relationship between team members cohesiveness and employee performance

**Table 2: Result of Hypotheses Testing**

Hyp.	Relationship	Beta	S.Error	T - value	P -value
H1a	Team Member Trust -> performance	0.310	0.073	4.269	0.000
H1b	Team member cohesiveness> performance	0.317	0.067	4.720	0.000
H1c	Team member knowledge sharing-> Performance	0.378	0.087	4.388	0.000
H1d	Team member spirit->Employee performance	0.350	0.088	4.004	0.000

Information on Table 2 revealed that hypothesis 1a predicted that team member trust are related to employee performance. Hence, the table above revealed a significant positive relationship between team member and employee performance ( $\beta = 0.310$ ,  $t = 4.269$ ,  $p = 0.000$ ), supporting Hypothesis 1a. Furthermore, Hypothesis 1b predicted that team member cohesiveness is related to employee's performance. Result on Table 2 revealed a significant positive relationship between team member cohesiveness and employee's performance ( $\beta = 0.317$ ,  $t = 4.720$ ,  $p = 0.000$ ), therefore, Hypothesis 1b is supported. Furthermore, Hypothesis 1c predicted that team member knowledge sharing is related to employee's performance. Result on Table 2 revealed a significant positive relationship between team member knowledge sharing and employee's performance ( $\beta = 0.378$ ,  $t = 4.388$ ,  $p = 0.000$ ), therefore, Hypothesis 1c is supported. Similarly, Hypothesis 1c predicted that team member knowledge sharing is related to employee's performance. Result on Table 2 revealed a significant positive relationship between team member knowledge sharing and employee's performance ( $\beta = 0.378$ ,  $t = 4.388$ ,  $p = 0.000$ ), therefore, Hypothesis 1c is supported. Lastly, Hypothesis 1d predicted that team member spirit is related to employee's performance. Result on Table 2 revealed a significant positive relationship between team member spirit and employee's performance ( $\beta = 0.350$ ,  $t = 4.004$ ,  $p = 0.000$ ), therefore, Hypothesis 1d is supported.

## 5. CONCLUSION AND RECOMMENDATIONS

There is consensus among scholars that the human resource is the most important resource of an organization. This is especially in the light of the complexities and dynamism that is associated with 21<sup>st</sup> century business organization. To harness the optimum potentials of human resource, organizations put in place teams through team building. Based on the findings of this study, the research concludes that team members' spirit significantly influences employee performance. Also, team members cohesiveness significantly impact employee performance. In the same vein, team members' trust influences employee performance.



The study however, recommends that teams need support to build their strength gradually to change deep-rooted systems effectively. Organization development practitioners who are developing team building programs should ensure that fostering team spirit is the cornerstone of their team building process. Also, Managers should continue to put team building as one of their priorities. This and other previous studies have shown that a suitably designed team building program can positively influence group cohesion, which has been seen to have a positive correlation with team performance.

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