

SUSTAINABLE COMPETITIVE ADVANTAGE IN CAPTURING THE MARKET SHARE

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ABSTRACT

Effective teamwork has a positive influence on the performance of organizations. Organizations worldwide are striving to improve the effectiveness of their teams in order to be globally competitive. The purpose and objective of this study therefore was to establish the impact of teamwork on achievement of organizational targets in Nigeria. The study was to evaluate the impact of organizational culture on formation of teams on employees, examine the various job descriptions of employees on achievement of organizational goals, to examine the impact of job satisfaction on team performance and to establish the impact of skills and qualification on performance of employees. Clear job descriptions should be made at the point of employment and clear demarcations set for employees to know their boundaries and responsibilities. Managers of should equally note that among the strategies they have in formation of teams, were to produce greater levels of performance, build reputation of the organization and offer quality services to customers in enhancing achievement of organizational targets. They felt that internal staff training on importance of teamwork, appraisal and remuneration should be conducted regularly to sensitize employees. The study suggests that research on employee manager relationship should be carried out to verify its impact on performance. Also the study suggests research into the impact of managers' roles on career development of employees as a form of motivation.

INTRODUCTION.

Teamwork has emerged in recent years as one of the most important ways in which work is being reorganized (Osterman 1994; Waterson *et al.* 1997). This idea of delegating responsibilities to work groups has been diffused under a range of different labels. Human resource management

(HRM), modern socio-technical theory, business process re-engineering and lean production all embrace the core principles of team working (Benders and Van Hootegem (1999); De Sitter *et al.* (1997); Kleinschmidt and Pekruhl 1994; Kuipers and Van Amelsvoort (1990) and suggest an important link with organizational

performance Hammer and Champy (1993); Katzenbach and Smith 1993; Womack *et al.* 1991). Various arguments have been advanced to explain the effectiveness of team-based work. For example, both socio-technical theory (e.g. De Sitter 1994; Pasmore 1988) and work design theory (Hackman and Oldham 1976) have focused on the design of the group's task to explain positive results; self-leadership theory has identified the supervisory behaviours that help self-managing teams achieve success (Manz and Sims 1987); and theories of participative

Organizational culture, Job description, Job satisfaction, skills and qualifications of employees together with the organizational structure will help in the achieving of the targets of the organization. Higgs (1996). A simple definition of teamwork is people working together toward a common goal. Currently many organizational disciplines have adopted teamwork as essential in achieving success and their mission statements routinely allude to the importance of teamwork, utilizing such words as cooperation, coordination, collaboration, and Communication as key components. Although it is one thing for these organizations to write that they have these teamwork components in place, it is another to measure the components by a defined set of attributes and then use the results of this measurement to pursue what might, in

reality, be missing in the teamwork model within each organization. Events of mass effect require teamwork among the diverse multidiscipline

Organizations that are tasked with the SOS Children's Villages' mission do help the achievement of the goals. In July, 2003, 852 representatives from local, federal, and state agencies from across the country met in Arlington, Virginia to discuss the lessons learned from the September, 2001 attack on the Pentagon. The three-day conference was sponsored by Arlington County and focused on the theme *Teamwork: A Model for the Nation*. Halverson and Tirmizi (2008). The barriers to teamwork are significant. The SOS Children's Villages mission is accomplished through the support of well-wishers and donors who help in the achievement of their goals. Finally, many organizational leaders define teamwork subjectively, making it difficult to delineate achievement.

According to Robbins (1996), teamwork can be instilled into organizational culture with time and focused leadership. However, many organizations lack both of these elements. Community leaders responsible for the SOS Children's Villages' mission often do not have organizational responsibility for those carrying out the tasks required.

In organization where team work has been embraced Higgs (1996) asserts that higher integration among employees in

institutional objectives results in better organizational health. In Kenya, organizations such as Safaricom Ltd, National Bank of Kenya, Kenya Airways, and SOS Children's Villages among others have equally harnessed the power of teamwork in achievement of goals and targets. Mbinya (2013) notes that most organizations have embraced teamwork so as to achieve their organizational target.

Recent study shows that employee working within the team can produce more output as compared to individual (Jones et al, 2007). In Africa, organizations such as AMREF and AAR have equally adopted team work in their core values as it easily enables them to achieve their objectives (Belbin, 2006). In West Africa, Alie et al, (1998) compared West African Organizations to those in the USA and UK and there was a significant difference in the approach used to form teams in the West African Countries. Working in a team empowers people and helps them develop autonomy, which is a source of profound job satisfaction and reduces stress (Hayes 2005). There are various ways that employees feel that they are satisfied with their jobs is through motivation factors like salary increment and recognition. In cases where there is no motivation and recognition of employees they fail to have strong team work and at the same fail to achieve their targets. Both in the UK and USA, researches done by psychologists

have affirmed that teams can expand the outputs of individuals through collaboration and that employees who are working in teams become the standard for the organization's performance Flick (2006). Hartenian (2003) notes that teamwork is the most appropriate means of improving manpower utilization and potentially raising performance of individuals within and without the organization. With support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, 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). For teams to perform optimally, team members should also have respect and trust for each other in two dimensions as individuals and for the contribution each brings to team's results (Brooks 2006).

Individual Job Description should be adequate and precise. All tasks should be included in it to make all the workers feel satisfied after doing the day's work. An effective team can help the organization achieve credible results. If the organization does not have adequate Job Description there could be overlap and in some cases inadequate. Another view on team effectiveness is by Halverson and Tirmizi (2008), where they state that a team's effectiveness can be determined by its

structure, membership and processes that relate to the level of trust, cohesion, efficacy and commitment. There are also several variables that influence teams in terms of organizational and societal contexts. Halverson and Tirmizi show some other criteria that can be used to measure team effectiveness when focusing on multicultural teams, which are productivity and performance, as well as team members' satisfaction and learning. Integration of these factors leads to understanding of team's effectiveness. Cultural norms in this case can have influence on team member's perception on processes and performance. Team member's individual criteria for the team's effectiveness will relate to their satisfaction of the performed task (Halverson & Tirmizi 2008). Individual skills acquired by the employee plays a big role in the achievement of teamwork in organization. An employee in organizations is expected to exhibit professionalism through a consistent commitment to the maintenance of excellent work relationships and development of teamwork. Mintzberg, H (1997). Without proper skills and qualification it is not easy to fit in teams and give diverse views and better approach.

STATEMENT OF THE PROBLEM

Poor implementation of team work in organizations has had an impact on the overall output of employees in organizations. Employees have, consequently, developed behavioral and

attitudinal dispositions against the employer which has led to low team spirit, dissatisfaction and even mistrust in some cases, hence low output at the work place. Ethnocentrism has also weakened team spirit in most organizations in Kenya. Coupled with the previous factors mentioned, employees are no longer committed to achievement of organizational targets as such but rather interested in achieving their personal satisfaction. Attitude to work is said to be poor, there exist continuous and spiral demand for wage increase, better conditions of service and general workers welfare.

More often than not workers are at loggerheads with the management over one grievance or another (Lowes, 1973). Invariably, these behavioral patterns and dynamics world revolve around the employer-employee. One of the biggest problems faced by managers, organizations and institutions in general is getting workers to do what they need to do in order to achieve organizational targets, goals and objectives with the efficiency it deserves. Because of the complexity of human behavior and dynamics of organizational circumstances, much management goes about managing workers in such manners as could undoubtedly produce sub-optimal results, thereby jeopardizing the chances of the organizations realizing their set goals and objectives efficiently

(Lowes, 1973). The reward system

may be inappropriate, the knowledge of workers motivational corner-stone may be inadequate; management may be generally native or unable to apply powerful principles to bring our best people in, be they individuals, teams, units or the entire organization. There is a general feeling of workers low productivity in both the public and private sectors of the economy. Organizations are increasingly becoming dynamic and unstable. This evolution has given rise to greater reliance on teams and increased complexity in terms of team composition, skills required, and degree of risk involved.

OBJECTIVE OF THE STUDY

The purpose of the study is to assess the impact of teamwork on the achievement of targets in organizations in Nigeria.

The main purpose of the study is to assess the relationship that exist between employees in the organization.

LITERATURE REVIEW

This chapter reviewed existing literature. Specifically, it highlights the underlying factors in teamwork and employee performance. There are a number of publications that shed light on the strategies adopted by companies to achieve the best effective teamwork results. Culture, job description and qualifications for employees are discussed. Further, the theories of teamwork are presented as well as the conceptual framework and the gap in the literature review.

Margerison & McCann (1995) postulates that the Organizational culture is the behavior of humans who are part of an organization and the meanings that the people attach to their actions. Revzan (1981) Organizational culture is a communicatively constructed, historically based system of assumptions, values, and interpretive frameworks that guide and constrain organizational members as they perform their organizational roles and confront the challenges of their environment. Organizational culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. Further, Margerison & McCann (1995) opine that it is the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling while within the organization. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. It also looks at the vision and way of operation in the organization. Corporate culture binds the workforce together and provides a direction for the company. Teamwork can be positive if the organizational culture is well understood by employees in an organization. In times of change, the biggest

challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things. Organizational culture defines the way employees complete tasks and interact with each other in an organization. According to Wright and Glynn (2006), there are seven dimensions of organizational culture. However, this study will delve into the details of two that the researcher deems to be of importance to the study. These are (i) Communication (ii) Coordination. According to Ingram (2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable. Profitability is the key factor that will allow organizations to continue to compete successfully in a tough, competitive and global business arena.

According to Rabey (2003) recognition of culture are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. The theory concentrates on the influence of culture in discouraging significant strategic change in employee attitude (Mussel white, 2001). Culture became a big issue in the United States and Europe after the impact of Japanese management was fully realized in the 1989's and it became clear that strategic advantage can be the product of unique and difficult to imitate cultural factors. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team member's hidden working potential otherwise managers may lose them. According to (Staniforth, 2000) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design appropriate motivation strategies for the team members and encourage their participation in team projects.

RESEARCH METHODOLOGY

This chapter explains on the research methodology, procedures and modalities that were adopted by the study. It described the research design used, the target population, sample size and sampling design, the data collection instruments, data collection procedure, validity and reliability of the research instruments and methods

used to analyze data.

Since the study sought to assess the impact of teamwork on the achievement of organizational targets, the research design that was adopted was descriptive. Descriptive research design allowed the researcher to use various forms of data as well as incorporating human experience. It gave the researcher the ability to look at whatever they were studying in so many various aspects which provided a bigger overview as opposed to other forms of research. (Weiss (1998) and Mugenda and Mugenda(2003)).

The purpose of the study was to determine the impact of team work on the achievement of targets in the organizations in Kenya. This was based on the assumption that both private and public institutions have similar systems therefore the findings can be generalized.

The target population for this study was both the administrative and junior staff of SOS Children's Village in Uasin Gishu County. In total, there were 111 staff members within the facility. There were three main departments namely: The Village where the orphaned children are hosted and have about 38 staff members, The School where these orphaned children attend school with about 61 staff members and The Family Support Centre (FSP) which has about 12 employees. The table below gives the summary of the departments and the number of staff in each department.

DATAANALYSIS

Data was collected and analyzed using descriptive statistics. Descriptive statistics were used in the calculation of frequencies and percentages. Frequency table was used where they were required to describe findings.

CONCLUSION

The study sought to access the impact of teamwork on achievement of targets in organizations case of SOS Children's Villages Eldoret. From the data collected, analyzed and the findings got, this study has come to the following conclusions. Regarding the effect of culture on teamwork by SOS Children's Villages Eldoret, the study established that there are details that the employers should consider to maintain good team work. This study established that there should equity in job allocation to staff across all regions to enable people bring their diverse culture to the organization, acceptance and appreciation for diversity was highly recommended and fair treatment of each employee as well as respect for each employee's contribution to the organization. Regarding the Job Description and teamwork, this study established that adequate job descriptions are not given to the workers and this makes them do duties outside their jurisdiction. This was done through the staff appraisals and supervision of the different tasks given to the employees.

Regarding the Job satisfaction of the workers, this study established that the

organization is using strategies to achieve the best team work results. SOS children's villages Eldoret use employee recognition, good working conditions, good remuneration and employee promotion to achieve the best team work result. Regarding the Individual skills and qualification of employees the study established that the staff employed at SOS Children's villages are qualified staff that has gone through training in various colleges. A range of reasons were established as to why organizations form teams: the study established that, organizational objectives, building organizational reputation, producing greater level of performance, increasing employees' organizational commitment and to offer quality services to customers were the major reasons for the formation of teams in organizations.

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