
Impact Of Team Based Management And Employees' Performance: A Literally Perception

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Abstract

This paper examined the impact of team based management on employees' performance. The objectives were to access how dimensions of team based management such as team creativity/innovation, team decision making, team leadership and team processes influence employees' performance which was measured in terms of task performance, adaptive performance and contextual performance. This work was anchored on teamwork theory developed by Bruce Tuckman in 1965 which is the Tuckman model of group development. The study employed the use of survey of literature. From the literature reviewed, the study revealed that there is a positive relationship between team based management and employees' performance hence the study concluded that organisations who adopt the team based management approach have the tendency to boost the performance of their employees. It was suggested that organisations should consider the adoption of team based management approach in order to maximize the strength and potentials of their employees which in turn leads to greater performance of the employees and organization at large. It was concluded that team based management approach in an organizations is an effective approach of achieving success at work place.

Keywords: *impact, team based management, employee performance.*

Introduction

To live, work, and play in human society is to cooperate with others. We express both our collective identity and our individuality in groups and organizations. Our common experiences of living and working together binds us with each other. Teams and teamwork are not novel concepts; teams and team thinking have been around for years. Right from the time of creation, in the holy bible, God applied the concept of teamwork when He said, "Let us make man in our own image and likeness" (Genesis 1:26, KJV). This statement brings out the fact that God in the creation process worked with other heavenly beings. A team comprises of a group of people who are linked for a common purpose. Teams are suitable for tasks which are complicated in nature. In a team there are different people with different skills to support one another. People individual abilities help minimize other people's disability. There are various types of teams and their functions and objectives are also different. The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. Despite the few challenges associated with teamwork, there are a lot of benefits which organizations can enjoy if they adopt team based management approach which is the use of empowered work teams at various levels of the organization to deliver products and services.

This paper looked at the dimensions of Team Based Management as team creativity and innovation, team decision making, team leadership and team processes. Team processes include team communication, team conflicts, team cooperation, team coordination and team cohesion. (Sudhakar 2013). Employee performance has been defined in this paper as the job related activities expected of a worker and how well those activities were executed. This study also looked at employee performance from three major dimensions which are task performance, adaptive performance and contextual performance. In today's society, there have been so much emphasis on pride and personal achievement at work place; where by the concept of teamwork seems to be overlooked by managers and employees. Due to this, management sees less essence of teamwork as a major tool for performance which has led them to poor performance and productivity in the industry market. (Emmanuel, 2015). Therefore the purpose of this study is to examine the impact of Team Based Management on Employee Performance. Specifically the objectives of the study were to examine the impact of

1. Team Creativity and Innovation on Employees Performance
2. Team Decision Making on Employees Performance
3. Team Leadership on Employees Performance
4. Team Processes on Employees Performance

Theoretical framework

The Tuckman model of group development (1965)

This work was anchored on one of the most influential models of teamwork theory developed by Bruce Tuckman in 1965 which is the Tuckman model of group development. His original model identified four stages that all groups pass through as they move from newly formed to high performance teams. In 1977 he revised the model to include a fifth stage. The stages are forming, storming, norming, performing and adjourning. The forming stage: During the forming stage, members of the project team meet each other and learn about the task they will need to perform.

During this stage it is critical for the project manager to provide structure and direction for the team. Clearly defining the project objectives and making sure each member understands their role and responsibilities will help you lead the team through this stage successfully. The storming stage: The storming stage is characterized by interpersonal issues such as conflicts and polarization. During this stage it is common for team members to challenge each other including the project manager. Team members will also question what they are doing and how it is being done.

This will be the most challenging time for the project manager. At this stage the project manager needs to develop skills like conflict management, active listening and relationship building.

The norming stage: As conflicts become less intense and the team members begin to understand and accept each other, the team will gradually move into the norming stage. During this stage, the team starts to come together and is able to focus more effectively on the project tasks and objectives. The concern of the leader at this stage is to focus on keeping everyone moving in the right direction. The performing stage: In this stage, team members are comfortable with each other and group norms have been accepted. Interpersonal and structural issues have been settled. Team synergy is high during this stage which results in high performance. Now that the team is performing at a high level, the project manager will be able to focus more of his energy on leadership activities and less of supervisory activities. This level of synergy amplifies the overall effectiveness of the project. Adjourning stage: As the project comes to an end, the team moves into the adjourning stage. At this point, the team has become very close and many of the team members will feel a sense of loss. That is why this state is also known as mourning stage. In order to close the project on a positive note, the project manager can arrange for a celebration to recognize the team's accomplishments. This is important because you might still need to work with these same people on another project and they will remember the recognition and appreciation they were given. The justification for using this model in this study is the fact that understanding its five stages of group development can help one develop a high performing team.

The concept of team based management

Thompson (2008) defined a team as a group of people who are interdependent with respect to information, resources, and skills and who seek to combine their efforts to achieve a common goal. A group does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize their strengths and minimize their weaknesses. (Melsa, 2009, Beatty & Barker, 2004). A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members. (Iedunote.com, 2019). Teams offer an alternative to a vertical chain-of-command and are a much more inclusive approach to business organization. Teams are becoming more common in the business world today. Effective teams can lead to an increase in employee motivation and business productivity. On the other hand, Team-based management is defined as a significant commitment by a company or business unit, acknowledged at all levels of the organization, to use empowered work teams as the primary organizational structure for production or delivery of services. (Whitfield, Anthony & Kacmar, 1995).

The key elements to successful teamwork are trust, communication, effective leadership and a focus on common goals with a collective responsibility for success or failure. (Emmanuel, 2015). Trust is the belief in integrity, character and ability of others. Without trust an effective team cannot be formed. Trust leads to the way of revealing information which creates influence on others and help to gain control on one-self as well as others. Communication, support, respect, fairness, predictability and competency are the six steps of building trust. (Kreitner, 2007). However, without trust and communication the team will have difficulty functioning effectively. The whole process of organizational teamwork must begin with a company leadership team that creates a business strategy and a focus on the critical goals of the enterprise. Next there is the process of communicating the vision, values and mission of the organization to a team, or teams that will be responsible for planning and executing the mission and building trust in the teams and within the teams to carry out their assigned responsibilities. Marketing plans, as well as other operational plans, will succeed only with team-based planning and execution.

Dimensions of team based management

This study employed the dimensions of Team Based Management as team creativity and innovation, team decision making, team leadership and team processes.

Team creativity and innovation

Creativity is generating new ideas and thoughts in new ways of doing things. Team creativity is very much required for team innovation. If creativity is not there, there is no innovation. Hence, team creativity is positively associated to team innovation. Team creativity can be measured in terms of new ideas, and thoughts generated. Whereas, Team innovation can be measured in terms of number of patents, number of research publications, and sales growth, etc. Team creativity is positively associated with team innovation, team innovation is positively correlated to team productivity, and team productivity is in turn positively related to team performance. (Sudhakar, 2013).

Team decision making

Team decision making is basically a collective effort from the team. Team decisions can impact individuals, team, organization, customer, supplier or any other stakeholder. Decisions can lead to change management in the team or in the overall organization. Team decision making is required to achieve high performance in teams. Manager only taking decisions may not make the team a high performing team.

Team leadership

Effective leadership is very much required for team performance. The leadership style, attitude and behaviour of a leader has an impact on team performance and project success (Turner & Müller, 2005). Visionary leadership provides direction to the team. The leader motivates, monitors the team, develops the team and manages the team. The skills, experience and knowledge of the team leader also has an impact on team performance. The team manager has powers such as referral power, expert power, reward power, coercive power, and legitimate power. The team manager with all these powers and conflict resolution techniques has to manage and resolve the team conflicts and make a constructive conflict management suitable for team performance. Usually, the effectiveness of the team leadership is measured in terms of project success, team performance, and customer satisfaction. (Sudhakar, 2013).

Team processes

Team processes include team communication, team conflicts, team cooperation, team coordination and team cohesion. (Sudhakar, 2013). Team Communication - Team communication is very important dimension for any project teams. Usually, projects fail not because of technical reasons, they fail because of people reasons. Hence, effective communication is very important for project success. Both quality and quantity of communication are important for team success. Complex project development requires continuous communication in the team. A project manager spends 90% of his or her time in communication. Lack of Communication in the team leads to conflicts in team. They can be task conflicts or relationship conflicts. (Sudhakar, 2013). Team Conflicts - Conflict is a state of disagreement with the other party because of several reasons. Sudhakar (2013) identified the reasons for conflicts in teams to be shared or common resources, schedules, costs, technical opinions, administrative issues, personality issues, technical procedures, management decisions, cultural issues, and tasks sharing. Team communication can lead to conflicts in teams. Jehn and Mannix (2001) identified three types of conflict which are: task conflicts, relationship conflicts and process conflicts.

Team Coordination - Team coordination is very much important and required for team performance and productivity. Coordination requires vision in the team. Team coordination deals with dependencies in tasks and resources of the team. Coordination involves which activity should be done first and which activity should be done next and who should do what. It also deals with the ownership of the tasks and activities in the picture. It also concentrates on executing dependent tasks with shared resources, availability of resources, scheduling the activities and dealing with slags and floats. Team coordination can be measured in terms of the success of the project tasks. (Sudhakar, 2013). **Team Cooperation** - The dependencies among the project tasks include finish-start, finish-finish, start-finish, and start-start. Because of these dependencies and also based on the complexity of tasks, cooperation between team members is very much required. Lack of cooperation in teams leads to delayed projects, unfinished work products, poor quality deliverables, cost overruns, unsatisfied customer, unhealthy competition and reduced team performance. Team cooperation also determines the climate of the team. When dependent tasks are there, cooperation plays vital role in team success. (Sudhakar, 2013). **Team Cohesion** - Team cohesion determines the team climate and task performance. Cohesion up to some extent is good for team performance and project success. High levels of cohesion leads to resistance to change and reduced innovation in the team. (Sudhakar 2013). Cohesion can be of two types. They are task cohesion and social cohesion. Task cohesion is good for team performance and for completion of tasks or activities. Whereas social cohesion may not contribute to the team performance. Social cohesion in team arise because of similarities in demographic details (Ancona & Caldwell, 1992). Task cohesion comes because of diversity in education, experience and skills. Task cohesion leads to task conflicts and social cohesion leads to relationship conflicts in the team (Sudhakar, 2013). Task cohesion generating task conflicts is good for team performance. And social cohesion generating relationship conflicts is not good for team performance. Usually socially cohesive teams resist change and new ways of doing things. However, occasional informal talks between team members are required for team cooperation.

Concept of employees performance

The Business Dictionary (2019) defined employee performance as the job related activities expected of a worker and how well those activities were executed. Ashley (2019) noted that employee performance refers to how your workers behave in the workplace and how well they perform their duties you have obligated to them. He pointed out that employee performance involves factors such as quality, quantity and effectiveness of work as well as the behaviors your employees show in the workplace.

Dimensions of employees performance

According to Pradhan and Jena (2016), employee performance can be seen from three major dimensions which are task performance, adaptive performance and contextual performance.

Task performance

Borman and Motowidlo (1997) defined job performance in the context of task performance as effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization's vision while rewarding organization and individual proportionately. Performance in the form of task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 1999).

Adaptive performance

An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh, & Neal, 1999). Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of their job roles (Huang, Ryan&Zabel, 2014; Pulakos, Arad, Donovan &Plamondon, 2000). An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rensch, & Kozlowski, 2014), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. Evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get one's self adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2010; Hollenbeck, LePine, &Ilgen, 1996). The employees are also expected to adjust their interpersonal behavior in such changed circumstances to work successfully with a wide range of peers and subordinates.

Contextual performance

According to Pradhan and Jena (2016). Contextual performance is a kind of prosocial behavior demonstrated by individuals in a work set-up. Such behaviors are expected of an employee but they are not overtly mentioned in one's job description. These kind of unstated expectations are called prosocial behavior or extra role behavior. Bergeron (2007) recommends that contextual performance should consist of multiple "sub dimensions" such as teamwork, allegiance, and determination. Ahmad and Shahzad (2011) argued that seeming performance of an employee expresses the entire conviction of an employee in regards to the actions and input to the attainment of the organizations goals and mission. They further mentioned that practices of compensation, evaluation of performance and practices concerning promotion of an employee are the benchmark for performance of a worker. So also, Anitha (2013) stated that performance of an employee is a gauge or pointer of monetary or other result of the employee that has undeviating relationship with organization performance and accomplishment as well. Anitha, (2013) additionally disclose that atmosphere at which employee perform task and other schedules, relationship with bosses, co-employee relationship and that of team, compensation procedure, and engagement of an employee are determining factors for performance.

Relationship between team based management and employees performance Understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance (Jones, Richard, Paul, Sloane & Peter, 2007). Teamwork gives employees a sense of ownership and encourages cooperation (Ibraheem, Abdul-Azeez & Remi, 2009). Organizations which have emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen & Bailey, 1999). Bacon and Blyton (2006) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performance. Teamwork is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all types of organizations including non-profit (Mulika, 2010). A research study conducted byIngram (2000) concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees.

Another study conducted by Washer (2006). Concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee teaching. 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. Trust among the team members comes when members of the team develop the confidence in each other's competence. One research study concluded that trust among the team members develop the unique skills and coordination of individuals (Erdem, Ozen and Janset, 2003). According to Mickan and Rodger (2000) there is positive relationship between the team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of individuals. Creation of a conducive and trustable environment for synergetic teamwork is the responsibility of an organization. An Organization should transform the trustworthy behavior for measurement into performance appraisal system to promote the organizational values (Erdem, Ozen& Janet, 2003). According to Manz and Neck (2002) high performance teams within the organization exist when there is cooperation and unity between members. Reducing mistakes, quality out puts, increased in productivity and customer satisfaction are the variety of criteria through which the performance of the team is evaluated (Mickan&Rodger, 2000). Cooperation of the team members can only be created when the trust comes to be the most important value of the team culture. Trust provides an atmosphere for the team members where members can discuss their mistakes, accept criticism and freely express their feelings so this leads to more synergy (Edmondson, 1999). It is believed that an engaged employee works with a sense of passion which transforms into not only high performance but extra role behavior as well (Kahn, 1990). The contextual performance is elaborated on the ground of "feeling and viewpoint" that employee embraces about their colleagues, which is termed as esprit-de-corps (team-spirit). A kind of fellow feeling gets intensified through team-spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organization (Jaworski, & Kohli, 1993). Esprit-de-corps is an excellent endeavor for deriving organizational success (Jones, Richard, Paul, Sloane & Peter, 2007; William, Swee-Lim, & Cesar, 2005) and earlier researchers in this context have advocated that growth in team-spirit within an organization results in better employee performance and a happier workplace (Alie, Beam, & Carey, 1998; Boyt, Lusch, & Naylor, 2001; Cohen, & Bailey, 1999). In order to specifically address the research objectives which are to examine how the dimensions of team based management such as team innovation and creativity, team leadership, team decision and team processes affect employees performance, the study variables were laid out in a conceptual framework as shown below:

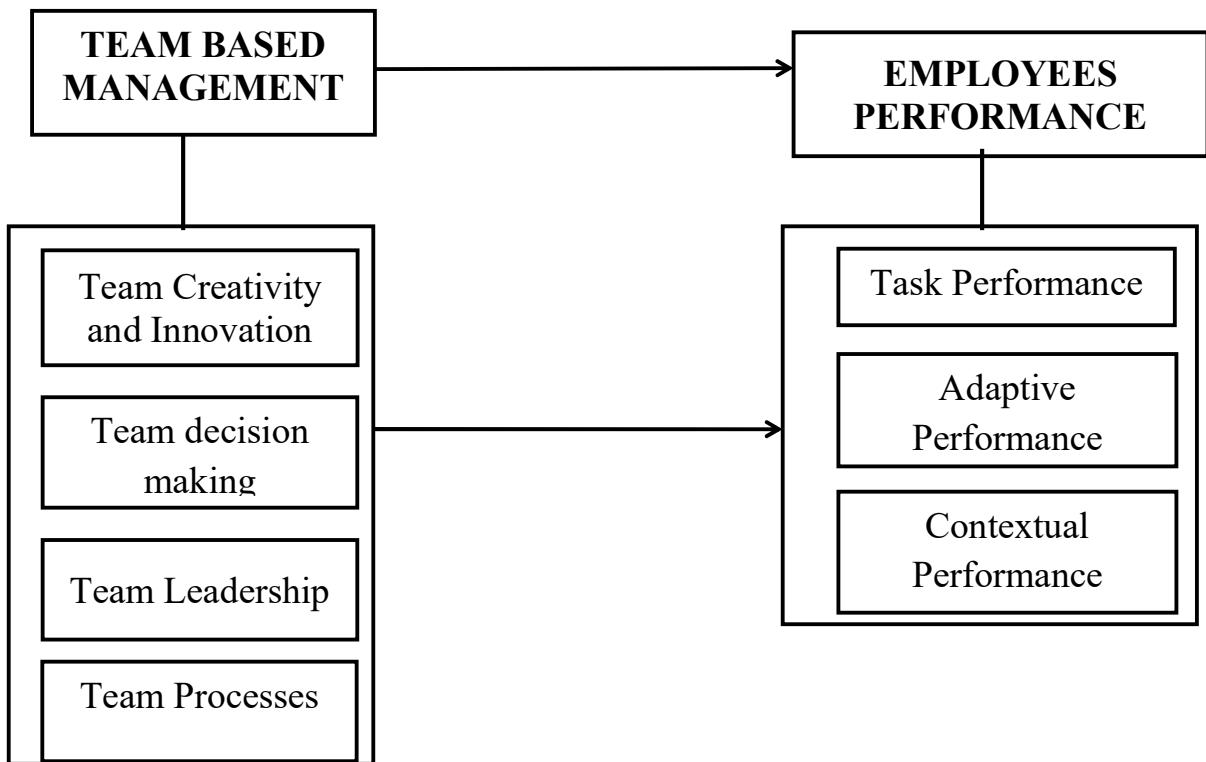


Fig. 1: Conceptual Framework of Team Based Management and Employee Performance

Source: Researcher's conceptualization, 2022

The objectives were discussed in the context of the framework. With reference to the first research objective which was to examine the impact of team creativity and innovation on employee performance, a study carried out by Bonds Team Building (2019) revealed that creativity motivates employees to work effectively with one another; share ideas and thoughts, give constructive feedbacks which in turn leads to greater performance of the employees. Similarly, Best Practice Consulting (2020) highlighted that team creativity leads to better teamwork, team bonding, increased staff morale and productivity. In respect to the second research objective which was to examine the impact of team decision making on employee performance, an empirical study carried out by Abdulai and Shafinu (2014) revealed that when employees participate in decision making in various forms, decision implementation becomes easy, creates a good working environment, increases commitment and satisfaction in decision taken and also increases employee's morale and performance since they feel recognized. The third research objective was to examine the impact of team leadership on employee performance. An empirical study carried out by Pradeep and Prabhu (2011) revealed that leadership was positively linked with employee performance for both transformational leadership behavior and transactional contingent leadership behavior. They maintained that leadership has significant positive relationship with performance outcomes such as effectiveness in work, satisfaction, extra effort and dependability. In addressing the fourth research objective which was to examine the impact of team processes on employee performance, the study done by Sudhakar (2013) revealed that team processes such as team communication, team cohesion, team conflict and team performance are related or positively associated. He noted that team processes such as communication, coordination, cooperation, cohesion have impact on team effectiveness and performance.

Conclusion

The literature revealed that team based management is an effective approach of achieving success at work place. It helps in boosting the productivity, effectiveness and efficiency of work as well as the performance of employees and organizations as a whole. The literature also revealed that organizations that adopt team based management, have the tendency of boosting the productivity of employees as well as the individual, promoting trust and a spirit of cooperation among members, eliminating tribalism among employers and employees, improving relationship (that is between management and employees, employees and other employees, employees and customers), enhancing individuals' creativity in handling and resolving conflicts, facilitating good decision making and implementation among members. Despite some of the disadvantages associated with team based management approach in organizations, there is a strong positive relationship between team based management and employee performance as evidenced in the existing literature on earlier researches reviewed in this study.

Suggestions

As a result of the positive impact teamwork has on employee performance, it is therefore recommended that:

1. Organizations should adopt the team based management approach to maximize the strength of their employees which in turn leads to greater performance of the employees and organization at large.
2. Organizations should constantly organize training and development programs for employees on how to effectively work in teams to achieve maximum results.
3. Organizations who want to receive the benefits afforded by teams need to carefully consider how teams are built and implemented. Therefore, management should also undergo trainings on how to form effective teams and assign tasks appropriately in line with the organization's goals and objectives.
4. Management should endeavor to give the teams the needed maximum support they require to be successful in their operations.

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