Assessment of Teambuilding and Employee Performance at Rwanda National Police Headquarters

Ingabire Laurence[1]
Dr. Wabala Samuel[2]
Dr. Dushimimana Jean De Dieu[3]

[1]ingabirelaurence@gmail.com
[2]wabsam74@gmail.com
[3]jeandedieudushimimana516@gmail.com

[1,2,3]University of Kigali, Rwanda

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ABSTRACT

This work presents study aimed to analyze the effect of team building on employee performance at Rwanda National Police (RNP). The study was based on the following objectives: to find out the effect of defining shared goals of team on employee performance in Rwanda National Police, assess the effect of collaboration on employee performance in Rwanda National Police, determine the effect of commitment on employee performance in Rwanda National Police and determine the effect of team shared values on employee performance in Rwanda National Police. The research was based on equity theory and agency theory. The study used quantitative techniques to collect and analyze data. The study targeted a total of 500 police officers between 25 and 55 years who has been in service for at least ten years. These officers are expected to have gained technical skills and experience in various domain. The targeted population are Executive Officers, Senior Officers, Junior Officers and Noncommissioned officers. The population of the study selected using Slovin's formula, The sample size of the study was 222. The study used simple random sampling. The findings indicate the coefficient for Share Goals is β is 0.303 and the Sig. is 0.000, indicating that Share Goals has a statistically significant influence on Employees' Performance in RNP. The coefficient for Commitment β is 0.148 and the Sig. is 0.034, indicating that Commitment has a statistically significant influence on Employees' Performance in RNP. The coefficient for Collaboration β is 0.178 and the Sig. is 0.001, indicating that Collaboration has a statistically significant influence on Employees' Performance in RNP. The coefficient for Shared Values β is 0.309 and the Sig. is 0.000, indicating that Shared Values has a statistically significant influence on Employees' Performance in RNP. Rwanda National Police should implement transparent goal-setting processes, fostering a culture of collaboration through training and tools, enhancing commitment through recognition and growth opportunities, and promoting shared values to create a values-driven organizational culture.

Key words: Collaboration, Commitment, Employee Performance, Team Building, Team Shared Goals, Team Shared Values

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I. INTRODUCTION

In today's dynamic and competitive business landscape, the success of an organization hinges on the collective performance of its workforce. The intricate interplay between effective team dynamics and individual employee performance has become a pivotal focus for businesses aiming to achieve optimal productivity and innovation. The assessment of team building and performance of employees is a strategic procedure that looks into comprehending how teams work together, communicate, and leverage their aggregate strengths to realize organizational aims. This assessment highlights both efficiency and synergy across teams in addition to examining the impact of personal contributions on overall results of teams (Sung and Choi, 2022).

Specifically, Rwanda National Police (RNP) has a pressing reason to perform an extensive assessment that looks into the connection between initiatives of team building and the resultant impact on performance of employees. Although the RNP has been proactive in enforcing a different team building tactics focusing on promoting collaboration, shared beliefs, and a sense of unity among its officers, an emerging worry is evident that these efforts might fail to attain the anticipated outcomes (Abbas, 2021).

Notwithstanding the existence of these interventions in team building, there are signs of a possible reduction in teambuilding levels and collective synergy amongst officers. This leads to queries regarding the efficacy of the present practices of teambuilding within the RNP alongside how they may be affecting different aspects of employee performance. A crucial area of interest is the impact of teambuilding on the service delivery standard by officers. Hinged on the premise that effective implementation of law and safety of public are key to the RNP's mission, comprehending how teambuilding impacts ability of officers' to perform collaboratively and offer the public high-quality services is paramount (Patterson, 2021).

At the same time, the alignment between efforts in teambuilding and the realization of desirable objectives within the RNP is a vital consideration. With targeted aims making a bedrock of reliable policing and success of organizations, it is important to evaluate whether the prevailing tactics of teambuilding are influencing favorably officers' ability to collectively realize goals.

1.1 Statement of the Problem

Rates of absenteeism within the RNP also require exploration in teambuilding settings. Highlighting the degree to which initiatives regarding team building lead to decreased rates of absenteeism among officers is crucial. This is because it affects directly the operational readiness and police force continuity.

Additionally, the spirit of innovation among officers, an essential feature for staying ahead in a continuous shifting landscape of law enforcement, is a domain that needs investigation. Often, team building is connected with the generation of innovative concepts and techniques, and determining whether efforts in teambuilding are boosting officers' ability to creatively contribute to their functions is important.

Taking into consideration the specific setting of a state body such as the RNP, this assessment looks into the unique constraints, opportunities, and goals that outline law enforcement endeavors. In exploring the complex link between teambuilding initiatives and indicators of performance in employees, this article intends to offer practical insights that can direct the optimization procedures in teambuilding within the Rwanda National Police (Rwankiko, 2021). The end objective is to ascertain that collaborative endeavors among officers effectively conform with the mandate of institution's, boosting overall effectiveness, safety of the public, and the successful attainment of organizational goals.

In this regard, the general research aim was to assess teambuilding effects on employee performance at Rwanda National Police.

1.2 Specific objectives:

i. To find out the effect of defining shared goals of team on employee performance in Rwanda National Police,
ii. To assess the effect of collaboration on employee performance in Rwanda National Police,
iii. To determine the effect of commitment on employee performance in Rwanda National Police.
iv. To determine the effect of team shared values on employee performance in Rwanda National Police.

1.3 Research Hypotheses

The study was guided by the following hypotheses;

$H0_1$: Team defining shared goals has no significance effect on employee performance in Rwanda National Police.

$H0_2$: Team collaboration has no significance effect on employee performance in Rwanda National Police.

$H0_3$: Team commitment has no significance effect on employee performance in Rwanda National Police.

$H0_4$: Team shared values has no significance effect on employee performance in Rwanda National Police.

II. LITERATURE REVIEW

2.1 Theoretical Review

A theoretical framework is essential to a researcher in limiting the scope of relevant data focusing on specific variables and viewpoint. Akintunde (2017) defines a theory as a fixed principle that has been developed to elucidate some characteristic of the natural world. A theoretical framework should reveal an understanding of theories and concepts that are relevant to the research topic. The theoretical review was built on the relevant theories that explain the effect of teambuilding on employees' performance.

2.1.1 Stakeholder Theory

It was first outlined by Professor Klaus Schwab in Moderne Unternehmensführung im (Modern Enterprise Management in Mechanical Engineering) in 1971. In that book, Schwab argued that the management of a modern enterprise must serve not only shareholders but all stakeholders (die Interessenten), to achieve long-term growth and prosperity. The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization (Phillips and Freeman, 2021). The pros of stakeholder theory indicated that, the stakeholder is an instrumental theory of the corporation, integrating both the resource-based view as well as the market-based view, and adding a socio-political level through the action plan and results.

The public employees are considered to be patriotic as they contribute to work giving their skills and knowledge. Besides, in most organizations, human capital is often considered as an investment of the institution, whereby employees are required to make significant efforts and contributions without being trained regularly and

rewarded morally to boost their knowledge and skills. Therefore, through teambuilding and employee performance, institutions should consider employees as key stakeholders who can promote competence and enhance sustainability of the institutions they serve for.

2.1.2 Equity Theory

The equity theory, illustrated by Stacey Adams, was established on the principle that all people must be treated reasonably. The equity theory is based around the terms equity, as being treated respectably in comparison to others and inequity where individuals consider not to be treated as favorably as others and how an individual whether is being treated with justice or injustice. Inputs is what the individual brings to the place of work, such as knowledge, skills and know-how and this is the main focus to be rewarded accordingly and fairly.

Grant and Shin (2011) exerted that one of the important issues about the equity theory relates to how the institution and employees deal with disparities that arise from different types of comparisons. When salary differences are high, high performers making self-comparisons distinguish high justice or equity, but standard and low performers making general comparisons may perceive low equity. Achieng (2022) outline that one solution to solve such a difficulty may recline in executing a salary privacy policy. Apparent fairness is considered important when analyzing pay and its relation to retention.

Kollmann et al. (2020) emphasized equity theory implies that the feeling of dissatisfaction comes from a principle that one is receiving less than one deserves. Consequently, inequality especially in rewards leads to frustration and finally to organizational exist. Additionally, paying the highest remuneration in business may not enhance retention, but being competitive in the businesses is paramount (Taylor, 2002). Nevertheless, remuneration is simple to emulate by competitors hence adapting a truly price determined strategy will not be sustainable in long term.

For that reason, remuneration can be vital to enhance retention of employees, and organizations should feature on pragmatic profit customized by employees and which are harder to replicate by competitors such as: education and support, promotion possibilities, balance between life and work and conducive workplace atmosphere (Moroko & Uncles, 2009).

Furthermore, the view of justice is a vital theory at the workplace where injustice has been linked to displeasure with rewards, reduced morale on the job and willingness to quit the organization. If employees are rewarded objectively, this lead them to trust their organizations considering it as vigilant, and grateful and may contribute to employees' retention mechanisms. Equity theory supports the variable teambuilding and equitable treatment of employees to boost their moral and performance as it addresses equitable ration between the inputs and outputs at the workplace.

2.1.3 Agency Theory

The theory starts with a principal giving orders and an agent taking these orders. However, the principal has specific interests (when giving these orders) and agent has specific interests (when taking these orders) and those interests must not be convergent. Further, because of specialization the agent has some information advantage about the used processes, the achieved results and the important circumstances of its tasks. The problem now is that the agent, as a utility maximizing actor, might use that advantage to pursue his own interests (Lane, 2013).

Now, by creating an agency and basically reducing input control and implementing a contract based result control and the problem with different interests and goals can be solved. On one hand the agent is now obliged to fulfill the contract and should produce exactly what the principal desired during the planning. On the other hand, the principal can no longer prescribe on how the agent has to execute its tasks. This could have a positive effect on the performance of the agency, as the agent can decide by himself on the optimal mix of inputs to produce the requested results (Verhoest, 2013).

According to that the agency should be as independent as possible from the core government to perform best, but the department or Ministry must be powerful enough to enforce the agency to produce the desired output. The information gap between the agent and the principals accords the agent an advantage over the principal. To ensure maximum return for little effort the agent may use the information for their own good and detriment to the principal (Mitchel, 2013).

There are different aspects of performance that are hard to measure while on the other hand they have the greatest influence on the achievements. Therefore, what was part of the performance contract are only the measurable aspects (Mayne, 2016), a challenge that the Agency theory does not address. The theory takes into account extrinsic motivation of the agent and ignores the intrinsic motivation. The match of the employee's intrinsic motivation and the public sector organization goals will reduce the burden on the government to motivate the staff (Spekle & Verbeeten, 2014). Given that employees were motivated to do what they do; this doesn't mean that autonomy should be refused completely in fact there is always leeway for variation within formal structures.

2.2 Empirical Review
2.2.1 Defining Shared Goals of Team

Inter-organizational communication plays an important role in promoting strategic collaboration among firms (Cameron & Whetten, 2011; Terence et al., 1988). Paulraj et al. (2008) performed an investigation in supply chain management by studying the antecedents and performance outcomes of inter-organizational communication. Paulraj investigated the inter-organizational communication and its effect as a relational competency as a strategic advantage for supply chain partners. They used structural equation modeling to test a number of hypothesized relationships based on a sample of over 200 United States companies. They reported some evidences for the notion of inter-organizational communication as a relational competency, which enhances buyers' and suppliers' performance.

Neill and Rose (2021) performed an empirical investigation on the impact of strategic complexity on marketing strategy and organizational performance and reported that the proposition that strategic complexity was an organizational capability, which enabled more important strategy making and produces superior firm performance. Many people believe that a positive approach may help increase performance of employees and performed an empirical survey to test this. They explained that many organizations normally depend on performance evaluation measures to receive feedback to managers based on the achievement of strategic objectives. They explained that performance evaluation had been concentrated on negative effects of performance, recommending that managers might not be achieving necessary reinforcement of the positive elements of their decisions.

2.2.2 Collaboration

According to Cravens et al. (2017), performance measures not only generate enough motivation, but also help communication and the exchange of necessary information among managers when it is applied properly. Under such circumstance, individual managers may reach their personal objectives, while the organization satisfies its strategic goals. The application of positive organizational scholarship rules on performance evaluation metrics can assist us to make the evaluation process, more effectively. They explain that using performance measures framed in a positive form normally helps create more creativity, more problem-solving ability, and wider communication among managers, leading to progress towards organizational goals.

Lin (2008) investigated the role of effective factors on organizational knowledge sharing where three factors of organizational structure, organizational culture and interaction among departments were reported to have positive effect on knowledge sharing. They reported that first, the situation of knowledge sharing is rather desirable, second age, work experience, field of study, educational level and organizational position did not have any influence on knowledge sharing and knowledge sharing had a positive relation with human factors and negative relationships with structural factors. They also recommended that there was a positive relationship among knowledge sharing, creative and supportive culture and negative relationship between knowledge sharing and bureaucratic culture. These days, teambuilding plays an essential role on the success of firms and there are many studies, which measure the impact of teambuilding.

2.2.3 Commitment

Sung and Choi (2022) studied the impacts of team knowledge management on the creativity and the performance of organizational teams in some Korean insurance companies. They reported that team knowledge utilization was positively associated with team creativity, which in turn forecasted team financial performance over a 6-month period. The positive influences of knowledge utilization were more important when team leaders maintained a systematic cognitive style and when teams were under uncertain circumstances. They also concluded that the systematic cognitive style of leaders impacted positively on team creativity and moderated the relationship between team knowledge stock and team creativity.

Cooper-Thomas et al. (2022) establishing that high levels of expectations and frequent performance reviews can increase employee participation and cooperation. The scarcity of resources has lead organizations to think more about reducing costs and increasing productivity and efficiency. Reduced variation in processes can reduce cost over time as it relates to process improvement (; however, an organization must continue to incorporate processes that enhance employee engagement.

2.2.4 Team Shared Values

Employee engagement has emerged as one of the greatest challenges in today's workplace. With complexities and stringent regulations in many organizations, employee engagement will continue to challenge organizations in the future. This aspect challenges management because engagement is a critical element in maintaining the organization's vitality, survival, and profitability. Organizations that have highly engaged employees have greater profits than those

that do not (Schneider et al., 2018). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity.

Harvey et al. (2020) explained the consequences of globalization of business, which leads in the emergence of hyper-competition in various firms. It has been lately observed that many organizations with different branches located in various geographical locations where many inter organization communications must happen over internet facilities such as email or other similar services. In fact, inter-organizational relationships have created motivation among many people to improve coordination and communication among the members of the global network. He developed the concept of 'timescapes' to help effective inter-organizational and inter-cultural communications.

III. METHODOLOGY

3.1 Research methodology
In this chapter, the methodology used to collect the study data has been presented. The section indicates the research design to be used by the researcher to achieve the research objectives as well as to answer the research questions, the population studied, the sample size and sampling procedure, the collection methods data, the data analysis as well as ethical considerations that were taken into account during this research.

3.2 Research Design
The researcher conducted both descriptive and correlational studies. Descriptive survey research use surveys to collect information on a variety of issues, quantitative and qualitative approach used for data collected with questionnaire and correlational studies research design examined at the links that exist between variables under the study.

3.3 Study Population and Sample Size
The study targeted a total of 500 police officers between 25 and 55 years who has been in service for at least ten years. These officers are expected to have gained technical skills and experience in various domain. The targeted population are Executive Officers, Senior Officers, Junior Officers and Noncommissioned officers. Sample size is part of the population that the researcher chooses to use in a research as a representation of the total population. The population of the study selected using Slovin's formula. Therefore, the sample size of the study was 222 police officers.

3.4 Data Collection Instruments
Data Collection Instruments are tools or techniques used to gather information and data for research purposes. In this study, questionnaires were used to gather primary data. Police officers served as the primary sources. Textbooks, journals, publications, and websites that discuss the subject served as secondary data sources. Questionnaires contained some study-related questions that were the same for everyone in order to collect data.

3.5 Data Analysis Method
Data analysis involves reducing the accumulated data to a manageable size, developing summaries, researching patterns and applying statistical techniques, while data preparation includes editing, coding and data entry. Data coding involves assigning numbers or other symbols to responses. Data entry converts information gathered by secondary or primary methods into a medium for visualization and manipulation. Version 22.0 of the Statistical Package for Social Science (SPSS) was used as a tool to analyze the data. The Statistical Package for Social Sciences (SPSS) for quantitative analysis was used in the study.

IV. FINDINGS & DISCUSSIONS

The chapter comprises the data presentation, analysis, and interpretation of the findings as set out in the research methodology. The findings have been presented through the effect of teambuilding on employee performance at Rwanda National Police. These findings are related to the following objectives of the study: To find out the effect of defining shared goals of team on employee performance in Rwanda National Police, assess the effect of collaboration on employee performance in Rwanda National Police, determine the effect of commitment on employee performance in Rwanda National Police and determine the effect of team shared values on employee performance in Rwanda National Police. Additionally, these data were presented in the form of descriptive statistical tables, percentages, the mean, and the standard deviation for the data analysis process. Based on the objectives of the study and research questions, information was gathered from 222 respondents taken from Rwanda National Police officers.

This chapter was organized in such a way that the information from primary data was analyzed using Statistical Package for the Social Sciences (SPSS) version 22.0.

Table 1
Perception of Respondents on Defining Shared Goals of Team in RNP

Shared goals	Mean	SD
The shares goals of RNP teams are clearly communicated to all team members.	3.92	1.11
The team shared goals within the RNP framework are articulated in a way that is easy to understand.	4.15	0.82
Members of the team effectively elucidate the aims and priorities of their respective units.	4.05	0.89
There exists continuous communication regarding any particular updates or shifts in the RNP unit common objectives.	3.99	1.04
Members of a team are actively engaged in procedures concerning definition of RNP team aims.	4.06	1.16
Procedures of forming RNP team goals enables for different opinions to be considered.	4.34	0.8
RNP teams' goals conform with Resilience, Networking, and Partnerships principles.	4.33	0.9
RNP team goals alignment with the RNP model is emphasized by leadership	3.14	0.95
Overall	**4**	**0.96**

Table 1 above depicts an analysis of common goals within the Rwanda National Police (RNP) teams structure, focusing on facets connected to communication, conciseness, agreement with principles of organizations, and emphasis on leadership. Assessing shared goals is a vital segment in evaluating teambuilding initiatives effectiveness and their influence on performance of employee within RNP. The analysis is based on core rationale and opinions discussed earlier in teambuilding and organizational development context.

The first facet examines whether RNP teams shared goals are communicated clearly to the entire team members. A high mean value of 3.92 hints positive agreement goals are communicated effectively. The standard deviation of 1.11 depicts heterogeneity in respondents' reactions.

The second aspect assesses whether team shared goals within the RNP framework are articulated in a way that is easy to understand. The high mean score of 4.15 indicates a relatively high level of agreement in goal articulation with heterogeneous response among respondents (standard deviation of 0.82). The third aspect examines whether team members effectively explain the objectives and priorities of their respective teams. The high mean score of 4.05 reflects a positive assessment in this regard. While, Standard deviation of 0.89 indicates heterogeneity in response about the statement among respondents.

The fourth aspect explores whether there is consistent communication about any updates or changes in the RNP team shared goals. The high mean score of 3.99 suggests a positive agreement with heterogeneous response among. The standard deviation of 1.04 indicates heterogeneity in responses.

The fifth aspect assesses whether team members are actively involved in the process of defining RNP team goals. The high mean score of 4.06 reflects a positive assessment, emphasizing the importance of collaborative goal-setting in teambuilding with heterogeneity in response among respondents (with standard deviation of 1.16). The sixth aspect evaluates whether the process of setting RNP team goals allows for diverse perspectives to be considered. The very high mean score of 4.34 and standard deviation of 0.80 indicates a very high level of agreement with heterogeneous response among respondents.

The seventh aspect examines whether the goals of RNP teams align with the principles of Resilience, Networking, and Partnerships (RNP). The very high mean score of 4.33 and standard deviation of 0.90 suggests strong positive agreement with heterogeneity in responses among respondents. The final aspect assesses whether the alignment between RNP team goals and the RNP framework is emphasized by leadership. The neutral mean score of 3.14 indicates a potential gap in leadership emphasis on alignment. With the standard deviation of 0.95, there is a heterogeneity in responses among respondents about the statement.

The overall high mean score of 4.00 indicates positive agreement on all statements but with heterogeneity in responses as indicated by the overall standard deviation of 0.96 that the shared goals of team affect the employee performance. Regarding assessment of teambuilding and performance of employee in the Rwanda National Police (RNP), shared goals analysis denotes a number of strengths, encompassing goal articulation clarity, active engagement in definition of goals, and agreement with principles of organizations. Nonetheless, there are chances for enhancement in scopes e.g. clear and efficient communication of shared goals, regular updates, and leadership emphasis on

agreement. Dealing with these contexts can promote teambuilding efforts effectiveness and result to better performance of employee within RNP.

Outcomes align with Schöttle and Tillmann's (2018) research on the benefits of challenging and meaningful goals in promoting effectiveness of a team. The authors assert the value of goal setting that are both demanding and clear, conforming with the outcomes in Table 1 above that depict the positive effect of clear communication, articulation of goals, and agreement with organizational principles on performance of a team within the Rwanda National Police. This agreement strengthens the notion that goals which are well-communicated and challenging can result to enhanced performance of a team, as noted by Schöttle & Tillmann (2018).

The Stakeholder concept stresses the value of taking into account all stakeholders, encompassing employees, in organizational management. In this current survey, as anchored by the Stakeholder Theory, outlining shared goals within a team is viewed as a mechanism to handle both RNP and employees interests.

Table 2
Perception of Respondents on Team Collaboration

Collaboration	Mean	SD
Collaboration is actively promoted within RNP initiatives as a key aspect of teambuilding.	3.89	1.18
I feel that there is a strong culture of collaboration among members of RNP teams.	4.01	1.19
Team members are encouraged to share their expertise and insights to enhance collaboration.	4.09	1.19
Collaboration within RNP is perceived as essential for achieving our collective goals.	3.98	1.08
RNP initiatives provide opportunities for cross-functional collaboration and knowledge exchange.	3.87	0.97
Channels of communication across RNP teams are effective for distributing information and updates.	3.95	1.01
Members of a team voluntarily communicate relevant information with the rest to reinforce collaboration.	4.21	1.01
There exists goal sharing, communicating successes and constraints within RNP initiatives.	4.22	0.98
Overall	**4.03**	**1.08**

Table 2 above, illustrates collaboration analysis within Rwanda National Police (RNP) initiatives. The outcomes focus on its active promotion, tradition, inspiring expertise sharing, and its detected benefit in attaining shared goals. A central facet of teambuilding and organizational culture is collaboration and its assessment is crucial in grasping its effect on dynamics of a team and overall performance. The analysis combines key tenets and ideas from teambuilding and organizational development field.

The initial facet looks at whether collaboration is boosted actively within RNP initiatives as a core aspect of teambuilding. The elevated mean value of 3.89 hints a positive agreement and standard deviation of 1.18 denotes a heterogeneity reaction among responders that there exists a recognition of the benefits of collaboration, although there may be opportunities and chances for more active promotion.

The next aspect evaluates whether there is existence of a strong collaboration tradition among RNP team members. The elevated mean value of 4.01 depicts a favorable agreement of the prevailing collaboration culture. Nevertheless, a standard deviation of 1.19 demonstrates heterogeneity in participants' responses.

The third facet looks at whether members of the team are inspired to share their experience and insights to boost collaboration. An elevated mean figure of 4.09 and a standard deviation of 1.19 reflects a positive environment for expertise sharing with heterogeneous response among respondents.

The fourth aspect assesses whether collaboration within RNP is perceived as essential for achieving collective goals. The high mean score of 3.98 suggests that there is a positive recognition of the importance of collaboration in goal achievement. While the standard deviation of 1.08 indicates heterogeneous response among respondents.

The fifth aspect explores whether RNP initiatives provide opportunities for cross-functional collaboration and knowledge exchange. The high mean score of 3.87 and standard deviation of 0.97 indicates a moderate positive level of agreement on opportunities for cross-functional collaboration with heterogeneous response.

The sixth facet looks at communication channels effectiveness within RNP teams for information sharing and updates. A high mean figure of 3.95 and SD=1.01 hints that there is a positive alignment with heterogeneous reactions among participants.

The seventh element determines whether members of the team conveniently share desirable information with their peers to foster collaboration. A high mean value of 4.21 and SD=1.01 alludes a substantial positive agreement but heterogeneous answers among participants of information sharing. Outcomes conform well to Mentzer et al.

(2001) that complying to share information enhances goal sharing and cooperation. The last element assesses whether there is sharing of goals in dividing both successes and constraints within RNP initiatives. The elevated mean value of 4.22 with SD=0.98 illustrates a high positive agreement extent on share goals.

The overall high mean value of 4.03 and standard deviation of 1.08 alludes that there exists a positive agreement but heterogeneous reaction in responders on how collaboration of a team influence performance of employees. In assessing collaboration context within Rwanda National Police (RNP) initiatives together with its effect on teambuilding and organizational culture, the analysis demonstrates a number of strengths. These entail a positive collaboration tradition, inspiring expertise sharing, in addition to share goals in enjoying successes together as well as challenges. Nevertheless, there exists opportunities for better active collaboration promotion, boosting channels of communication, and promoting cross-functional collaboration. Dealing with these domains can additionally bolster collaboration within RNP and lead to better dynamics of a team and organizational performance. Outcomes conform to Rushton et al. (2017) study that effective channels of communication are essential for enabling collaboration and sharing of information.

Equity Theory stresses on the equal treatment and rewards among people in places of work. Collaboration among members of a team or unit is viewed as a way to ascertain justice and equal involvement. In assessing how collaboration influences performance of employee of RNP is emphasized by Equity, present aim delves into whether equal treatment and cooperation affect personal and performance of teams in RNP.

Table 3

Respondent's Views on Team Commitment

Commitment	Mean	SD
I am wholly devoted to collaborating with my RNP members effectively.	4.31	1.18
My commitment to RNP teambuilding inspires me to contribute actively to our aims.	3.49	1.45
I assign priority to our RNP initiatives success over individual preferences.	3.69	1.16
Illustrating commitment to teambuilding is paramount for RNP initiatives success.	3.95	1.04
I am wholly devoted to cultivating unity and cooperation within our RNP team.	3.75	0.82
My commitment to teambuilding inspires me to take part in unrestricted communication with my RNP team.	4.35	0.09
I persistently look forward to perform collaboratively to attain our RNP goals.	4.21	1.01
I am willing to go the extra mile to support my RNP team members when needed.	4.06	1.21
Overall	**3.98**	**1**

Within the table 3, the analysis assesses the commitment levels of team members within Rwanda National Police (RNP) initiatives and explores their implications for effective teambuilding and organizational performance. The mean scores and standard deviations (SD) associated with each statement provide insights into the depth of commitment and its real-world impact.

The high mean score of 4.31, coupled with a relatively low SD of 1.18, indicates that team members have a very strong positive commitment to collaborating effectively with their RNP peers but with heterogeneity in responses among respondents about the statement.

The high mean score of 3.49 and SD=1.45 suggests that while commitment-driven motivation exists with positive agreement. The relatively high SD of 1.45 indicates some heterogeneity in the extent to which commitment motivates team members. In practice, increasing the motivational impact of commitment can be achieved by reinforcing the idea that individual contributions directly contribute to the team's success. When team members are intrinsically motivated by their commitment to the team's goals, they are more likely to exhibit proactive and enthusiastic behaviors, going above and beyond to achieve those objectives.

A high mean value of 3.69 alongside a heterogeneity SD of 1.16, hints that members of a team regularly acknowledge the value of prioritizing RNP initiatives success over individual preferences. This was with a positive concurrence among responders and heterogeneous answers. In actual-world settings, this posits that while personal preferences may rarely affect decision-making, there is an overwhelming comprehension of the need to put first the goals of a team. Bolstering this comprehension can additionally promote dynamics of a team, ascertaining that personal preferences conform to organizational aims and encouraging success collectively.

The high mean value of 3.95 stresses acknowledgement of commitment's core function of RNP initiatives success. The relatively decreased SD of 1.04 depicts heterogeneity in answers in grasping of this importance among members of a team. In real world, this indicates the awareness that a team which is committed is well equipped to

cope with obstacles and attain anticipated results. Leveraging this comprehension, leadership of RNP and team members can regularly stress the value of commitment in endeavors of teambuilding, bolstering the message that commitment is not just hype but a fundamental success driver.

The elevated mean value of 3.75, with a relatively decreased SD of 0.82, hints that members of the team are devoted to promoting a sense of unity and cooperation amongst their RNP team. This is together with positive agreement and heterogeneous reaction among those polled. In real world, this devotion transmutes into a collaborative culture where members of a unit actively help one another, perform cohesively, and in unity follow shared goals. This cultural facet results to better cohesion in a team and in the end, improved RNP initiatives outcomes.

The very high mean score of 4.34, accompanied by an exceptionally low SD of 0.09, indicates that commitment to teambuilding drives team members to engage in open communication with a very strong positive agreement and homogeneity in participants' responses on the statement. In practice, this means that team members actively share information, feedback, and insights transparently. The low SD signifies a unanimous commitment to open communication, which enhances share goals, ensures that all team members are well-informed, and fosters better decision-making and overall team effectiveness.

The high mean score of 4.21 reflects a strong positive agreement on commitment to collaborative efforts aimed at achieving RNP goals. The heterogeneity SD of 1.01 indicates that team members heterogeneously exhibit a determination to work together efficiently and effectively. In practical terms, this commitment translates into persistent efforts to overcome obstacles, adapt to changing circumstances, and maintain focus on achieving shared objectives, ultimately resulting in the successful execution of initiatives.

The high mean score of 4.06, with a relatively high SD of 1.21, Indicates a strong positive willingness among team members to support their peers when needed, even beyond their regular responsibilities with heterogeneous response among participants. In practice, team members who are willing to go the extra mile exhibit a deep commitment to team success. They readily step in to provide assistance or support during challenging situations, contributing to a collaborative and resilient team.

The overall high mean score for team commitment is 3.98, with a standard deviation of 1.00. This numerical value of 3.98 indicates a relatively high positive level of agreement on commitment among RNP team members but with heterogeneous response. This high level of commitment bodes well for the organization, as it suggests a cohesive and motivated workforce that prioritizes collective success. While the mean score is already quite positive, there is room for improvement in certain aspects, such as strengthening the motivational aspect of commitment and further aligning personal preferences with team goals.

The findings in Table 3 align with the emphasis of Finland (2021) on the significance of a committed team. Finland (2021) posit that a team which is committed goes further to attain targets and objectives, comprehending their duties in achieving them. The bolstered commitment seen in this research, as depicted by elevated mean values and decreased standard deviations demonstrates the value of commitment in promoting collaboration, open communication, and a devotion to shared goals within Rwanda's National Police (RNP) team. This commitment-driven technique leads to better effectiveness of a team and the successful execution of RNP initiatives, in agreement with Finland's viewpoint.

The Agency Theory focuses on the correlation between principals (leaders) and agents (employees) and how their interests can be merged. Commitment of employee is seen as alignment measure between goals of an employee and the organization's goals. By exploring the influence of commitment on performance of employee, this aim evaluates whether Agency Theory tenets, which entail conforming interests and trust, affect performance of a person within the Rwanda National Police.

Commitment to teambuilding analysis within RNP initiatives offers valuable perceptions into the actual-world deductions of levels of commitment. Outcomes emphasize the strengths and opportunities for betterment in dynamics of a team and stress the key function of developing commitment as a guiding force behind successful teambuilding endeavors and organizational performance within the Rwanda National Police.

Table 4

Respondent's Views On Team Shared Values

Shared values	Mean	SD
Shared values are well and articulately communicated and mixed into RNP initiatives.	4.42	1.16
Shared values are the directing tenets for planning and enforcing RNP initiatives.	3.43	1.45
Consistent reminders, notifications and updates stress the function of shared beliefs in RNP initiatives.	3.69	1.16
Shared values are acknowledged in RNP team meetings, debates and discussions.	4.45	1.04
The shared values worked out in RNP conform with Resilience, Networking, and Partnerships principles	3.75	0.82
Members of a team actively connect the values of the organization with the core principles of RNP.	4.35	0.09
Shared values act as a connector between personal endeavors and the wider mission of RNP	4.21	1.01
Concurrence of shared values with tenets of RNP is adequately debated and strengthened.	4.06	1.21
Overall	**4.05**	**0.99**

Table 4 above depicts an increased mean value of 4.42. This demonstrates strong positive concurrence among responders that shared values are communicated effectively and effortlessly incorporated into Resilience, Networking, and Partnerships (RNP) initiatives. This conform to Dermol and Širca (2018) study which stress on the benefits of explicit value communication in organizational culture. The relatively low standard deviation (SD = 1.16) hints a relatively heterogeneous reaction, denoting a high level of concurrence among responders on this facet.

On the other hand, the neutral mean value of 3.43 for this argument hints areas for improvement in adopting shared values as directing principles in the setting of RNP initiatives. According to Vidgen et al. (2017) outcomes reflects the conventional impediments organizations undergo in transferring values into actionable tactics. The relatively elevated standard deviation (SD = 1.45) reflects a heterogeneity in answers, hinting some differences in perceptions concerning the effectiveness of shared values as directing tenets.

Increased mean value of 3.69 posit that while reminders, notifications and updates concerning shared values prevail, there may be opportunities and options to boost their effectiveness with positive concurrence among responders. This confirms with the opinion advanced by Kotter and Heskett (2022). The authors asserted the value of continuous strengthening of organizational values. A standard deviation (SD = 1.16) hints a level of heterogeneity in answers, denoting some difference in perceptions concerning the efficacy of reminders, notifications and updates.

On the other hand, a very high mean value of 4.45 hints a strong favorable agreement on the reality that shared values feature actively in RNP team meetings, debates and discussions. Outcomes conform well to Brown (1998) findings that a bolstered organizational commitment to debating and strengthening shared values within RNP initiatives settings. The relatively low standard deviation (SD = 1.04) indicates a relatively heterogeneous response, reflecting a higher degree of agreement among participants.

The high mean score of 3.75 indicates agreement on alignment between the shared values and the core principles of RNP. The standard deviation (SD = 0.82) suggests a relatively heterogeneous response, indicating a relatively consistent perception among respondents regarding this alignment.

The very high mean score of 4.35 reflects a proactive approach by team members in connecting organizational values with the fundamental principles of RNP. The very low standard deviation (SD = 0.09) indicates a high level of consensus among respondents, suggesting a very strong agreement on this aspect.

Another high mean score, 4.21, indicates that shared values effectively bridge the gap between individual efforts and the overarching RNP mission with a very strong agreement among respondents on the assertion. The standard deviation (SD = 1.01) suggests a degree of heterogeneity in responses, indicating some diversity in perceptions regarding the effectiveness of shared values as a bridge.

Finally, elevated mean value of 4.06 indicates that there is a positive agreement on conformity between shared values and RNP principles is regularly debated and supported within the organization. The relatively increased standard deviation (SD = 1.21) hints heterogeneity in answers, revealing some differences in perceptions concerning the frequency and effectiveness of discussions and support.

The somewhat high overall mean value of 4.05 shows a general favorable agreement that shared values are effectively incorporated into RNP's actions, conform with its mission, vision and principles, and act as a link between personal endeavors and the wider organizational mission. Although there exists some heterogeneity in reactions across specific arguments (SD=0.99), the overall agreement alludes that shared values function considerably in forming the organizational culture and directing conduct within the Rwanda National Police.

Equity Theory postulates how shared values within a unit can lead to a sense of justness and shared anticipations. By investigating the effect of team shared values on employee performance, this objective examines whether the principles of fairness and equity, as emphasized by the Equity Theory, influence individual and team performance within the Rwanda National Police.

In summary, these findings offer a comprehensive view of the integration and impact of shared values within RNP initiatives, taking into account both the mean values and standard deviations, which provide insights into the consensus and variability of responses among participants. This analysis sheds light on both strengths and areas for potential enhancement in fostering a cohesive and value-driven organizational culture.

Table 5

Respondents Views on Employee's Performance in RNP

Employee's performance	Mean	SD
Team's efforts have contributed to achieving shorter response times to emergency calls.	3.71	1.17
The rate at which police clear criminal cases has improved over the past year.	3.97	1.19
Disciplinary actions within RNP are applied fairly and consistently.	4.21	1.03
Police officers have built positive relationships with the community they serve	4.19	1.13
Police officers are proud to be a member of the Rwanda National Police, and committed to delivering high-quality service to the community.	4.22	1.02
The communication and coordination among officers within department are efficient and effective.	4.05	1.21
The police officers respond promptly to emergency calls and incidents.	3.71	1.17
The police officers maintain a respectful and professional behavior when interacting with community members.	4.16	1.18
Overall	**4.03**	**1.13**

The table 5, the level of agreement (mean=3.71 which is high) here suggests that respondents team's efforts have contributed to achieving shorter response times to emergency calls. The standard deviation (SD = 1.17) implies some heterogeneity in views. Respondents generally agree that the rate at which police clear criminal cases has improved over the past year (mean=3.97 which is high). The standard deviation (SD = 1.19) highlights some heterogeneity in opinions. The very strong positive agreement here (mean=4.21 which is high) indicates that Disciplinary actions within RNP are applied fairly and consistently. The standard deviation (SD = 1.03) implies a heterogeneous.

Respondents strongly believe (mean=4.19 which is high) that police officers have built positive relationships with the community they serve. The standard deviation (SD = 1.13) indicates some heterogeneity in views. The data underscores the very strong positive agreement (mean=4.22 which is high) among respondents that police officers are proud to be a member of the Rwanda National Police, and committed to delivering high-quality service to the community. The standard deviation (SD = 1.012) indicates a heterogeneous response. While the mean score (mean=4.05 which is high) suggests a significant positive level of agreement, the standard deviation (SD = 1.21) indicates some heterogeneity in opinions regarding the communication and coordination among officers within department are efficient and effective.

The data suggests that the police officers respond promptly to emergency calls and incidents, with respondents expressing a high level of agreement (mean=3.71 which is high). The standard deviation (SD = 1.17) implies heterogeneity in views. This statement emphasizes that the police officers maintain a respectful and professional behavior when interacting with community members with strong positive agreement (mean=4.16) within RNP initiatives. The standard deviation (SD = 1.18) suggests heterogeneity. Overall, the respondents positively agreed on the employee's performance in Rwanda National Police (mean=4.03 which is high). The standard deviation of 1.13 indicates heterogeneity in response on the employee's performance in Rwanda National Police among respondents, there may be some variability in the perceived degree of alignment.

The findings are in line with Finland et al. (2021) mentioned that one of the most tangible indicators of enhanced employee performance resulting from effective teambuilding is the accomplishment of tasks and heightened productivity. Collaborative endeavors enable pooling of skills and expertise, facilitating teams to finalize complex projects more conveniently. The incorporated efforts of unit members mostly lead to faster completion of tasks, positively affecting overall levels of productivity.

To conclude, these outcomes demonstrate the complex correlation between teambuilding, collaboration, shared values, and quality of service within Resilience, Networking, and Partnerships (RNP) initiatives. Although there exists a general agreement on the benefits of these relationships, the standard deviations posit that individual

opinions can differ. To maximize quality of service, organizations may be required to consider how to enhance a shared comprehension of the significance of teamwork and shared values while acknowledging personal differences in perspective.

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870[a]	0.757	0.752	0.3053052

a. Predictors: (Constant), Team shared values, Defining shared goals of team, Team commitment, Team collaboration

The table 6, presents the results of a regression analysis that investigates the effect of a set of predictor variables, including Share Goals, Commitment, Collaboration, and Shared Values on the dependent variable, Employees' performance in Rwanda National Police.

The multiple correlation coefficient (R) for Model 1 is 0.870, indicating a strong linear relationship between Employees' performance in Rwanda National Police and the combination of predictor variables (Team shared values, Defining shared goals of team, Team commitment, Team collaboration). This indicates that these predictors collectively influence and explain variations in employees' performance in Rwanda National Police. The coefficient of determination (R Square) is 0.752, implying that approximately 75.2% of the variance in Employees' performance in Rwanda National Police can be attributed to the predictor variables. This signifies a substantial degree of influence that the predictors have on performance ratings.

The findings align with Kraus and Riche (2016) emphasis on effective teambuilding. Research highlights that effective teambuilding leads to improved work quality through the exchange of diverse perspectives and ideas within teams, resulting in higher work standards and reduced errors. These outcomes mirror the results of the regression analysis, which demonstrate a strong relationship between predictor variables related to teamwork and employees' performance, emphasizing the significant influence of effective team dynamics on performance outcomes in Rwanda National Police.

Table 7

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	62.844	4	15.711	168.951	.000[b]
1	Residual	20.227	217	0.093		
	Total	83.071	221			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Team shared values, Defining shared goals of team, Team commitment, Team collaboration

The table 7, presents the results of an analysis of variance (ANOVA) for a regression model that aims to assess the statistical significance of the relationship between the dependent variable, "Employees' Performance in RNP" (as indicated in note a), and a set of predictor variables, including Share Goals, Commitment, Collaboration, and Shared Values. Most importantly, the F-statistic of 168.951, along with a significance level (Sig.) of 0.000, indicates that the regression model is statistically significant at the 0.05 alpha level. This implies that the combination of Share Goals, Commitment, Collaboration, and Shared Values collectively contributes significantly to explaining Employees' Performance in RNP.

Outcomes are in agreement with Stahl and Maznevski (2021) study which stress on the benefit of effective team building. The authors underscores that effective team building promotes creativity, invention and innovation, which are main guides of employee performance. This concurs with the perception that collaborative settings, where people with different skill sets function as a whole, results in novel solutions and innovation in products, services, and procedures. Outcomes of research, as well as Stahl and Maznevski viewpoint, demonstrate the positive and favourable influence of team building and collaboration on performance of organizations and innovation.

To conclude, the ANOVA outcomes strongly hint that the chosen predictors, encompassing Share Goals, Commitment, Collaboration, and Shared Values, all together play a statistically substantial function in explaining and predicting Employees' Performance in the RNP setting. The F-statistic's significance at the 0.05 alpha level underpins the usefulness of these elements in forming and affecting performance of employees within this particular organizational setting. This depicts the value of considering and bringing up these facets to boost performance results in RNP context.

Table 8

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.315	0.127		2.472	0.014
	Defining shared goals of team	0.303	0.042	0.325	7.231	0
	Team collaboration	0.148	0.07	0.156	2.14	0.034
	Team commitment	0.178	0.051	0.184	3.498	0.001
	Team shared values	0.309	0.072	0.328	4.274	0

a. Dependent Variable: Employee performance

Table 8 above depicts outcomes of a multiple regression analysis, seeking to explore the connection between the dependent variable, "Employees' Performance in RNP" (as specified in note a), and a set of predictor variables, encompassing Share Goals, Commitment, Collaboration, and Shared Values. At the same time, four specific hypotheses are tested regarding the influence of these predictor elements on performance of employees in RNP. From the table, there is analysis, interpretation, and discussion of the data as well as hypotheses testing

The constant also known as the intercept in the framework is 0.315 along with a standard error of 0.127. The coefficient depict the anticipated figure of Employees' Performance in RNP when all predictor variables are zero. This means that an increase of one unit in Share Goals is linked with an increase of 0.303 units in Employees' Performance in RNP. In addition, the associated significance level (Sig.) is 0.000, representing that Share Goals possess a statistically significant influence on Performance of Employees in RNP. The coefficient which is unstandardized for Commitment equals 0.148. This hints that an increase in one unit in Commitment is linked with an increase of 0.148 units in Employees' Performance in RNP. At the same time, the associated significance level (Sig.) equals 0.034, depicting that Commitment has a statistically substantial effect on Employees' Performance in RNP. The coefficient which is unstandardized for Collaboration equals 0.178. This hints that an increase in one unit in Collaboration is connected with an increase of 0.178 units in Performance of Employees in RNP. The associated significance level (Sig.) is 0.001, depicting that Collaboration has a statistically substantial effect on Employees' Performance in RNP. The coefficient of unstandardized for Shared Values equals 0.309. This means that an increase in one unit in Shared Values is linked with an increase of 0.309 units in Performance of Employees' in RNP and the linked significance level (Sig.) equals 0.000, depicting that Shared Values possess a statistically significant effect on Performance of Employees' in RNP.

The findings align with Khosravi et al. (2020) emphasis on the pivotal role of teambuilding. Researchers highlights how teambuilding fosters collaboration, enhances task accomplishment, improves productivity, and contributes to innovative outcomes. This mirrors the significant relationship found in Table 8 between predictor variables (Share Goals, Commitment, Collaboration, and Shared Values) and Employees' Performance in RNP, emphasizing the essential connection between teambuilding and elevated employee performance.

The multiple regression analysis underscores that Share Goals, Commitment, Collaboration, and Shared Values collectively and significantly influence Employees' Performance. Specifically, each of these factors has a statistically significant and positive impact on employee performance. This suggests that teams that define shared goals and objectives, exhibit commitment, foster collaboration, and uphold shared values tend to have higher employee performance outcomes.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The general objective of this study was to assess the effect of teambuilding on employee performance at Rwanda National Police. Specifically, this research was guided the following specific objectives: To find out the effect of defining shared goals of team on employee performance in Rwanda National Police, to assess the effect of collaboration on employee performance in Rwanda National Police, to determine the effect of commitment on employee performance in Rwanda National Police, and to determine the effect of team shared values on employee performance in Rwanda National Police. The results indicate that Share Goals has a statistically significant influence on Employees' Performance (Sig. = 0.000). The Commitment has a statistically significant influence on Employees' Performance (Sig. = 0.034). The Collaboration has a statistically significant influence on Employees' Performance (Sig. = 0.001). Shared Values has a statistically significant influence on Employees' Performance (Sig. = 0.000). Hence, the null hypotheses (H01, H02, H03, and H04) proposing no significant influences of Share Goals,

Commitment, Collaboration, and Shared Values on employee performance in Rwanda National Police, are rejected, as their p values were less than 0.05 indicates a significant effect of these teambuilding aspects on the employee performance in Rwanda National Police.

5.2 Recommendations

RNP should implement a comprehensive and transparent goal-setting process that involves employees in defining and aligning their individual and team goals with the organization's mission and objectives. RNP should foster a culture of collaboration by organizing cross-functional training, workshops, and team-building activities that encourage open communication, idea sharing, and joint problem-solving. Develop initiatives to enhance employee commitment, such as recognizing and rewarding dedicated service, providing opportunities for professional growth and development, and establishing mentorship programs to strengthen the sense of belonging and dedication among the workforce. RNP recommended to promote and reinforce the organization's core values through consistent communication and role modeling by leadership.

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