

Teamwork Effectiveness in the Financial Management Sector Mauritius

A Damar – Ladkoo*

Faculty of Law & Management

University of Mauritius

Réduit

E-mail: a.ladkoo@uom.ac.mu

G R Ladkoo

E-mail: girishladkoo@yahoo.com

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Abstract

This paper provides evidence of how team effectiveness affects the Mauritian Financial Management sector's performances. Principles, theoretical concepts and factors affecting teamwork effectiveness literatures, were reviewed. A census was conducted via a detailed survey with employees of one leading Financial Management Company in Mauritius. The study revealed that: 1) at strategic level companies required to enhance their ways of communication with employees to enhance teamwork effectiveness, 2) at departmental levels team leaders needed to enhance their leadership skills and foster appropriate team balance in a collaborative environment, and 3) training and continuous development was a must to improve individual contribution of employees towards teamwork effectiveness. High performance teams in Financial Management companies will enrich the success of this sector of the Mauritian economy.

Keywords: Team, Teamwork, Effectiveness, Financial, Management, Companies, Strategic, Mauritius.

**For correspondences and reprints*

1. INTRODUCTION

“Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare” (Lencioni, 2002). In today’s corporate environment, it appears the team – not the individual – holds the key to business success (Korn/Ferry University, 2009), showing that teamwork is truly powerful. Ilgen, Hollenbeck, Johnson and Jundt (2005) reflect the emerging perspective of teamwork as a dynamic, emergent and adaptive entity embedded in a multilevel system. Yet, effective teamwork is the spark which will lighten the path of organisations towards excellence. According to Kenneth, Timothy, Skurnik, Rodriguez, Lynn and Simko (2010), effective teamwork is based on some of the core points like: importance of communication, collaboration and cooperation, coordination, effective leadership, team-learning, emphasised team goals, importance of problem-solving and decision making. Poor teamwork coordination within and between departments can negatively influence a company’s performance. Preliminary personal observations showed that poor implementation of an appropriate organisational structure can be a hurdle to pursue growth strategies in many Financial Management Companies which has seemingly caused poor level of teamwork. Even though the financial sector of Mauritius is thriving, it has become important to give concrete thoughts and investigate towards creation of effective teamwork because as per Le Mauricien (2013), Mauritius has been prey to shifts in its global financial image and goodwill on international financial markets. Does this mean that teamwork is rare? This study will focus on one major Financial Management Company in Mauritius to bring solutions to the above problem. All financial Management companies are regulated by the Financial Services Commission Mauritius and thus, have many common aspects. Findings from this study can be therefore applied in other companies as well. The objectives were: 1) to assess the existing level of team coordination; 2) to identify the reasons for lack of team coordination; and 3) to suggest ways to enhance team effectiveness based on the knowledge of this study’s empirical results.

2. LITERATURE REVIEW

Ubuntu is a philosophy that embraces harmonious thinking, talking and behaviour (Broodryk, 2006) and having good teamwork might mean that companies are following this philosophy. But up to what extent? According to an article by Jane Parker and Helen Newell on Teamwork and its contribution to High Performance Workplace Organization: UK response (2007), the majority of recent studies of team working have focused attention primarily on the implications for organizational performance and associated managerial issues, rather than its effects upon employees and the subsequent reception by the workforce. Consequently, this study will focus on effective teamwork within and between various departments of a company, from the employees' perspectives.

2.1 Definitions:

Most research works defined teamwork as a group of people with a distinct identity who work together in coordinated and mutually supportive ways for a common purpose (Khanka, 2010). It was also important to distinguish between teamwork and workgroup. Khanka (2010) describes a working group as a group which has no significant incremental performance need or opportunity that would require it to become a team. While teamwork is a group of interdependent individuals who have complementary skills and are committed to: shared, meaningful purposes, a specific goal and a collaborative work approach whereby clear roles and responsibilities hold themselves mutually accountable for the team's performance (Thompson, 2004). Effectiveness pertains specifically to the accomplishment of the goals, milestones and objectives as defined by the requirements of the context or the stakeholder (NATO, 2004).

2.2 Types of teams:

Teams can be classified in diverse ways, as identified by various authors and they are: 1) the functional teams: formed from one manager and his employees. Team is involved in efforts to improve work activities or to solve specific problems within the particular unit (Schermerhorn, 2009); 2) the problem-solving teams: formed by five to twelve hourly employees from same department. Discussion is usually focused on ways to improve the efficiency of the working environment (Robbins, 2009); 3) the self-managed teams: formed by only employees. There is no presence of a manager in such team (Robbins , 2009); and 4) the cross-functional teams: composed of employees from same hierarchical level but belonging to different work areas in the company. This type of team usually gets together to complete specific tasks (Parikh and Gupta, 2010). William, Rothwell and Sullivan (2005) categorised teams in terms of their degree of autonomy and control of the organisation. The team categorisation is as follows: 1) Manager-Led Team, 2) Self-Managing Team, 3) Self-Directing Work Team (SDWT; and 4) Self-Governing Team. Irrespective of the type of teams, there needs to be good coordination.

The level of team coordination:

Margerison (2001) tested the Model of the nine competencies of the team in various industrial fields and cultures: Counselling, Innovation, Promotion, Development, Organisation, Production, Inspection, Maintaining Connection. The ninth element of a team competency profile is connection. Team leaders have an important role to maintain the link between team members and create the proper atmosphere and working culture for team members to operate. It is important that team leaders provide regular feedbacks and also listen to members' comments.

2.4 Teamwork leadership:

For Katzenbach and Smith (2001), the elements for successful team leadership are: keep the purpose, goals, and approach relevant and meaningful; build commitment and confidence; strengthen the mix and level of skills; manage relationships with outsiders, including removing obstacles; create opportunities for others; and do real work. For Stevens and Campion (2006), successful team leadership enables establishment of effective communication between self and other members. According to Nel, Gerber, Van Dyk, Harbroek, Schultz, Sono and Werner, (2000), a leader is someone who has the ability to inspire group members to achieve group goals voluntarily and enthusiastically.

2.5 Teamwork Competency:

Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2005) established specific parameters questions that can be run through a survey to determine the competency of a team and teamwork competencies. A high level of team coordination in a company will produce effective teamwork. However, many companies lack teamwork coordination.

2.6 Reasons For Lack Of Teamwork Coordination:

Robbins and Finley (2011) provided a thorough understanding of the characteristics of ineffective teams: information, people relationships, conflict, atmosphere, decisions/creativity, motivation and rewards. Once degree of team excellence has been identified, preventive or corrective actions as well as rewards have to be considered.

2.7 Team Effectiveness And Company Performance:

Khanka (2010) mentioned that teamwork contributes to a company performance as follows: It 1) improves the organisation's problem –solving and decision making ability; 2) fosters effective interpersonal relationship of the group member; and 3) improves communications within the group. For Nel (2007), teamwork is important to a company's performance as teamwork allows:

significant improvement in performance when compared to traditional supervisory structures; job satisfaction, due to higher intrinsic rewards; be replaced by peer control, which enables managers to focus on higher strategic issues; peer pressure stimulates performance greater collective commitment to company goals; hierarchical supervision to be replaced by peer control, which enables managers to focus on higher strategic issues; peer pressure stimulates performance.

3. METHODOLOGY

This study aims at assessing the current teamwork level of one of the leading Financial Management Companies in Mauritius – ‘what is happening; to seek new insights; to ask questions and to assess phenomena in a new light’.. Hence, this research has adopted a quantitative approach by doing a case study. Case studies are rich, empirical descriptions of particular instances of a phenomenon that are typically based on a variety of data sources (Yin, 1994). Theoretical sampling of single cases is straightforward; they are chosen because they are unusually revelatory, extreme exemplars, or opportunities for unusual research access (Yin, 1994). A census was carried out with all 70 employees of the Financial Management Company via a self-completion structured questionnaire. This is a common method of business research, and the research instrument should be easy to follow and answer (Bryman and Bell, 2007). These principles were adhered to while developing the questionnaire. The questionnaire covered: demographic details; current level of team work; teamwork coordination; and company performance. All questionnaires need to undergo a pilot test before being used for data collection (Saunders et al. 2009). Hence, a pilot testing was done with 10 employees. Section one of the questionnaire dealt with the respondent’s profile while the remaining section consisted of statements

whereby respondents had to express their views on a five-point Likert-type scale as follows:

Strongly agree	1	Agree	2	Neutral	3	Disagree	4	Strongly disagree	5
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CURRENT LEVEL OF TEAMWORK

	Statements	1	2	3	4	5
1	I can communicate freely with my team leader					
2	I can resolve conflicts constructively with my team members.					
3	I can operate freely, in a non-competitive working environment.					
4	I can participate in the decisions making that affect the team daily operations					
5	I can participate in setting the long term goals of the team					
6	I firmly believe that my performance sets the basis for my annual increment and monthly salary.					
7	The company offers clear opportunities for career advancement					
8	My job is challenging					

TEAMWORK COORDINATION

9	I operate in a flexible manner					
10	The company clearly communicates its goal and strategies with my team members					
11	I collaborate with my team members while working					

12	My team members do not make resistance to changes					
13	My team members test new working models positively					
14	The company culture is pleasant					

COMPANY PERFORMANCE LEVEL

15	I believe that teamwork has improved all employees' performance					
16	I believe that teamwork increased job satisfaction of staff					
17	I believe that teamwork bring greater collective commitment towards company goals					
18	I believe that cooperation and collaboration between colleagues in different department is excellent					
19	I believe that successfully managed teams has a positive effect on initiative					
20	I believe that team member's ideas collectively enhance problem solving capacity					
21	I believe that effective self-managed teams result in a reduction of operation cost					
22	I believe that teamwork allow decision-making to be decentralised to team members on the front-line					

Saunders et al. (2009) define the internal validity in relation to the questionnaires as the ability of the questionnaire to measure what it intends to measure by referring to three specific validity criteria- content, predictive and construct. In light of the above, content validity was assessed to determine whether the questions are capable of measuring the team effectiveness at the chosen company. Reliability indicates whether the results can be repeatable (Malhotra, 2004). Cronbach's Alpha coefficient was used in the study to determine the internal consistency of data. For a total of 26 items, the Cronbach's Alpha value was 0.853. The test showed that there is internal consistency and reliability among all the items of the questionnaire.

4 . RESULTS AND DISCUSSIONS

The Statistical Package for Social sciences (SPSS) 16.0 was used. The total number of employees in the company was 70 and the response rate was 100%. Several variables associated with employee's team work level effectiveness were presented in the forms of cross tabulations and means values (to establish the average level of agreement of each answer).

4.1 Demographic details of respondents:

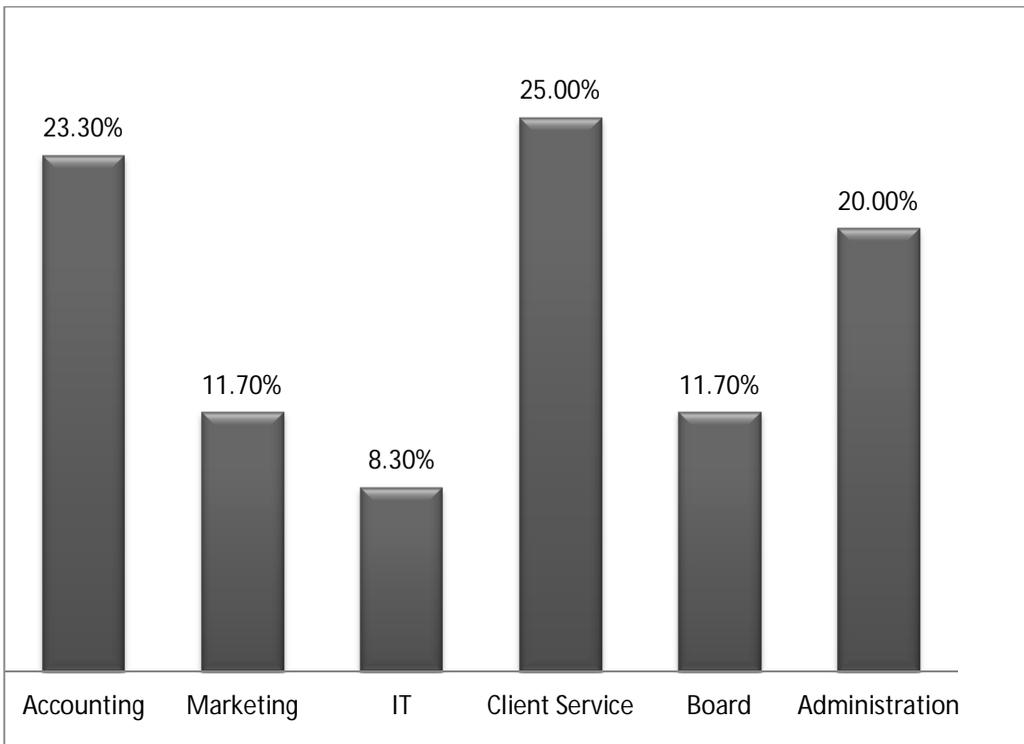


Figure 1: Employee distribution per department

The response rates were higher from the Accounting, Client Service and Administration Departments. The population size of the Accounting and the Client Service department are large compared to the other departments because those departments are the only clients' facing department and need sufficient staffs to properly service the large number of clients.

It is important to note that one limitation here is that the distribution of employees is not same across each department. As such, a response from the department with few employees might mean a high percentage. Thus, it would be better to understand each department and its team individually.

Regarding gender ratio, the survey's responses came from 41.7% males and 58.3% females.

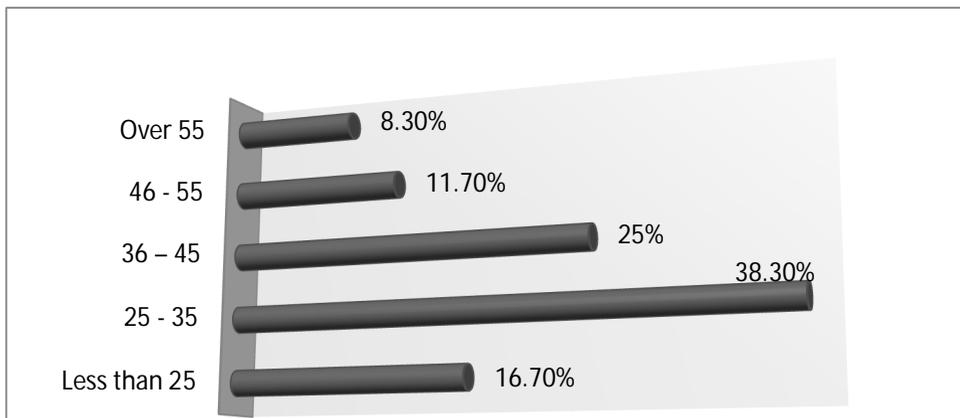


Figure 2: Age

Most of the employees working were young university graduates in the field of Law, Accounting and Management, aged 25 to 35. Regarding the education level, 15 % of the employees have a SC/HSC, 17% have a Diploma followed by 35 % who have a Degree and 33% who have a Master degree. The majority of the population size is well-educated due to the fact that the companies being in the service business needs employees across any hierarchal level to be of high calibre to attend to clients' requests with minimal interventions of senior employees and provide high quality financial solutions.

4.2 Current level of teamwork:

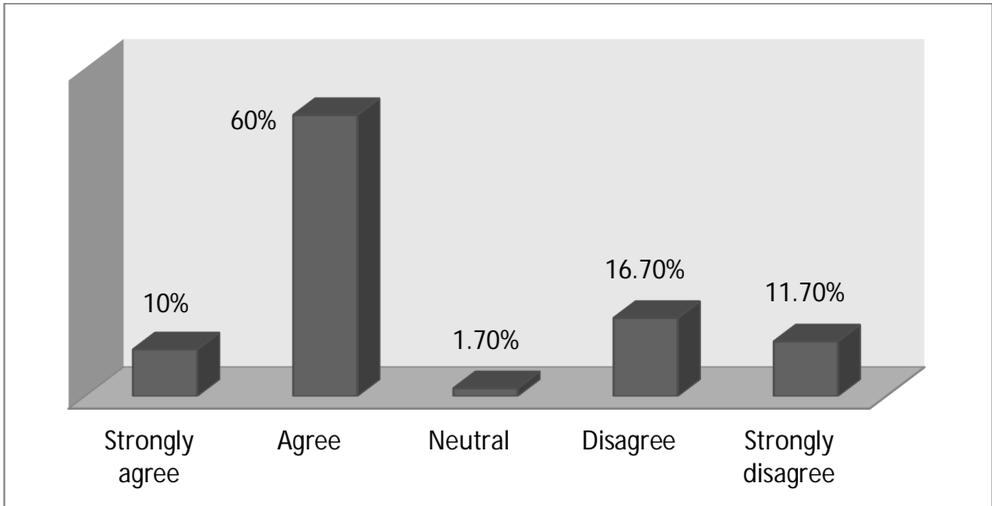


Figure 3: I can communicate freely with my team leader

The high levels of agreement to the question by the employees across all departments was explained by the fact that team leaders were close to their team members and allowed employees to freely interact with them. The results were in line with the views of Nel et al.(2001) who support that communication is an important element for teamwork effectiveness and that effective team leader needs to have a concern for the task as well as for members of the group and ensure that individual members can communicate freely within the team. The cross tabulation showed that there were communication deficiencies mostly in the Accounting and Client Service Departments.

Table 1: Cross tabulation of department and I can communicate freely with my team leader

Department	I can communicate freely with my team leader					Total (%)
	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	
Accounting		13.32	1.66	4.99	3.33	23.30
Marketing	3.35	8.35				11.70
IT	1.66	6.64				8.30
Client Service	5.00	15.00		3.33	1.68	25.00
Board		11.70				11.70
Administration		5.00		8.34	6.66	20.00
Total (%)	10.01	60.01	1.66	16.66	11.67	100.00

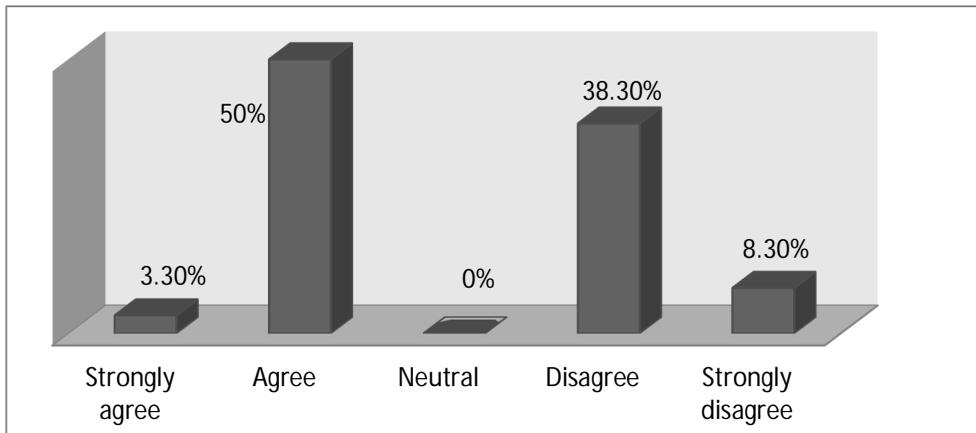


Figure 4: I can resolve conflicts constructively with my team members

A mean of 2.98 and a standard deviation of 1.172 were obtained. This indicated a slightly large deviation from the mean. The results were in line with the views of Robbins and Finley (2011) who stated that, one of the characteristics of ineffective teams is that team conflict are frowned on and avoided. The cross tabulation showed that the majority of Accounting

department people were disagreeing to the statement. This was because some team leaders in this department were promoting a teamwork culture which was focussed highly on production.

Table 2: Cross tabulation of Department and I can resolve conflicts constructively with my team members

Department	I can resolve conflicts constructively with my team members.				Total (%)
	Strongly agree (%)	Agree (%)	Disagree (%)	Strongly disagree (%)	
Accounting		8.32	11.65	3.33	23.30
Marketing		5.02	6.68		11.70
IT		4.98	3.32		8.30
Client Service	3.33	13.33	6.68	1.68	25.00
Board		8.35	3.35		11.70
Administration		10.00	6.66	3.34	20.00
Total (%)	3.33	50.00	38.33	8.35	100.00

Regarding the results for whether employees could operate freely in their working environment, they were in line with the views of Katzenbach and Smith (1993) who supported that a team leader needs to consider the mix and level of skills in his team and make the best use of different team members' abilities to strengthen the team and allow the team member to operate and interact freely. In fact, 71% of the employees agreed to the fact that they can operate freely in their working environment. From Table 3, it is noted that disagreement to this statement was mostly from the Client Service Department. This finding is alarming given that this department has core responsibilities within the business. This is the clients' facing department driving the business' strategy toward the company's objectives. In this department the team leader was not considering all the mix and level of skills of the team members. The team leader was making the best use of only high-performing team members within the department and was

not encouraging low performing team members to unleash their potentials and abilities to contribute to higher team work. As a result, some team members were competing amongst each other to be seen as high- performers instead of developing synergies with other team members. The cross tabulation made in Table 3 was thus, in line with views of Katzenbach and Smith (1993).

Table 3: Cross tabulation of Department and I can operate freely, in a non-competitive working environment.

Department	I can operate freely, in a non-competitive working environment.			Total (%)
	Agree	Disagree	Strongly disagree	
Accounting	14.98	4.99	3.33	23.30
Marketing	11.70			11.70
IT	6.64		1.66	8.30
Client Service	16.68	8.33		25.00
Board	6.68	3.35	1.67	11.70
Administration	15.00	5.00		20.00
Total (%)	71.68	21.66	6.67	100.00

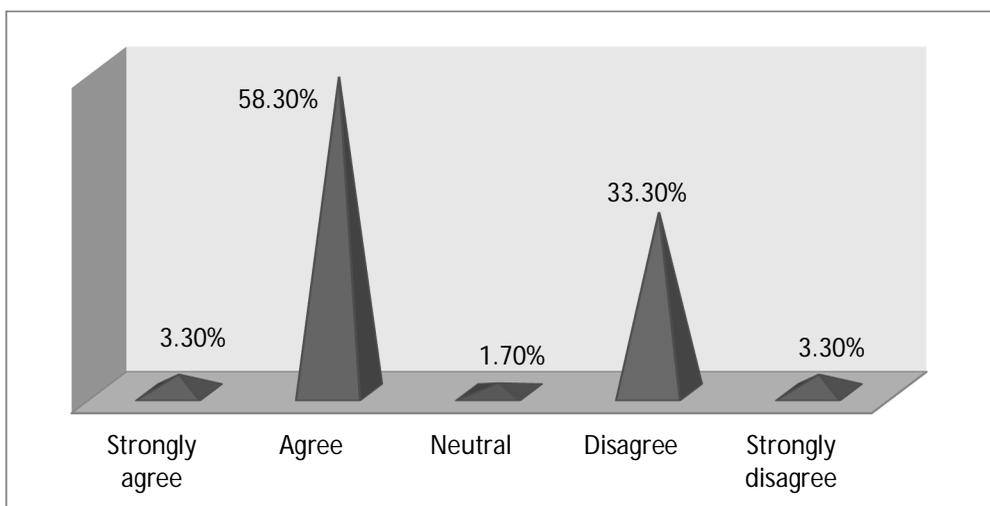


Figure 5: I can participate in the decisions making that affect the team's daily operations

A mean of 2.75 and a standard deviation of 1.068 were obtained- a slightly large deviation from the mean. There was a low majority of employees agreeing to the statement and 36.60 % of employees disagreed. The finding was unfavourable to team effectiveness. The result was in line with the views of Gitman and McDaniel (2008) who stated that one of the characteristic of ineffective team is because team members are not involved in problem-solving and decision

making processes. The cross tabulation showed that majority of the employees of the Client Service, IT, Marketing Departments and board members were agreeing to the statement and that majority of the employees disagreeing were from the Accounting and the Administration Departments. This was because team leaders in the Accounting and the Administration departments adopted an autocratic leadership style with some of their team members and did not take into consideration their opinions towards daily business operations. Heads of these departments were not involving their employees to participate in decision-making and withholding important information which affected the team's operations.

Table 4: Cross Tabulation of Department and I can participate in the decisions making that affect the team daily operations.

Department	I can participate in the decisions making that affect the team daily operations					Total (%)
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Accounting	1.65	6.66	1.65	11.65	1.65	23.28
Marketing		8.35		3.35		11.70
IT	1.66	6.64				8.30
Client Service		21.68		1.68	1.68	25.03
Board		11.7				11.70
Administration		3.34			16.66	20.00
Total (%)	3.31	58.37	1.65	16.67	19.99	100.00

A mean of 3.50 and a standard deviation of 1.172 were obtained- a slightly large deviation from the mean. This finding was unfavourable to team effectiveness. The result was in line with the views of Robbins and Finley (2011) who stated that one of the characteristics of ineffective teams was that decisions tended to be influenced by the majority, without consensus of all team members.

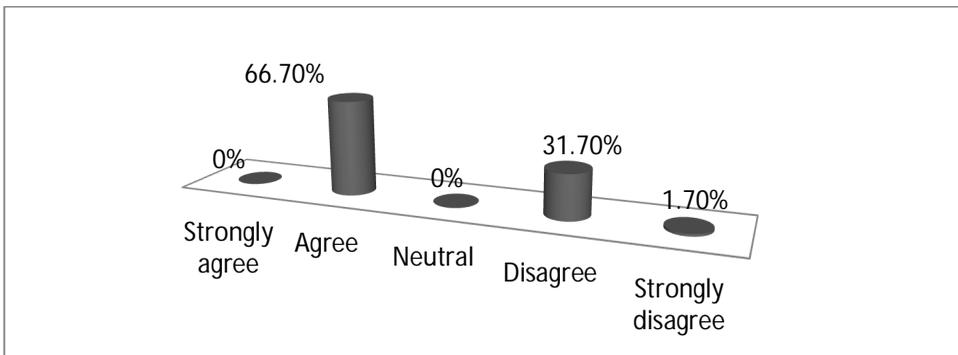


Figure 6: I firmly believe that my performance sets the basis for my annual increment and monthly salary

A mean of 2.68 and a standard deviation of 0.983 were obtained. This finding was relatively favourable to team effectiveness. This result was in line with the view of Robbins and Finley (2011) who supported that unclear reward within teams was one of the characteristics of ineffective teams. In fact those employees, who were not satisfied with their financial reward, were not individually fully motivated to work and this gave rise to poor performance. Hence, impacted negatively on teamwork. The cross tabulation analysis showed that the majority of employees disagreeing to the statement were from Accounting and Administration departments. This was due to the fact that team leaders in those departments were not communicating clearly to all team members that, rewards were governed by group policies and strongly linked to the company's performance as a whole. They did not emphasise that their departments were support departments compared to others which were income generation departments, that their annual salary increment was not just a matter

of their department doing well but, was influenced by the profitability of the business.

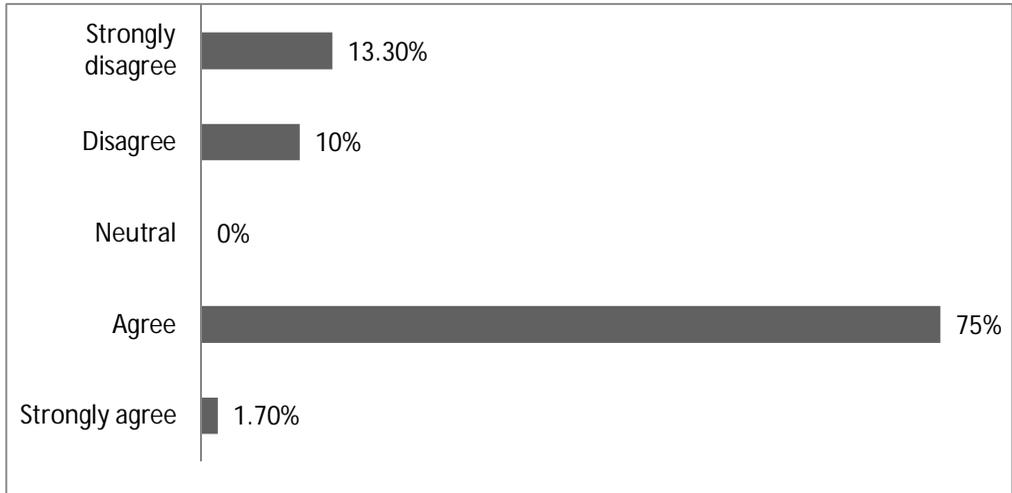


Figure 7: The company offers clear opportunities for career advancement

A mean of 2.58 and a standard deviation of 1.139 were obtained- a slightly large deviation from the mean. The finding was relatively favourable to team effectiveness. The result was in line with the views of Robbins and Finley (2011) that supported that one of the characteristics of effective teams was that the team goal should not be imposed.

The cross tabulation analysis showed that majority of employees disagreeing to the statement were of lower age group as a very young population of employees were concerned for their career paths in the company and unfortunately without proper guidance of their team leaders, they alone could not identify their growth paths.

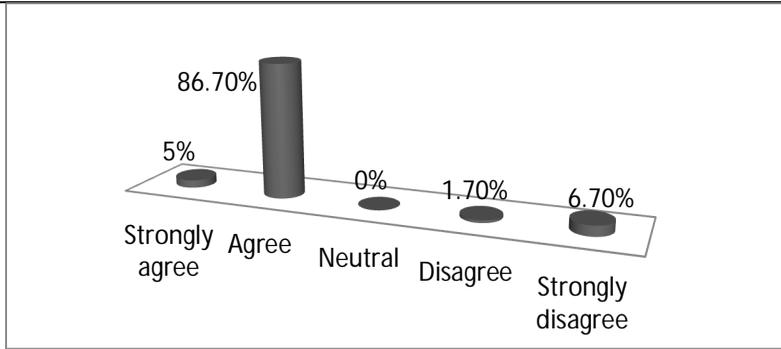


Figure 8: My job is challenging

A mean of 2.18 and a standard deviation of 0.833 were obtained- a small deviation from the mean. The finding was favourable to team effectiveness. This was due to the business environment being very dynamic and the offshore financial industry requiring employees to continuously reengineer their working processes to satisfy internal and external clients. The result was in line with the views of Margerison (2001) who supported that for high team effectiveness, employees needed to be able to evaluate and test new approaches.

4.3 Teamwork Coordination:

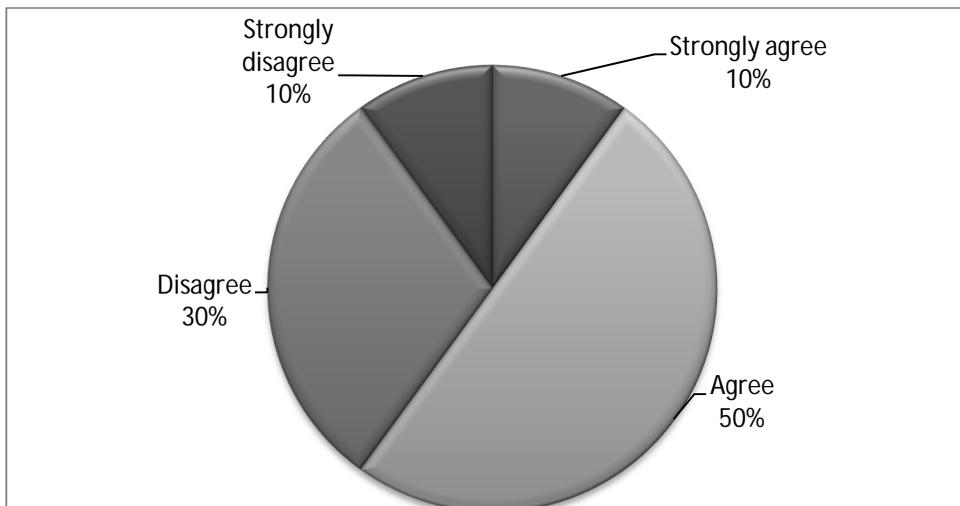


Figure 9: I operate in a flexible manner

A mean of 2.80 and a standard deviation of 1.260 were obtained- a slightly large deviation from the mean. The finding was unfavourable to team effectiveness. The result was in line with the views of Nel et al. (2001) who supported that one of the characteristic of a high performing team was that its members needed to have the appropriate environment that allowed them to operate in a flexible manner and that there should be an aim to continuously improve their working processes. The cross tabulation showed that employees with higher qualifications were operating in a flexible manner in comparison with people with lower level of education. This was because team leaders were not empowering employees with lower education to unleash their creativity. Some employees with lower level of education carried out mainly clerical work. Basically the procedures of clerical work normally change only when there is a technological change in the company. The finding of this question does not fully support the views of Nel et al. (2001).

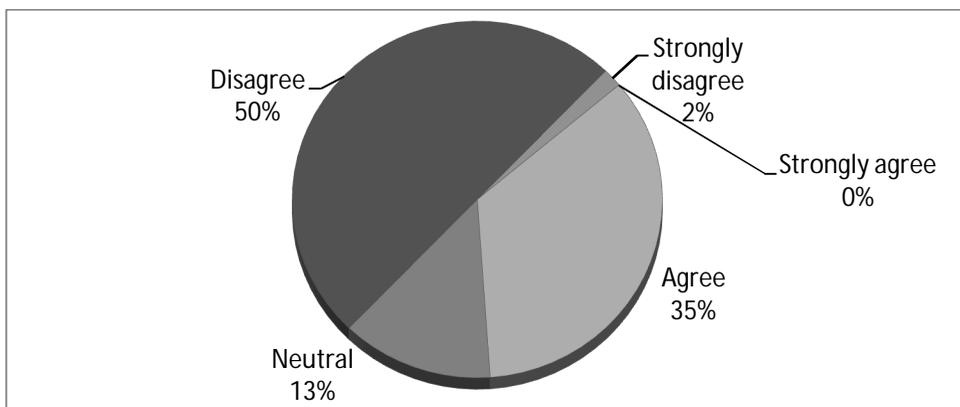


Figure 10: The company clearly communicates its goal and strategies with my team members

A mean of 3.18 and a standard deviation of .948 were obtained- a small deviation from the mean. The finding was unfavourable to team effectiveness. The result was in line with the views of Robbins and De Cenzo (2002) which supported that unclear goals and a poor communication system negatively affected teamwork.

Table 5: Cross Tabulation of highest qualification with the company clearly communicates its goal and strategies with my team members

Studies	The company clearly communicates its goal and strategies with my team			
	Agree	Neutral	Disagree	Strongly disagree
SC/HSC	11.1%		88.9%	
Diploma	10.0%	30.0%	60.0%	
Degree	38.1%	19.0%	38.1%	4.8%
Master or Higher	55.0%	5.0%	40.0%	
Total	35.0%	13.3%	50.0%	1.7%

The cross tabulation showed that more than half of the employees population disagreed- 88.9% of the employees having an SC/HSC and 60 % of employees having a diploma. This was because the message medium used was too complex for people of lower education level to grasp.

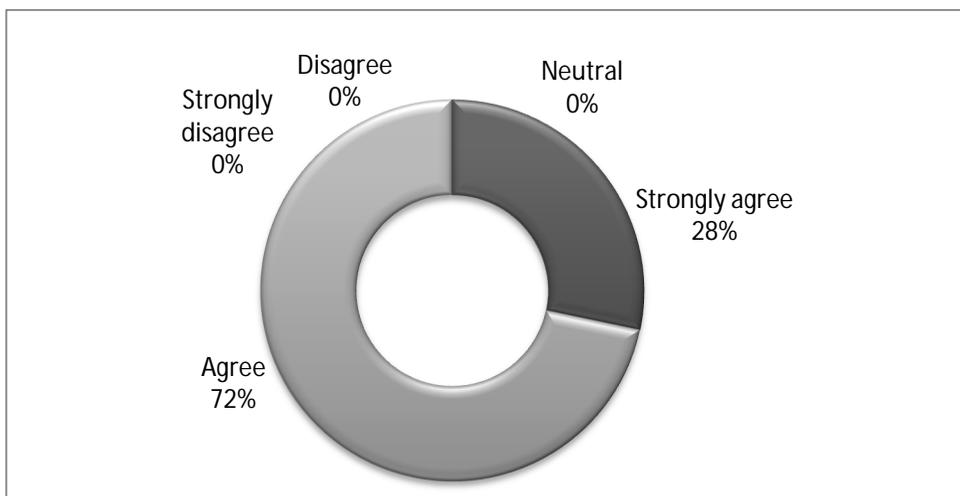


Figure 11: I collaborate with my team members while working

A mean of 1.72 and a standard deviation of 0.454 were obtained- a very small deviation from the mean. The finding was very favourable to team effectiveness.

This was because employees were well educated and everyone understood the theoretical part of teamwork concept and accordingly established collaboration between their team members. The result was in line with the views of Robbins and De Cenzo (2002) which supported that one of the characteristics of a high performing team was that there should be a unified commitment to team goals.

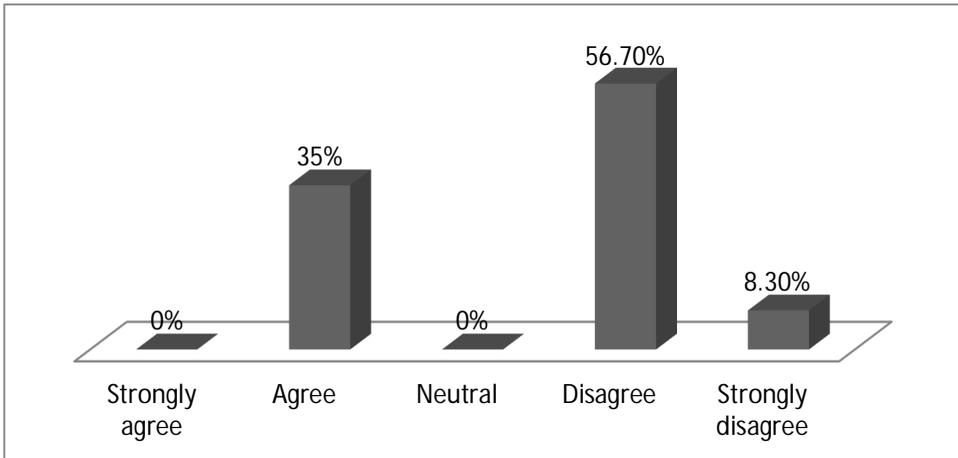


Figure 12 : My team members do not make resistance to changes

A mean of 3.38 and a standard deviation of 1.059 were obtained- a slightly large deviation from the mean. The finding was very unfavourable to team effectiveness. The result was in line with the views of Margerison (2001) who supported that ineffective teams do not evaluate and test new approaches positively. The cross tabulation showed that the majority of people having SC/HSC made resistance to change. The fact that the chosen company had complex communication medium or lack of communication medium in some cases resulted in employees making resistance to change given that they were not aware about new projects and how those projects will increase the company's efficiency. The result was in line with the views of Yilmaz and Kilicoglu (2013) who supported that one of the best ways to overcome resistance to change was to educate people about the change effort well beforehand.

There will be resistance to change without up-front communication and education help employees to see the logic in the change effort.

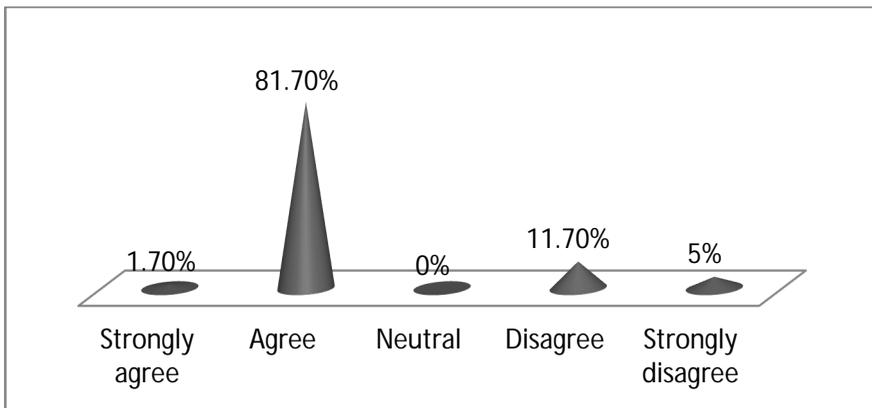


Figure 13: The company's culture is pleasant

A mean of 2.37 and a standard deviation of 0.901 were obtained. This indicated a small deviation from the mean. The finding of this question was favourable to team effectiveness.

The result was in line with the views of Katzenbach and Smith (2001), who supported that positive company culture, was good for teamwork effectiveness. It was noted that 16.7% of employees disagreed with the statement.

Table 6: Cross Tabulation of Gender and The Company culture is pleasant

Gender	The company culture is pleasant			
	Strongly agree	Agree	Disagree	Strongly disagree
MALE	4.0%	84.0%	8.0%	4.0%
FEMALE		80.0%	14.3%	5.7%
Total	1.7%	81.7%	11.7%	5.0%

The cross tabulation showed that 84% of the male and 80 % of the female agreed to the statement. 20% of the female compared to only 12 % of the male disagreed to the statement. This was due to the fact that leadership roles were more

dominated by males and some female employees had developed a sense of artificial gender prejudice. It was artificial because the majority of the respondents' answers showed the contrary and the companies promoted people into leadership role, based solely on their performance and experience for the job.

4.4 Team Work And Company Performance Level:

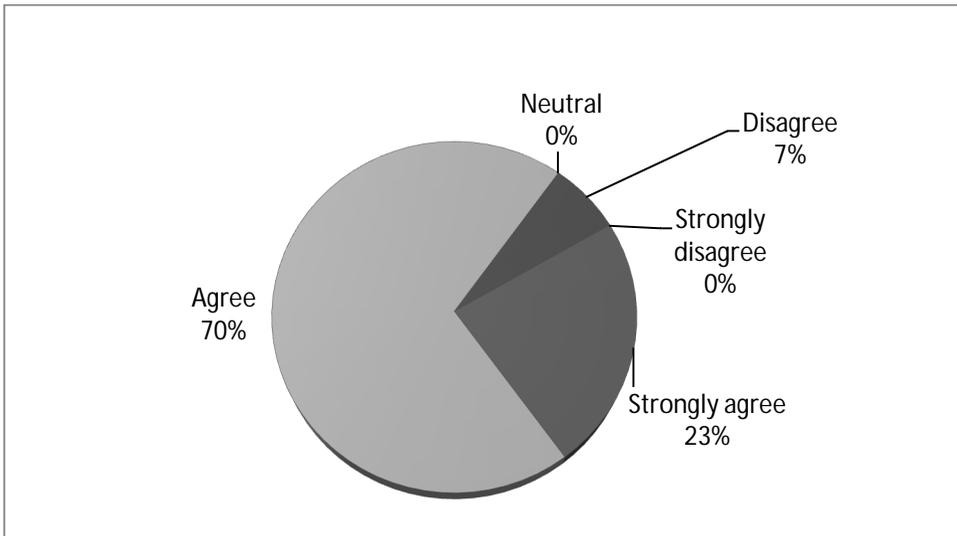


Figure 15: I believe that teamwork has improved all employees' performance

A mean of 1.90 and a standard deviation of 0.706 were obtained- a small deviation from the mean. The finding was very favourable to team effectiveness. This was because employees being highly educated understood that each employee had different skills and teamwork had allowed them to achieve more than individual performance. The result was in line with the views of Nel (2007) who supported that teamwork brings significant improvement in employees' performance. The cross tabulation showed that the employees who disagreed were all from the accounting department. This was because the team leader did

not create the proper working environment for people to interact between them efficiently. As a result, some employees of this department felt that their performance could be of higher level if the team leader created the appropriate team structure which made all employees adhere to team spirit.

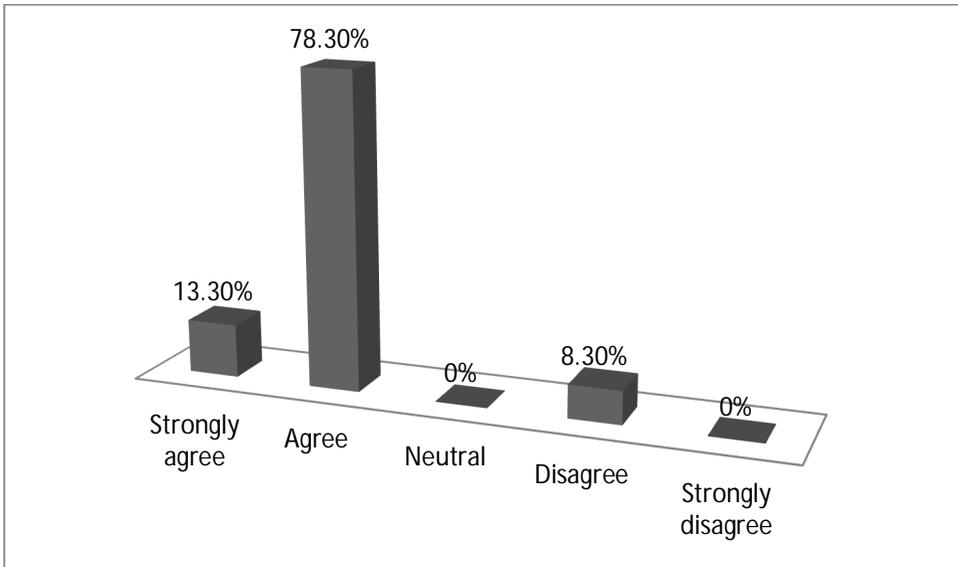


Figure 16: I believe that teamwork increased job satisfaction of staff

A mean of 2.03 and a standard deviation of 0.688 were obtained- a small deviation from the mean. The finding was very favourable to team effectiveness. This was because employees were interacting with people of different skills and any type of collaboration was a learning experience for the employees. The chosen companies have a young employee population who have a thirst for knowledge and the nature of the financial industry necessitate that employees are always updated regarding the market and technological development affecting their daily work. Those elements mentioned above were acting as non-financial motivators which were increasing the job satisfaction of employees. The result was in line with the views Nel (2007) who supported that teamwork increased job satisfaction. The cross tabulation showed that majority of the Accounting disagreed as the proper working environment was not created by the leader such that people could interact efficiently.

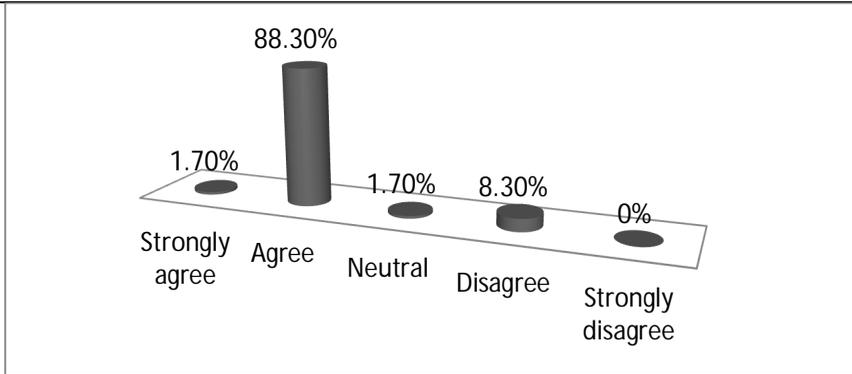


Figure 17: I believe that teamwork brings greater collective commitment towards company goals

A mean of 2.17 and a standard deviation of 0.587 were obtained- a small deviation from the mean. The finding was very favourable to team effectiveness. This was because in some departments, the team leaders had created appropriate mechanism whereby the majority of employees collaborated and communicated with each other freely. Also due to the fact that in some departments, there were both: the high team spirit and the team leader communicated the company’s goals clearly to all employees. Thus, a greater collective commitment towards the company’s goals. The result was in line with the views of Nel (2010) who supported that teamwork brought collective commitment to company goals.

Table 7: Cross Tabulation of Department and I believe that teamwork bring greater collective commitment towards company goals

Department	I believe that teamwork bring greater collective commitment towards company goals				Total (%)
	Strongly agree	Agree	Neutral	Disagree	
Accounting		14.98	1.65	6.66	23.30
Marketing		11.70			11.70
IT		6.64		1.66	8.30
Client Service		25.00			25.00
Board	1.67	10.03			11.70
Administration		20.00			20.00
Total	1.67	88.35	1.65	8.32	100.00

Most of the employees from all the different departments agreed that teamwork can bring greater collective commitment so the team leader had to make ensure that all employees were committed towards the company's goal since few disagreed with this statement. According to Craddock (2011), few people realize that a group can accomplish what an individual alone cannot do- even when it comes to individual advancement.

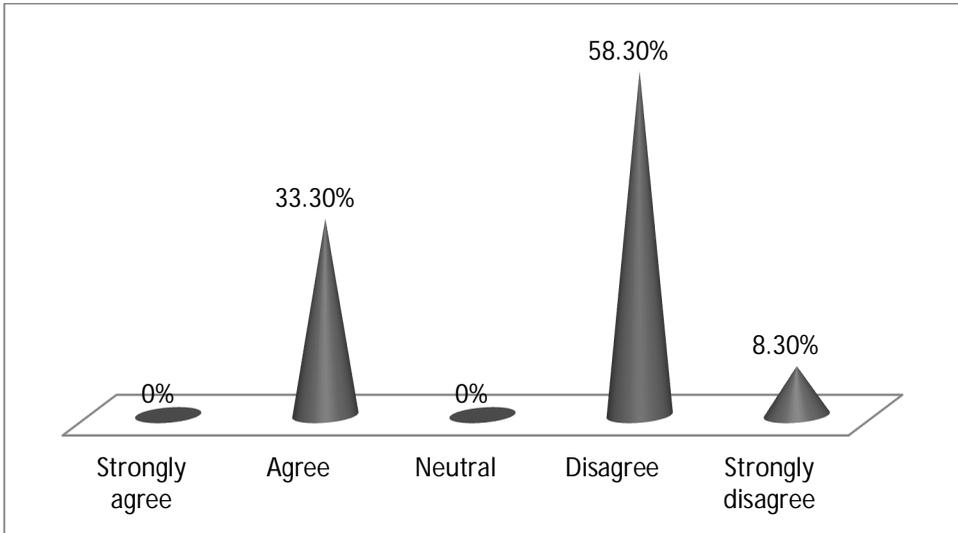


Figure 18: I believe that cooperation and collaboration between colleagues in different department is excellent

A mean of 3.42 and a standard deviation of 1.046 were obtained- a slightly large deviation from the mean. The finding was very unfavourable to team effectiveness. The results was in line with the views of Robbins and Finley (2011) who supported that without proper collaboration of people from different disciplines, teamwork within the company as a whole would be poor and will have a negative impact on the company's performance. The cross tabulation showed that at the majority of employees in each department, were disagreeing because the team leader of each department was focused solely on achieving their department's objectives.

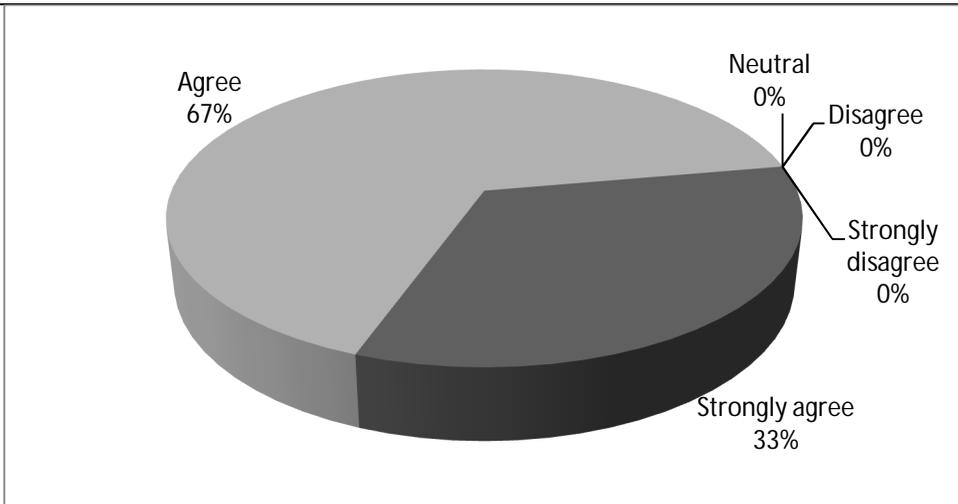


Figure 19: I believe that successfully managed teams have a positive effect on initiative

A mean of 1.67 and a standard deviation of 0.475 were obtained- a small deviation from the mean. The finding was very favourable to team effectiveness as employees had noted that in some cases where their department were properly managed by the team leader, that performance derived from team work was superior and allowed them to unleash their potential and creativity. The result was in line with the views of Nel (2010) who supported that teamwork stimulated performance and creativity.

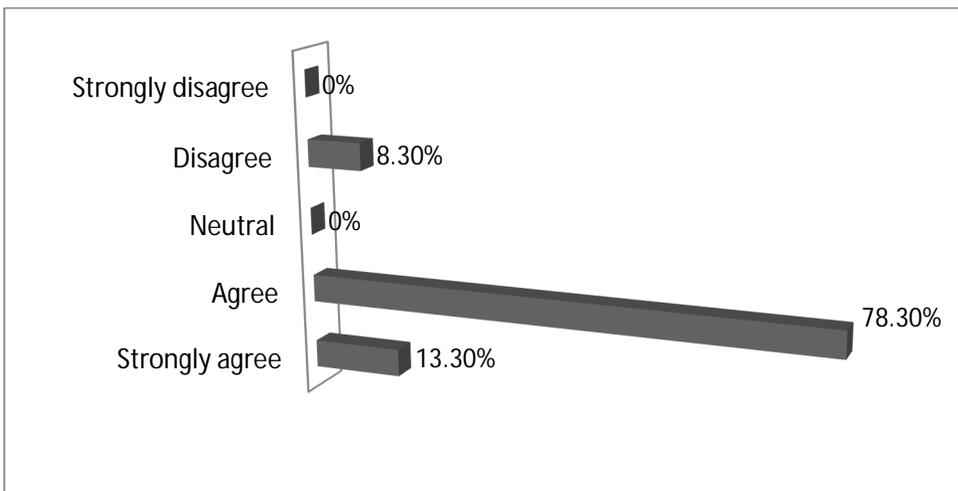


Figure 20: I believe that team member's ideas collectively enhance problem solving capacity

A mean of 2.03 and a standard deviation of 0.688 were obtained- a small deviation from the mean. The findings were very favourable to team effectiveness as employees had noted that major departmental issues were easily solved when all employees brainstormed and brought their views of the problem and solution from different angles based on their positions. When all employees were involved in problem solving, there was a 360° view of the problem which constructively helped in finding solutions. The result was in line with the views of Nel (2010:280) who supported that an effective team allowed its member to collectively enhance problem solving capacity

Table 8: Cross Tabulation of Department and I believe that team member's ideas collectively enhance problem solving capacity

Department	I believe that team member's ideas collectively enhance problem solving capacity			Total (%)
	Strongly agree	Agree	Disagree	
Accounting		18.31	4.99	23.30
Marketing	8.35	3.35		11.70
IT	1.66	6.64		8.30
Client Service		25		25.00
Board	3.35	8.35		11.70
Administration		16.66	3.34	20.00
Total	13.36	78.31	8.33	100.00

Explanation for the cross-tabulation could be as such: given that team leaders in those departments had not always engaged all employees in team discussion, some employees had better experience compared to others. Thereafter, when everyone was involved in decisionmaking, there was an imbalance in problem solving capacity. As such some employees noted that in such cases, collective decision making did not create value addition to the team performance.

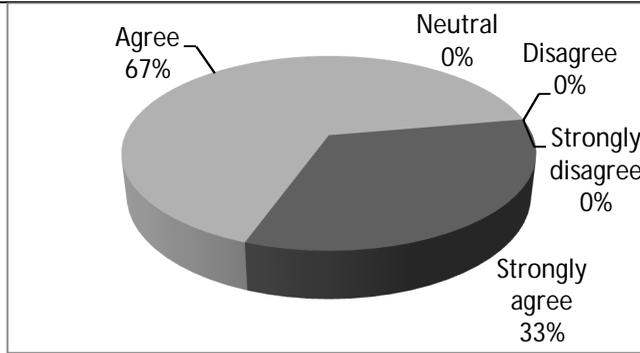


Figure 21: I believe that effective self-managed teams result in a reduction of operation cost

A mean of 1.67 and a standard deviation of 0.475 were obtained- a small deviation from the mean. The findings were very favourable to team effectiveness and the result was in line with the views of Nel (2010) who supported that effective teamwork brought reduction of operation costs.

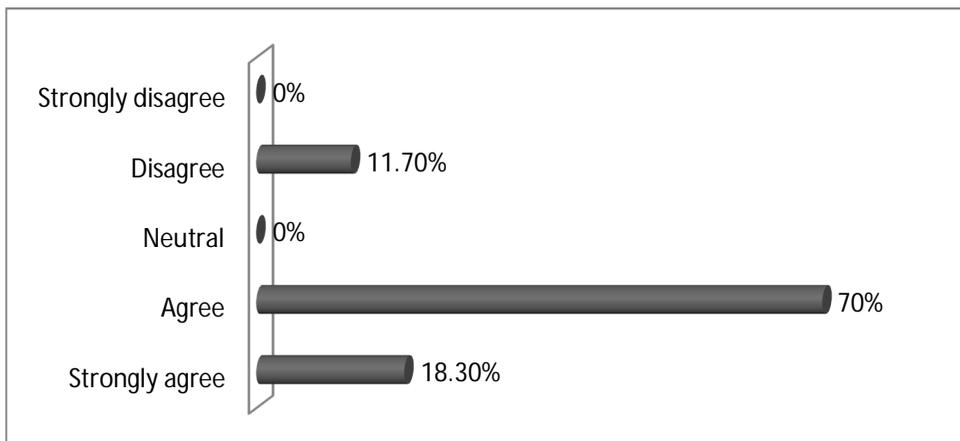


Figure 22: I believe that teamwork allows decision-making to be decentralised to team members on the front-line

A mean of 2.05 and a standard deviation of 0.811 were obtained- a small deviation from the mean. The findings were favourable to team effectiveness as majority of the employees were empowered through teamwork. Empowerment was in terms of knowledge sharing while collaborating with employees of different skills to enabled employees to self-manage problem solving with the minimum intervention of senior employees. The result was in line with the views

of Nel (2010) who supported the fact that effective teamwork allowed decision-making to be decentralised to team members on the front-line, which improved productivity and service. The cross tabulation showed that employees in the Accounting and Administration departments disagreed to the question. This was due to the fact that team leaders of those departments did not delegate challenging tasks to all subordinates proportionately with the fear of undermining the quality of work. As a result, team leaders tended to delegate routine and non-challenging assignments to some subordinates who are perceived to be low performers. The findings have shed light on the problem statement and also answered the research questions of the study.

5 . CONCLUSION

The recommendations are based on three core variables: the level of team coordination at the chosen companies; the reasons for lack of team coordination and the relationship between team effectiveness and the company's performance. From the findings of the empirical research, it is evident that certain characteristic of team effectiveness in this company will need to be addressed to enhance its performance. Suggestions below can assist the company as well as other companies in the same sector to use and enhance team effectiveness in their organisations:

1. Set training programmes for all employees to cure team effectiveness deficiencies, especially in the field of communication, collaboration and leadership;
2. While pursuing the training programmes mention above, there should be participation in a more complex training model;
3. Ensure employee participation in setting up of long term goals;
4. Establish clear communication systems for all employees to have clear understanding of their goals and the company objectives;
5. Ensuring alignment of all department objectives toward the company objectives;
6. Motivate employees to enhance their commitment to company goals;
7. Enhance team building exercise in the company to improve cooperation between stakeholders;

- Establish formal collaboration and cooperation between teams;
- Set clear career path for employees;
- Proper education on the basis of reward within the group and across departments; and
- The Chairman of the board will need to create the proper environment to enable all board members to unleash their skills

The outcome of the study shows that communication, good leadership and collaboration between departments are important components for effective teamwork and elements for future study. The motivation behind a future study will be to explore the appropriate communication channel and the appropriate leadership that need to be adopted for a diversified work force, in terms of their functions and their education backgrounds to create high performing team and develop synergy through teams' collaboration. Teamwork is present everywhere –in private and public sectors. It is hoped that the practical implications of the present study will contribute immensely to both.

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