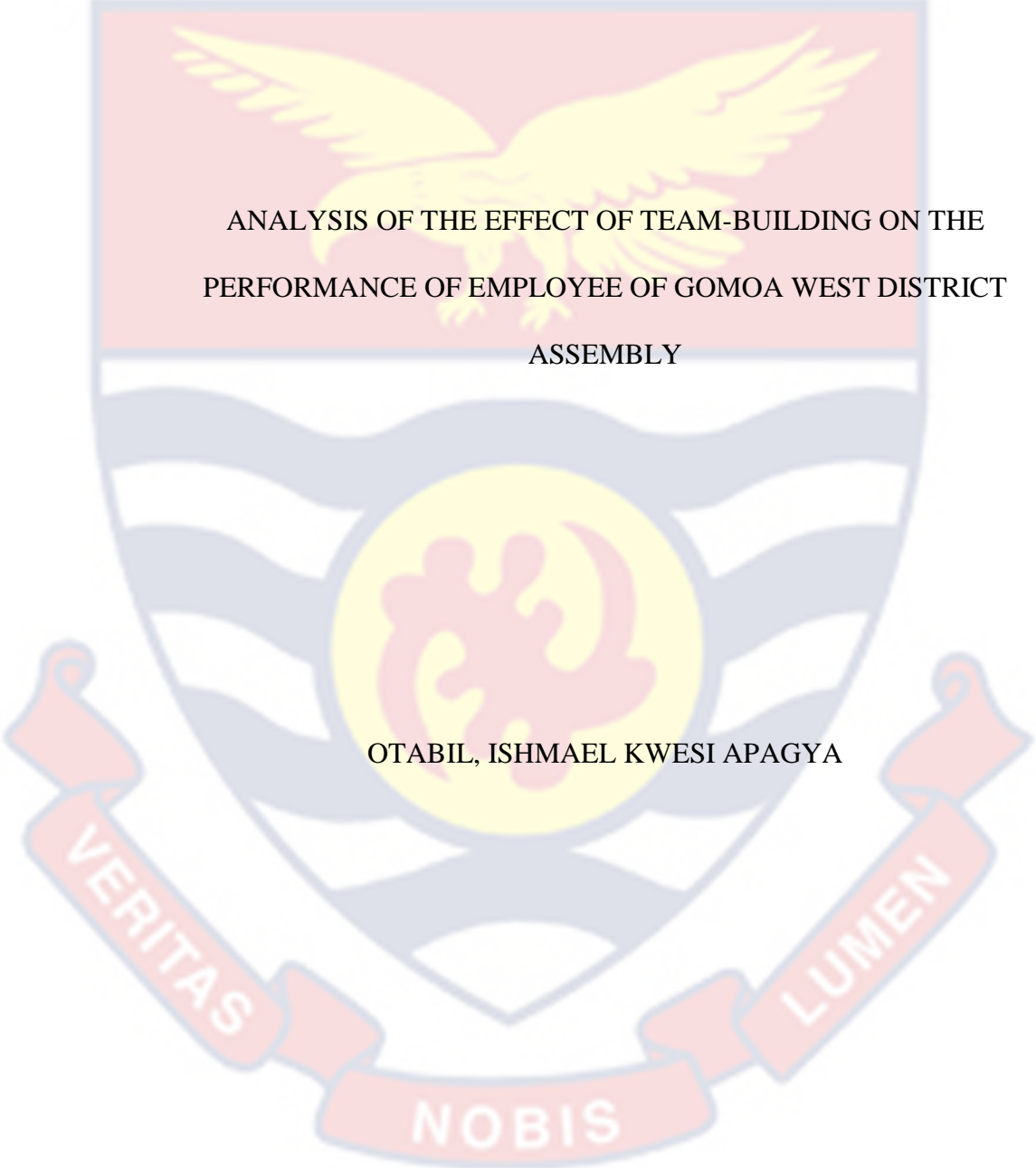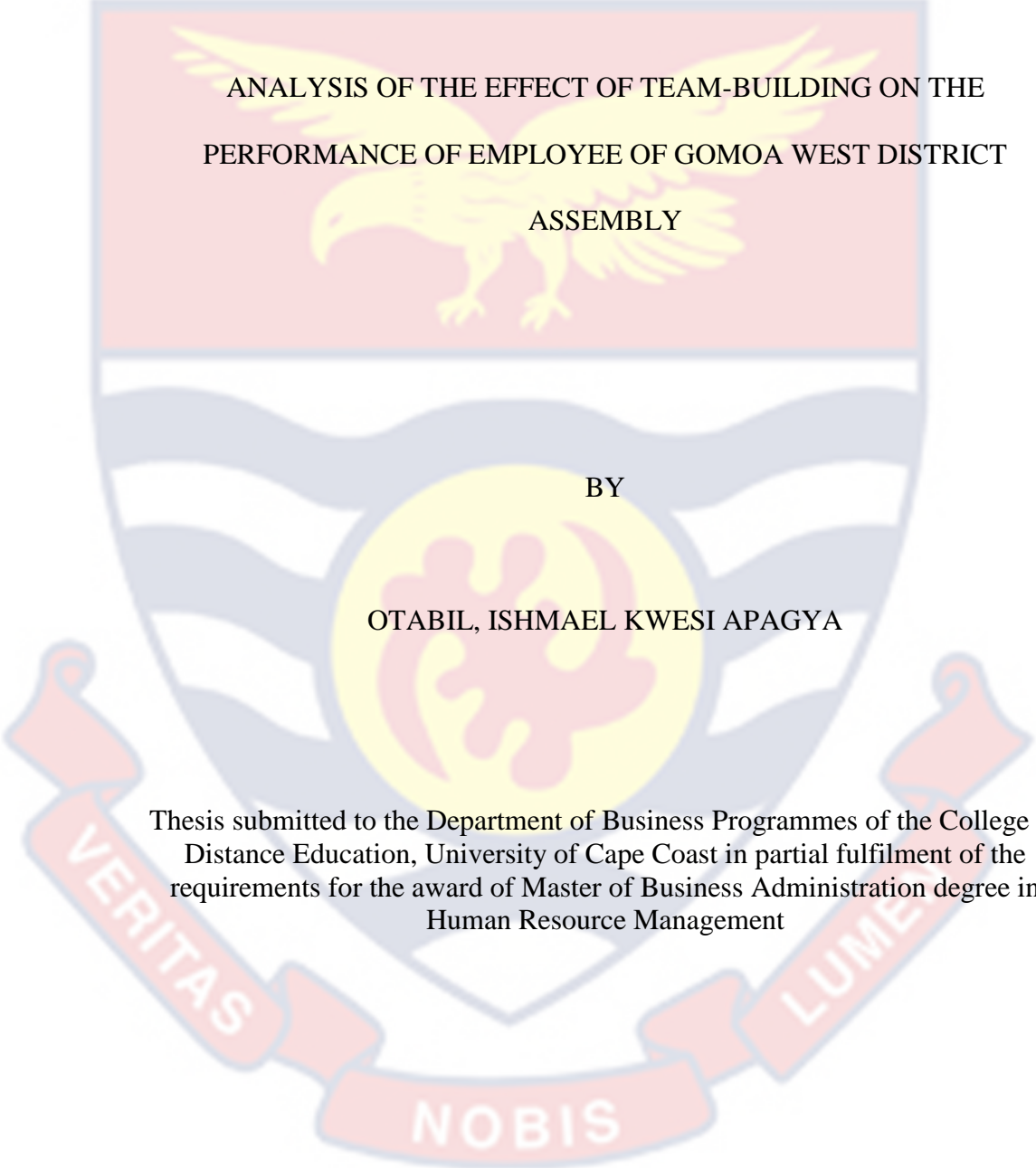UNIVERSITY OF CAPE COAST

ANALYSIS OF THE EFFECT OF TEAM-BUILDING ON THE

PERFORMANCE OF EMPLOYEE OF GOMOA WEST DISTRICT

ASSEMBLY

OTABIL, ISHMAEL KWESI APAGYA

2024

UNIVERSITY OF CAPE COAST

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BY

OTABIL, ISHMAEL KWESI APAGYA

Thesis submitted to the Department of Business Programmes of the College of
Distance Education, University of Cape Coast in partial fulfilment of the
requirements for the award of Master of Business Administration degree in
Human Resource Management

MARCH 2024

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and

that no part of it has been presented for another degree at this university or
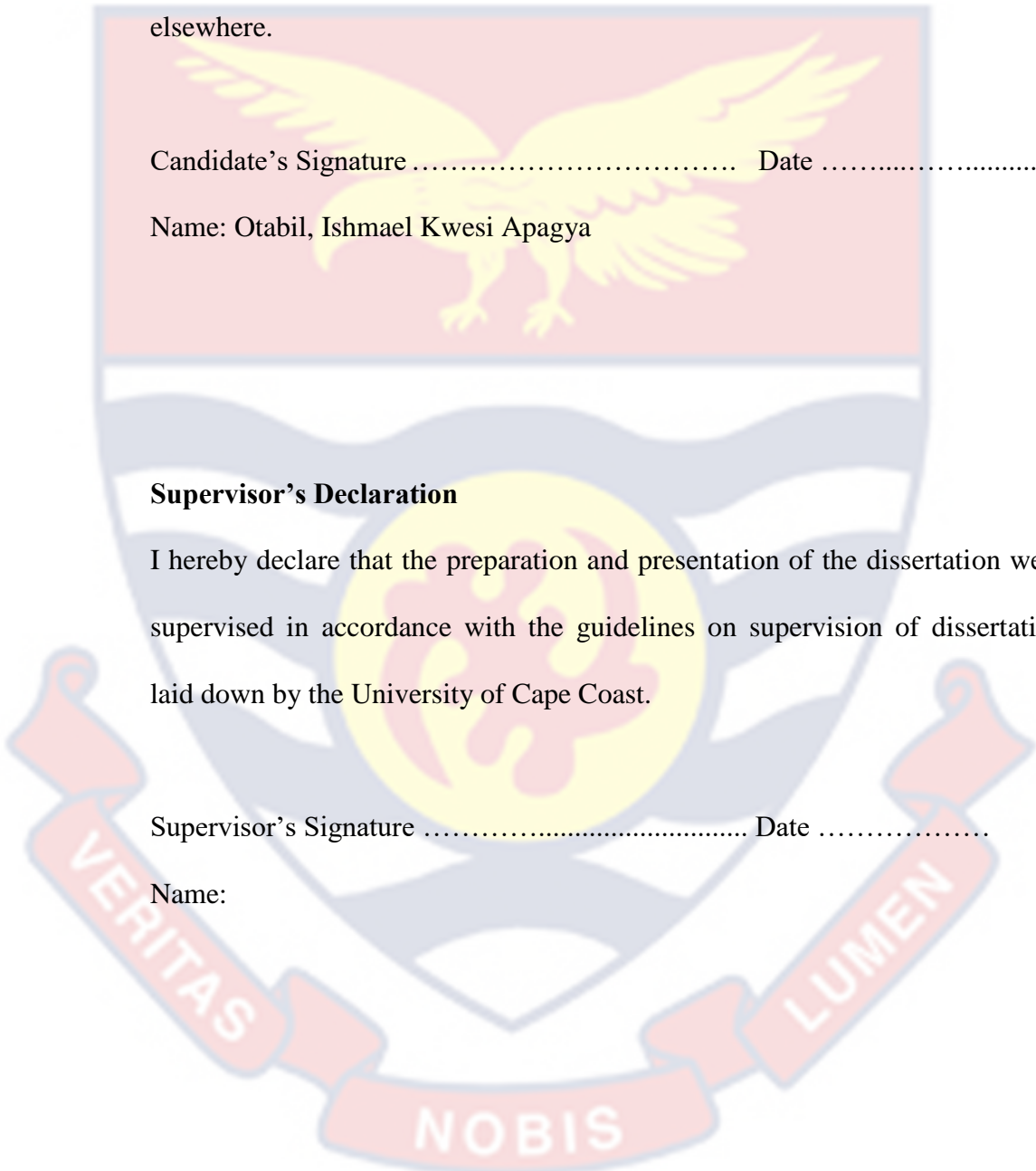
elsewhere.

Candidate's Signature ……………………………. Date ……....……...........

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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were

supervised in accordance with the guidelines on supervision of dissertation

laid down by the University of Cape Coast.

Supervisor's Signature …………......................... Date ………………

Name:

ABSTRACT

In any organisation, the contribution of each employee, no matter how small, holds importance. The study aimed to analyse the effect of team-building on employee performance at the GWDA. This study embraced a positivist research philosophy, employing a deductive approach and a quantitative strategy. A cross-sectional design was chosen to represent the current state, covering the entire GWDA employee population (282). The sample size of 165 was determined using Slovin's Formula through simple random sampling and a response rate of 67.27% was achieved. Data was collected through surveys and secondary sources, and analysis involves descriptive and regression analysis in Microsoft Excel. From the findings, the participants generally agreed moderately on aspects like social identity, clear goals, and communication, indicating a positive organisational atmosphere. The identification of teams showed overall positive trends and consensus on key elements in terms of understanding team objectives, confidence in collaboration, and satisfaction with team communication. The regression analysis emphasised meaningful and positive links between employee performance and crucial factors such as shared social identity, clear and challenging goals, and enhanced communication and collaboration. While exchange of social resources has a positive impact, its statistical significance is not confirmed. Overall, the study underscored the robust predictive role of team building in improving employee performance. The research recommended that organisations should put in place team-building programmes, explore the sharing of social resources, create a system for ongoing feedback, offer opportunities for professional development, and encourage transparent communication.

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KEY WORDS

Clear and challenging goals

Employee performance

Enhanced communication and collaboration

Exchange of social resources

Shared social identity

Team building

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ACKNOWLEDGEMENTS

DEDICATION

To my lovely wife, Dns. Mrs. Deborah Otabil, and to my children; Margaret

Kaitoo Otabil, Gladys Aseida Otabil and Caleb Nyamekye Otabil

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CHAPTER ONE

INTRODUCTION

The aim of this study is to examine the impact of team-building on employee performance within the Gomoa West District Assembly (GWDA). The decision to investigate team-building arises from recognizing that employees are interdependent and rely on each other's specific skills, underscoring the importance of collaboration facilitated by team-building. This aligns with Cesar's (2000) argument that team-building holds significance due to the advantages it offers to both employees and organisations as a whole. Team-building acts as a mechanism for organisations to cultivate unity, cooperation, and collaboration among their employees, ultimately contributing to the achievement of corporate goals.

Background to the Study

In any organisation, the contribution of each employee, no matter how small, holds importance. The level of their contribution is dependent on their ability to effectively work within a team. While some employees excel individually, their potential is even greater when supported by their team members. This highlights the significance of team-building within an organisation. Team-building involves transforming a group of employees into a cohesive team that works towards achieving organisational goals (Kozlowski & Ilgen, 2014). According to Salas et al. (2008), team-building activities focus on improving social relationships, defining roles within the team, and promoting collaboration. This fosters a sense of bonding among employees, encouraging mutual respect, shared vision, and expectations. Team-building revolves around the interaction between employees who collaborate to

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accomplish tasks, often involving structured operations and exercises facilitated by team members (Heathfield, 2021).

Effective team-building is crucial for enabling employees to make significant contributions to achieving company goals. The success of team-building initiatives varies across organisations. The most successful endeavours occur when team members are independent, experienced, and understanding, and when organisational leaders build and support the team (Sanborn, 2007). Clear team goals and individual team members' development of goals, roles, and procedures are essential for successful team-building. Research suggests that team-building is often associated with improved task performance, goal achievement, and successful collaboration among team members (Shuffler, 2011). However, it is important to note that team-building efforts do not always yield the desired results in organisations (Valdes-Dapena, 2018).

Building trust and mutual respect among team members are vital aspects of effective team-building. Team leaders must trust their team members, and team members must also trust their leaders. Trust helps mitigate uncertainty within a team and promotes close cooperation regardless of external circumstances. Additionally, organisations can promote team-building by providing opportunities for employees to get to know each other through regular meetings. Furthermore, the success of team-building initiatives depends on the integrity of the team leader, as team members are more likely to emulate the leader's behaviour if they perceive the leader as trustworthy (Jones & Jones, 2015). Tinuke (2013) identifies various factors that influence

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team formation, including organisational culture, team leader effectiveness, employee engagement, rewards, and employee autonomy.

The significance of team-building cannot be overstated. It leads to enhanced collaboration, stimulates innovation and creativity, improves communication, fosters a positive organisational culture, and motivates employees, all of which positively impact employee performance (Deiratani, 2021). Additionally, team-building plays a pivotal role in promoting effective problem-solving, fostering employee engagement, and ultimately improving employee performance (Debara, 2021). Team-building becomes even more crucial in improving employee performance when teams encounter challenges such as reduced productivity, increased complaints, and conflicts (Huang et al., 2003).

In Ghana, the district assembly utilises a committee system as part of its governance framework to address matters concerning assembly development and the well-being of constituents. This typically reflects the team-building dynamics in real-life context. These committees cover various aspects of governance, including finance and administration, development planning, social services, works and housing, agriculture and environment, legal and governance, audit, and public relations and information. Established in accordance with the Local Government Act of 1993, these committees play pivotal roles in tasks such as budgeting, prioritising projects, overseeing infrastructure development, and ensuring governance compliance. Ultimately, they contribute to decision-making, policy formulation, and oversight functions within the assembly. Over time, the specific committee structure may undergo changes to adapt to evolving community needs, underscoring the

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assembly's flexibility in addressing dynamic challenges (Republic of Ghana, 1993; Gomoa West District Assembly, n.d.).

Motivated by the significant contribution of team-building to employee performance, this study aims to analyse the effect of team-building on employee performance within GWDA. Given that GWDA comprises individuals from different departments, the topic becomes relevant as employees within GWDA cannot work in isolation; they require the knowledge, skills, and perspectives of everyone to achieve performance. While individual employees can work independently, collectively, they can accomplish their goals. Moreover, certain tasks require completion before others can proceed, highlighting the importance of team-building. For example, the finance and administration committee of the GWDA requires a work certificate from the works department before making a payment to a contractor. Similarly, the finance and administration committee cannot make any payments to a supplier without authorization from the procurement department. Drawing from these analogies, the research seeks to understand how the interplay among team members in GWDA significantly contributes to employee performance.

Statement of the Problem

It is expected that effective team-building within organisations, such as the Gomoa West District Assembly (GWDA) in Ghana, would lead to improved collaboration, knowledge sharing, and efficient work practices among employees. This would ultimately reduce conflicts and enhance overall performance, as suggested by Katzenbach and Smith's research in 1993. However, the reality within district assembly committees presents various

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challenges that hinder successful team-building. These challenges, observed in the committees of the district assembly, include limited leadership skills, trust issues, communication problems, office politics, role ambiguity, and uninspiring work environments, as pointed out by Sikder (2021). These challenges negatively affect collaboration, cooperation among committee members, information sharing, goal alignment, productivity, and the achievement of desired outcomes. Forsyth & McMillan (1991), Dirks (2000), Tjosvold & Yu (2007), and Thompson et al. (2003) have all documented the adverse effects of these challenges in team-based settings.

To address these pressing challenges and enhance team-building within the GWDA, it is crucial to conduct a comprehensive study. This study will investigate the impact of team-building, particularly within district assembly committees, on individual employee performance. Additionally, it aims to pinpoint the specific factors that influence team-building within this unique governance setting.

While existing research has explored team-building and its effects on group performance, there remains a significant gap in understanding the precise influence of team-building on individual employee performance, especially within the context of district assembly committees in Ghana. Prominent studies, such as those conducted by Jehn et al. (2001), Salas & Cannon-Bowers (2001), and Pellico & Kovner (2009), primarily focus on group performance, team-building interventions, communication, and job satisfaction. This leaves a notable research gap concerning the relationship between team-building and individual employee performance within district assemblies.

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Therefore, this study aims to bridge these substantial gaps by investigating the impact of team-building within the committees of the GWDA on individual employee performance. The research seeks to explore the nuanced influence of team-building and shed light on the factors that either facilitate or hinder its success within the unique context of a district assembly.

Purpose of the Study

The study aimed to analyse the effect of team-building on employee performance at the GWDA.

Research Objectives

The specific objectives are to;

1. Determine the team-building strategies at the GWDA.

2. To identify the teams and their functions at the GWDA.

3. Analyse the effect of team-building on employee performance at the GWDA.

Research Questions

The study sought to provide answers to the following questions:

1. What are the team-building strategies at the GWDA?

2. What teams are currently active within the GWDA, and their specific functions assigned to each of them?

3. What is the effect of team-building on employee performance at the GWDA?

Research Hypothesis

H1: Team-building has a significant and positive effect on employee performance.

Significance of the Study

Team-building activities are commonly implemented with the aim of achieving positive outcomes. Active participation in planned team-building initiatives enhances employee motivation and fosters the development of crucial skills such as communication, problem-solving, and conflict resolution (Deiratani, 2021). This emphasises the significance of considering team-building and underscores the need for research on this topic, as its benefits are widely acknowledged. Conducting such research would hold immense value for the Gomoa West District Assembly (GWDA), academia, the research community, and the stakeholders involved.

For the GWDA specifically, this study will offer pertinent recommendations to address identified weaknesses in team-building practices. The research findings will provide valuable insights and practical suggestions to enhance employee performance through effective team-building activities. Consequently, it will contribute to improved teamwork, collaboration, and overall organisational efficiency.

Furthermore, the study's outcomes will enable decision-makers and leaders in the GWDA to formulate strategies for resource allocation and facilitation of team-building initiatives. This will optimise resource management and enable the prioritisation of interventions that yield the greatest impact on employee performance.

In addition to benefiting the GWDA, this research will contribute to the existing body of knowledge on team-building and its influence on employee performance, particularly in district assemblies and similar organisations. It will supplement the literature and serve as a valuable

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reference for future studies and research conducted in similar settings. Students in tertiary institutions in Ghana will also derive benefits from this study, as it will enhance their understanding of the theoretical aspects of team-building, augment their knowledge base, and assist them in their assignments and research work.

Furthermore, the broader research community can adopt concepts and insights from this study to inform their future investigations, facilitating the conduct of practical studies that align with real-world contexts.

Delimitations

The study focuses exclusively on the GWDA in terms of its geographical scope. The study investigates how team-building strategies influence employee performance in the GWDA. It aims to explore the relationship between the level of team-building and employee performance, seeking to determine whether team-building efforts positively affect employee performance outcomes.

Being situated in a particular geographic region, the GWDA possesses distinct characteristics, organisational structure, and cultural dynamics. The study centres its attention on this specific district assembly to gain a deeper understanding of how team-building impacts employee performance within a localised context.

It is essential to acknowledge that the study's findings and conclusions are applicable solely to the GWDA and may not be directly transferable to other districts or regions. The geographical scope of the study primarily revolves around comprehending the interplay between team-building and employee performance within the confines of the GWDA.

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The study evaluates the extent to which team-building strategies are implemented within the GWDA. It examines the effectiveness and presence of team-building initiatives, considering factors such as communication, collaboration, trust, and cohesion among teams.

The study assesses the overall employee performance level in the GWDA. It analyses various performance indicators, including individual task completion, goal achievement, productivity, job satisfaction, and teamwork.

Limitations

The study's dependence on self-report measures; questionnaires completed by employees, could be susceptible to response biases. Participants may provide answers that are socially desirable or have imperfect recollections of their experiences, which could introduce measurement errors.

The unique context of the Gomoa West District Assembly, encompassing its organisational culture, structure, and resources, limits the generalisability of the findings to other settings.

The study does not fully account for all potential variables that could impact employee performance. Factors such as individual characteristics, prior training, or personal motivation may influence performance alongside team-building activities, and their effects are not entirely controlled or considered in the study design.

Evaluating employee performance can be subjective and open to interpretation. The study may encounter challenges in defining and quantifying performance metrics that accurately reflect the outcomes and effectiveness of team-building activities.

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Definition of Terms

Team-building

Team-building includes a range of activities undertaken within an organisation to improve team performance (Tinuke, 2013).

Employee performance

Employee performance refers to how employees perform their assigned tasks. Each employee's involvement influences individual performance and organisational performance (Wainwright, 2018).

Organisation of the Study

This study was organised into five sections. The first chapter provided an introduction and covered various aspects such as the background of the study, the problem statement, research questions, research objectives, the significance of the study, delimitations and limitations, the definition of terms, and the overall organisation of the study. In the second chapter, a review of existing literature on the effect of team-building on employee performance was presented. This involved examining the works of experts in relation to the chosen topic. The third chapter detailed the research methods, including the research strategy, research design, population and sampling procedure, data collection instrument, validity and reliability analysis, data collection procedure, data processing and analysis, as well as ethical considerations. Chapter Four encompassed the presentation and discussion of the results. Finally, Chapter Five focused on summarising the findings, drawing conclusions, and providing recommendations.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a thorough examination of the available literature regarding the impact of team-building on employee performance in the specific context of the Gomoa West District Assembly (GWDA). It offers a comprehensive analysis of relevant research, theoretical frameworks, and empirical findings that contribute to our understanding of how team-building affects employee performance. By reviewing previous studies conducted in similar settings and related disciplines, this chapter aims to identify any existing gaps in the literature and establish the groundwork for the present study.

Theoretical Review

Social identity theory

Social Identity Theory (SIT) is a psychological theory that examines how an individual's self-perception and social identity are influenced by their group affiliations, and how this impacts their attitudes, actions, and achievements. Developed by Henri Tajfel and John Turner in the 1970s, SIT aims to maintain a positive social identity by organising oneself into groups and seeking favourable treatment and self-esteem through comparisons with other groups (Tajfel & Turner, 1979).

When analysing the effects of team building on employee performance within the context of GWDA, the SIT provides insights into the underlying mechanisms. Through team-building activities, employees can develop a sense of belonging, shared identity, and common goals with their fellow team

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members. Essentially, this theory helps determine whether the GWDA employees feel a sense of belonging, can relate to their teammates, and share a collective objective. These factors contribute to the formation of a shared social identity within the team.

The SIT suggests that when individuals strongly identify with a specific social group (in this case, a team), they are motivated to uphold the group's positive characteristics in comparison to other groups. This motivation fosters increased collaboration among team members and enhances overall performance. By fostering a strong team identity through team-building activities, employees experience higher job satisfaction, exhibit a greater commitment to team objectives, and perform better (Hogg & Terry, 2000).

Social exchange theory

The social exchange theory (SET) is a theory in psychology and sociology that examines social relationships and interactions based on the exchange of costs and benefits between individuals or groups. The SET suggests that individuals engage with others with the expectation of receiving benefits and minimising costs. The theory posits that people are motivated to maintain relationships that yield positive outcomes, such as rewards, while minimising negative consequences and expenses (Blau, 1964).

When studying the effects of team building on employee performance within the GWDA, the SET can shed light on how team-building activities influence performance by facilitating the exchange of social resources within teams. Participation in team-building activities creates social interactions that foster trust, cooperation, and a shared sense of purpose among team members. According to the SET, individuals are more motivated and likely to actively

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participate in team-building activities when they perceive that doing so will result in positive outcomes and rewards, such as increased social support, trust, improved communication, and a sense of belonging to the team. This positive impact on employee performance arises from their heightened willingness to work diligently, collaborate more effectively, and contribute to the attainment of team goals (Cropanzano & Mitchell, 2005).

Goal setting theory

Goal setting theory is a widely accepted framework that explains how the process of establishing specific and challenging goals enhances motivation and improves performance. Within the context of analysing the impact of team building on employee performance at GWDA, goal setting theory provides valuable insights into the relationship between goal setting, team building activities, and employee performance (Locke and Latham, 1990).

The theory, developed by Locke and Latham (1990), asserts that setting clear and specific goals leads to higher levels of motivation and achievement. In this study, the researcher will employ this theory to assess whether the employees at GWDA have well-defined and specific goals that aid their daily activities in achieving optimal performance. It is important to note that individuals with clearly defined goals are more likely to demonstrate commitment, work diligently, and persevere when faced with challenges in order to attain their objectives. Furthermore, challenging goals that push individuals beyond their current capabilities can result in significant performance improvements.

As part of team building activities, incorporating goal setting can enhance the effectiveness of such endeavours. By establishing specific team

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goals that align with GWDA's overall objectives, team members can develop a shared purpose and direction. This shared goal orientation fosters cooperation and mutual support among team members, ultimately leading to improved employee performance (Locke and Latham, 1990).

Conceptual Review

Team

The historical perspective unveils a comprehensive and enlightening view of the concept of a team, spanning epochs and encompassing various dimensions within a complex organisational framework. Over the course of history, the idea of a team has undergone a profound metamorphosis, transcending outdated hierarchical structures to transform into collaborative and interdependent entities that harness the power of diversity and shared goals. This evolutionary journey has shifted teams from a narrow focus on individual tasks to a heightened emphasis on harmonious collective endeavours, ushering in an era that champions seamless coordination, open communication channels, and the marvels of synergy, as eloquently expressed in Katzenbach and Smith's influential work (2014).

Examined from a multidimensional perspective, a team emerges as a sophisticated tapestry woven from diverse threads of individual competencies, skills, and roles, resulting in a dynamic and continually evolving entity. Within this multidimensional canvas, cognitive diversity serves as a vibrant palette, with each member contributing a distinct perspective and knowledge base, as artfully explained by Horwitz and Horwitz (2014). The strokes of emotional intelligence contribute depth and vibrancy to this tapestry, allowing for the seamless integration of effective communication and conflict

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resolution, thus fostering an environment where camaraderie and mutual understanding flourish, as envisioned by Goleman (2014). This remarkable tableau of dimensions also interweaves the thread of social cohesion, meticulously crafted by DeChurch and Mesmer-Magnus (2014), cultivating a foundation of trust and fellowship among team members. The amalgamation of these dimensions synergistically empowers a team's remarkable ability to not only navigate the challenges of change but also thrive amid them, adapting and innovating with the skill of a master artist.

Shifting focus to the organisational landscape, a team assumes the role of a microcosm within the broader ecosystem of an organisation, profoundly influenced by the interplay of culture, leadership, and structural dynamics. The underpinning of organisational success relies on the crucial support extended to teams, with the compass of guidance, the wellspring of resources, and an environment conducive to growth all deftly provided by insightful leaders, echoing the sentiments articulated by Salas and colleagues (2015). The choreography of a team's dynamic interactions is, at its core, a reflection of the broader organisational dance, where the orchestration of decision-making processes, pathways of communication, and the extent of autonomy granted to teams all contribute to the intricate choreography, as expertly captured in Edmondson's perceptive observations (2014).

Ultimately, the gauge of a team's effectiveness is measured by the resonance of its performance outcomes, the harmonious rhythm of member satisfaction, and the alignment with the symphony of organisational objectives. Flourishing within the fertile ground of shared accountability, a team becomes a crucible where commitment is refined, and a collective sense

of ownership is forged, as vividly depicted by the insights of Hackman and Wageman (2014). These high-performing teams, much like a symphony orchestra, exhibit a remarkable ability to adeptly adapt to the crescendo of challenges and the ever-evolving tone of their environment, all while maintaining a delicate equilibrium between the pursuit of task mastery and the nurturing of member well-being, mirroring the philosophies expounded by Kozlowski and Ilgen (2014). In this grand tapestry of concepts, a team emerges not as a mere assembly of individuals, but as a living, breathing organism intricately interwoven into the very fabric of an organisation's narrative of success, embodying a harmonious symphony of human endeavour.

Team-building

Every successful organisation relies on a team of individuals who work together harmoniously towards a shared objective. Some teams are created for specific projects, like product design teams, while others are formed to address ongoing challenges, such as continuous process improvement teams. Additionally, certain teams, like functional teams, regularly convene to review work, performance, and goals. The primary aim of a team is to foster organisational growth. The effectiveness of a team hinges on recruiting the right individuals who value collaboration and share common business goals (Wintour, 2021).

Once an organisation has assembled the right personnel, it is crucial to focus on building and developing the team (Wintour, 2021). This brings us to the concept of team-building, which holds significant importance in the business world as companies adopt team-based structures to enhance

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profitability, productivity, and service levels. Many organisations find that team-based structures are the most effective means of engaging all employees in the company's success.

Team-building encompasses a range of activities undertaken within an organisation to enhance team performance (Tinuke, 2013). According to Prachi (2018), team-building is a management strategy aimed at improving the efficiency and performance of diverse groups through various activities. Developing a strong and capable team necessitates leveraging diverse skills, and conducting analysis and evaluation. Belbin (2010) highlights that team-building is an ongoing process that brings together groups of employees to function as a cohesive unit. In addition to collectively addressing group tasks, team members also exhibit mutual respect and trust.

Based on expert definitions, it can be inferred that team-building is a vital factor in enabling team members to achieve specific objectives. Team-building is a work design philosophy that views employees as members of an interdependent team rather than as individuals. It plays a significant role in the work environment by promoting personal development, positive communication, effective leadership, and the ability to collaboratively solve problems. In an environment that primarily focuses on individualism and personal goals, team-building expertise aligns employees towards common objectives and enhances productivity. Without a team, employees are limited in their efforts. However, through team formation, workgroups share a collective understanding of accomplishing group tasks and evolve into cohesive organisations based on mutual trust and support (Tinuke, 2013).

According to Tinuke (2013), there are two essential skills involved in team-building: identifying relevant issues and effectively addressing them. Furthermore, team-building takes various forms depending on the size and type of the team. For instance, in situations where team composition is constantly changing, the emphasis is on developing individual skills to ensure effectiveness while adapting those skills to work collaboratively as a team. Tinuke (2013) also notes that improving communication among team members is one of the goals of team-building. Another objective is to establish enhanced operational policies and procedures that motivate team members to achieve organisational goals.

Team building is an ever-evolving and transformative journey that teams embark on as they grow and mature. Bruce Tuckman's influential model, commonly known as "Forming, Storming, Norming, Performing, and Adjourning," offers valuable insights into the distinct stages of team development. Let's delve deeper into each phase of the team building process, providing additional context and references to enrich our comprehension:

Forming

The "Forming" stage signifies the team's initial phase of development. During this period, team members assemble, often bringing with them diverse backgrounds and skill sets. Their primary objectives encompass understanding their roles within the team, establishing connections with one another, and defining the team's overarching goals and purpose (Tuckman, 1965). This phase closely mirrors a group's orientation and exploration process, where individuals may naturally turn to the team leader for guidance and direction.

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Storming

The "Storming" stage is frequently recognized as one of the most demanding phases in team development. It is the period when conflicts and differences in opinions begin to surface as team members assert their ideas and preferences. These conflicts may stem from distinct personalities, working styles, and approaches to problem-solving. Addressing these conflicts constructively is paramount, necessitating collaborative efforts to establish communication norms and effective methods for resolving differences (Tuckman, 1965).

Norming

As the team advances into the "Norming" stage, the initial conflicts and tensions gradually recede. Team members start to cultivate trust and cohesion among themselves. Collectively, they establish common norms, values, and work approaches. Roles within the team become more clearly defined, and collaboration becomes increasingly seamless as a sense of unity and shared purpose takes root (Tuckman, 1965).

Performing

The "Performing" stage represents the zenith of team development. During this phase, the team operates at its peak performance level. Team members work together harmoniously, showcasing high functionality and productivity. Their primary focus is on achieving their goals with remarkable efficiency and effectiveness. Communication within the team is open, transparent, and highly productive, with the team functioning as a well-coordinated and high-achieving unit (Tuckman & Jensen, 1977).

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Adjourning

The final stage, "Adjourning," is sometimes referred to as "Mourning" or "Transforming" in alternative models. This stage holds particular significance when the team was formed for a specific project or task. During this phase, team members celebrate their collective achievements, recognize each other's contributions, and prepare for transitions to new roles, projects, or phases of their careers (Tuckman & Jensen, 1977). It is a time for reflection and transformation as the team concludes its mission.

It is essential to acknowledge that not all teams progress through these stages in a strictly linear manner. Some teams may revisit previous stages, especially when new members join or significant changes occur within the team or its objectives. Moreover, alternative models, such as Gersick's Punctuated Equilibrium model (Gersick, 1988), offer different viewpoints on team development. Nevertheless, Tuckman's model remains a widely embraced and invaluable framework for comprehending the intricate and ever-evolving process of team building.

Employee performance

Employee performance refers to the manner in which employees carry out their assigned tasks. The engagement of each employee impacts both their individual performance and the overall performance of the organisation (Wainwright, 2018). According to Fisic (2020), an employee's performance can be evaluated based on specific core performance objectives established by the organisation. Several indicators of employee performance include profitability, efficiency, effectiveness, quality, and productivity. As elucidated by Horton (2021), profitability refers to the capacity to generate profit over a

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given period and is typically expressed as the ratio of gross profit to sales. Efficiency relates to the ability to achieve desired outcomes with minimal effort, while effectiveness pertains to the accomplishment of predetermined goals (Banton, 2020). Productivity measures how efficiently employees convert inputs into outputs and is often represented as the ratio of output to input (Kenton, 2021).

Research indicates that active participation and attendance in meetings have a significant impact on improving organisational functioning and decision-making processes (Harrison, Wheeler, & Smith, 2016). Actively engaging in discussions, contributing ideas, and participating in various meetings such as council meetings, committee meetings, and community engagement sessions demonstrate employees' involvement and engagement in the decision-making processes of the assembly, leading to more effective outcomes and increased employee satisfaction (Hoegl & Gemuenden, 2001).

Being prompt and responsive in addressing requests, inquiries, and complaints is crucial for maintaining positive relationships with constituents, stakeholders, and colleagues (Groth, Hennig-Thurau, & Walsh, 2009). Timely responses have been shown to contribute to overall customer satisfaction and enhance the perception of service quality (Wirtz & Kimes, 2010). The measure of timeliness and responsiveness evaluates employees' efficiency in promptly addressing issues and providing necessary support and services.

The quality of work is closely linked to increased customer satisfaction and organisational success (Crosby et al., 1990). Accuracy in reports, thorough documentation, and reliable financial records contribute to organisational efficiency and credibility (Carr & Wilkinson, 2005). Evaluating the quality of

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work involves assessing the accuracy, completeness, and attention to detail in task execution and assignments, as well as the quality of services delivered to the community.

Taking initiative and demonstrating innovation are key factors in improving problem-solving and promoting innovative solutions (Amabile, 1996). Encouraging employees to think beyond routine tasks and contribute new ideas fosters a culture of continuous improvement (Scott & Bruce, 1994). This measure assesses employees' ability to show initiative, and creativity, and propose innovative solutions to challenges faced by the district assembly.

Setting clear performance goals and targets contributes to employee motivation and overall organisational success (Locke & Latham, 2002). Effective goal management and task prioritisation ensure that efforts align with strategic objectives (Komaki et al., 2011). The measure of goal achievement examines the extent to which employees meet individual and team performance goals and targets, assessing their ability to prioritise tasks, manage time effectively, and deliver results aligned with the district assembly's strategic objectives.

Gathering feedback from stakeholders allows organisations to evaluate their satisfaction and make necessary improvements (Oliver, 1997). Positive stakeholder experiences contribute to long-term organisational success and reputation (Fornell, 1992). The measure of stakeholder satisfaction involves collecting feedback from constituents, community members, and other stakeholders to assess their satisfaction with the services and support provided by employees, offering insights into the impact of employees' work on the community and identifying areas for improvement.

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Empirical Review

This section presents a review of empirical studies conducted by experts as far as the subject matter is concerned. It is structured around four key areas; team-building strategies, teams and their functions, team-building strategies and employee performance, and team-building and employee performance.

Team-building strategies

Mathieu et al. (2006) conducted a significant study exploring the relationship between shared social identity and team performance. Through a meta-analysis of 29 studies, they found a strong positive correlation between shared social identity and team performance. The study highlighted the crucial role of a collective identity in influencing a team's effectiveness. The researchers emphasized that this impact was particularly robust in teams with high interdependence and low task uncertainty. In such situations, the cohesiveness fostered by a shared social identity played a crucial role in influencing performance outcomes. This insight adds specificity to the understanding of shared social identity, suggesting its pronounced benefits in environments where teamwork is essential and task ambiguity is minimized. Overall, Mathieu et al.'s study contributes to the growing evidence supporting the instrumental role of shared social identity in enhancing team performance, offering practical insights for organizations aiming to optimize teams in diverse work contexts.

Gong et al. (2010) conducted a noteworthy study exploring the complex dynamics of social resource exchange and its impact on team effectiveness. Surveying 212 teams, they discovered a significant and positive relationship

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between social resource exchange and overall team effectiveness. Teams with higher levels of social resource exchange reported superior performance, improved coordination, and increased satisfaction among team members. These findings underscore the crucial role of interpersonal connections and supportive interactions in shaping a team's success. The researchers concluded that fostering social resource exchange is a crucial factor contributing to overall team effectiveness. In practical terms, this suggests that organizations seeking to optimize team dynamics and performance should actively create environments that facilitate and encourage team members to interact, collaborate, and provide support to one another. Gong et al.'s study provides valuable insights for organizational strategies aimed at promoting a culture of social resource exchange, recognizing it as a potent mechanism for strengthening team effectiveness.

Locke & Latham (2002) conducted a thorough investigation into the impact of clear and challenging goals on team motivation and performance. Reviewing 30 studies, they consistently found a positive effect when teams were presented with such goals. The key factor was how team members perceived the achievability of these goals and their commitment to achieving them. These perceptions were identified as crucial mediators influencing positive outcomes. Essentially, their findings highlight the effectiveness of setting clear and challenging goals to enhance both team motivation and performance. Locke & Latham's study offers valuable insights for organizations aiming to optimize team dynamics and productivity through thoughtful goal-setting strategies.

Edmondson (2012) explored the dynamics of team innovation, focusing on the roles of enhanced communication and collaboration within high-performing teams. Studying 12 teams with notable performance levels, Edmondson revealed the indispensable nature of effective communication and collaboration as key elements for fostering team innovation. Teams with open and frequent communication, coupled with robust collaboration, showed a higher propensity to generate creative ideas and innovative solutions. Edmondson's conclusions align with the understanding that a culture of communication, where team members feel empowered to express their ideas, and collaboration, where collective efforts are seamlessly integrated, are pivotal drivers of innovation. Organizations aspiring to cultivate a climate conducive to team innovation can heed Edmondson's insights by providing teams with the necessary resources and support, thereby facilitating an environment where effective communication and collaboration can flourish, ultimately fostering a culture of continuous innovation and problem-solving.

The team development strategies explored in these studies provide valuable insights for organizations seeking to enhance team dynamics and performance. The emphasis on cultivating a shared social identity, particularly in situations of high interdependence and low task uncertainty, underscores the importance of fostering a collective team identity. Organizations can apply this insight by implementing team-building activities that promote a shared sense of identity, fostering collaboration and teamwork. The focus on the exchange of social resources in another study emphasizes the significance of interpersonal connections and supportive interactions for team effectiveness. To optimize team performance, organizations should create environments that

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facilitate the exchange of social resources, encouraging team members to interact and provide mutual support. The strategic approach of setting clear and challenging goals, as highlighted in another study, can enhance team motivation and performance. Organizations stand to benefit by establishing clear, ambitious goals and ensuring team members perceive these goals as achievable, thereby fostering commitment. The study on enhanced communication and collaboration underscores the pivotal role of open communication and effective collaboration in fostering team innovation. Organizations can promote team innovation by fostering a culture that values communication and collaboration, offering the necessary resources and support for creative idea generation. In summary, these studies collectively suggest that adopting a comprehensive approach to team development, encompassing shared identity, social resource exchange, goal setting, and effective communication, can significantly contribute to improved team dynamics and overall performance.

Teams and their Functions

Many studies have been conducted on the dynamics of teams and how they affect organisational effectiveness. These studies have provided important insights into the elements that are crucial for productive teamwork. The study of Katzenbach and Smith (1993) emphasises how crucial specific goals are in leading teams towards a shared aim. Their findings highlight the importance of defined goals in coordinating individual efforts and guaranteeing that teams stay focused on accomplishing their stated objectives. This is corroborated by the participants' significant agreement about their awareness of team objectives.

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Hackman (2005) explores the value of cooperation as the basis for productive teamwork. According to his study, teams were content with the channels of communication and indicated confidence in their capacity to collaborate effectively. This highlights the significance of creating an environment that promotes open communication, mutual support, and shared accountability. The importance of cooperation is further supported by Lencioni's (2002) research, which found that teams that were polled emphasised how important it is to the success of the organisation. Their observations emphasise the idea that collaboration is a unified entity whose individuals collaborate harmoniously to accomplish shared objectives, rather than just a compilation of individual efforts.

West (2005) investigates how team dynamics affect output, which is a crucial indicator of how well an organisation is performing. According to his findings, there appears to be a positive association between higher productivity and well-functioning teams. Respondents also reported satisfaction with their roles and thought their teams were effective. This is consistent with the idea that productive teams maximise individual strengths, reduce conflict, and cultivate a culture of continuous development, all of which contribute to improved organisational outcomes and productivity.

Wheelan (2009) looks into how teams may spur innovation, which is a vital component of organisational development and a competitive edge. According to his research, creative environments are created by highly functional teams that have a common understanding of team dynamics. According to this, groups that encourage risk-taking, open communication,

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and creative thinking are more likely to provide fresh ideas and solutions, which will help businesses succeed in a market that is constantly changing.

A meta-analysis is carried out by DeRue & Ashford (2010) on the connection between team performance and worker satisfaction, which is vital for worker retention, engagement, and general well-being. Their results demonstrate the important role teams play in influencing employee experiences and fostering a healthy work environment by showing that strong team functioning increases employee happiness.

All things considered, these studies highlight how crucial it is to have defined objectives, cooperate, work as a team, have productive team relations, and be innovative in order to achieve organisational success and employee satisfaction. Organisations may enable their teams to flourish, spur innovation, and realise their full potential by comprehending and putting these ideas into practise.

Team-building strategies and employee performance

Haslam et al. (2014) and Hogg & Terry (2000) aimed to explore the psychological aspects of team dynamics. They used psychological measures and surveys to understand how team members identify with a common group identity. The results are significant, revealing that a strong shared social identity goes beyond affiliation—it promotes collaboration, transparent communication, and mutual support. This strengthens team cohesion and motivation, ultimately leading to improved performance. The conclusion emphasizes the importance of fostering unity and a collective sense of purpose within the team to significantly impact employee performance.

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Podsakoff et al. (2014) and Wayne et al. (2014) investigated the impact of exchanging social resources aligns with contemporary teamwork understanding. Using surveys and observational methods to study the reciprocal sharing of intangible assets provides a tangible approach. The findings are compelling, indicating that engaging in social resource exchange goes beyond surface-level cooperation—it builds trust, improves communication, and enhances problem-solving capabilities. The conclusion appropriately emphasizes that social resource exchange significantly influences employee performance by creating a nurturing and collaborative team environment.

Locke & Latham (2014) and Latham & Locke (2014) focused on examining the impact of clear and challenging goals, aligning with the established understanding of goal-setting in organizational psychology. The meticulous assessment, involving surveys, progress monitoring, and performance evaluations, is robust. The findings support the idea that clear and challenging goals empower employees, fostering collaboration and inspiring innovative efforts. The conclusion rightly emphasizes that clear and challenging goals significantly impact employee performance by directing efforts toward desired outcomes and motivating employees to stretch their capabilities.

Exploring the impact of effective communication and collaboration is crucial in the contemporary workplace, as shown by Marks et al. (2014) and Wang et al. (2014). The study's practical approach, emphasizing open and transparent communication through surveys, communication audits, and collaboration assessments, is noteworthy. The findings highlight that

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prioritizing open communication minimizes misunderstandings and nurtures trust. Enhanced communication and collaboration contribute to improved problem-solving capabilities and knowledge sharing, ultimately leading to elevated team performance. The conclusion appropriately underscores the significant impact of fostering a culture conducive to trust, understanding, and cooperative problem-solving on employee performance.

Team building strategies are vital for improving employee performance in a team. The mentioned studies provide important insights into effective methods. Developing a strong team identity, beyond just being part of the group, encourages collaboration, clear communication, and mutual support. Going beyond surface-level cooperation by exchanging social resources builds trust and improves problem-solving skills, creating a supportive team environment that significantly boosts performance. Setting clear and challenging goals empowers employees, promoting collaboration, innovation, and dedication, ultimately positively impacting performance. Effective communication and collaboration establish a culture of trust and understanding, contributing to improved team performance. In summary, these strategies offer comprehensive approaches to optimize team dynamics and enhance overall employee performance in organizations.

Team-building and employee performance

Numerous empirical studies consistently highlight the positive impact of team-building activities on employee performance. These studies reveal the crucial role these interventions play in shaping various aspects of team dynamics, ultimately leading to improved performance outcomes.

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In a notable study conducted by Johnson & Johnson (2017) in a corporate setting, researchers explored the effects of team-building interventions on team performance. The findings demonstrated a strong and positive connection between these activities and transformative changes in team communication, collaboration, and overall cohesion. These improvements were linked to increased job satisfaction and an overall enhancement in team performance. The study not only emphasised the immediate impact on team dynamics but also stressed the enduring significance of team-building activities in fostering positive interpersonal relationships among team members. By highlighting the establishment of a shared sense of purpose through purposeful team-building initiatives, the study suggested that these activities contribute to creating a cohesive and motivated workforce, positively influencing overall team performance.

Similarly, a study by Smith et al. (2019) expanded the empirical evidence base, focusing on a healthcare organization. This research delved into the nuanced impact of team-building on employee commitment and performance within healthcare teams. The results revealed a positive correlation between team-building interventions and elevated levels of employee commitment. The study identified improvements in cooperation and trust among team members as direct outcomes of these interventions. These enhancements in team dynamics were associated with increased employee performance and heightened job satisfaction. Consequently, this study supports the idea that team-building activities yield tangible benefits by fostering employee commitment and teamwork, creating an environment

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conducive to improved overall performance, especially crucial in the unique and demanding realm of healthcare.

Lee & Chen's (2021) study conducted in a multinational company significantly contributes to the empirical evidence on the connection between team-building activities and job performance. Set in the dynamic context of a multinational corporation, the research reveals a substantial positive correlation between team-building interventions and key aspects of team functioning. The study shows that team members, after participating in team-building activities, saw notable improvements in communication skills, trust levels, and collaboration dynamics. These improvements played a crucial role in an overall enhancement in job performance. The study emphasises the intricate links between team-building, team dynamics, and individual job performance in the unique and complex landscape of a multinational corporate environment. Additionally, the research highlights the role of team-building in fostering a positive work environment, suggesting that positive changes in communication, trust, and collaboration contribute to creating an atmosphere conducive to both teamwork and individual performance. This underscores the broader understanding that effective team-building goes beyond fostering camaraderie and acts as a catalyst for cultivating a positive and collaborative organizational culture. In conclusion, Lee & Chen's study provides valuable insights into the specific mechanisms through which team-building activities influence team dynamics and job performance in a multinational company, offering evidence-based strategies for optimizing performance in the intricate and diverse landscape of multinational corporations.

These empirical studies collectively provide compelling evidence affirming the positive correlation between team-building initiatives and enhanced employee performance across diverse organizational contexts. The comprehensive findings underscore the multifaceted impact of team-building activities, extending beyond the immediate improvement in team dynamics to create a broader positive ripple effect. The observed enhancements in team dynamics are intricately linked to increased job satisfaction, heightened commitment, and an overall improvement in performance outcomes. Recognizing the significance of cohesive and motivated teams, organizations can leverage these empirical insights as valuable guides. They offer evidence-based strategies for the thoughtful implementation of team-building initiatives to foster an environment conducive to optimal employee performance. As businesses increasingly prioritize the cultivation of positive team dynamics, these empirical findings serve as a practical roadmap for organizations seeking to enhance their overall effectiveness through targeted team-building strategies.

Conceptual Framework

To examine the connection between team-building and employee performance, a conceptual framework was developed. Team-building was considered the independent variable, while employee performance was regarded as the dependent variable, as depicted in Figure 1.

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Independent Variable   Dependent Variable

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┌──────────────────────┐              ┌──────────────────────┐
│   Team-building       │              │   Employee            │
└──────────────────────┘              └──────────────────────┘
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┌────────────────────────────┐   ┌────────────────────────────┐
│ Shared social identity   │   │ Efficiency   │
│ Exchange of social resources│ ───▶ │ Effectiveness   │
│ Clear and challenging goals │   │ Quality   │
│ communication & collaboration│   │ Initiative and Innovation   │
└────────────────────────────┘   └────────────────────────────┘
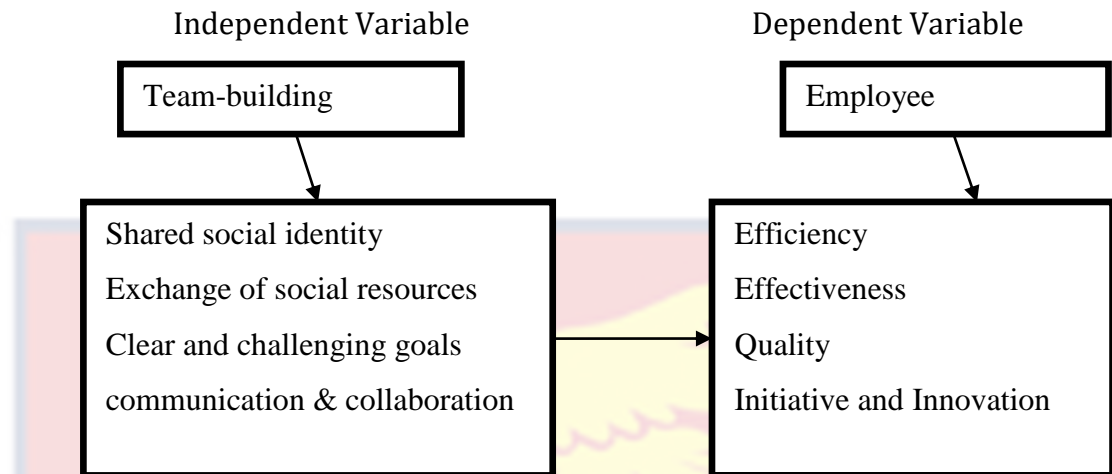
Figure 1: Conceptual framework
Source: Author's construct (2023)

Chapter Summary

This section reviewed related studies, theories and concepts underpinning the study. Also, concepts of the study were also reviewed. The chapter ended with the pictorial representation of how the variables link to one another.

CHAPTER THREE

RESEARCH METHODS

Introduction

In Chapter Three, the methodology employed for investigating the influence of team-building on employee performance in the Gomoa West District Assembly (GWDA) is presented. The chapter provides an overview of the selected research design, sampling techniques, and data collection methods, all of which are aimed at guaranteeing the credibility and dependability of the study. It delves into the specifics of the target population, justification for the chosen sample size, and procedures implemented to ensure the representation of participants. Moreover, the chapter elaborates on the data collection techniques and highlights the measures taken to safeguard the quality and integrity of the data. Additionally, the chapter addresses the methods for data analysis and ethical considerations.

Research Philosophy

Research philosophy pertains to the fundamental beliefs and assumptions that shape the approach of researchers. Three primary research philosophies include positivism, interpretivism, and pragmatism. Positivism, rooted in scientific principles, emphasises objectivity, causality, and quantitative methods to uncover general laws and predict behaviour. Interpretivism recognizes the subjective nature of human experience and seeks to comprehend individual meanings and interpretations. Pragmatism combines elements of positivism and interpretivism, prioritising the practical significance of research and integrating multiple research philosophies. Considering the study in question, a positivist research philosophy is

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appropriate. This philosophy employs objectivity, causality, and quantitative techniques to reveal common laws and predict behaviour. Positivism asserts the existence of an objective reality that can be measured and comprehended through systematic observation and measurement (Bryman, 2016).

Research Approach

There exist two primary research approaches: inductive and deductive. The inductive approach entails the formulation of theories and hypotheses grounded in observations and patterns identified in the data. It progresses from specific observations to broader generalisations. In contrast, the deductive approach commences with established theories or hypotheses, subjecting them to empirical data testing. It involves examining specific hypotheses derived from these theories to affirm their accuracy (Bryman, 2016). In the study, a deductive approach is applied. This entails crafting specific hypotheses rooted in existing literature or theories concerning the correlation between team building and performance. The researcher then gathers data and employs a survey to assess and verify these hypotheses.

Research Strategy

A research strategy provides an overarching framework for conducting a study, and it typically involves choosing between quantitative and qualitative research methods. In the context of the study, the preferred research strategy is quantitative in nature, focusing on numerical data. This decision is supported by the need to quantify concrete outcomes, establish cause-and-effect relationships, handle a large participant pool, maintain statistical rigour, ensure objectivity and reproducibility, and optimise time efficiency. These justifications are grounded in relevant academic literature (Creswell, 2014;

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Bhandari, 2020; Williams, 2021). By employing a quantitative approach, the study can systematically gather and analyse performance-related data, ultimately shedding light on the potential causal links between team-building initiatives and employee performance. Such insights are critical for evidence-based decision-making within GWDA.

Research Design

In the realm of research, a study's design plays a pivotal role as it delineates the overarching structure and methodology used to carry out the investigation. Researchers have an array of research designs at their disposal, each tailored to specific research questions and objectives. These encompass cross-sectional studies, longitudinal studies, case studies, and systematic reviews (Creswell, 2018).

In the research focusing on how team-building affects the job performance of GWDA employees, a cross-sectional research approach is selected. This choice is based on its capacity to provide a snapshot of the current situation at a specific point in time. This approach enables the researcher to effectively evaluate the connection between team-building initiatives and employee performance at GWDA, all while taking into account limitations in resources and practical considerations. Cross-sectional studies are advantageous for promptly revealing relationships between variables, especially in the initial stages of investigating a subject. Therefore, this design is well-suited for gaining insights into the interplay between team-building and performance within GWDA, and it aligns with the organisation's operational needs, ensuring a thorough yet efficient exploration of the topic (Creswell, 2014).

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Population

A population refers to the complete set of elements or individuals for which a researcher intends to draw conclusions (Kenton, 2020). In the scope of the research, the population encompasses every GWDA employee, regardless of their specific job positions, departments, or length of service within the organisation. Incorporating the entire GWDA employee population into the study offers a comprehensive understanding by taking into account various roles and departments, acknowledges the impact of the organisational context, improves the ability to generalise findings, aligns with the study's objective of achieving comprehensive insights, and reduces potential biases. Based on the preliminary investigation, the researcher understands that the total employees within the assembly constitute 282. This figure is drawn from various departments of the GWDA. The distribution of employees among the departments is as follows.
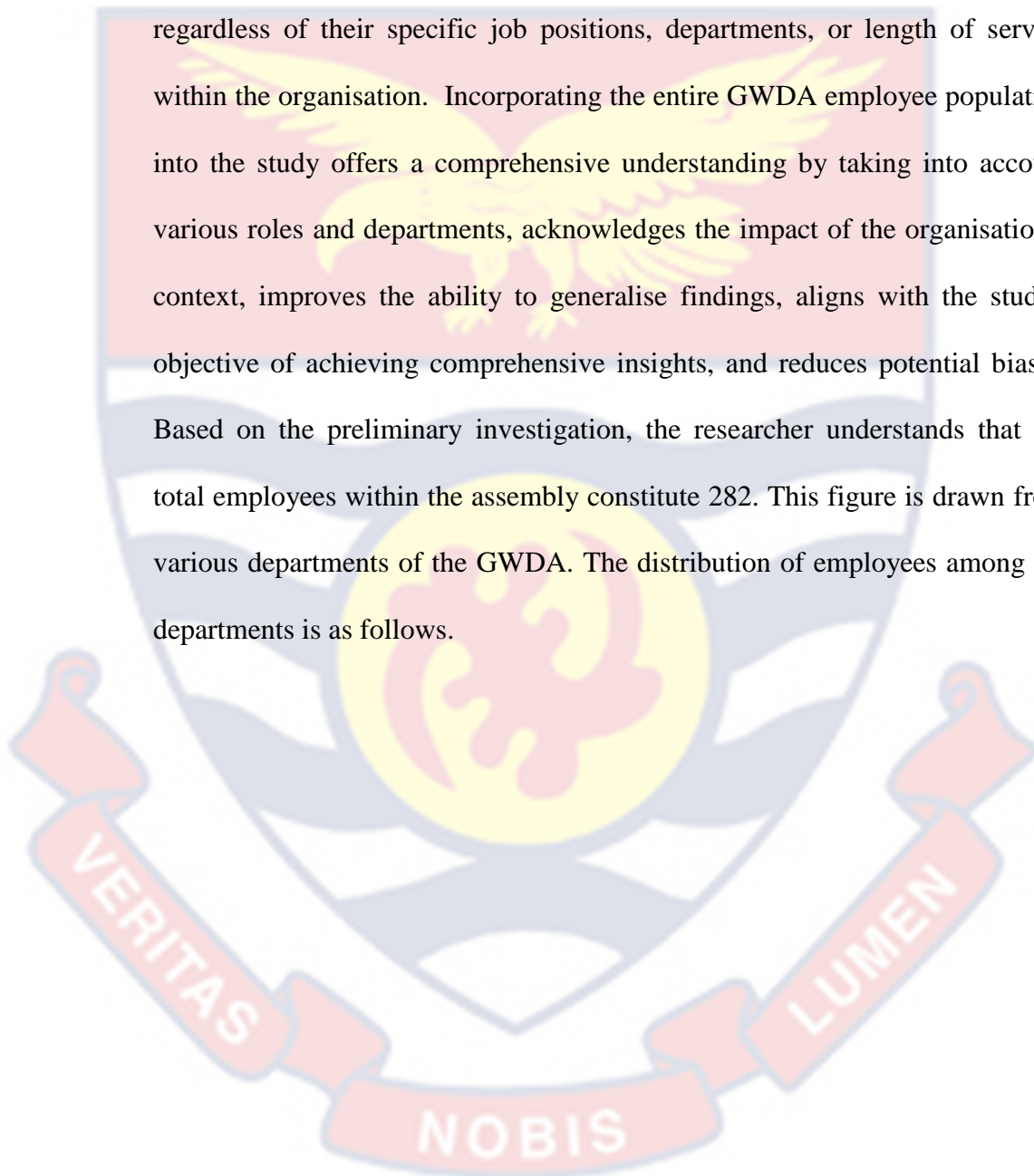
Table 1: Population

Department	Male	Female	Total
Central Administration	48	25	73
Finance	4	1	5
Works	8	0	8
Social Welfare and Community Development	5	4	5
Education, Youth and Sport	39	16	4
Health	7	9	55
NADMO	4	3	16
Agriculture	8	6	7
Physical Planning (Town and Country Planning)	3	0	14 3
Trade & Industry (BAC & Co-operatives)	1	1	2
District Chief Executive (DCE)	1	0	1
District Co-coordinating Director (DCD)	1	0	1
Assistant Director	4	2	6
Human Resource Management	1	1	2
Budget	4	2	5
Environmental	15	17	32
Procurement	2	3	5
Revenue	4	1	5
Statistical Service	1	1	2
Information Service	1	1	2
Birth & Death Registry	1	1	2
Controller & Accountant General	4	1	5
Scavengers	12	9	21
Total	178	104	282

Source: GWDA's record office (2023)

Sampling Technique and Size

In the study, a crucial technique employed is simple random sampling. This method is utilised to choose a subgroup of GWDA employees from the entire workforce in a manner that guarantees every employee an equal and independent opportunity to be part of the sample. This approach is of utmost importance in investigating how team-building impacts employee performance because it seeks to construct a sample that faithfully mirrors the diverse composition of GWDA's workforce, including employees from different roles, departments, and lengths of service. The procedure entails assigning unique

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identifiers to employees, utilising random selection to designate a specific number for the sample, ultimately yielding a representative sample that can be examined to derive significant conclusions about the overall employee population. By utilising this technique, the study aims to eradicate potential biases and ensure that the research findings are relevant to the broader GWDA employee body, thus enabling valid and widely applicable conclusions regarding the research question within the organisation.

The researcher used the Slovin's Formula; n=N/ (1+N (e) 2) to select the sample. To calculate the sample size (n) for a population of 282 using the formula n=N/ (1+N (e) 2), the researcher specifies the margin of error (e) that is acceptable for the study. The margin of error represents the level of sampling error that is deemed acceptable, typically expressed as a percentage. A margin of error (e) of 5% (0.05 in decimal form), a common choice in many research studies, is used. the determination is as follows;

n = 282 / [1 + 282 * (0.05) ^{2}]

(0.05) ^{2} = 0.0025

n = 282 / [1 + 282 * 0.0025]

n = 282 / [1 + 0.705]

1 + 0.705 = 1.705

n = 282 / 1.705

n ≈ **165.36 (n= 165)**

Sources of Data

The study employs two primary data sources: firstly, primary data gathered through surveys and secondly, secondary data obtained from academic journals, articles, and books. The primary data collection involves

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the distribution of surveys with GWDA employees to directly capture their perceptions and experiences concerning team-building and its effects on their job performance. In parallel, secondary data is utilised to furnish historical performance data and supplementary context. This dual-pronged approach ensures a comprehensive exploration of the connection between team-building and employee performance, thereby enhancing the study's depth and credibility (Streefkerk, 2018).

Data Collection Instrument

In this study, a questionnaire serves as the primary data collection tool. This questionnaire includes closed-ended questions that use a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The questionnaire has two main sections: one about team-building and the other about employee performance. In total, there are 43 questions in the questionnaire. Out of these, 5 questions are used to collect demographic information, 28 questions focus on team-building (with 5 questions each for shared social identity, exchange of social resources, clear and challenging goals, and enhanced communication and collaboration, and 10 questions relating to team and their functions), and 10 questions address employee performance.

Data Processing and Analysis

In the study, data analysis comprises several essential elements, including descriptive analysis and regression analysis, all carried out using software like Excel.

Descriptive analysis serves as the starting point in data analysis, focusing on summarising and comprehending the primary characteristics of

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the collected data. In this study, descriptive analysis entails the calculation of fundamental statistical measures to depict central tendencies, variations, and data distribution. These statistical measures include percentage, frequency, the mean (average) and standard deviation (a measure of variability). This analysis provides the researcher with insights into the overall data patterns, trends, and variations concerning team-building and employee performance at GWDA (Field, 2022).

Regression analysis, a statistical technique, is employed to investigate the relationship between two or more variables. In this study's context, regression analysis helps the researcher determine if there exists a statistically significant connection between team-building activities (considered as the independent variable) and employee performance (the dependent variable). Additionally, multiple regression analysis is utilised to assess the impact of various team-building components (such as shared social identity, exchange of social resources, clear and challenging goals, enhanced communication and collaboration) on employee performance (Montgomery, Peck & Vining, 2021).

Microsoft Excel plays a vital role in this study's data analysis, providing a range of useful functions. It streamlines the process of entering and organising data, making it easier to handle the extensive survey data collected. It supports descriptive analysis by calculating important statistics and creating visual representations of data distributions. Excel's regression analysis tools, including the Data Analysis ToolPak, simplify the tasks associated with regression analysis and the assessment of relationships between variables. Additionally, it enables the creation of various data

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visualisations, which assist in presenting the research findings effectively (Microsoft, 2023).

Validity and Reliability Analysis

Ensuring research validity and reliability is crucial for maintaining the quality of data and results. In the study, the researcher evaluates and secures research design, methods, and outcomes for quality. Validity, per Middleton (2023) and DeVellis (2017), refers to how well a research instrument accurately measures its intended purpose. In this study, it assesses how well the team-building intervention aligns with its intended outcomes, such as improved employee productivity and engagement. Various validity types, including content, construct, and criterion-related validity, come into play. Content validity ensures that scale items faithfully represent the assessed information, construct validity scrutinises score meanings within the theoretical framework, and criterion-related validity assesses predictive or correlational capability with a criterion measure (DeVellis, 2017).

Reliability, as explained by Middleton (2023) and DeVellis (2017), signifies measurement consistency across dimensions like time, observers, and test sections. It highlights the method's ability to yield consistent results in multiple trials. In this study, the researcher uses internal consistency reliability to assess how well the team-building intervention works for improving employee performance. The intervention has various parts that are meant to help employees perform better. The researcher wants to see how consistently these parts contribute to the desired result. Tools like Cronbach's alpha, a statistical measure, is used to check how well these parts agree with each other. If Cronbach's alpha gives us a high score, it means that the parts of the

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intervention work together very well, making employee performance better. If the score is low, it could mean that some parts of the intervention need changes or should be removed to make it more reliable and effective.

The reliability test is crucial for assessing the strength of measurement tools in a study and understanding how consistently survey questions measure specific concepts. It ensures that the collected data is dependable and accurate. The widely used alpha coefficient, where values above 0.70 signal strong internal consistency, is a key measure in this evaluation. Examining means and standard deviations provides additional insights, illustrating both the overall agreement among respondents and the diversity in their responses. Table 2 presents the reliability test of the study data.

Table 2: Reliability test

LN	Variable	Alpha value	Mean	SD
1	Shared social identity	0.83	3.28	1.19
2	Exchange of social resources	0.83	3.35	1.13
3	Clear and challenging goals	0.93	3.45	1.22
4	Enhanced communication and collaboration	0.84	3.38	1.11
5	Team and their functions	0.91	3.41	1.07
6	Employee performance	0.91	3.53	1.09

Source: Field data (2023)

Table 2 provides a detailed examination of the reliability test for the variables, showing strong internal consistency as indicated by alpha values exceeding 0.8 for each construct. This suggests that the survey questions effectively capture the intended concepts. The variable means, ranging from 3.28 to 3.53, indicate a consistent trend toward the higher end of the scale, reflecting a general consensus among respondents. The uniformly positive mean values imply a shared perspective among participants, reinforcing the

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reliability of the data. Furthermore, standard deviations between 1.07 and 1.22 suggest a moderate level of variability, striking a balance between agreement and diversity in responses. This contributes to the overall richness and representativeness of the dataset, underscoring the reliability of the study's findings.

Ethical Consideration

In the study, the researcher is taking diligent steps to adhere to ethical guidelines. This involves obtaining consent from participants, safeguarding their data confidentiality, ensuring their well-being during team-building activities, and aiming to enhance the employees' overall experience. Additionally, the researcher refrains from deceptive practices, considers ethical approvals and potential conflicts of interest, complies with legal requirements, and provides avenues for participants to express their opinions. These efforts collectively uphold ethical standards and protect the rights and well-being of all involved in the research.

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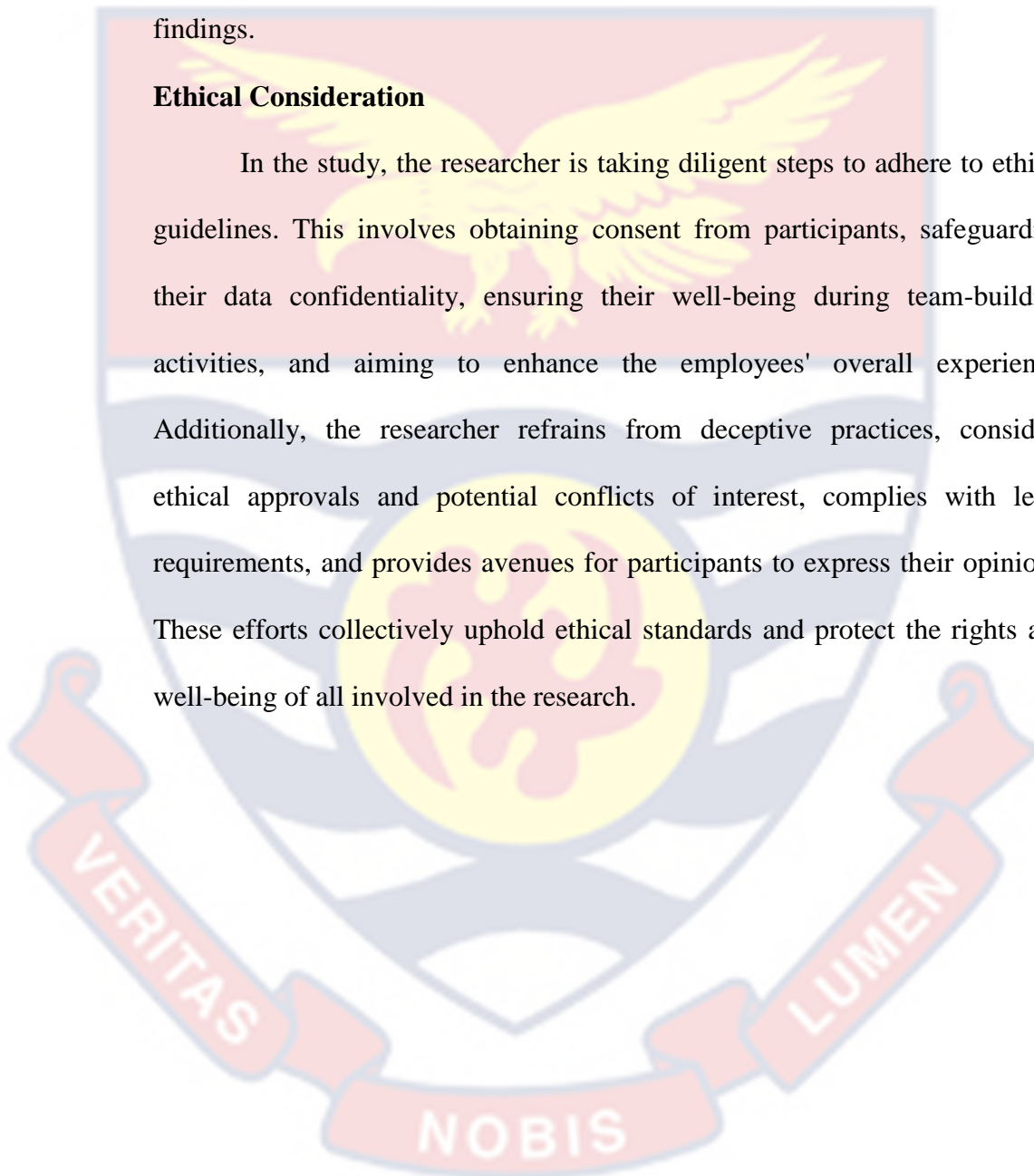
CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study aimed to analyse the effect of team-building on employee performance at the Gomoa West District Assembly - GWDA. In this chapter, the results from the data analysis are presented and interpreted with implications. The findings are displayed visually through graphs and tables. The researcher interprets these findings by relating them to existing literature and the theoretical framework, with a specific emphasis on the importance of the results for both theoretical concepts and practical applications. This chapter is grouped into the following sections; survey response rate, reliability test, demographic data of respondents, determining the team-building strategies, identifying the teams and their functions, and analysing the effect of team-building on employee performance.

Survey Response Rate

In this research, the response rate is determined by the ratio of received responses to the total potential respondents. To be specific, the researcher acquired 111 responses out of 165, resulting in a participation rate of around 67.27%. A higher response rate is considered beneficial as it guarantees a more accurate portrayal of the sample, thereby boosting the reliability of the study's findings. The successful gathering of 111 responses out of 165 highlights significant participation from the target group, adding strength to the data analysis and strengthening the overall validity of the research results.

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Demographic Data of Respondents

This research explores the demographic profile of the participants, conducting a thorough examination based on crucial factors like age, gender, marital status, employment duration, and education. Table 3 presents the demographic data of respondents.

Table 3: Demographic data of respondents

LN	Variable	Indicator	Frequency	Percentage
1	Age	31-40 years old	32	29%
		41-50 years old	28	25%
		51-60 years old	7	6%
		Below 30 years old	44	40%
2	Gender	Female	46	41%
		Male	65	59%
3	Marital Status	No	47	42%
		Yes	64	58%
4	Employment Duration	14-19 years	12	11%
		20 years or more	10	9%
		2-7 years	22	20%
		8-13 years	41	37%
		Less than 2 years	26	23%
5	Education	Bachelor's degree	57	51%
		Diploma	20	18%
		Master's degree	27	24%
		SSCE/WASSCE	7	6%

Source: Field data (2023)

The variety seen in the age distribution of participants holds significant implications for comprehending the makeup of the surveyed group. The fact that 40% of respondents are below 30 years old indicates a notable presence of younger individuals in the study. Typically, this age bracket represents those in the early stages of their careers or just starting their professional journeys. The shift toward a younger age range suggests a heightened interest or engagement from this segment in the studied context. Consequently, any

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recommendations or interventions resulting from the study should account for the distinct preferences, expectations, and challenges specific to this younger demographic.

Looking at marital status among participants, where 58% are married and 42% are single, provides insights into the personal dynamics of the surveyed individuals. The prevalence of married participants may indicate a workforce segment with potentially different priorities, responsibilities, and considerations than their single counterparts. organisations and policymakers may need to consider the unique needs and perspectives of married employees when designing programmes or policies that impact work-life balance or family-related benefits.

Analysing employment duration among participants reveals that the largest group (37%) has been employed for 8-13 years. This suggests a significant portion of the workforce with substantial tenure within their respective organisations. The implications lie in the wealth of experience and institutional knowledge this group likely possesses. organisations could leverage this experience for mentorship programmes, knowledge transfer, or leadership development initiatives. Conversely, the notable presence of individuals with less than 2 years of employment (23%) indicates a sizable cohort of relatively new entrants. Strategies for onboarding, training, and talent retention may need to be tailored to accommodate the specific needs of this group.

Educationally, the majority of respondents holding a bachelor's degree (51%) indicates a well-educated sample. This has implications for the prevalent skill sets and competencies within the studied workforce.

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Policymakers and educational institutions might consider aligning educational offerings with the prevalent qualifications to ensure relevance and applicability to the workforce's needs.

In conclusion, the demographic insights provided by the age, gender, marital status, employment duration, and educational background of participants offer valuable information for customizing organisational strategies, policies, and interventions. Understanding the composition of the workforce is crucial for addressing the specific needs and expectations of diverse segments within the surveyed population.

Determining the Team-Building Strategies

The researcher intended to determine the strategies that help teams grow and work well together. By exploring different ways to build teams, the study aims to offer useful insights to help organisations adopt strategies that fit their specific situations. This section presents the analysis using Mean, SD, Kurtosis, and Skewness. The following present the descriptive statistics of determining the team-building strategies.

Table 4: Descriptive statistics of social identity

Code	Statement	Mean	SD	Kurtosis	Skewness
SSI01	I experience a sense of inclusion within my social groups.	3.27	1.21	-0.92	-0.32
SSI02	I take pride in my social identity.	3.29	1.17	-0.82	-0.41
SSI03	I have a connection with others who share my social identity.	3.32	1.14	-0.43	-0.57
SSI04	My social identity provides me with a sense of direction.	3.33	1.11	-0.70	-0.33
SSI05	I am ready to advocate for my social identity.	3.19	1.30	-0.94	-0.41
	I experience a sense of inclusion within my social groups.	3.27	1.21	-0.92	-0.32

Source: Field data (2023)

Table 4 presents the descriptive statistics of social identity. The survey data investigates various aspects of social identity using statements labelled SSI01 to SSI05, each accompanied by statistical metrics. The mean scores, ranging between 3.19 and 3.33, suggest a moderate level of agreement with the statements. The consistently low standard deviations indicate that responses are closely clustered around the means, indicating a notable consensus among participants. Negative kurtosis and skewness values for all statements suggest distributions that are less peaked and slightly left-skewed, deviating from a normal distribution. In summary, respondents generally moderately agree with statements related to social identity, and the data distributions show characteristics of being less sharply peaked and slightly skewed to the left.

Table 5: Descriptive statistics of exchange of social resources

Code	Statement	Mean	SD	Kurtosis		Skewness	
ESR01	I am satisfied with the social support I get.	3.18	1.10	-	0.84	-	0.24
ESR02	I expect support from my social network, even if I have not helped first.	3.38	1.00	-	0.52	-	0.21
ESR03	I feel an obligation to assist others, even if it is inconvenient.	3.50	1.15	-	0.77	-	0.39
ESR04	I trust others in my social circle to help when needed.	3.33	1.13	-	0.49	-	0.46
ESR05	My social relationships benefit both parties.	3.33	1.25	-	0.80	-	0.43

Source: Field data (2023)

Table 5 presents the descriptive statistics of exchange of social resources. The data offers insights into different aspects of social support through statements labelled ESR01 to ESR05, accompanied by relevant statistical values. Participants consistently express a moderate level of satisfaction with received social support, reflected in a mean score of 3.18. They also anticipate support without prior assistance (mean = 3.38) and recognize an obligation to assist others, even in inconvenient situations (mean = 3.50). Additionally, there is a moderate endorsement of trust in others within one's social circle to provide help when needed (mean = 3.33), coupled with the belief that social relationships are mutually beneficial (mean = 3.33). The response distributions for each statement show characteristics of being less sharply peaked and slightly left-skewed, with kurtosis values ranging from -0.52 to -0.84, indicating a deviation from a normal distribution. In summary, participants generally exhibit moderate agreement in their perceptions of

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social support, with responses tightly clustered around the means and a tendency toward a left-skewed distribution.

Table 6: Descriptive statistics of clear and challenging goals

Code	Statement	Mean	SD	Kurtosis	Skewness
CCG01	My goals are both challenging and attainable.	3.42	1.27	- 0.69	- 0.60
CCG02	I have outlined a clear strategy to reach my goals.	3.52	1.13	- 0.37	- 0.65
CCG03	I am dedicated to the necessary effort.	3.37	1.20	- 0.68	- 0.46
CCG04	I stay motivated despite obstacles.	3.37	1.21	- 0.71	- 0.43
CCG05	I have strong confidence in achieving my goals.	3.58	1.28	- 0.82	- 0.53

Source: Field data (2023)

Table 6 presents the descriptive statistics of clear and challenging goals. The data analysis delves into how individuals view goal-setting and achievement, represented by statements labelled CCG01 to CCG05, accompanied by relevant statistical measures. On average, participants tend to agree moderately to strongly with positive statements affirming the challenging and attainable nature of their goals, the presence of a clear strategy, dedication to necessary efforts, resilience in staying motivated despite obstacles, and strong confidence in achieving their goals. The distribution patterns for each statement indicate a slight departure from a sharply peaked and normal distribution, suggesting some diversity in how individuals perceive these aspects. In summary, the overall findings indicate a

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general alignment of positive sentiments among participants regarding their

strategies for goal-setting and achievement, although there is some variability

in individual responses.

Table 7: Descriptive statistics of enhanced communication and collaboration

Code	Statement	Mean	SD	Kurtosis	Skewness
ECC01	I am at ease discussing work with my colleagues.	3.30	1.18	- 0.75	- 0.43
ECC02	I believe my colleagues are receptive to feedback and ideas.	3.50	1.09	- 0.18	- 0.67
ECC03	My colleagues provide support for my work.	3.35	1.01	- 0.38	- 0.49
ECC04	I trust my colleagues to assist me when necessary.	3.38	1.04	- 0.40	- 0.42
ECC05	I collaborate effectively with my colleagues.	3.39	1.22	- 0.85	- 0.42

Source: Field data (2023)

Table 7 presents in-depth statistics on improved communication and

collaboration, examining statements ECC01 to ECC05. On average,

participants express a moderate level of comfort when discussing work with

colleagues (ECC01, Mean = 3.30) and a strong belief in colleagues' receptivity

to feedback and ideas (ECC02, Mean = 3.50). Despite some variability in

comfort levels, the overall impression is one of positivity and openness. The

moderate agreement on colleagues providing support (ECC03, Mean = 3.35)

and a comparable level of trust in colleagues to assist when needed (ECC04,

Mean = 3.38) suggest a solid foundation of teamwork and mutual support. The

average agreement on effective collaboration (ECC05, Mean = 3.39) indicates

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positive perceptions, though there is some variability (SD = 1.22). In summary, the findings indicate a generally positive atmosphere for communication and collaboration within the team, offering opportunities to address variations and improve overall team dynamics and effectiveness.

Identifying the Teams and Their Functions

The researcher sought to identify and comprehend the roles of various teams in the organisational structure, crucial for improving efficiency, encouraging collaboration, and boosting overall performance. Using a quantitative analysis with frequencies and percentages, the researcher systematically investigated the prevalence and distribution of different teams and their functions. This method offered a thorough overview, Emphasising how often each type of team appears and their relative representation. Table 8 presents the descriptive statistics of identifying the teams and their functions.

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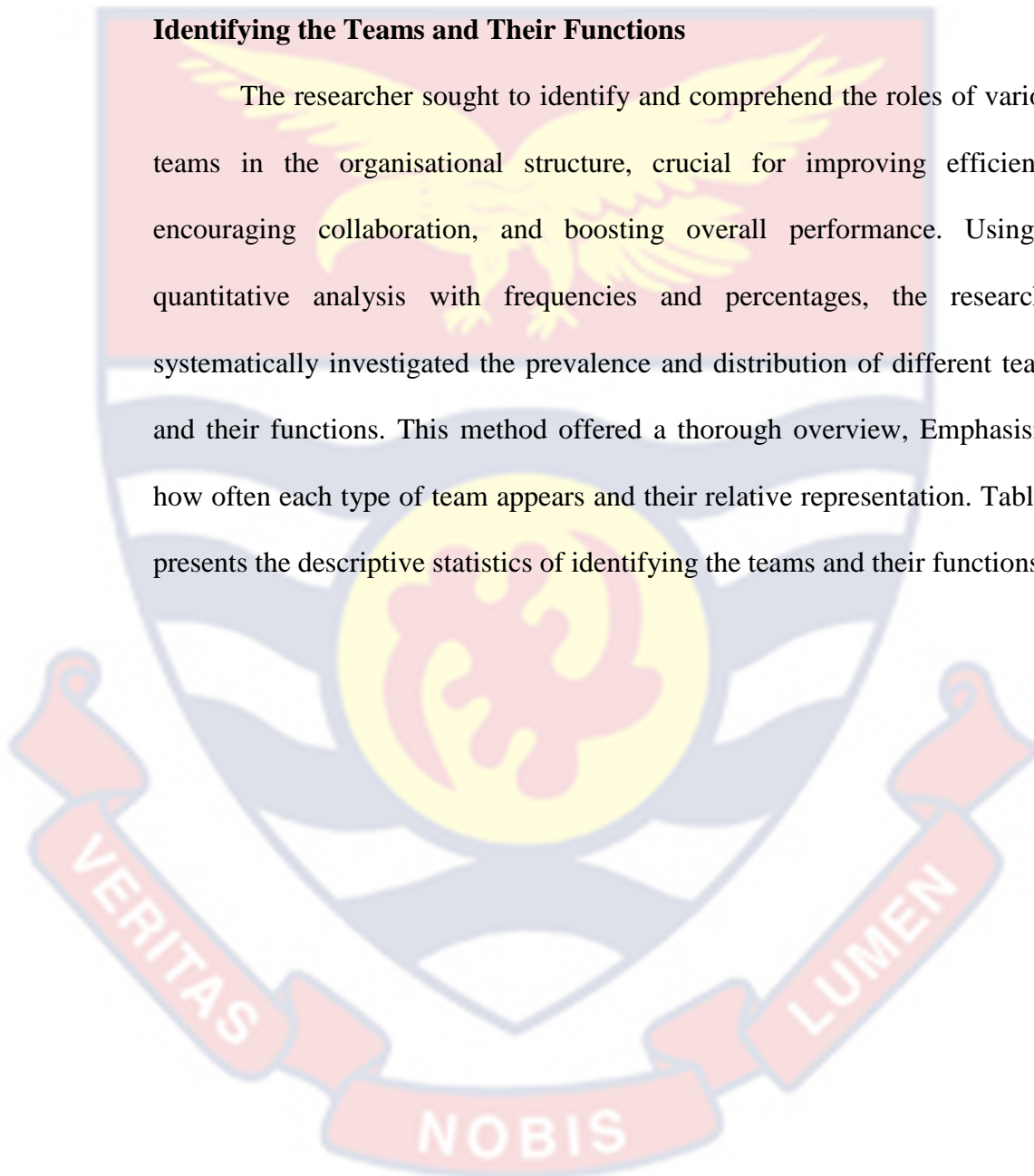
Table 8: Descriptive statistics of identifying the teams and their functions

Code	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TF01	I am aware of my team's objectives.	6 (2%)	42 (11%)	63 (17%)	188 (50%)	80 (21%)
TF02	I have faith in my group to collaborate.	10 (3%)	28 (7%)	72 (19%)	168 (44%)	105 (27%)
TF03	My team's communication makes me happy.	6 (2%)	34 (9%)	90 (24%)	188 (50%)	55 (15%)
TF04	In my team, roles and responsibilities are well-defined.	7 (2%)	38 (10%)	90 (24%)	164 (44%)	70 (19%)
TF05	In my team, we value teamwork.	6 (2%)	32 (8%)	93 (25%)	172 (46%)	75 (20%)
TF06	I am all for my team getting trained.	7 (2%)	30 (8%)	78 (20%)	184 (48%)	85 (22%)
TF07	I have an effective team.	3 (1%)	38 (10%)	84 (22%)	200 (53%)	55 (14%)
TF08	In my role, I am content.	7 (2%)	28 (7%)	90 (24%)	184 (49%)	70 (18%)
TF09	The objectives of the organisation and my team coincide.	8 (2%)	20 (5%)	105 (28%)	184 (49%)	60 (16%)
TF10	I recommend my team to others.	4 (1%)	28 (7%)	102 (26%)	164 (42%)	90 (23%)

Source: Field data (2023)
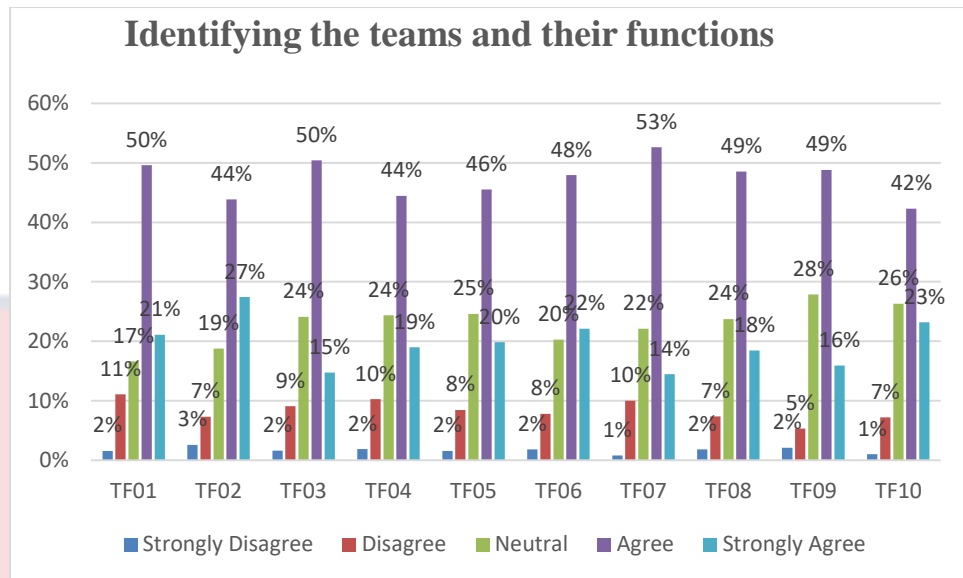
Figure 2: Identifying the teams and their functions
Source: Field data (2023)

Figure 2 presents the pictorial view of teams and their functions. The data offers valuable insights into how teams function, presenting responses to statements (TF01 to TF10) along with corresponding percentages indicating five levels of agreement. Notably, a significant portion of respondents strongly agrees on key aspects, such as their awareness of team objectives (71%), confidence in their group's collaboration (71%), and satisfaction with team communication (50%). Agreement is also observed on well-defined roles (63%), the value placed on teamwork (66%), and openness to team training (70%). Furthermore, a substantial majority expresses agreement on having an effective team (67%), contentment in their role (67%), and alignment of organisational and team objectives (65%). While positive trends are evident, the presence of 21-27% in the Neutral category signals areas for potential improvement, suggesting a need to address nuanced aspects. In summary, the data paints a picture of a generally positive team environment, presenting

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opportunities for improvement through consistent feedback and targeted interventions.

Analysing the Effect of Team-Building on Employee Performance

In this research, the respondent used regression analysis to analyse the influence of team-building strategies, indicated by variables like Shared Social Identity (SSI), Exchange of Social Resources (ESR), Clear and Challenging Goals (CCG), and Enhanced Communication and Collaboration (ECC), on employee performance. By employing regression analysis, the study sought to determine whether a shared social identity, the exchange of social resources, well-defined and challenging goals, and improved communication and collaboration positively impact employee performance. Again, the researcher sought to establish how the collective effect of team-building (TB) strategies influence employee performance. Tables 4.8 and 4.9 present the regression analysis.
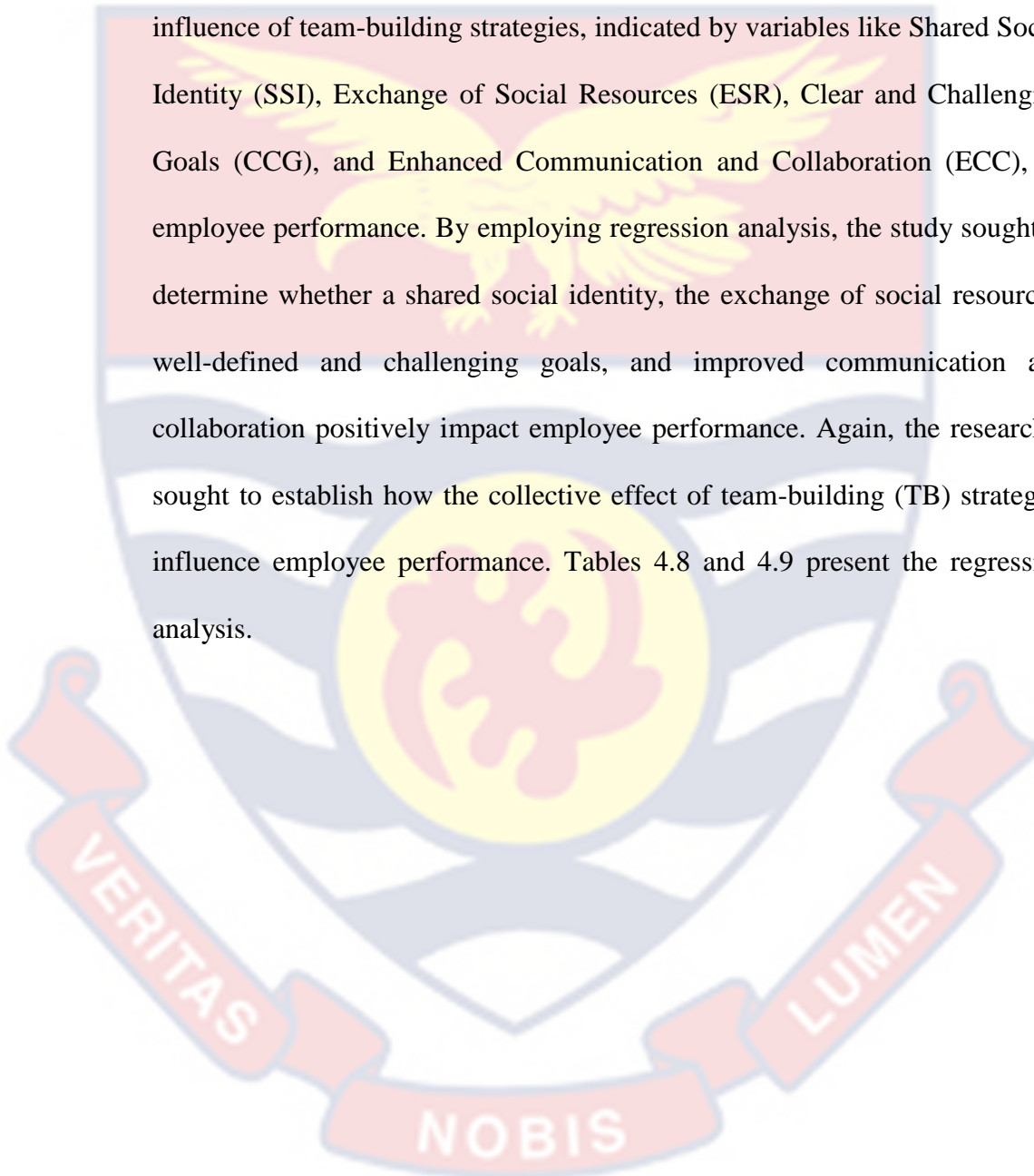
Table 9: Regression result of the effect of team-building strategies on employee performance

Regression Statistics						
Multiple R	0.83					
R Square	0.69					
Adjusted R Square	0.66					
Standard Error	4.07					
Observations	111.00					

ANOVA						
	df	SS	MS	F	Significance F	
Regression	9.00	3,722.54	413.62	24.94	0.00	
Residual	101.00	1,674.89	16.58			
Total	110.00	5,397.42				

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	7.45	2.45	3.04	0.00	2.59	12.30
Age	0.56	0.59	0.95	0.34	- 0.60	1.72
Gender	- 0.88	0.79	- 1.12	0.27	- 2.45	0.69
Marital Status	- 0.08	0.98	- 0.08	0.94	- 2.03	1.87
Employment Duration	- 0.72	0.47	- 1.54	0.13	- 1.65	0.20
Education	0.55	0.55	0.99	0.32	- 0.55	1.65
SSI	0.31	0.15	2.04	0.04	0.01	0.62
ESR	0.12	0.14	0.91	0.37	- 0.15	0.40
CCG	0.46	0.12	3.71	0.00	0.21	0.70
ECC	0.38	0.15	2.54	0.01	0.08	0.68

Source: Field data (2023)

Table 9 presents the regression result of the effect of team-building on employee performance. In the regression analysis, the multiple R value of 0.83 indicates that the model proficiently accounts for 83% of the variability in the dependent variable, showcasing the strong predictive capacity of the independent variables. The R Square value of 0.69 further attests to the model's excellence, explaining 69% of the variability in the dependent variable. The adjusted R Square, slightly lower at 0.66, adjusts for the number of independent variables and maintains a robust fit. The low standard error of

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the estimate (4.07) signals minimal average differences between predicted and actual values, highlighting the model's precision. With a sizable sample of 111 observations, the analysis draws from a substantial dataset, bolstering the reliability of the findings. In conclusion, the regression statistics collectively affirm the model's robust fit, underscoring the independent variables' effectiveness in predicting the dependent variable and ensuring accuracy and reliability in the overall analysis.

The ANOVA results indicate a highly significant model, with an F-statistic of 24.94 and a p-value of 0.000, showcasing the ability of independent variables to significantly explain a substantial portion of the variation in the dependent variable. The R-squared value of 0.69 emphasises the model's robustness, elucidating 69% of the variability in the dependent variable—indicative of a well-fitted regression model. To sum up, the ANOVA table confirms the model's strong overall fit to the data, underscoring the considerable explanatory prowess of the independent variables concerning the dependent variable.

In the regression analysis, the intercept, on the coefficient scale represents the predicted employee performance when all independent variables are zero, standing at 7.45 in this scenario. On average, employees are expected to achieve a performance score of 7.45, even when considering other variables in the model. The coefficients for independent variables indicate the expected change in employee performance for a one-unit shift in the respective independent variable, keeping all other variables constant. For instance, a 0.31-unit increase in Shared Social Identity (SSI) is linked to a higher predicted employee performance score, with other variables held constant.

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Standard errors gauge the margin of error in the estimated coefficients, and the t-statistics evaluate the statistical significance of these coefficients. Typically, significance is attributed to t-statistics greater than 2 or less than -2 at the $p<0.05$ level. In this case, Shared Social Identity (SSI), Clear and Challenging Goals (CCG), and Enhanced Communication and Collaboration (ECC) demonstrate statistically significant relationships with employee performance. P-values indicate the likelihood of observing a t-statistic as extreme as the one observed, assuming the null hypothesis that the coefficient is zero. Here, p-values for Shared Social Identity (SSI), Clear and Challenging Goals (CCG), and Enhanced Communication and Collaboration (ECC) are all below 0.05, allowing us to reject the null hypothesis and confirm that these variables have statistically significant associations with employee performance.

Table 10: Regression result of the effect of team-building on employee performance

Regression Statistics					
Multiple R	0.82				
R Square	0.67				
Adjusted R Square	0.66				
Standard Error	4.06				
Observations	111.00				
ANOVA					
	Df	SS	MS	F	Significance F
Regression	1.00	3,600.61	3,600.61	218.42	0.00
Residual	109.00	1,796.81	16.48		
Total	110.00	5,397.42			
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	5.56	1.58	3.51	0.00	2.42	8.701398
TB	0.34	0.02	14.78	0.00	0.29	0.382513

Source: Field data (2023)

Table 10 presents the regression result of the effect of team-building on employee performance. The analysis of the connection between team

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building (TB) and employee performance as the dependent variable reveals significant findings. The high multiple R of 0.82 indicates a robust correlation, signifying that team building explains 82% of the variation in employee performance. The R Square of 0.67 further emphasises this, indicating that 67% of the variability in employee performance can be attributed to team building, reflecting a strong model fit. The Adjusted R Square, accounting for the number of independent variables, remains strong at 0.66. The low Standard Error of 4.06 underscores the model's precision, indicating a small average difference between predicted and actual employee performance scores. The ANOVA results confirm the model's significance (F = 218.42, p < 0.05), reinforcing the association between team building and employee performance. Examining the coefficients table reveals a positive relationship, with a statistically significant intercept at 5.56 and a significant coefficient for team building (TB) at 0.34. This supports the conclusion that team building significantly and positively influences employee performance. Overall, the analysis suggests that team building serves as a robust predictor for enhanced employee performance, and the model is reliable in capturing this relationship within the data.

Discussion of Findings

Determining the team-building strategies

The research indicates that participants generally moderately agree with statements related to social identity. This is evident from the data distributions, which show that the responses are not strongly concentrated and lean slightly towards the left. These findings are consistent with the idea of shared social identity (SSI), where team members feel psychologically

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connected and included in their team's collective group identity. SSI is crucial for effective teamwork, promoting better communication, collaboration, and support among team members. The study aligns with prior research by Hogg and Terry (2000) and van Knippenberg and van den Bos (2003), who found positive connections between SSI and job satisfaction, organisational commitment, team effectiveness, and the team's ability to learn from mistakes and adapt to change. In summary, the research adds further weight to the belief that SSI plays a vital role in improving team effectiveness, supporting existing literature on the subject (Hogg & Terry, 2000; van Knippenberg & van den Bos, 2003).

The study's results indicate that participants consistently express a moderate level of satisfaction with received social support, anticipate support without prior assistance, and recognize an obligation to assist others. These findings align with existing literature highlighting the crucial role of social support in team-building efforts (Baker & Welk, 1990; Williams & Giles, 2001), Emphasising its importance in fostering positive team relationships, improving communication, and enhancing overall team performance (Eisenberger et al., 2006; Farber & Hinshaw, 2008). Additionally, the study notes that participants moderately endorse trust within their social circle and believe in mutually beneficial social relationships, in line with the literature on the role of trust in social exchange, as proposed by social exchange theory (SET) (Blau, 1964; Gouldner, 1959). Trust is identified as fundamental for successful social resource exchange in team-building efforts (Coleman, 1988; Gambetti & Zuckerman, 1991), facilitating information sharing, collaboration, and mutual support among team members (Mayer et al., 1995; Moorman et al.,

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1992). The study's observations regarding the link between social exchange and shared social identity, where participants moderately agree on social support and responses cluster tightly with a left-skewed tendency, align with existing literature Emphasising the role of social exchange in fostering shared social identity (Hogg & Terry, 2000; Tajfel & Turner, 1979). Shared social identity, denoting a sense of belonging and shared goals among group members, is facilitated through social exchange, creating connections and a sense of belonging within the team (Tyler & Blader, 1997; Tyler & Lind, 1992). In summary, the study's findings offer valuable insights consistent with relevant literature, highlighting the importance of social support, trust, and shared social identity in team-building efforts.

The study's results underscore the significance of having clear and challenging goals for effective team-building. Participants generally agreed that their goals were both challenging and achievable, and they indicated having a clear strategy and confidence in accomplishing them. These findings align with Goal-Setting Theory (Locke & Latham, 1990), a widely recognized theory in organisational behaviour, proposing that specific, challenging, and committed goals positively impact performance. Extensive research, including applications in team-building contexts (Chen, Chiu, & Yang, 2012; Erez & Locke, 1991; Wright, 2008), supports this theory and highlights the positive effects of clear and challenging goals on motivation, performance, and satisfaction. Such goals offer teams a distinct direction, fostering collaboration, motivation, a sense of urgency, and stimulating creativity and innovation. Moreover, they contribute to building trust and cooperation among team members, as the belief in goal achievability strengthens mutual trust and

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a willingness to cooperate. In line with existing literature, Emphasising the crucial role of clear and challenging goals in effective team-building (Locke & Erez, 1990), the study's findings suggest that participants with these types of goals are more likely to achieve success and cultivate trust within the team.

The results in Table 4.6 highlight improvements in team communication and collaboration. On average, participants feel moderately comfortable discussing work with colleagues and strongly believe their colleagues are open to feedback and ideas. The moderate agreement on colleagues providing support and a similar level of trust in colleagues to assist when needed suggest a strong foundation of teamwork and mutual support. The average agreement on effective collaboration reflects positive perceptions, albeit with some variation. These findings align with literature Emphasising the crucial link between communication and collaboration in team-building, as noted by Hackman & Wageman (2005). Effective communication is vital for keeping team members informed and fostering a sense of belonging, while collaboration relies on robust communication channels for idea exchange and feedback. This reciprocal relationship is crucial for successful teamwork, fostering a culture of trust and mutual understanding. The hypothetical example of a project team creating a novel product illustrates how effective communication paves the way for fruitful collaboration, enabling team members to leverage each other's strengths for a successful outcome. Overall, the findings indicate a generally positive environment for communication and collaboration within the team, reinforcing the literature's emphasis on the importance of these elements in team-building (Gibson & Vermeulen, 2003; Guzzo & Shea, 1992; Katz & Kahn, 1978).

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Identifying the teams and their functions

The study's results, indicating positive team performance, align with established principles of effective team functioning highlighted in the literature. Katzenbach & Smith (1993) stress the importance of clear goals for team direction, and the study's observation of respondents strongly agreeing on their awareness of team objectives supports this idea. Hackman (2005) underscores effective collaboration, and the study's findings of confidence in collaboration and satisfaction with communication further validate this perspective. Lencioni (2002) emphasises teamwork, and the consensus on its value within the surveyed teams aligns with this emphasis. Additionally, the openness to team training corresponds with the literature's recognition of the ongoing need for development within teams (DeRue & Ashford, 2010).

The literature consistently asserts that high-functioning teams contribute significantly to organisational success, impacting productivity, innovation, and employee satisfaction. West (2005) highlights the positive effect of cohesive team dynamics on productivity, echoing the study's findings of a substantial majority expressing agreement on having an effective team, suggesting a link between perceived effectiveness and increased productivity. Innovation, emphasised by Wheelan (2009), is another area where well-functioning teams excel. The study's findings, particularly the strong agreement on key aspects like awareness of team objectives and satisfaction with communication, indicate a team environment conducive to innovation.

Employee satisfaction, a crucial outcome of effective team functioning, is noted by DeRue and Ashford (2010). When teams operate cohesively and individuals find contentment in their roles, it positively influences overall job

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satisfaction. The study's observation of respondents expressing contentment in their roles aligns with this aspect of effective team functioning, suggesting that the teams surveyed not only perceive themselves as effective but also derive fulfilment from their roles.

The consistent alignment between the study's findings and established principles in the literature reinforces the notion that the surveyed teams are generally functioning well. This alignment, supported by research such as that highlighted by Katzenbach and Smith (1993), underscores the importance of clear goals, strong communication, and effective collaboration in fostering high-functioning teams. Overall, the study contributes to a broader understanding of effective team dynamics and highlights the enduring relevance of established principles in achieving optimal team performance.

Analysing the effect of team-building on employee performance

The regression analysis of the study reveals positive coefficients, underscoring the positive influence of Shared Social Identity, Clear and Challenging Goals, and Enhanced Communication and Collaboration on employee performance.

In the extensive literature, the concept of Shared Social Identity consistently links to positive team dynamics and enhanced overall team performance. Researchers like Haslam et al. (2014) and Hogg & Terry (2000) have emphasised how Shared Social Identity positively influences team cohesion, motivation, and performance. The current study's findings align with this established perspective, indicating that a strong shared identity within a team positively affects individual performance. Recognizing the significance of Shared Social Identity in contributing to team effectiveness reinforces the

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understanding that a collective sense of identity and purpose within a team acts as a driving force for improved individual performance.

Additionally, existing research highlights the importance of social resource exchange in shaping team dynamics and overall performance. Scholars like Podsakoff et al. (2014) and Wayne et al. (2014) stress the intricate connection between social resource exchange, trust, effective communication, and team performance. However, it's essential to note that the study did not uncover a significant relationship between social resource exchange and employee performance. This suggests that, within the specific context of this study, social resource exchange may not play a significant role in driving individual performance. This non-significant result indicates that organisations should carefully examine and understand the unique dynamics of their teams to identify the factors that truly contribute to enhanced performance, as the impact of social resource exchange may vary across different settings.

Additionally, Clear and Challenging Goals, as emphasised by Locke & Latham (2014) and Latham (2014), play a crucial role in contributing to positive employee performance. The literature underscores the positive impact of well-defined and ambitious goals in providing direction, motivation, and fostering dedication among team members. The study's confirmation of a significant relationship between Clear and Challenging Goals and employee performance aligns seamlessly with the established literature, reinforcing the crucial role that clear objectives play in guiding individual and team efforts, steering them toward higher levels of achievement and dedication.

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Effective Communication and Collaboration, extensively explored in academic literature, notably by Marks et al. (2014) and Wang et al. (2014), are acknowledged as crucial components for minimising misunderstandings and improving problem-solving capabilities within teams. The literature stresses that when teams prioritise open and transparent communication, it helps minimise confusion, clarify expectations, and cultivate a culture of trust and mutual understanding. Enhanced communication ensures that team members stay well-informed, have the freedom to share ideas without hindrance, and collaborate seamlessly. This collaboration leads to improved problem-solving skills, the exchange of knowledge, and the effective utilization of diverse perspectives, all contributing collectively to enhanced team performance. The study's finding of a significant link between Enhanced Communication and Collaboration and employee performance aligns seamlessly with existing literature, highlighting the fundamental role of open communication and collaborative efforts in achieving superior team performance.

As discussed in the literature, effective communication is essential for exchanging information, reducing misunderstandings, and nurturing a positive team culture (Marks et al., 2014). Similarly, collaborative endeavours, as emphasised by Wang et al. (2014), contribute to the sharing of knowledge, innovative problem-solving, and collective achievements. The study's confirmation of this noteworthy relationship reinforces the understanding that effective communication and collaboration serve as foundational elements for attaining optimal team performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This study explored how team-building influences employee performance at the Gomoa West District Assembly (GWDA). This chapter seeks to present a concise overview of the study's results, highlight implications for the organisation, and suggest actionable steps to enhance team dynamics and performance within the GWDA.

Summary

This study embraced a positivist research philosophy, employing a deductive approach and a quantitative strategy. A cross-sectional design was chosen to represent the current state, covering the entire GWDA employee population (282). The sample size of 165 is determined using Slovin's Formula through simple random sampling. Data was collected through surveys and secondary sources, and analysis involves descriptive and regression analysis in Microsoft Excel. Validity and reliability were ensured, with Cronbach's alpha used for internal consistency reliability. Ethical considerations prioritise participant consent, data confidentiality, and participant well-being during team-building activities.

The research identified team-building strategies using Mean, SD, Kurtosis, and Skewness for analysis. Participants generally displayed a moderate level of agreement with statements related to social identity, indicating consensus as responses clustered around means. Descriptive statistics of the exchange of social resources revealed a moderate level of satisfaction and an expectation of support, with response distributions leaning

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towards the left. In the examination of clear and challenging goals, participants indicated a moderate to strong agreement with positive statements, reflecting an overall positive outlook. The section on enhanced communication and collaboration demonstrated participants' moderate comfort and strong belief in colleagues' receptivity.

The study also sought to identify the teams and their functions using quantitative analysis. The results indicate positive trends, with a substantial number of respondents strongly agreeing on key aspects like understanding team objectives, confidence in collaboration, and satisfaction with team communication. There was also a consensus on well-defined roles, the importance of teamwork, and a willingness to undergo team training. However, the presence of 21-27% in the Neutral category signals potential areas for improvement, highlighting the need for targeted interventions to address specific aspects.

The results of the regression analysis highlight meaningful and positive connections between employee performance and crucial factors: Shared Social Identity (SSI), Clear and Challenging Goals (CCG), and Enhanced Communication and Collaboration (ECC). Each of these factors demonstrates significance, as indicated by t-statistics and p-values, confirming their considerable impact on employee performance. The positive coefficients further emphasise their beneficial effect. It is worth noting that Exchange of Social Resources (ESR) also contributes positively, even though the statistical significance is not established. Overall, the analysis suggests that team building serves as a robust predictor for enhanced employee performance, and the model is reliable in capturing this relationship within the data.

Conclusion

Participants generally agreed moderately on aspects like social identity, clear goals, and communication, indicating a positive organisational atmosphere. The identification of teams shows overall positive trends and consensus on key elements in terms of understanding team objectives, confidence in collaboration, and satisfaction with team communication. However, the study revealed a need for further improvement based on the neutral responses. The regression analysis emphasised meaningful and positive links between employee performance and crucial factors such as Shared Social Identity, Clear and Challenging Goals, and Enhanced Communication and Collaboration. While Exchange of Social Resources has a positive impact, its statistical significance is not confirmed. Overall, the study underscores the robust predictive role of team building in improving employee performance.

Recommendations

Recognizing the positive impact of team-building strategies on employee performance, organisations such as the GWDA should consider implementing focused team-building initiatives. These initiatives may range from interactive workshops and training sessions to team-building activities aimed at strengthening social identity, defining clear and challenging goals, and improving communication and collaboration among team members.

While acknowledging the positive impact of the Exchange of Social Resources, organisations are recommended to conduct further investigations to explore its significance. This may involve additional research efforts or gathering qualitative insights to understand the specific nature and potential

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benefits of social resource exchange within the organisation. This deeper understanding can guide the development of targeted strategies to effectively leverage social resources.

Establishing a continuous feedback mechanism is crucial for consistently monitoring team dynamics and employee performance. Regular surveys, feedback sessions, or performance reviews can offer ongoing insights into organisational strengths and areas for improvement. This iterative feedback loop enables organisations to make timely adjustments to their strategies and interventions.

Encouraging and providing opportunities for professional development is essential for employee satisfaction, performance enhancement, and alignment of individual goals with organisational objectives. organisations should invest in training programmes and skill-building initiatives that empower employees to expand their competencies and contribute effectively to team goals.

Emphasising and promoting open communication within teams and across the organisation fosters an environment where employees feel comfortable expressing their opinions, sharing ideas, and providing constructive feedback. Establishing communication channels and forums for transparent dialogue contributes to a culture of openness and collaboration.

Investing in leadership training programmes is pivotal to ensure that team leaders and managers possess the necessary skills to effectively lead and support their teams. Strong leadership is instrumental in maintaining positive team dynamics and fostering a healthy organisational culture. Providing

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leadership training equips leaders with the tools to navigate challenges, inspire their teams, and contribute to overall organisational success.

By implementing these recommendations, organisations such as the GWDA can build on their positive aspects, address areas that need improvement, and create an environment that supports continuous growth and enhanced employee performance.

Suggestions for Further Studies

Future research endeavours could delve into objective performance metrics that are less susceptible to response biases. The inclusion of measures like key performance indicators (KPIs) or performance records could offer a more precise and trustworthy evaluation of employee performance.

To broaden the applicability of findings, upcoming studies could conduct comparative analyses across various organisational contexts. Investigating the efficacy of team-building strategies in different industries or organisational structures would contribute to a more comprehensive understanding of their effectiveness.

Subsequent studies may aspire to comprehensively consider variables influencing employee performance. This might entail integrating additional factors such as individual characteristics, prior training, and personal motivation into the study design. This broader perspective would enhance understanding of the intricate dynamics at play.

In addition to quantitative measures, qualitative research methods could be employed to delve into employees' experiences with team-building activities. Conducting in-depth interviews or focus group discussions could

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yield valuable insights into the subjective aspects of performance and the perceived impact of team-building initiatives.

Addressing the challenge of subjectivity in performance evaluation, future studies could concentrate on formulating standardised performance metrics with broad applicability. Collaborating with industry experts to establish universally accepted criteria for evaluating employee performance within the context of team-building efforts would be beneficial.

Conducting longitudinal studies would provide a more dynamic understanding of the impact of team-building activities over time. Tracking changes in team dynamics and performance metrics over an extended period would contribute to a more thorough comprehension of the sustained effects of these initiatives.

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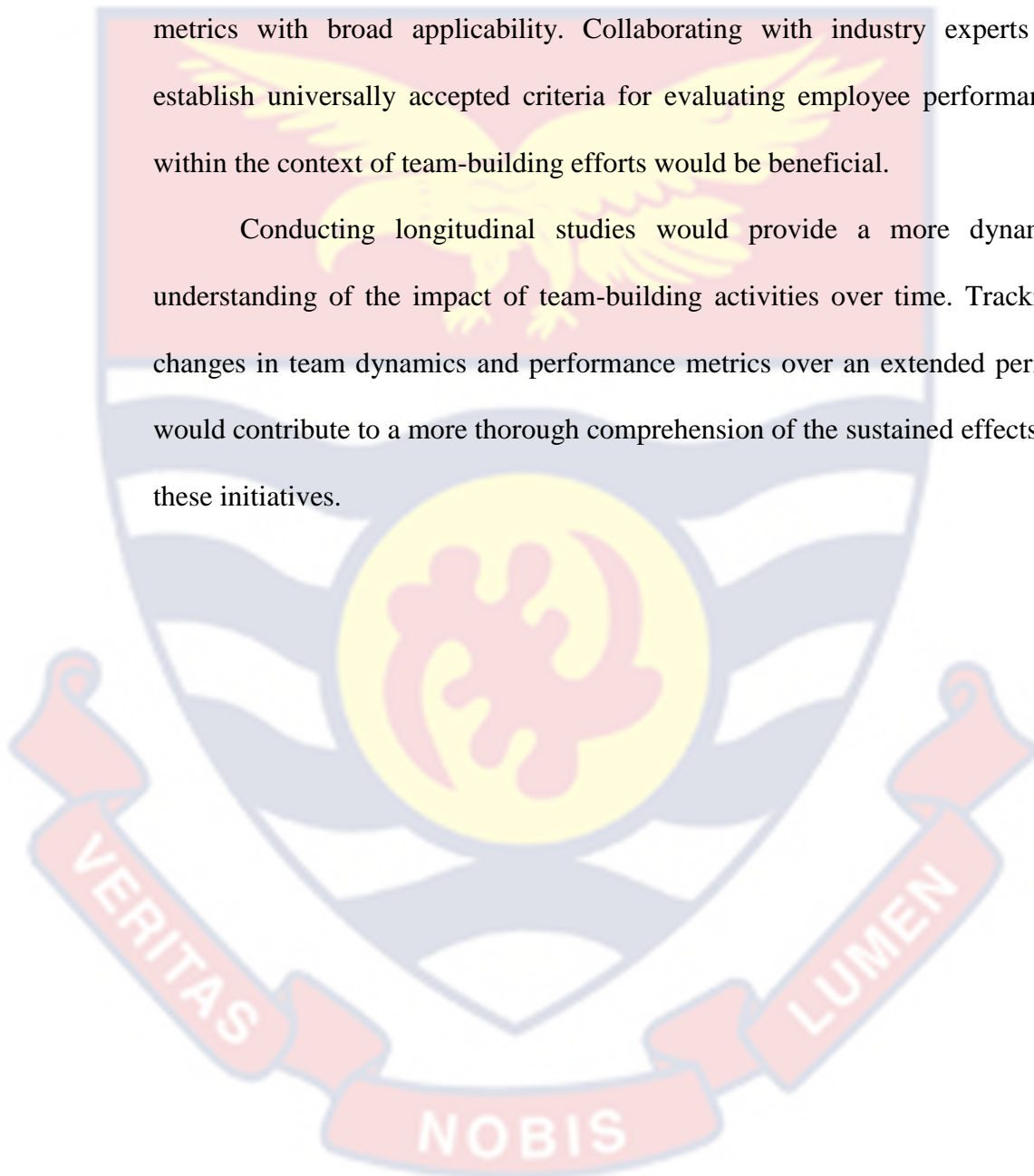
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APPENDIX

UNIVERSITY OF CAPE COAST

CENTRE FOR CONTINUING EDUCATION

QUESTIONNAIRE

Dear Participant,

Thank you very much for taking part in the study that explores how team-building affects employee performance at Gomoa West District Assembly. Your insights are highly valuable and contribute significantly to our understanding of this important topic. I want to assure you that your involvement is confidential and anonymous, and your personal information will be handled with utmost care and only used for research purposes. Your participation is entirely voluntary, and you can withdraw at any time without any impact on your relationship with the Gomoa West District Assembly (GWDA). This research is conducted solely for academic purposes, and I encourage you to share your genuine opinions and experiences openly.

Should you have any inquiries or concerns about this study, please feel free to contact me on 0246259287

Sincerely,

Otabil, Ishmael Kwesi Apagya

PART A: DEMOGRAPHICS

1. Kindly indicate the category that best fits you in terms of age:

      a. Below 30 years old

      b. 31-40 years old

      c. 41-50 years old

      d. 51-60 years old

2. Please specify your gender:

      a. Male

      b. Female

3. Do you have a current marital status?

      a. Yes

      b. No

4. What is the duration of your employment?

      a. Less than 2 years

      b. 2-7 years

      c. 8-13 years

      d. 14-19 years

      e. 20 years or more

5. What is the highest level of education you have achieved?

      a. SSCE/WASSCE

      b. Diploma

      c. Bachelor's degree

      d. Master's degree

PART B: TEAM-BUILDING

Team-building encompasses a range of activities undertaken within an organisation to enhance team performance. This part has 4 sections; shared social identity, exchange of social resources, clear and challenging goals, and enhanced communication and collaboration. Please indicate your level of agreement or disagreement with the following statements on the scale of 1-5 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

1. **Shared Social Identity**

Shared social identity, or the sense of "we-ness" in a team, fosters cooperation, trust, and support among members, enhancing teamwork and group cohesion.

Code	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
SSI01	I experience a sense of inclusion within my social groups.					
SSI02	I take pride in my social identity.					
SSI03	I have a connection with others who share my social identity.					
SSI04	My social identity provides me with a sense of direction.					
SSI05	I am ready to advocate for my social identity.					

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2. Exchange of Social Resources

The transfer of social resources means team members sharing intangible assets like support, information, trust, and collaboration, and exchange of mutual cooperation.

Code	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
ESR01	I am satisfied with the social support I get.					
ESR02	I expect support from my social network, even if I have not helped first.					
ESR03	I feel an obligation to assist others, even if it is inconvenient.					
ESR04	I trust others in my social circle to help when needed.					
ESR05	My social relationships benefit both parties.					

3. Clear and Challenging Goals

Clear and challenging goals refer to precise and ambitious targets that a team aims to accomplish.

Code	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
CCG01	My goals are both challenging and attainable.					
CCG02	I have outlined a clear strategy to reach my goals.					
CCG03	I am dedicated to the necessary effort.					
CCG04	I stay motivated despite obstacles.					
CCG05	I have strong confidence in achieving my goals.					

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4. Enhanced Communication and Collaboration

Improved communication and collaboration in team-building mean that team members share more information, ideas, and resources.

Code	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
ECC01	I am at ease discussing work with my colleagues.					
ECC02	I believe my colleagues are receptive to feedback and ideas.					
ECC03	My colleagues provide support for my work.					
ECC04	I trust my colleagues to assist me when necessary.					
ECC05	I collaborate effectively with my colleagues.					

PART C: TEAM AND THEIR FUNCTIONS

The section seeks is to discover and establish the different teams functioning within the GWDA while conducting an in-depth investigation into their individual roles and functions. Please indicate your level of agreement or disagreement with the following statements on the scale of 1-5 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Code	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
TF01	I am aware of my team's objectives.					
TF02	I have faith in my group to collaborate.					
TF03	My team's communication makes me happy.					
TF04	In my team, roles and responsibilities are well-defined.					
TF05	In my team, we value teamwork.					
TF06	I am all for my team getting trained.					
TF07	I have an effective team.					
TF08	In my role, I am content.					
TF09	The objectives of the organisation and my team coincide.					
TF10	I recommend my team to others.					

PART D: EMPLOYEE PERFORMANCE

Employee performance refers to the manner in which employees carry out their assigned tasks. Please indicate your level of agreement or disagreement with the following statements on the scale of 1-5 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Code	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EP01	I am content with how I perform at work.					
EP02	I meet or surpass my performance targets.					
EP03	I am dedicated to both my job and employer.					
EP04	My skills and abilities are put to good use in my job.					
EP05	Work provides chances for my learning and growth.					
EP06	My job challenges and motivates me.					
EP07	My work has purpose and impact.					
EP08	I take pride in the work I accomplish.					

Thank you for your time and consideration in assisting me complete the

questionnaire