

**EMPLOYEE ENGAGEMENT, ORGANISATIONAL CITIZENSHIP BEHAVIOUR,
TEAMWORK AND TEAM PERFORMANCE IN THE DOMESTIC TAX
DEPARTMENT OF UGANDA REVENUE AUTHORITY**

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PLAN A

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DECLARATION

I Sabah Mohammed do declare that this research is my original work and has never been presented to any other institution for any other award.

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Date.....

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APPROVAL

This research report by Sabah Mohammed, bearing the title, “Employee Engagement, OCB, Teamwork and Team Performance in the Domestic Tax Department of URA” has been submitted for examination with our approval as University supervisors.

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DEDICATION

To my husband and daughter Iqrah Ammatullah and Hassan. W. Kakooga.

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The author is pleased to recognize the many individuals who helped her accomplish this work in their distinguished capacities. I would like to extend my sincere heartfelt appreciation to my Supervisors Prof. John C. Munene and Dr. James Kagaari for their contribution and their tireless effort in guiding me during this study. No words can express my gratitude.

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I unquestionably can not forget the role played by my family in making this project successful.

May the Almighty God bless you all.

LIST OF ACRONYMS

ANOVA	-	Analysis of Variance
OCB	-	Organizational Citizenship Behaviour
SPSS	-	Statistical Package for Social Scientists
URA	-	Uganda Revenue Authority
DTD	-	Domestic Tax Department
MTO	-	Medium Tax Payer's Office
STO	-	Small Tax Payers' Office

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ABSTRACT

The study sought to investigate the relationship between employee engagement, OCB, teamwork and team performance in the Domestic Tax department of URA.

The study was carried out after developing a conceptual framework that related employee engagement to team work, OCB to team work and then team work to team performance. A correlational survey design was used in the study. Data was collected using a closed- ended questionnaire, with a target of 262 respondents who were all employees of URA from the Domestic Tax department. A bivariate correlation produced positive correlation between employee engagement and team work (.591**), OCB and team work (.514**) as well as team work and team performance (.463**). A multiple regression indicated that employee engagement, OCB and team work account for 32% of the variance in team performance of employees of the Domestic Tax department of URA and this prompted the researcher to recommend for further research to find out the other factors that may determine team performance of employees of Domestic Tax department of URA whose contribution was found to be 68%.

The researcher recommended that URA Domestic Tax department puts in place all the initiatives that aim at promoting employee engagement, create an enabling environment for OCB so as to reap the benefits of team work and consequently team performance.

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, the statement of the problem, purpose of the study, objectives of the study, research questions, and the significance of the study findings. Also provided in this chapter is the scope of the study, the conceptual framework adopted as well as the profile of Uganda Revenue Authority.

1.1 Background

Human resources are vital if the institution is to achieve a competitive advantage over its global competitors (Strebler, Pollard, Miller, Akoryd, 2005). Organizations need to create a fertile environment to enable their human resources get engaged in their work (Interbrand, 2007). This enables organizational citizenship behaviours to be born amongst employees, in totality this lays a platform for team spirit to develop amongst employees; this improves team performance in a given organization (Twikirize, 2011). The field of human resource management has undergone a series of dramatic changes in the recent past (Clardy, 2008) where new management techniques have been introduced so as to achieve their mission (Milsom, 2009). Such new changes aim at improving employee engagement (Vance, 2006). Robinson, Perryman & Hayday (2004) found out that employees who are engaged in their work and committed to their employers help them achieve organizational objectives easily unlike their counterparts who do otherwise. Employee engagement creates positive attitudes amongst staff towards the organization and its values. Engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization (Ramsay & Finney, 2006). Employee engagement fruits lead to organizational citizenship behaviours, and regardless of

working conditions like pay, benefits engaged employees tend to develop teams and this leads to improved team performance (Bates, 2004).

Team work is widely seen today as a key player used in both the developed and developing countries to increase corporate competitiveness and profitability (Stone, 2002). Companies and economies are applying teamwork to achieve a higher level of performance or to survive. Many organizations find that team performance is actually less predictable and more complex than they expect, especially if the organization is going through a transformational process, driven by the need for systemic and revolutionary modifications to the entire nature of the organization (Salas, Bowers & Edens, 2001). Schiflett and Elliott (2000) define teamwork as a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable. According to Turnipseed and Rassuli (2005), organizational citizenship behaviour represents individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system. Accordingly, the behaviour is not an enforceable requirement of the role or the job description; it is rather a matter of personal choice, such that its omission is not generally understood as punishable. The behaviours are internally motivated, arising from within and sustained by an individual's intrinsic need for a sense of achievement, competence and belongingness. Hetty Van Emmerik and Jawahar (2005) acknowledge that the aggregate of such behaviours improve on the functioning of the organization. It is vital to note that a steady stream of OCB of different types overtime can well determine the impression an individual makes to the supervisor and co-workers.

Uganda Revenue Authority (URA) is a Tax Body in Uganda that was established in September 1991 by the Act of Parliament to collect and account for Central Government Revenue. Despite URA carrying out major organisational changes to improve performance, there is still unsatisfactory employee engagement and low levels of OCB, all of which have adversely affected teamwork. Lack of employee engagement, OCBS and low levels of teams is reflected through employee disrespectful behavior to clients, late comings, late submission of reports, rumour mongering and tardness among others (Rwemigabo, 2005). This negatively impacts on their team performance and the performance of the entire organisation. For example, Consultancy studies carried out by KPMG and Ernest and Young on poor performance in URA revealed that the tax body achieved a consistently increasing tax to GDP ratio for the first five years and thereafter stagnated at between 11% and 12%. It gained 1% to 13% in the 2006/2007 financial year but still remains below the Sub Saharan average of 18% (Ssemuju, 2007), a problem that could partly be attributed to the organisational changes that were made, which adversely impacted on employee engagement, OCB and teamwork that eventually affected team performance and the subsequent performance of the entire organisation.

The challenge is for the management of URA to reconcile their employee engagement initiatives in a bid to create a favourable environment that would enhance OCB and teamwork, which eventually will improve on team performance and the entire organisational performance.

1.2 Statement of the problem

Despite Uganda Revenue Authority coming up with the initiatives to improve team performance, there is still unsatisfactory team performance among their employees. Uganda Revenue Authority continues to register low levels of performance which has been partly attributed to poor team performance brought about by the low levels of teamwork (URA Annual Performance Report, 2007/2008). Accordingly, the problem of lack of teamwork is escalated by low levels of employee engagement and OCB.

1.3 Purpose of the study

The study sought to investigate the relationship between employee engagement, OCB, teamwork and team performance.

1.4 Objectives of the study:

The objectives of the study were;

- (i) To establish the relationship between employee engagement and teamwork in URA.
- (ii) To find out the relationship between OCB and teamwork in URA.
- (iii) To investigate the relationship between teamwork and team performance in URA.

1.5 Research Questions:

To achieve the set objectives of the study, three research questions were designed as shown hereunder.

- (i) What is the relationship between employee engagement and teamwork in URA?
- (ii) What is the relationship between OCB and teamwork in URA?
- (iii) What is the relationship between teamwork and team performance in URA?

1.6 Scope of the study

The scope of the study was looked at in different dimensions of area and content as follows.

Content scope

By content, the study focused on variables such as; employee engagement, OCB, teamwork and team performance.

Geographical scope

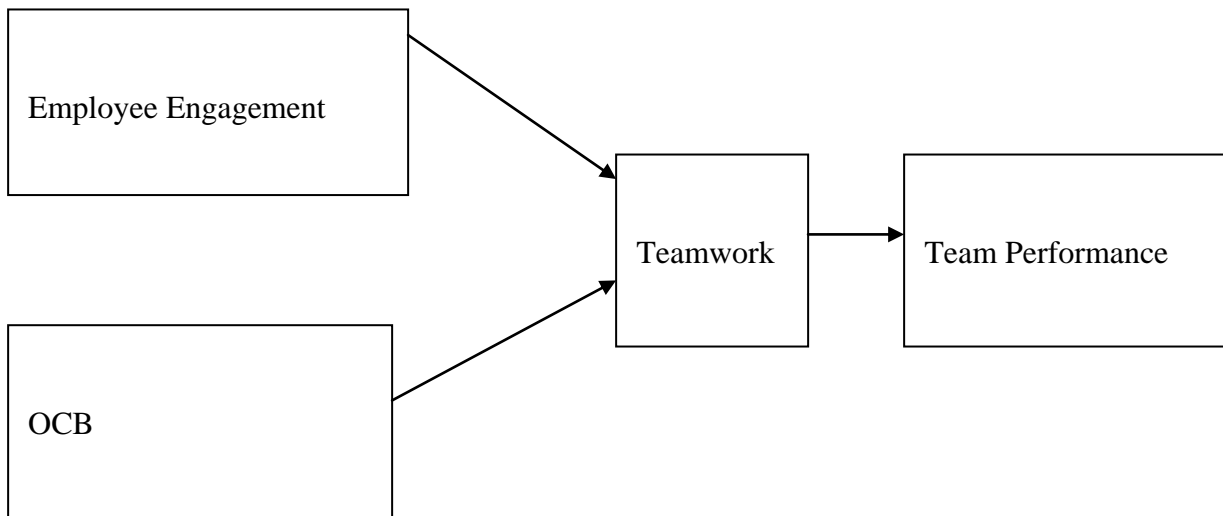
Geographically, the study was carried out in Uganda Revenue Authority in the districts of Kampala, Kabale, Arua, Mbarara, Entebbe, Mukono, Masaka, Busia and Lira in Uganda.

1.7 Significance of the study

The study findings were expected to be of the following significances.

- i. Being an academic study, it was expected that the findings would add on the existing body of knowledge on employee engagement, OCB, teamwork and team performance.
- ii. The findings of the study were expected to make the management of URA aware that team performance could easily be achieved by developing employee engagement, OCB and teamwork.
- iii. The findings of the study were expected to add on the already existing debate on how employee engagement and OCB impact on teamwork and eventually team performance.

1.8 Conceptual framework



Source: Rogers & Ferketish (2005), (McMillan & Schuster 2000).

A brief explanation of the conceptual framework

The above conceptual framework shows that employee engagement leads to teamwork. In this case, employee engagement makes the team members emotionally attracted to one another and build a sense of team identity or togetherness Rogers & Ferketish (2005). It is also reflected in the conceptual framework above that organisational citizenship behaviours lead to teamwork. Accordingly, OCB facilitates the effective functioning of teams in organisations in a way that, OCB helps team members to work together Kim (2006), there by facilitating teamwork. Conceptually, teamwork leads to team performance. It is acknowledged that team performance is a result of the interactions and dynamics among team members, thereby supporting the argument that teamwork leads to team performance English, Griffith, & Steelman (2004). Early researchers such as Organ (1988), Hetty Van Emmerik & Jawahar (2005) and later Kim (2006) have all acknowledged that Organisational Citizenship Behaviours are work-related behaviours that are discretionary, not related to the formal organizational reward system and in the aggregate

promote the effective functioning of the organisation. Kim (2006) continued to advocate for a five dimensional model of OCB and these accordingly include altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Hetty Van Emmerik & Jawahar (2005) have proposed that OCBs should be considered to be an important component of job performance because they are part of spontaneous and innovative behaviours that are instrumental for effective organisations.

1.9 Profile of Uganda Revenue Authority

Uganda Revenue Authority (URA) is a Tax Body in Uganda that was established in September 1991 by the Act of Parliament to collect and account for Central Government Revenue. It has been in existence for over fifteen years. One of the achievements of the tax body is improvement of revenue from 6.7% in 1991 to 13% of GDP in 2005. Another one has been the attempts to integrate Central Government taxes under one government. There are other achievements some of which have fallen short of the expectations and need to be consolidated to strengthen Uganda's tax administration systems (URA Corporate Plan, 2006-2010).

Following recommendations in the December 2004 IMF Mission Report, (URA Corporate Plan, 2006-2010), the Government started another set of reforms in the tax body by appointing a new Board of Directors. Subsequently, the Board appointed a new Commissioner General in November 2004. This was followed by implementation of other reform initiatives that included developing a new flat organisation structure that reduced the reporting levels from eleven to seven. Consequently, staff establishment also reduced from 2076 to 1805. The top heavy structure was reduced from eleven to five commissioners. The reforms were aimed at ushering in a complete transformation of the tax body in virtually all aspects. With all these reforms however, empirical evidence has revealed that some URA staff still portray some

counterproductive work behaviours, a factor that has been blamed for the whole organisational poor performance.

One of the crucial elements that enable organisations prosper is stake holder relationship management. URA recognises this fact and attaches considerable importance to its stake holders who include; the general public, the Government, the tax paying community, development partners, the mass media, NGOs and other interest groups, professional bodies, the banking sector, the URA staff, the Tax Appeals Tribunal (TAT), and the Uganda Investment Authority (UIA).

URA achieved a consistently increasing tax to GDP ratio for the first five years and thereafter stagnated at between 11% and 12%. It gained 1% to 13% in the 2006/2007 financial year but remains below the sub Saharan average of 18% (The New Vision, Thursday, September 27, 2007 pp.56), a problem that could partly be rectified by better and strong management interventions like teamwork, equality at work place in terms of rewards, interpersonal treatment and participation in the decision making process; all of which promote employee engagement and adherence to professional ethics at work place.

Employees are the most important resource of any organisation (McMillan & Schuster 2000). To ensure the best use of the services of its employees, URA has moved from the functional and hierarchical structures towards business process based structures where teamwork has become the key working practice which is one of the few means by which it can increase team performance (URA 2006-2010 Corporate Plan). Strict control systems ranging from electronic monitoring systems, work procedures and policies, all aimed at minimising waste and losses arising from uncommitted employees were strengthened to improve on performance.

Although URA has embraced the practice of core work values and systems to improve performance, it has not been able to fully achieve the anticipated team performance levels.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, key variables of the selected areas of the research study were expounded on. It involves information on employee engagement, organizational citizenship behaviours, team work and team performance. The relationships between the variables are also given hereunder.

2.1 Employee Engagement

Research findings have shown that to compete favorably today, companies need to win over the minds and the hearts of employees in ways that lead to extraordinary effort (Ramsay & Finney, 2006). Different scholars, corporations and consultancies have defined the term employee engagement differently and though they have used different wordings, the meaning remains the same. For example, Rogers & Ferketish (2005) and Interbrand (2007) define the term employee engagement to mean the extent of employee's commitment, work effort, and desire to stay in an organization. According to Saks (2008), employee engagement describes how an employee thinks and feels about, and acts towards his or her job, the work experience and the company.

According to the Corporate Leadership Council (2004), employee engagement is the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment. Accordingly, engagement is the extent to which people enjoy and believe in what they do, and feel valued for doing it. Employee engagement is the involvement with and enthusiasm for work. Engagement is the state of

emotional and intellectual commitment to an organization or group producing behaviour that will help fulfill an organization's promises to customers and in so doing, improve business results.

Scholars like Schneider, Hanges, Smith, & Salvaggio (2003) have acknowledged that employee engagement is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between the employer and the employee.

Harter, Schmidt, & Hayes (2002) have confirmed that employee engagement is the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort (extra time, brainpower and effort) to accomplishing tasks that are important to the achievement of organizational goals. Engagement is the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy (Robinson, Perryman & Hayday, 2004).

Ramsay & Finney (2006) found out that employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. It is for that reason that contemporary managers today have invested considerably in policies and practices that foster engagement in their workforces. The Corporate Leadership Council (2004) and Blessing's (2005) definition of employee engagement emphasized on employee cognitive connection to work or organization and subsequently behaviours that they demonstrate on the job satisfaction and commitment (both cognitive concepts) and their impact on how hard an employee is willing to work. Blessing (2005) also identifies retention as one of these behavioural outcomes.

Bates (2004) focused on emotional attachments and referred to engagement as a heightened emotional attachment to one's work, organization, manager, or co-workers. Saks' (2008) argument seems to be on both sides of the cognitive and emotional approaches when he defines engagement as the state in which individuals are emotionally and intellectually committed. However, Towers (2008) and Shaffer (2004) focused mainly on the behavioural outcomes, regardless of the causes and refer to engagement as the employee's willingness to use discretionary effort on the job. Walker Information (2005) places the emphasis on an employee's commitment to staying with his/her company. In sum, employee engagement can be said that it is related to mental processes of perception, memory, judgment, and reasoning (which is called cognitive); relating to mood, emotion, feeling and sensibilities (which is called affective), and then behavioral.

2.2 Organizational Citizenship Behaviours (OCBs)

Early researchers such as Organ (1988), Hetty Van Emmerik & Jawahar (2005) and later Kim (2006) have all acknowledged that Organisational Citizenship Behaviours are work-related behaviours that are discretionary, not related to the formal organizational reward system and in the aggregate promote the effective functioning of the organisation. Kim (2006) continued to advocate for a five dimensional model of OCB and these accordingly include altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Hetty Van Emmerik & Jawahar (2005) have proposed that OCBs should be considered to be an important component of job performance because they are part of spontaneous and innovative behaviours that are instrumental for effective organisations.

Helping behaviours within organisations (OCBs) are voluntary and discretionary behaviours that contribute to an organisation's overall effectiveness, but typically are not

included in traditional definitions of job performance (Hetty Van Emmerik & Jawahar, 2005). OCB originates its practical importance from the principle that it represents contributions that do not inhere in formal role obligations. It is behaviour above and beyond those formally prescribed by an organisational role. Organ (as cited in Kim, 2006) states that it is discretionary in nature, not directly or explicitly rewarded with in the context of the organisation's formal reward structure and is important for the effective and successful functioning of the organisation.

Kim (2006) has recognized that OCB is a personality trait, a social response to supervisors' and or peers' behaviour, as well as a possible reaction of the individual to the behaviour of his or her superiors or to other motivation-based mechanisms in the workplace. Accordingly, Organisational Citizenship Behaviours have an accumulative positive effect on organisational functioning.

Vigoda-Gadot (2006) has acknowledged that increased market pressures and higher levels of competition have forced modern organisations to maximise their effectiveness and efficiency by all available means. He proceeds on to argue that the theory of OCB has previously demonstrated that organisations with a strong emphasis on citizenship behaviours are healthier and more successful than other organisations that lack such a climate. It is thus an important goal of managers everywhere to make employees aware of the benefits of OCB; and if possible, encourage it.

Turnipseed & Rassuli (2005) conclude by recognizing that, since OCB is positive for teamwork, managers should attempt to increase their frequency and intensity. To optimise the constructive impact of interventions, effective managers must identify links between various OCB dimensions and performance, and then understand their employees' perceptions of organisational citizenship.

2.3 Teamwork

According to English, Griffith, & Steelman (2004), a team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable. They have acknowledged that a team is a small number of individuals with complementary skills holding themselves mutually accountable for a commitment to quality, customer service, and productivity. Accordingly, this group seeks fresh decision making approaches to enhance specific common goals. As team members, employees have an opportunity to step out of their comfort zones, unleash creative thoughts, make decisions that would make a difference, and interact with co-workers.

There are various components of teamwork which include but certainly not limited to; coordination, goal setting, problem solving, team leadership and monitoring. Team performance is as a result of the interactions and dynamics among team members (Kohsin, Landrum-Tsu & Merchant, 2002). It also means how well the team as a whole performs. Team performance includes both the outputs produced by the group or team as a whole, as well as the contribution of individual team members to the success of the team. To work effectively, teams must regularly and objectively review their teamwork. In addition to concentrating on their short term outputs, team members must examine work processes to ensure that the team is working creatively, that also the team is effectively promoting itself to others (Stone, 2002).

Rabey (2001) points out that team effectiveness are conditioned, in part by leader stimulation and maintenance of a climate for individual and group growth. Team performance is the degree to which the team's product or service meets the needs of those who use it (Wageman, 2001). Scarnati (2001) found out that factors that help improve the performance of a team are for the team members, the enhancement of status, learning self esteem and trust among others. Team

performance especially in tightly coupled tasks is believed to be highly dependent on effective information processing. Members must understand how expertise is distributed and coordinate the management of this information (Wegner, 1987).

Stasser & Titus (1987) found that teams in which expert roles were assigned reached correct decisions more often than those that were not informed about the distribution of unique information. Team members need to be aware both of their own role and the roles of other experts within the group in order to take advantage of unshared information for the group. Failure to appropriately use team member capabilities may be caused by a mismatch of decision control and relevant knowledge (Sarter & Woods, 1994).

2.4 Relationship between Organisational Citizenship Behaviour and Teamwork

Although the study of Organisational Citizenship Behaviours (OCBs) has increased markedly in the past few years, little work has focused on the relationship between OCB and teamwork (Hetty Van Emmerik & Jawahar, 2005). However, the available literature has revealed that Organisational Citizenship Behaviours facilitate teamwork by lubricating the social machinery of organisations Organ (as cited in Wagner & Rush, 2000). Accordingly, OCB provides a way of managing the interdependencies among team members, which consequently increases the collective outcomes achieved; reduces the need for an organisation to devote scarce resources to simple maintenance functions, which frees up resources for productivity, and improves the ability of team members to perform their jobs by freeing up time for more efficient planning, scheduling and problem solving.

Bowman, West, Berman & Van Wart (2004) have tried to show the relationship between OCB and teamwork in organisations. In this case, they have strongly stressed that, OCB facilitates the effective functioning of teams in organisations in a number of ways. To them,

interpersonal OCB helps team members to work together; OCB also helps coordinate information and activities among team members, thereby enhancing teamwork in organisations.

Organisational citizenship behaviours enhance team members' or supervisors' productivity, help coordinate activities within a team, increase the stability of organisational performance and help the organisation attract and retain employees (West & Bowman, 2004). In the four studies reviewed by Podsakoff, Mackenzie, Paine & Bachrach (2000), they examined correlations between mean levels of rated citizenship performance within teams, and various indices of organisational effectiveness for the same teams. The study samples ranged from 30 restaurants to a 306 sales team, and effectiveness indices included financial efficiency indicators, customer service ratings and performance quality ratings. Across the studies, the relationship between citizenship performance and teamwork was considerable.

Organ (1988) as cited in Bowler (2006) identified a number of conceptually distinct dimensions of citizenship behaviour, including altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness. However, recent empirical research (Podsakoff, MacKenzie, Paine & Bachrach, 2000) indicates that managers often have difficulty recognizing some of these fine distinctions and tend to lump altruism, courtesy, cheerleading, and peacekeeping into a single helping behaviour dimension. According to Organ (as cited in Turnipseed & Rassuli, 2005), sportsmanship is a willingness on the part of an employee to tolerate less than ideal circumstances without complaining and railing against the real or imagined slights; civic virtue is behaviour indicating that an employee responsibly participates in, and is concerned about the life of the company. Helping behaviour is the broadest and most complex construct and is also the one with the deepest roots in the research literature (Turnipseed & Rassuli, 2005).

Conceptually, helping behaviour is a second-order hidden construct, consisting of Organ's altruism, courtesy, peacekeeping, and some aspects of his cheerleading dimensions (Wagner & Rush, 2000). The first three of these dimensions clearly involve helping others with or preventing the occurrence of work-related problems. In addition, cheerleading can also be viewed as helping behaviour when an employee encourages a co-worker who is discouraged about his or her accomplishments or professional development. Thus, all four of these forms of citizenship involve aspects of helping behaviour.

Bowler (2006) is of the view that Organisational Citizenship Behaviours may enhance teamwork because they "lubricate" the social machinery of the organization, reduce friction, and increase efficiency. Indeed, it has been noted that OCBs may enhance teamwork because they reduce the need to devote scarce resources to purely maintenance functions, enhance team productivity and serve as an effective means of coordinating activities between team members and across work groups (West & Bowman, 2004).

According to Vigoda-Gadot (2006), helping behaviour, sportsmanship, and civic virtue each influence teamwork effectiveness in one or more of these ways; for instance, when experienced employees help less-experienced ones solve work related problems, find more efficient ways of performing their jobs, or teach them various 'tricks of the trade," it is likely to enhance both the quantity and the quality of the less experienced employee's performance within a team. Related to this, the more employees help each other with work-related problems, the less time a manager needs to devote to these activities; thus, freeing up the manager for more productive activities.

High levels of helping behaviours would increase team work, make the organization a more attractive place to work, reduce voluntary turnover, thereby enhancing organizational

productivity (Bowman, West, Berman & Van Wart, 2004). Similarly, sportsmanship is also expected to be positively related to team performance. The more willing employees are to be “good sports” and go along with necessary changes in their work environment, the less time and energy a manager wastes in getting their cooperation. Thus, sportsmanship allows managers to devote a greater proportion of their time to productive activities like planning, scheduling, problem solving, and organizational analysis. In addition, lack of sportsmanship is likely to have detrimental effects on team cohesiveness and make the atmosphere in the workplace less attractive to co-workers. This might be expected to reduce the organization's or a team's ability to attract or retain the most productive workers.

Civic virtue is also expected to be positively related to teamwork and/or organizational performance in several ways. First of all, civic virtue involves making constructive suggestions about how the team can improve its effectiveness, and this may either free up resources or make co-workers more effective, depending on the nature of the suggestion. Also, because meetings are a way that organizations attempt to coordinate activities between team members and across groups, civic virtue in the form of attending and actively participating in those meetings may contribute to team performance. Thus, it can be hypothesized that organizational citizenship behaviours, in the form of helping behaviour, sportsmanship, and civic virtue, would be positively related to the quantity and quality of team performance.

According to Bowman, West, Berman & Van Wart (2004), the study carried out by Karambayya (1989) examined the relationships between team performance and satisfaction and team members' citizenship behaviours in a sample of 18 intact teams, comprised primarily of white-collar and professional employees from 12 different organizations. Karambayya found that members of teams that were rated as having higher levels of performance and satisfaction were

generally found to display higher levels of citizenship behaviour than were members of teams that exhibited lower levels of performance.

2.5 Relationship between Employee Engagement and Teamwork

The Corporate Leadership Council (2004) and McBrain (2007) seem to confirm the relationship that does exist between employee engagement and teamwork when they note that employee engagement makes the team members emotionally attracted to one another and build a sense of team identity or togetherness. Accordingly, engaged employees develop a calculative similarity recognising that goals and objectives cannot be reached without a collective effort, thereby developing the desire to work in teams. Engaged employees are more likely to become involved in team activities and work for team success and less likely to exhibit absenteeism and turnover. Employee engagement encourages team cohesiveness, where less energy is required to maintain intra-team relationships.

Being the extent of employees' commitment, work effort, and desire to stay in an organization (Rogers & Ferketish, 2005), employee engagement describes how an employee thinks and feels about, and acts towards his or her job, the work experience and the company. Therefore, this makes the engaged employees virtually develop effective internal alignment of key team features such as team mission, and team leadership, thereby facilitating teamwork with in the organisation. In here, team leaders create the social architecture of respect and dignity that are characteristics of a team climate.

According to the Corporate Leadership Council (2004), employee engagement makes people enjoy and believe in what they do, and feel valued for doing it. Managers therefore have to give more support and positive message when working virtually, which consequently facilitates teamwork. Ramsay & Finney (2006) argue that once there is involvement with and

enthusiasm for work among the employees of an organisation, employees tend to be emotionally and intellectually committed to an organization or group, producing behaviours that help build teams in such organisations so as to improve organizational performance.

According to Schneider, Hanges, Smith, & Salvaggio, (2003), engagement helps employees develop a positive attitude towards the organization and its values. An engaged employee becomes aware of business context, and therefore will want to work with colleagues in teams to improve performance within the job for the benefit of the entire organization, thereby supporting the argument that employee engagement is a primary antecedent of teamwork in organisations.

Engaged employees are motivated to contribute to organizational success, and are willing to apply discretionary effort (extra time, brainpower and effort) to accomplishing tasks that are important to the achievement of organizational goals (Harter, Schmidt, & Hayes 2002). Accordingly, this is done through coordination, goal setting, problem solving, team leadership and monitoring, all of which are components of teamwork (Robinson, Perryman & Hayday, 2004). This therefore presupposes that employee engagement leads to teamwork in organisations.

It has been acknowledged by Ramsay & Finney (2006) that employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover through working in teams. It is therefore obvious that contemporary managers today have invested significantly in policies and practices that foster engagement in their workforces so as to improve performance through teamwork.

2.6 Relationship between Teamwork and Team Performance

There is considerable literature that has tried to reveal the existential relationship between teamwork and team performance. For example, English, Griffith, & Steelman (2004) have acknowledged that since organisations require employees to be more flexible to play a greater role in deciding how work gets done, self directed work teams have become increasingly popular and effective. Team performance is a result of the interactions and dynamics among team members (Salas, Bowers & Edens, 2001).

It also means how well the team performs. Team performance includes both the output produced by the group or team as a whole as well as the contribution of individual team members to the success of the team. To work effectively, teams must regularly and objectively review their teamwork. In addition to concentrating on their short term outputs, team members must examine work processes to ensure that the team is working creatively, that also the team is effectively promoting itself to others. Performance refers to process measures and it is therefore vital for the performance management system to create a process whereby performance is constantly defined, measured, developed and rewarded. In a team environment, all aspects of performance management system must consider both teams and individual efforts (English, Griffith, & Steelman, 2004). Rabey (2001) points out that team effectiveness are conditioned, in part by leader stimulation and maintenance of a climate for individual and group growth. Team task performance is the degree to which the team's product or service meets the needs of those who use it (Salas, Bowers & Edens, 2001).

Effective team performance requires that participants make appropriate use of all available knowledge and skills. In natural settings that are plagued by unreliable data and data sources, the difficulty of improving performance through aggregation of data increases with the

available resources. Teams must develop a shared perception of the task, knowledge of one another and of the reality of each other's data to derive full value from pooled resources. Initial participant roles and expectations are refined over time to incorporate past experience and evolve interaction patterns that recognise individual strengths and weaknesses.

Teamwork has taken a new meaning in organisations and the results are worthwhile. They have become essential in problem solving and in helping organisations improve performance. Individual working is less efficient than the collaboration of several individuals' creativity (Schiflett & Elliott, 2001). Accordingly, team performance is measured on a small number of scales by reference to team managers' judgement and that of their supervisors. They show how performance can be measured by objective data such as customer complaints, team members' accidents, illness and absenteeism.

Scarnati (2001) emphasizes that factors that help improve the performance of a cooperative group are for the group members, the enhancement of status, learning self esteem and trust among others. Team performance especially in tightly coupled tasks is believed to be highly dependent on effective information processing. Members must understand how expertise is distributed and coordinate the management of this information (Salas, Bowers & Edens, 2001).

Stone (2002) found that groups in which expert roles were assigned reached correct decisions more often than groups that were not informed about the distribution of unique information. Team members need to be aware both of their own role and the roles of other experts within the group in order to take advantage of unshared information for the group. Failure to appropriately use team member capabilities may be caused by a mismatch of decision control and relevant knowledge (Schiflett & Elliott, 2001).

Morey and Salisbury (2002) assert that effective team task performance requires that participants make appropriate use of all available knowledge and skills. In natural settings that are plagued by unreliable data and data sources, the difficulty of improving performance through aggregation of data increases with available resources. Teams must develop a shared perception of the task, knowledge of one another and of the reality of each other's data to derive full value from pooled resources. Initial participant roles and expectations are refined over time to incorporate past experience and evolve interaction patterns that recognise individual strengths and weaknesses.

Researchers like Schiflett and Elliott (2001) contend that effective teamwork enhances the capacity of team members to face mistakes openly and learn from them. This may also lead to an atmosphere of greater creativity where experimentation is encouraged and new ideas bound. This argument is in agreement with Stone's (2002) findings that there is a strong positive significant relationship between teamwork and team performance.

According to English, Griffith, and Steelman (2004), teamwork enables employees to meet in teams to learn how to help their subordinates achieve at higher levels; organisational leaders sharing responsibility with subordinates to achieve organisational goals; and new employees working with more experienced ones in the organisation. In other words, employees who are found to be better performers are said to be working in teams.

According to Salas, Bowers and Edens (2001), employees that are collaborative, meanwhile have better morale than others. Accordingly, such employees trust each other, a factor that facilitates team performance. Also, employees in such working environment are more likely to say that they and their colleagues share responsibility for the achievement of team objectives

and are more likely to be satisfied with their careers. Consequently, this leads to improved team performance.

In general, teamwork leads to greater professional satisfaction for employees which consequently leads to better team performance (Schiflett & Elliott, 2001). Employees who work in teams feel less isolated; more supported in their day-to-day work, and experience an increased sense of confidence and job satisfaction. In the same way that doctors engage in consultation and lawyers discuss case law and watch each other try cases, team work enables other employees in organisations to be able to consult colleagues, discuss complex work-related challenges, reflect on their professional practice, and share what works so as to improve team performance. These professional conversations are critical in assisting employees to engage in their learning new things, a factor that ultimately enhances team performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section presents the methods that were used in carrying out the study. It begins with describing the research design, population, sampling design and procedure, sources and instruments of the study, measurement of the study variables, data collection procedure and the limitations that were encountered during the study.

3.1 Research Design

The researcher adopted the correlation survey design in order to find out the relationship between the study variables.

3.2 Population

The study was targeting a population of 800 officers from the domestic tax department of URA (URA Staff List, 2011). This population size was accessed from the URA human resource department.

3.3 Sampling Design

The researcher carried out purposive sampling of respondents. Purposive sampling was used because the researcher intended to select only those respondents considered as key informants in and during execution of the study. Respondents were mobilized, approached and each issued with a structured questionnaire.

3.4 Sample Size

The sample size was 262 and it was determined according to Krejcie & Morgan's (1970) sample determination table as cited in Amin (2005: 454). This table indicates that if the population size is 800, a statistically representative sample size should be 262 respondents.

3.5 Data Collection Procedure

Primary Data

Data was collected using a questionnaire administered to different employees from the domestic tax department of Uganda Revenue Authority by the researcher. Data was supplemented by information from URA website, annual reports, brochure, articles, and magazines, which were considered relevant and able to support the literature review.

3.6 Measurement and Instruments of the Study Variables

Employee engagement

Employee engagement was measured using a self-administered questionnaire on a six-point Likert scale ranging from (1) this is very much like me, to (6) this is very unlike me. The instrument was developed by the Chartered Institute of Personnel and Development (Cooper & Schindler, 2008).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior was measured using a self-administered questionnaire on a six-point Likert scale ranging from (1) this is very much like me, to (6) this is very unlike me, developed by Munene (1994).

Teamwork

Teamwork was measured using a self-administered questionnaire developed by Dickinson & McIntyres' (1997) teamwork measures that capture teamwork dimensions including leadership, coordination, communication, backup behavior and monitoring. Item responses were made using a six point Likert scale ranging from (1) this is very much like me, to (6) this is very unlike me.

Team performance

Team performance was measured using a self-administered questionnaire on eight dimensions of performance adopted from Stewart, Greg, Barrick & Murray (2000). Item responses were made using a five point Likert scale ranging from (1) Strongly disagree, (2) Disagree (3) Somewhat disagree (4) Neither agree nor disagree (5) Agree, to (6) Strongly agree.

3.7 Reliability Testing

The Cronbach Alpha testing was used as it is the most well accepted reliability test tools applied by social researcher (Sekaran, 2003). In Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. (Cronbach's Alpha; Cronbach, 1946) as cited in Sekaran (2003). Therefore, the Cronbach alpha value with a measure of 0.7 and above was used to confirm reliability of instrument during a pre-testing survey and the results were as follows.

Table 1: Reliability analysis Results

Variable	Cronbach Alpha
Employee engagement	.77
OCB	.89
Team work	.83
Team performance	.84

Source: Primary data

3.8 Ethical Considerations

The letter of introduction was received from the Graduate Research Centre (GRC) for purposes of introducing the researcher to the respondents. Questionnaires were issued out to only those respondents who consented to participate in the study. Respondents were then assured of anonymity in a sense that their identity would not be disclosed.

3.9 Data Processing

The questionnaires that were used were numbered for ease in tracking and for assisting in the establishment of received and missing questionnaires. SPSS was used to process the collected data, which was edited and coded to facilitate quality entry in the ready package.

3.10 Data Analysis

Analysis outputs were generated for correlations, multiple regressions, cross tabulations, Chi-square and ANOVA test.

3.11 Study Limitations

The researcher met the following limitations during the study.

Un like longitudinal studies, this study was cross sectional in design and this limited the researcher to study the variables of concern in details.

Time frame, the work took more time than the original anticipated time by the researcher. The researcher however, overcame this problem through dedicating most of her valuable time to this research project.

Some respondents were slow in their response and this in one way or the other inconvenienced the researcher. The researcher though was able to overcome this problem by taking trouble to convince the respondents to fill the questionnaires as quickly as possible.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

In this chapter, data analyzed is presented in three sections. The first category presents the demographic or the descriptive findings, the second section presents inferential data findings while the third presents other findings that may be of use to the study.

4.1 Demographic characteristics of the sample

This section presents information about the demographic characteristics of the sample being studied. The demographic characteristics of the respondents analysed include; gender, age, academic qualifications, work station, department, type of taxes handled, and length of service with the department.

Table 2: Gender of respondents

		Frequency	Valid Percent
Valid	Male	156	59.5
	Female	106	40.5
	Total	262	100.0

Source: Primary data.

In this sample, there were more men (59.5%) than women (40.5%).

Table 3: Age of respondents

		Frequency	Valid Percent
Valid	20-29	65	24.8
	30-39	124	47.3
	40-49	66	25.2
	50 and above	7	2.7
	Total	262	100.0

Source: Primary data.

The majority of the respondents were aged to be aged between 30 and 39 years.

Table 4: Academic qualifications of the respondents

		Frequency	Valid Percent
Valid	Secondary	2	.8
	Diploma	5	1.9
	Degree	255	97.3
	Total	262	100.0

Source: Primary data.

The majority of the respondents had degrees.

Table 5: Length of service (with the department) by the respondents

		Frequency	Valid Percent
Valid	Below 2 years	54	20.6
	2-4 years	143	54.6
	5-7 years	29	11.1
	8-10 years	14	5.3
	More than 10 years	22	8.4
	Total	262	100.0

Source: Primary data.

The majority of the respondents (54.6%) had worked for a period of 2 to 4 years.

Table 6: Bivariate correlation between employee engagement, OCB, team work and team performance

	Correlations			
	1	2	3	4
Employee engagement (1)	1			
	262			
Organizational citizenship behavior (2)	.218**			
	.000			
	262	262		
Team work (3)	.591**	.514**		
	.000	.000		
	262	262	262	
Team performance (4)	.537**	.240**	.463**	
	.000	.000	.000	
	262	262	262	262

** . Correlation is significant at the 0.01 level (2-tailed). **Source: Primary data.**

N = 262

4.2.1 The relationship between employee engagement and teamwork in URA.

The bivariate correlation results revealed that there is a significant relationship between employee engagement and teamwork in URA (.591**). It therefore can be deduced that an employee should have high levels of engagement if team work is to be effective in an organisation.

4.2.2 To find out the relationship between OCB and teamwork in URA.

Bivariate correlation results have also shown that there is a significant relationship between organisational citizenship behaviours and teamwork in URA (.514^{**}). This means that once employees exhibit organisational citizenship behaviours, team work is likely to be achieved.

4.2.3 To investigate the relationship between team work and team performance in URA.

Bivariate correlation results have further shown that there is a strong significant relationship between team work and team performance (.463^{**}). This confirms the argument that effective team work leads to team performance in organisations.

Table 7: Regression analysis showing the effect of employee engagement, OCB and Team work on Team performance

Coefficients										
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R ²	Adjusted R ²	F	Sig.
		B	Std. Error	Beta						
1	(Constant)	.929	.438		2.123	.035	.320	.315	40.991	.000
	Employee engagement	.489	.076	.412	6.433	.000				
	OCB	.057	.068	.051	.844	.400				
	Team Work	.709	.066	.233	2.88	.000				
A. Dependent Variable: Team performance										

Source: Primary Data

The results from the regression analysis revealed that the adjusted R value is 32% (i.e. Adjusted R value = .320). This implies that 32% of the variance in team performance of URA employees can be attributed to employee engagement, OCB and team work. A combination of these independent variables appear as statistically significant predictors of team performance (Sig. = .000). These results imply that 68% of the variance in team performance of employees of the Domestic Tax department of URA can be attributed to other factors apart from employee engagement, OCB and team work.

4.3 OTHER FINDINGS

The Analysis of Variance (ANOVA) was used to establish other findings that could be useful. Results with differences are presented.

Table 8: Gender of respondents and the variables

		N	Mean	Df.	F	Sig.
Employee engagement	Male	156	4.27	1	.770	.381
	Female	106	4.34	1	.770	.381
	Total	262	4.30	1	.770	.381
				260		
				261		
Organizational citizenship behavior	Male	156	2.87	1	2.419	.121
	Female	106	2.73	1	2.419	.121
	Total	262	2.81	1	2.419	.121
				260		
				261		
Te0am work	Male	156	4.25	1	.897	.345
	Female	106	4.33	1	.897	.345
	Total	262	4.28	1	.897	.345
				260		
				261		
Team performance	Male	156	3.81	1	.226	.635
	Female	106	3.86	1	.226	.635
	Total	262	3.83	1	.226	.635
				260		
				261		

Source: Primary Data

Results have indicated that there is no significant difference between the gender/sex of the respondents and the variables used (employee engagement, OCB, team work, and team performance) because their values were all above 0.05. This implied that the gender of respondents did not affect the way respondents perceived employee engagement, OCB, team work, and team performance.

Table 9: Age of respondents and the variables

		N	Mean	Df	F	Sig.
Employee engagement	20-29	65	4.17	3	3.436	.018
	30-39	124	4.43	1	.604	.438
	40-49	66	4.21	1	.014	.906
	50 and above	7	4.04	2	5.147	.006
	Total	262	4.30	258		
				261		
Organizational citizenship behavior	20-29	65	3.00	3	3.871	.010
	30-39	124	2.67	1	.554	.457
	40-49	66	2.90	1	.811	.369
	50 and above	7	2.72	2	5.401	.005
	Total	262	2.81	258		
				261		
Team work	20-29	65	4.06	3	3.569	.015
	30-39	124	4.36	1	2.827	.094
	40-49	66	4.32	1	6.279	.013
	50 and above	7	4.51	2	2.213	.111
	Total	262	4.28	258		
				261		
Team performance	20-29	65	3.37	3	11.861	.000
	30-39	124	4.00	1	8.192	.005
	40-49	66	3.91	1	19.994	.000
	50 and above	7	4.24	2	7.794	.001
	Total	262	3.83	258		
				261		

Source: Primary Data

Results have shown that there was a significant difference between employee engagement and the age of respondents especially those who were aged between 20 and 29 years and those who were aged 50 years and above because their significance values were 0.018 and 0.006 respectively.

Results from the ANOVA tests have further shown that there was a significant difference between OCB and the age of respondents particularly those who were aged between 20 and 29 and those who were aged 50 years and above with their significance value of 0.010 and 0.005 respectively. However, the results have further shown that there was no significant difference between OCB and the age of the respondents that were aged between 30 and 49 years because their significance values were all above 0.05.

Results have shown that there was a significant difference between team work and the age of respondents that were aged between 20 and 29 years (Sig. = 0.015) and those that were aged between 40 and 49 years (Sig. = 0.013). However, results have further indicated that there was no significant difference between the respondents that were aged between 30 and 39 (Sig. = 0.094) and those who were aged 50 years and above (Sig. = 0.111).

ANOVA tests have revealed that there was a significant difference between the age of respondents and all the variables (employee engagement, OCB, team work and team performance) because all their Significance values were above 0.05.

Generally, it can be deduced that age affected the way respondents perceived employee engagement, OCB and team work, though it did not affect the way they perceived team performance the in the Domestic Tax department of URA.

Table 10: Academic qualifications of the respondents and the variables

		N	Mean	Df	F	Sig
Employee engagement	Secondary	2	3.78	2	1.503	.224
	Diploma	5	3.93	1	1.355	.245
	Degree	255	4.31	1	2.913	.089
	Total	262	4.30	1	.092	.762
				259		
				261		
Organizational citizenship behavior	Secondary	2	2.36	2	.428	.652
	Diploma	5	2.81	1	.856	.356
	Degree	255	2.81	1	.529	.468
	Total	262	2.81	1	.326	.568
				259		
				261		
Team work	Secondary	2	4.41	2	.265	.768
	Diploma	5	4.08	1	.068	.795
	Degree	255	4.28	1	.044	.834
	Total	262	4.28	1	.485	.487
				259		
				261		
Team performance	Secondary	2	2.43	2	3.379	.036
	Diploma	5	3.81	1	6.755	.010
	Degree	255	3.84	1	4.350	.038
	Total	262	3.83	1	2.407	.122
				259		
				261		

Source: Primary data

Results have shown that there was a significant difference between academic qualifications of the respondents and the study variables which were employee engagement, OCB, team work and team performance because all their significance values were 0.036, 0.010 and 0.038 and these were all below 0.05. The implication of this is that as expected, the academic qualifications of the respondents affected the way people perceived employee engagement, OCB, team work and team performance in the Domestic tax department of URA.

Table 11: Work station of the respondents and the variables

		N	Mean			
				Df	F	Sig
Employee engagement	MTO {Medium Tax Payer's Office}	9	3.6917	14	29.124	.000
	Kampala East	50	4.6923	1	100.655	.000
	Diamond Trust	17	5.2481	1	177.953	.000
	Kabale	11	4.9510	13	17.676	.000
	Arua DT	7	4.6923	247		
	Mbarara	15	5.2564	261		
	Kampala South	43	4.0057			
	Kampala Central / Crested Towers	66	4.0113			
	Entebbe DT	8	3.6923			
	Mukono DT	12	4.1154			
	Masaka	3	3.5641			
	Busia	5	3.6923			
	Lira	5	3.6923			
	Kampala North / Bwaise	6	3.6668			
	URA Old Kampala	5	3.6337			
Total	262	4.3012				
Organizational citizenship behavior	MTO {Medium Tax Payer's Office}	9	2.4441	14	12.250	.000
	Kampala East	50	2.7146	1	16.000	.000

	Diamond Trust	17	1.9366	1	39.491	.000
	Kabale	11	2.5074	13	10.155	.000
	AURA DT	7	2.0774	247		
	Mbarara	15	2.2417	261		
	Kampala South	43	2.8383			
	Kampala Central / Crested Towers	66	3.1889			
	Entebbe DT	8	3.0713			
	Mukono DT	12	3.8576			
	Masaka	3	3.1285			
	Busia	5	3.0658			
	Lira	5	3.0000			
	Kampala North / Bwaise	6	2.2433			
	URA Old Kampala	5	2.7334			
	Total	262	2.8115			
Team work	MTO {Medium Tax Payer's Office}	9	4.5278	14	20.093	.000
	Kampala East	50	4.3213	1	61.347	.000
	Diamond Trust	17	5.2701	1	73.653	.000
	Kabale	11	4.8693	13	15.973	.000
	AURA DT	7	5.1518	247		
	Mbarara	15	5.1625	261		
	Kampala South	43	4.1731			
	Kampala Central / Crested Towers	66	3.8337			
	Entebbe DT	8	3.9375			
	Mukono DT	12	3.9844			
	Masaka	3	3.6286			
	Busia	5	3.9750			
	Lira	5	3.9375			
	Kampala North / Bwaise	6	4.7813			
	URA Old Kampala	5	3.3875			

	Total	262	4.2799			
Team performance	MTO {Medium Tax Payer's Office}	9	3.2222	14	22.164	.000
	Kampala East	50	3.7624	1	28.222	.000
	Diamond Trust	17	5.0934	1	34.942	.000
	Kabale	11	4.7754	13	21.181	.000
	AURA DT	7	4.9160	247		
	Mbarara	15	4.8549	261		
	Kampala South	43	3.4954			
	Kampala Central / Crested Towers	66	3.4513			
	Entebbe DT	8	3.8235			
	Mukono DT	12	3.7946			
	Masaka	3	3.9020			
	Busia	5	3.8471			
	Lira	5	3.8824			
	Kampala North / Bwaise	6	2.7353			
	URA Old Kampala	5	3.7202			
	Total	262	3.8284			

Source: Primary Data.

Results have shown that there was a significant difference between Work station of the respondents and the variables (employee engagement, OCB, team work and team performance) because their significance values were all 0.000. This means that the work station of the respondents affected the way people perceived employee engagement, OCB, team work and team performance in the Domestic tax department of URA.

Table 12: Tax handled by the respondents and the variables

		N	Mean			
				Df	F	Sig.
Employee engagement	Large tax	30	4.72	2	17.753	.000
	Medium	138	4.39	1	28.621	.000
	Small tax	94	4.03	1	35.438	.000
	Total	262	4.30	1	.068	.795
				259		
				261		
Organizational citizenship behavior	Large tax	30	2.46	2	4.908	.008
	Medium	138	2.89	1	6.075	.014
	Small tax	94	2.81	1	2.200	.139
	Total	262	2.81	1	7.615	.006
				259		
				261		
Team work	Large tax	30	4.84	2	19.769	.000
	Medium	138	4.33	1	37.922	.000
	Small tax	94	4.03	1	37.839	.000
	Total	262	4.28	1	1.698	.194
				259		
				261		
Team performance	Large tax	30	4.63	2	43.382	.000
	Medium	138	3.95	1	77.180	.000
	Small tax	94	3.40	1	86.297	.000
	Total	262	3.83	1	.467	.495
				259		
				261		

Source: Primary Data.

The ANOVA results have shown that there was a significant difference between the type of tax handled by the respondents and all the variables (employee engagement, OCB, team work

and team performance) because of their significance value of 0.000. Further tests of ANOVA have indicated that there was a significant difference between OCB and those respondents who were handling medium taxes (.014) though the results have further shown that there was no significant difference between OCB and those respondents who were handling small taxes in the Domestic tax department of URA (.139). Results have revealed that there was a strong significant difference between the type of taxes handled by the respondents and both team work and team performance (Sig. = 0.000).

Table 13: Length of service and the variables

		N	Mean	Df.	F	Sig.
Employee engagement	Below 2 years	54	4.23	4	6.107	.000
	2-4 years	143	4.40	1	6.407	.012
	5-7 years	29	4.30	1	6.654	.010
	8-10 years	14	4.49	3	5.925	.001
	More than 10 years	22	3.72	257		
	Total	262	4.30	261		
Organizational citizenship behavior	Below 2 years	54	3.09	4	10.324	.000
	2-4 years	143	2.89	1	24.852	.000
	5-7 years	29	2.38	1	34.039	.000
	8-10 years	14	2.64	3	2.419	.067
	More than 10 years	22	2.29	257		
	Total	262	2.81	261		
Team work	Below 2 years	54	4.04	4	5.134	.001
	2-4 years	143	4.31	1	1.038	.309
	5-7 years	29	4.56	1	2.130	.146
	8-10 years	14	4.66	3	6.136	.000
	More than 10 years	22	4.06	257		
	Total	262	4.28	261		
Team performance	Below 2 years	54	3.32	4	18.067	.000
	2-4 years	143	3.98	1	.373	.542
	5-7 years	29	4.18	1	1.370	.243
	8-10 years	14	4.43	3	23.633	.000
	More than 10 years	22	3.22	257		
	Total	262	3.83	261		

Source: Primary Data

ANOVA results have shown that there was a significant difference between the length of service of the respondents and the variables of OCB and employee engagement because all their significance values were below 0.05. Results have further indicated that there was a significant difference between those who had worked for a period of below 2 years and team work though they showed no significant difference between team work and those who had worked for a period of 2 years and above. Results have indicated that there is a significant difference between team performance and the respondents who had worked for a period of below 2 year and those who had worked for a period of 8 years and above (Sig. = 0.000). However, results have shown that there was no significant difference between team performance and the respondents who had worked for a period of 2 to 7 years in the Domestic Tax department of URA. This reveals that the length of service of employees affected their perceptions of team performance in the Domestic Tax department of URA.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This research study was aimed at establishing the relationship between employee engagement, OCB, teamwork and team performance. This chapter is divided into three sections. The first section presents the results of the research study derived from both the inferential and demographic statistics. The chapter also presents the variables of the selected areas of the research study in relation to the set objectives of the study. The second section gives the conclusions and recommendations whereas the last section suggests areas for further research.

5.1.1 The relationship between employee engagement and teamwork in URA

The bivariate correlation results revealed that there is a significant relationship between employee engagement and teamwork in URA (Sig. = .591^{**}). It is likely that employees of the Domestic Tax department of URA are engaged to the extent that they develop a calculative similarity recognising that goals and objectives can not be reached without a collective effort, thereby developing the desire to work in teams. Employee engagement encourages team cohesiveness where less energy is required to maintain intra-team relationships. These findings are in line with the earlier findings of the Corporate Leadership Council (2004) and McBrain (2007) who confirmed the relationship that exists between employee engagement and teamwork. Accordingly, employee engagement makes the team members emotionally attracted to one another and build a sense of team identity or togetherness.

5.1.2 The relationship between OCB and teamwork in URA

Statistical results as revealed in the Bivariate correlation have shown that there is a significant relationship between organisational citizenship behaviours and teamwork in URA (.514^{**}). This confirmed that Organisational Citizenship Behaviours enhance teamwork because they "lubricate" the social machinery of the organization, reduce friction, and increase efficiency in a team. These findings are confirmed by West & Bowman (2004) when they assert that OCBs may reduce the need to devote scarce resources to purely maintenance functions, enhance team productivity and serve as an effective means of coordinating activities between team members and across work groups.

5.1.3 The relationship between teamwork and team performance in URA

Primary findings (Bivariate correlation results) have shown that there is a strong significant relationship between team work and team performance (.463^{**}). These findings are in agreement with Salas, Bowers & Edens', (2001) assertion that team performance is a result of the interactions and dynamics among team members. Researchers like Schiflett and Elliott (2001) share the same school of thought when they contend that effective teamwork enhances the capacity of team members to face mistakes openly and learn from them, a factor that may lead to an atmosphere of greater creativity where experimentation is encouraged and new ideas bound, which consequently leads to team performance. Stone (2002) also seems to have the same argument when he confirmed that there is a strong positive significant relationship between teamwork and team performance.

Both correlational results and the available literature concur and affirm that there is a relationship between employee engagement and teamwork, OCB and teamwork and then team work and team performance. It can therefore be argued from the above findings that employees

of the Domestic Tax department of URA should always strive to have OCBs, get highly engaged in their duties and embrace team work if they are to enjoy the ultimate benefits of team performance.

5.2 Conclusions

In this research, both statistical and theoretical findings indicated that both employee engagement and OCB were related to team work and that team work was also related to team performance. This justifies the fact that all organizations need to employ various ways of ploughing employee engagement pursuits amongst their employees in order to spearhead positive behaviours that lay a fertile ground for team work to born in a bid to improve team performance. This therefore calls for specialised training of all employees of the Domestic Tax department of URA aimed at increasing employee engagement, OCB and team work, all of which will facilitate high levels of team performance in the department.

5.3 RECOMMENDATIONS

The aim of this study was to investigate the relationship between employee engagement, OCB and team work as well as the relationship between team work and team performance. Consequently, the following recommendations were made:

URA should take up the spirit of enhancing its employees to develop positive behaviour as a matter of personal choice in congruence with study variables of concern in this regard geared towards achieving institutional objectives.

URA Domestic Tax department should put in place all the initiatives that aim at promoting employee engagement. This would ultimately enhance their team work.

It was also recommended that URA should create an enabling environment for OCB so as to reap the benefits OCB adds on to the improvement of team work.

The Domestic Tax department of URA should recognise the underlying value of team work towards the improvement of their team performance. They should take the initiative to constantly improve on their team work abilities through training so as to facilitate sustainable team performance.

5.4 SUGGESTIONS FOR FURTHER RESEARCH

The study findings revealed that the combination of employee engagement, OCB, and team work can influence the team performance of employees of the Domestic Tax department of URA though their contribution is only 32%. This implies that 68% of the variance in performance of employees of the Domestic Tax department of URA can be attributed to other factors apart from employee engagement, OCB, and team work. It can therefore be suggested that further research be done to establish those other factors that influence team performance of employees of the Domestic Tax department of URA.

Studies focussing on demographic factors may also unearth the contextual issues that might motivate and create sustainable team performance of employees of the Domestic Tax department of URA.

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Appendices

Appendix One: Questionnaire:

Masters of Human Resource Management

A research survey on Employee Engagement, OCB, Teamwork and Team Performance in the Domestic Tax Department of Uganda Revenue Authority

Dear respondent,

You have been conveniently selected to participate in a research survey on the above mentioned topic. Your response will be treated with utmost confidentiality and your identity disclosure remains purely to your own discretion.

The questions are simple and straight forward but coded to help the researcher gather information insights. Kindly try and answer all the questions by reading carefully and responding appropriately to them.

There is no wrong or correct response but try to be very honest in all your responses that you will give.

Your cooperation is highly appreciated.

SECTION A:

RESPONDENT'S BACKGROUND:

Questions below are about your background. Please tick [] in the appropriate box.

1. Gender:

Male [] Female []

2. Age (Years):

20 to 29 [] 30 to 39 [] 40 to 49 [] 50 and above []

3. Academic Qualifications:

Secondary [] Diploma [] Degree []

4. Level of Professional education:

PhD [] Masters Degree [] ACCA []. Others (Please specify)

5. Your work station

6. Department

7. Number of workers at the station.....

8. Type of taxes handled: Large tax [] Medium tax [] Small tax []

9. Length of Service (with the department)

Below 2 years [] 2 to 4 years [] 5 to 7 years [] 8 to 10 years []

More than 10 years []

SECTION B:

EMPLOYEE ENGAGEMENT:

Please read the following statements, and circle (O) appropriately in the box that best

explains your opinion. Circle (O) only one number for each statement.

Strongly Disagree	Disagree	Somewhat disagree	Neither agree, nor disagree	Agree	Strongly agree
1	2	3	4	5	6

	Statement						
1	Time passes quickly when I perform my job.	1	2	3	4	5	6
2	I often think about other things when performing my job.	1	2	3	4	5	6
3	I am rarely distracted when performing my job.	1	2	3	4	5	6
4	Performing my job is so absorbing that I forget about everything else.	1	2	3	4	5	6
5	My own feelings are affected by how well I perform my job.	1	2	3	4	5	6
6	I really put my heart into my job.	1	2	3	4	5	6
7	I get excited when I perform well in my job.	1	2	3	4	5	6
8	I often feel emotionally detached from my job.	1	2	3	4	5	6
9	I stay until the job is done.	1	2	3	4	5	6
10	I exert a lot of energy performing my job.	1	2	3	4	5	6
11	I take work home to do.	1	2	3	4	5	6
12	I avoid working overtime whenever possible.	1	2	3	4	5	6
13	I avoid working too hard.	1	2	3	4	5	6

SECTION C:

ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB):

Organizational Citizenship Behavior (OCB): Please rate yourself on the following practices and behavior by comparing yourself in an imaginary individual described below. Tick one number that you think is most appropriate. Kindly be as objective as possible.

Very much like me	Like me	Somewhat like me	A little like me	Not like me	Not like me at all
1	2	3	4	5	6

How much like you is this person?

		1	2	3	4	5	6
1	S/he seeks and accepts responsibilities at all times						
2	S/he gets a great deal done with in set timeframe						
3	S/he readily accepts more work						
4	S/he always is in position to start any engagement at the appointed time.						
5	You could rely on him/her to come on time and after break.						
6	You could rely on him/her to do more work than expected						
7	S/he always is ready to teach others what to do including the colleagues						
8	S/he is not in the habit of taking days off without planning for them.						
9	S/he does not use company time to attend to personal issues except an avoidable						
10	S/he makes up company time when she/he attends to personal issues during the working day						
11	S/he never works below his/her best even without supervision						
12	S/he is considered outstanding in dealing with clients						
13	S/he anticipates problems and develops solutions in advance						
14	S/he assist others who have heavy workloads						
15	S/he is concerned with standards of performance						
16	S/he keeps making innovative suggestions to improve the organisation.						
17	S/he is willing to work extra hours without being rewarded						
18	S/he keeps all personal meetings with relatives and friends outside office hours.						

19	S/he gives advance notice if unable to come to work.						
20	S/he volunteers to do things not required by her/ his job but necessary for the company.						
21	S/he keeps meeting very brief if she/he cannot avoid them.						
22	S/he doesn't keep clients and co- workers waiting through over talking on phone or with other co-workers doing other activities.						
23	S/he discourages idle conversations with fellow colleagues.						
24	S/he keeps company resources such as using company vehicles outside personal business.						

SECTION D:

TEAMWORK:

Please read the following statements, and circle (O) appropriately in the box that best

explains your opinion. Circle (O) only one number for each statement.

Strongly Disagree	Disagree	Somewhat disagree	Neither agree, nor disagree	Agree	Strongly agree
1	2	3	4	5	6

(i) **Team Leadership**

	Statement						
1	We all work together to arrive at our goals.	1	2	3	4	5	6
2	We all make appropriate decisions by consensus.	1	2	3	4	5	6
3	The group's leadership management style is participative and part of the team.	1	2	3	4	5	6
4	Conflicts here are discussed openly and resolved in the organisation.	1	2	3	4	5	6
5	The work group is completely dependent on group leader to move ahead and get work done.	1	2	3	4	5	6
6	Our group leader is capable of building the group into an effective team.	1	2	3	4	5	6
7	There is high willingness by group members to take risks and try out new actions to make the group better.	1	2	3	4	5	6

(ii) **Team Orientation**

8	Most people in my working group are committed and work hard to achieve organizational goals.	1	2	3	4	5	6
9	Members collaborate well with other members.	1	2	3	4	5	6
10	There is a deep feeling of team pride and spirit.	1	2	3	4	5	6

11	Members in our group understand fully what needs to be done for each in order to achieve common goals.	1	2	3	4	5	6
12	There is full control by everyone to all decisions and assignments.	1	2	3	4	5	6
13	I am almost satisfied all the time with the way my group functions as a team.	1	2	3	4	5	6
14	Group members are willing to make personal sacrifices for the good of the group.	1	2	3	4	5	6
15	Team members know how to get work done and maintain good relationship at the same time.	1	2	3	4	5	6
16	People feel they know how their work contributes to the goals of the total group.	1	2	3	4	5	6

SECTION E: TEAM PERFORMANCE:

Please read the following statements, and circle (O) appropriately in the box that best explains your opinion. Circle (O) only one number for each statement.

Strongly Disagree	Disagree	Somewhat disagree	Neither agree, nor disagree	Agree	Strongly agree
1	2	3	4	5	6

		1	2	3	4	5	6
1	There is often leadership.						
2	Some members dominate the group						
3	Arguments are too common						
4	Communication is uncoordinated						
5	There is often conflicting ideas on how to proceed when given a task						
6	Some individuals are scared to contribute						
7	Coordination is a problem						
8	Stakeholders are knowledgeable about most tasks we have to perform						
9	Members fear to speak out even when they disagree with some positions						
10	Agreeing on a problem to solve is always difficult						
11	There is little effective organisation						
12	Too much criticism or dismissal of other people's contributions						
13	There is delay in agreeing on the task to be undertaken						
14	We do not give time to everyone to internalize the subject matter						
15	We at times fail to make decisions as a team						
16	All stake holders are focused						
17	Some members dominate the group						