

**KOFORIDUA TECHNICAL UNIVERSITY  
FACULTY OF BUSINESS AND MANAGEMENT STUDIES  
DEPARTMENT OF MARKETING**



**THE EFFECTS OF TEAMWORK ON ORGANIZATIONAL SALES  
PERFORMANCE: A CASE STUDY OF Y&K LIMITED, KOFORIDUA.**

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF MARKETING,  
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REQUIREMENTS LEADING TO THE AWARD OF BACHELOR OF  
TECHNOLOGY (BTECH) IN MARKETING.**

**OCTOBER, 2023**

## STUDENT'S DECLARATION

This project is submitted as partial of fulfillment for the award of a Bachelor of Technology in Marketing: The work is a result of our investigation. All sections of the text and results which have been obtained from other works/ sources are fully referenced. We understand that cheating and plagiarism constitute a breach of Koforidua Technical University and will be dealt with accordingly.

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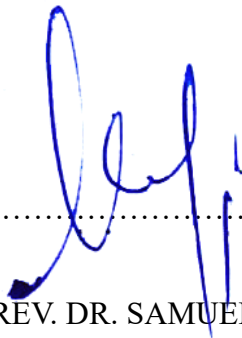
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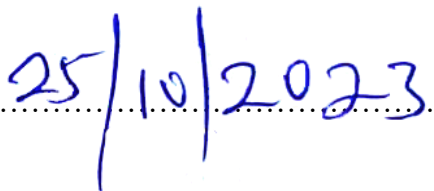
## SUPERVISOR'S DECLARATION

I, the undersigned supervisor hereby certify that the research embodied the project work entitled "The effects of teamwork on organizational sales performance: a case study of Y&K Limited, Koforidua." was carried out by Dennis Daklah (B104210015) and Samuel Duodu (B104210001) and that it was supervised following the guidelines on the supervision of project work laid down by the project work committee of Koforidua Technical University.



.....

REV. DR. SAMUEL OKAE-ADJEI



.....

DATE

(SUPERVISOR)

## **DEDICATION**

We dedicate this book to the Most High God, Our lovely parents, siblings, friends and all lecturers for their support and assistance throughout our project work. Also, in the pursuit of knowledge and the fulfillment of scholarly endeavors, we humbly dedicate this final year project work to the individuals who have played a significant role in shaping and enriching our academic journey.

## **ACKNOWLEDGEMENTS**

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Furthermore, we are thankful to our family for their unwavering love and support throughout our academic pursuits. Their belief in our abilities and constant motivation have been the foundation upon which we have built our final year project work.

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## **ABSTRACT**

The study aims to investigate the effects of teamwork on organizational sales performance using Y& K Limited, Koforidua as a case study. The specific objectives of the study were to assess the effect of leadership style of team leaders on organizational sales performance, the effect of the implementation of effective communication on organizational sales performance and the effect of coordination on organizational sales performance. The research design employed for this study is descriptive research design used to find solution to the what, how when, and where of the study. Both primary data and secondary data were used as a source of data for the study with the sample size of 123 respondents. Questionnaires were employed as the data collection instrument and the data were analyzed using Statistical package for Social sciences. Findings of the study revealed that transformational leadership style, and democratic leadership style are the leadership styles that support teamwork and hence increase organizational sales performance. The study also revealed that effective communication in an organization bridges communication gaps and give rise to delegation which in turn influence organizational sales performance. The study also revealed that collaboration between departments, units, sectors etc within the organization give birth to cross functionality which in turn increase organizational sales performance. The study recommends to the company to adopt transformational and democratic leadership styles which will help them to improve on their sales performance. The study also recommends that Y&K should foster a collaborative culture that will help integration and cross functioning of various, units, sections etc.

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# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter offers a comprehensive introduction to the subject under investigation. It delves into the study's context, articulates the research problem, clarifies the research objectives, and underscores the study's relevance within its geographical scope. To conclude, this chapter presents an outline of the study's organizational structure.

### 1.1 Background of the Study

Over the past few years, the notion of teamwork has garnered substantial attention in the reshaping of work dynamics (Delarue et al., 2008). The practice of entrusting tasks to collaborative work groups has found widespread adoption and implementation under various titles. The synergy and solidarity fostered by teamwork play a pivotal role in aligning the endeavors of employees, resulting in amplified productivity and enhanced sales performance.

Performance is often evaluated using the 3E indicators: efficiency, effectiveness, and economy. As Ristea and Mihai (2002) have pointed out, sales performance specifically refers to how well the sales team accomplishes their sales objectives, both as individuals and as a group. The assessment of sales performance can vary depending on the specific sales role and the business environment. It may involve various metrics such as sales revenue, customer retention rates, or the acquisition of new customers.

Another perspective, as outlined by Krishnan et al. (2022), define sales performance as the collective effort expended in delivering a product or service. This evaluation considers the quantity of products delivered and services rendered within a defined timeframe.

In essence, sales performance encompasses a broader view of the team's productivity and output in meeting customer demands.

Recent research has revealed that employees who collaborate as part of a team tend to achieve higher levels of productivity compared to individuals working in isolation (Jones et al., 2007). In the African context, organizations such as AMREF Health Africa, the largest health development non-governmental organization in Africa, have made teamwork a core component of their operational philosophy. Similarly, the Association of American Railroads (AAR) also emphasizes teamwork as a vital element in achieving their objectives (Belbin, 2010).

Notably, Oteshova et al. (2021) conducted a comparative study between West African organizations and those in the United States and the United Kingdom, revealing significant differences in team-building approaches in West African countries. Working within a team environment empowers individuals, enabling them to cultivate autonomy, foster open and effective communication, and reduce stress levels (Hayes, 2005).

Teamwork is the collaborative effort of working with a group of individuals to accomplish a shared goal. It stands as a critical element within organizations. Numerous social theorists emphasize that an organization's ability to promote cooperation and collaboration is fundamental to achieving high levels of productivity (Askari et al., 2020). Hamilton et al. (2015) conducted research into the impact of collaboration on productivity improvement. Their findings revealed that teamwork and the utilization of collaborative skills led to an average increase in employee output of 14%, highlighting the considerable advantage of teamwork over solo production.

In practice, when individuals collaborate on a task, they engage in discussions and debates to arrive at the most effective method, strategy, or procedure.

This collaborative process often leads to the creation of a comprehensive and well-thought-out initial job plan. When the foundation of a task is both inclusive and accurate, its productivity and improvement become more evident. Consequently, the gathering and collaboration of individuals can give rise to powerful ideas and robust opinions.

For instance, Karanja et al. (2018) delved into the impact of collaboration on the performance of a water service, shedding light on how teamwork can enhance results.

Similarly, at Kenya's Tile and Carpet Centre, Rajabali and Reuben (2012) conducted research on the effects of fostering collaboration within the organization (T & C). Their study not only demonstrated but also provided concrete evidence that organizational success hinges on team interdependence and the importance of team members understanding their roles and diligently working towards achieving corporate objectives. This, in turn, has a positive influence on organizational performance.

Askari et al. (2020) conducted research in a public service institution in the Kingdom of Saudi Arabia and found that elements of teamwork had a positive influence on organizational performance. They also identified a positive relationship between the support provided by the organization and a team leader's readiness to create effective teams, leading to improved organizational performance.

The ability of employees within a company to collaborate in groups to achieve predefined objectives significantly influences sales performance. When an organization embraces and promotes teamwork, individuals within teams and groups become more motivated to accomplish their assigned tasks. Moreover, prioritizing customers as the ultimate focus drives the adoption of teamwork as the most effective strategy for achieving this goal.

Through collaboration and effective communication across various units, departments, sectors, and branches of the organization, sales performance can be substantially enhanced, as noted by Konte et al. (2018). In summary, as supported by scholarly research, teamwork directly impacts organizational performance, particularly in the context of sales performance.

## **1.2 Statement of the Problem**

Over the years, many companies have assigned their workloads to individual activities, resulting in production and sales gaps across various sectors, departments, and units (Delarue, 2008). As a solution to this issue, teamwork was introduced. Teamwork, a concept deeply rooted in human history, has been instrumental in solving diverse challenges, meeting essential living requirements, and making informed decisions for the benefit of various groups. It can be defined as the collective ability of a group of individuals to make more effective decisions.

Currently at Y&K Limited, the company has failed to effectively implement teamwork within the firm that has resulted in poor communication among employees, low morale and motivation, inefficient resource allocation, limited ideas sharing, reduced productivity, lack of employee development, reduced customer satisfaction and high employee turnover which has hindered the organizational sales performance and profitability.

However, addressing these problems can have significant implications on the firm looking forward to enhance their sales performance and foster a positive organizational culture. By identifying the key factors that mediate the relationship between teamwork and sales performance, organizations can focus on developing effective team-building strategies, improving communication channels, and emphasizing leadership skills that encourage and facilitate teamwork.



Delarue (2008) conducted research on teamwork and organizational performance and noted a positive association between teamwork and performance. However, the precise nature of this connection remains unclear. Similarly, Farhat (2015) explored the role of teamwork as a key factor in organizational success, aiming to measure its impact on organizational performance and success.

Despite the existing literature, there is a noticeable gap in research regarding the effect or impact of teamwork on organizational performance, especially in the context of sales performance. Moreover, none of the previous studies have specifically focused on Y&K Limited or any organizations in Koforidua, Ghana. This research aims to address this gap in the literature. By gaining insights into how teamwork influences sales, particularly within the context of Y&K Limited, this study seeks to provide valuable information for industry stakeholders, enabling them to optimize their marketing strategies to increase revenue while simultaneously enhancing efficiency and reducing costs.

### **1.3 Objectives of the Study**

The purpose of this study was to assess the effect of teamwork on organisational sales performance

The specific objectives of the study are:

- i. To assess the impact of the leadership style of team leaders on organizational sales performance at Y&K Limited, Koforidua
- ii. To evaluate the effect of effective communication of teamwork on sales performance at Y&K Limited, Koforidua.

- iii. To examine the influence of teamwork coordination on sales performance at Y&K Limited, Koforidua.

#### **1.4 Research Questions**

To attain the study objectives, the research seeks answers to the following questions based on the issue description above.:

- i. What is the impact of the leadership style of team leaders on sales performance at Y&K Limited, Koforidua?
- ii. How does effective communication of teamwork affect sales performance at Y&K Limited, Koforidua?
- iii. What is the influence of teamwork coordination on sales performance at Y&K Limited, Koforidua?

#### **1.5 Significance of the Study**

This study carries significant importance as it aims to unravel the impact of teamwork on the achievement of corporate objectives. It delves into the challenges associated with team formation, operation, and their collective influence on sales success.

Firstly, it addresses a notable gap in the existing literature by providing insights into the relationship between teamwork and sales performance, with a particular focus on the perspective of Y&K Limited in Koforidua.

Secondly, this study will serve as a valuable repository of secondary data for students and researchers interested in exploring the effects of teamwork on organizational performance, specifically in the context of sales performance.

Moreover, the findings of this research will be of practical significance to the management of Y&K Limited and similar organizations. By understanding how teamwork impacts sales performance, they can make informed decisions and implement strategies to enhance their sales outcomes. This study ultimately contributes to the body of knowledge in the field of organizational performance and teamwork, offering actionable insights for both academia and industry.

### **1.6 Scope of the Study**

This study maintains a specific scope, concentrating solely on internal group dynamics within the workplace. It does not explore external group dynamics or factors beyond the workplace context. The primary focus of this research is to assess the comprehensive influence of teamwork on the sales performance of Y&K Limited, located in Koforidua. The study aims to understand the advantages of assembling individuals into groups to pursue shared objectives within the organization's internal operational framework.

### **1.7 Limitations of the Study**

Time, as a precious resource, became a limitation, preventing the researcher (s) from designing multiple cases concerning the study to accumulate enough data to support their conclusions and recommendations with modules and other numerical presentations. Furthermore, poor timing of the study affected the data collected because the researcher (s) found it difficult to meet the right respondents to answer the questionnaires.

The study was limited to the leadership style of team leaders and effective communication and coordination as the construct of teamwork, but there are many constructs that can be used to measure the impact of teamwork on organizational performance. This narrows the study from a generalised view.

Data collection for the research also became a major challenge. Because the study population was limited to the staff and management of the firm, it was difficult to approach them to extract the necessary information. Many respondents did not want to participate in answering the questionnaires with the fear of losing their job. Because of this, the outcome of the study may not be the exact situation, but data was collected using readily available respondents.

## **1.8 Organization of the study**

This study is structured into five distinct chapters to provide a comprehensive understanding of the research:

Chapter one serves as the introduction to the study, offering readers an initial glimpse into the research. It begins by presenting the background of the study, which sets the stage for understanding the research questions and objectives. This chapter also emphasizes the significance of the study, delineates the scope of the research, and outlines the organization of the subsequent chapters.

Chapter two constitutes a comprehensive review of the existing literature pertaining to the research topic. It presents a conceptual framework to assist in identifying the teamwork constructs employed in the study.

Chapter three provides a detailed account of the research methodology. It encompasses various aspects, including the research design, target population, sample size determination, sampling procedure, data collection methods, data analysis techniques, and ethical considerations.

Chapter four is dedicated to presenting the statistical diagrams and tabulations employed in analyzing the responses gathered from the distributed questionnaires. It offers detailed explanations and inferences drawn from the quantitative data, serving as a platform to showcase the study's results.

Chapter five serves as the conclusion of the study. It encapsulates a summary of the findings, draws conclusions based on the research outcomes, and formulates recommendations arising from the study's results. This chapter offers valuable insights and guidance based on the research's implications.

This organizational structure ensures a coherent and comprehensive exploration of the research topic, leading to a well-informed and insightful conclusion.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter embarks on a comprehensive review of the existing literature, aligning it with the objectives of the study. It delves into the body of knowledge surrounding teamwork, with a particular focus on its impact as employed by organizations. The chapter also culminates in the conceptualization of the research topic and the operationalization of variables.

The chapter commences with a conceptual review, elucidating the essence and significance of the study. Subsequently, it engages in a theoretical review, offering an abstract understanding of the subject matter under investigation. The conceptual framework is presented as a visual representation of the study, followed by a summary that encapsulates the chapter's contents and identifies gaps in the pertinent existing literature.

#### 2.1 Theoretical Review

A theoretical framework, as defined by Owusu et al. (2022), encompasses a set of interrelated concepts that are rooted in established theories. It serves as a structured collection of statements founded on empirical evidence and factual support. In this section, we establish the theoretical framework for the topic under investigation.

As proposed by Gawornu (2022), a theoretical review involves elucidating the fundamental concepts relevant to the research topic. These critical concepts encompass:

- **Teamwork:** Teamwork is the collaborative effort of individuals working together towards a common goal. It involves the synergy and cooperation of team members to achieve objectives effectively.

- **Leadership Style:** Leadership style refers to the manner in which a leader guides, influences, and interacts with their team. It encompasses various approaches, such as autocratic, democratic, transformational, and servant leadership.
- **Effective Communication:** Effective communication denotes the clear and efficient exchange of information, ideas, and feedback within an organization. It fosters understanding and promotes coordination among team members.
- **Coordination:** Coordination encompasses the harmonization of activities, efforts, and resources among different groups or departments within an organization. It ensures that diverse functions work seamlessly together towards shared goals.
- **Sales Performance:** Sales performance assesses the effectiveness of an organization in achieving its sales-related objectives. It is typically measured through metrics like sales volume and profitability.

This theoretical framework forms the foundation upon which the study will explore the connections between these essential concepts, contributing to a deeper understanding of how teamwork, leadership style, effective communication, and coordination collectively influence sales performance.

### **2.1.1 Concept of teamwork**

Teamwork is a multifaceted concept that has been explored by numerous researchers and scholars, yielding a range of definitions and interpretations. While there is no universally accepted definition, various terms like 'teams,' 'groups,' and 'work units' have been employed over time to describe this organizational structure (Delarue, 2008).

According to Mohammed (2018, pg. 15), teamwork within a company is the essential means through which tasks are accomplished with quality and efficiency. It plays a pivotal role in maintaining economic growth and is closely monitored by top management to achieve desired goals.

Merriam (2012) defines teamwork as work carried out by several individuals, each contributing a part while subordinating personal prominence to the overall efficiency of the collective effort.

United personnel in a team are anticipated to exhibit less antagonism towards one another and be more receptive to each other's viewpoints. Developing a culture of healthy cooperation encompasses various key characteristics, including goal setting, conflict resolution, empowerment, task completion, performance assessment, and respect for differing teamwork styles (Pack et al., 2012). Collaboration fosters unity, mutual understanding, and reduced conflict among employees (Farhat, 2015). It motivates impartiality, demonstrating that every individual is valued and treated equally.

A team is essentially a group of individuals working together towards common goals and objectives, often aimed at delivering high-quality services (Sanyal et al., 2018). Cooperation within a team contributes to emotional stability, self-confidence, and effective collaborative planning and decision-making. It creates a positive work environment by setting practical objectives, engaging in creative activities, adopting positive strategies, and upholding values.

In contrast, the absence of teamwork concepts and practices can result in production failures, frustration, low morale, and diminished performance, posing a threat to the organization's survival. Employees operating in an environment lacking strong teamwork often fail to deliver the expected outcomes and meet the organization's objectives. Embracing the concept of teamwork is a crucial guideline to assist employees in collaboratively working towards shared goals. Team performance typically surpasses individual performance, especially in tasks



requiring a broad spectrum of knowledge, judgment, and perspectives (Vaková, 2007). Cooperation is particularly beneficial in areas necessitating innovative problem-solving, high adaptability, and operational management.

Teamwork stands as a fundamental factor in the success of any organization or institution. It empowers individuals, enabling them to develop their potential and acquire the necessary skills for efficient task execution. Effective engagement and collaboration among employees enhance their understanding of teamwork's significance in advancing human civilization and helping individuals achieve common objectives and purposes.

Wageman (1997, pg. 31-41) emphasizes that teamwork is the sole means of achieving quality and efficiency, and it plays a pivotal role in economic control and the attainment of desired organizational goals, as closely monitored by top management.

In contemporary businesses, reluctance to work collaboratively is often considered a significant drawback when hiring employees, underscoring the importance of teamwork as a vital workplace skill.

Teamwork has historically been utilized to address various challenges in human lives, meet basic daily needs, make informed decisions, and benefit entire groups of people. It can be defined as the collective ability of a group of individuals to make more effective judgments.

Through the immediate exchange of strong opinions, feedback, experiences, and perspectives among team members, teamwork fosters the growth of employees' skills and perspectives. This continuous development extends to the organization's services and employees' job performances.

Therefore, organizations should prioritize and nurture the concept of teamwork among their employees to enhance productivity and creativity, gain competitive advantages, and elevate individual employee performance.

Moreover, a fundamental aspect of teamwork is the distribution of effort, which allows employees to perform optimally without feeling overwhelmed, as responsibilities are equitably shared among team members. Organizations that fail to promote employee cooperation hinder their own progress and waste valuable resources. Poor teamwork has a direct adverse impact on organizational growth and long-term success.

### **2.1.2 Concept of Sales Performance**

Performance, in its broadest sense, can be defined as the extent to which an individual accomplishes real work or the degree to which genuine labor is exhibited (Richard, 2009). It is a multifaceted entity whose evaluation can vary based on several factors, as articulated by Fitzgerald and Moon (1996).

As a measure of performance, the "3E" indicators come into play: efficiency, effectiveness, and economies. According to Mihai Ristea (2002), three concepts are closely linked to performance: efficiency, economies, and efficacy. Ristea (2012) referred to this approach to performance as the equation of established organizational objectives. Sales performance, a critical facet of organizational performance, encompasses both tangible results and behavioral components. Sales outcomes have traditionally been viewed as evidence of behavioral success among performance-driven salespeople. Consequently, a positive correlation has been established between the job engagement aspect of commitment and sales performance.

In simpler terms, committed sales professionals are anticipated to invest greater effort in their work, directly impacting job performance (Silva, 2016). Performance measurements serve as the vital signs of an organization, quantifying how effectively the activities within a process or the outputs of a process achieve a specified goal (Richard, 2009). The "3E" indicators, namely efficiency, effectiveness, and economies, are used to manifest performance. This approach to performance measurement was referred to by the lecturer as the equation for achieving established organizational objectives.

Performance measurements play a pivotal role in helping organizations comprehend, manage, and enhance their operations. Effective performance metrics provide insights into how well a company is faring in the market, whether it is meeting its objectives, whether customers are satisfied with its products or services, whether its processes are statistically controlled, and where improvements are warranted.

The sales performance of a company can be assessed through metrics such as sales volume and profitability. Sales volume refers to the number of units of a product sold during a specific period, such as a fiscal quarter or year (Ajagbe et al., 2015). In addition to sales volume, companies may track their break-even sales volume, which represents the quantity of units that must be sold to achieve a zero profit (Adekoya, 2011). This concept aids in identifying when cost-cutting measures may be necessary, especially when dealing with numerous products, each with varying contribution margins (Iqbal et al., 2013).

Furthermore, Soltani and Davanloo (2016) emphasized that sales volume represents the quantity of items sold by a company within a specified period, whether it's various stock-keeping units or the number of consumers who have availed the firm's services. Increased sales volume, as per Quarshie (2010), contributes to a company's robust revenue generation.

Profitability, on the other hand, pertains to a company's ability to generate profits (Wahlberg, 2017). It measures an organization's capacity to generate revenue that exceeds its costs. Essentially, profitability denotes a company's ability to derive profit from its activities (Pustelnik & Hallberg, 2013). Profitability stands as the ultimate objective of all business endeavors. According to Asimakopoulos et al. (2013), no financial institution can sustain itself in the long term without profitability. Evaluating current and past profitability, as well as forecasting future profitability

### **2.1.3 Theories Supporting the Study**

In this section, we delve into the comprehensive body of literature that pertains to the variables central to our study, both dependent and independent. To establish a robust theoretical framework, we conducted a thorough review of existing research.

Within the existing literature, a significant contribution comes from Cortes et al. (2019), who reference Bruce Tuckman's renowned five-stage model known as "Team Development." This model serves as a pivotal underpinning for our exploration of teamwork dynamics and their impact on overall organizational performance. Tuckman's model elucidates how teams evolve progressively, culminating in a shared purpose that ultimately enhances organizational effectiveness. We provide a detailed exposition of this team development theory in the following sections.

#### **2.1.3.1 Forming**

Tuckman's framework underscores the significance of the "Forming" stage, wherein individuals possessing a spectrum of skills, talents, and abilities unite to constitute a team. During this initial phase of team development, team members typically manifest an enthusiastic

eagerness to be part of the team and to embark on the forthcoming collaborative endeavor. It is common for members to hold lofty aspirations for their team's journey at this juncture.

However, it is important to note that concerns may also emerge within team members during this stage. These concerns often revolve around their fittingness within the team's structure and apprehensions regarding whether their individual performance will measure up to the team's expectations. As a consequence of the team's predominant focus on self-identification and role establishment during the Forming stage, the actual task completion may, at times, lag behind expectations.

### **2.1.3.2 Storming**

As the team diligently progresses toward its objectives, a realization sets in among its members that not all of their initial expectations can be met. This shift in perspective can lead to a temporary diversion of focus from task execution to feelings of dissatisfaction or even discord regarding the team's progress or methods employed.

During the Storming stage, individuals within the team may begin to express concerns about the team's ability to meet its set objectives. The primary challenge during this phase is to navigate disagreements and conflicts of interest effectively. Team members engage in discussions to find ways to manage these tensions constructively.

It is common for team members to engage in debates or become critical of the team's initial purpose or goals during the Storming stage. To mitigate these challenges, the team must refocus its efforts on its goals, breaking down larger objectives into smaller, more manageable milestones. This phase necessitates not only task-related skills but also a heightened emphasis on group dynamics and the ability to resolve conflicts as they arise.

### **2.1.3.3 Norming**

In the Norming stage of teamwork, team members engage in a process of aligning their individual expectations with the practical realities of the team's experience. A key objective during this stage is to establish more flexible and inclusive norms and expectations within the team. This shift allows team members to feel increasingly comfortable expressing their genuine perspectives and emotions.

During this phase, team members refamiliarize themselves with the established team guidelines and practices, redirecting their collective attention toward the team's core tasks. The Norming stage marks a turning point where members prioritize the team's overarching objectives. This shift often results in improved productivity, both at the individual and collective levels.

Furthermore, the team might recognize this stage as an opportune moment to assess its overall operational effectiveness and productivity, thereby ensuring that it continues to function optimally.

### **2.1.3.4 Performing**

In the Performing stage of team development, team members experience a deep sense of satisfaction and accomplishment in their journey together. This phase is marked by a high level of cohesion and collaboration among team members.

During this stage, team members openly share their personal insights and reflections on the group's dynamics, recognizing both individual strengths and weaknesses, as well as those of their fellow team members. They see the team as a collective entity that transcends the sum of its individual parts, taking pride in its remarkable efficiency and effectiveness.

Confidence in both their own abilities and the capabilities of their colleagues is a defining characteristic of the Performing stage. This heightened self-assurance, combined with a strong commitment to the team's goals, propels the team to make significant progress towards achieving its objectives. The dedication of team members to the task at hand is as unwavering as their skill, making this phase a pinnacle of team performance

#### **2.1.3.5 Adjourning**

The Adjourning stage, also known as the "Mourning" stage in some models, is a phase where team members often grapple with mixed emotions as the team approaches its dissolution. Several reasons contribute to this sense of apprehension and reflection among team members.

Firstly, concerns may arise about the impact of the team's disbandment on their individual work responsibilities and future roles. This transition can lead to uncertainty about what lies ahead.

Additionally, team members may experience a sense of sadness or loss due to the changes that are imminent in their team relationships. The bonds and camaraderie that were formed over the course of the project may be coming to an end, and this can evoke feelings of nostalgia or sadness.

However, amid these mixed emotions, team members may also take pride and satisfaction in the team's achievements and triumphs. The sense of accomplishment from successfully working together to achieve shared goals can provide a positive counterbalance to the emotional challenges of closure.

It's important to note that the Adjourning stage, while marked by the conclusion of the team's work, is a valuable phase in the team development process. It offers an opportunity for reflection on the teamwork dynamics, the leadership style of the team leader, and the

effectiveness of communication and coordination within the team, all of which contribute to the overall assessment of the team's performance in the project.

#### **2.1.4 Concept of Leadership Style**

The concept of leadership style encompasses a wide array of qualities, traits, and behaviors that leaders employ when interacting with their followers. As described by Mitonga-Monga and Coetzee (2012), leadership involves a series of managerial activities aimed at harmonizing organizational or personal interests and influences to achieve specific goals.

In essence, leadership represents a set of actions that facilitate individuals in aligning their collective direction, executing strategic objectives, and continuously revitalizing an organization (Mckinsey, 2022). Leadership styles, as elucidated by the CFI team (2022), pertain to the behavioral approaches that leaders adopt to inspire, motivate, and guide their followers.

A leader's chosen leadership style significantly impacts how they implement plans and strategies to attain specific objectives. This choice takes into account stakeholder expectations and the well-being and stability of the team.

According to Harris et al. (2007), leadership style can be defined as the manner in which an individual interacts with others to motivate them to work collaboratively toward a shared goal or objective. Harris (2007) further categorizes leadership styles into various types, including transformational leadership, transactional leadership, culture-based leadership, charismatic leadership, and visionary leadership. These styles reflect the diverse approaches leaders can adopt to influence and guide their teams effectively.



### **2.1.5 Leadership Style and Organizational Performance (Sales Performance)**

The leadership style adopted within an organization exerts a significant influence on its overall performance, particularly in the context of sales performance. It shapes the organizational culture, which, in turn, has a direct impact on sales outcomes.

Klien et al. (2013) conducted a comprehensive study involving 2,662 employees across 311 businesses and demonstrated the correlation between leadership style and business culture, thereby influencing overall performance. The leadership styles that impact organizational and sales performance are examined below:

**Transformational Leadership:** Transformational leaders focus on developing their followers and meeting their needs. They prioritize elevating team morale, skills, and motivation levels (Hasan, 2018). By establishing a deep understanding of the values and interests of their team members, transformational leaders foster strong bonds between followers and leaders. This style, as outlined by Bass and Avolio (1994), leads to enhanced leadership performance. It occurs when leaders expand the interests of their workforce, further aligning them with the organization's objectives. Transformative leadership is positively associated with organizational performance, particularly in terms of sales success (Jyoti & Bhau, 2015).

**Charismatic Leadership:** Charismatic leaders excel at articulating a compelling vision and inspiring followers to embrace and execute that vision. They encourage innovation and creativity, which can be motivating for employees (Hasan, 2018). However, charismatic leadership often fails to prepare employees for future leadership roles, potentially creating a deficit of potential leaders within the organization. This style can lead to "satisfied followers but few potential leaders" and long-term negative consequences for organizational performance or sales success (Germano, 2010). Studies by Ojukuku et al. (2012) also support this finding,

suggesting that charismatic leadership has a negative impact on organizational performance as it may not effectively inspire employees to achieve desired results.

**Transactional Leadership:** Transactional leaders operate on a system of rewards and exchanges. They offer incentives such as promotions, pay raises, performance reviews, and additional responsibilities in exchange for compliance (Uchenwamgbe, 2013). This leadership style involves the exchange of goals and rewards between management and employees (Ojokuku et al., 2012). Research by Longe (2014) indicates that transactional leadership can improve organizational performance. However, Sofi and Devanadhen (2015) found that it has no direct positive effect on organizational performance. This is because transactional leadership does not necessarily encourage employee uniqueness and innovation, which are essential for achieving organizational goals.

**Democratic Leadership:** Democratic leadership entails decentralizing decision-making and involving subordinates in the decision-making process (Tannenbanum and Schmidt, 2012). While this approach can lead to more inclusive and informed decisions, it also carries the risk of inefficient implementation and poor decision-making. However, democratic leadership motivates individuals by valuing their thoughts and ideas, increasing their sense of responsibility and, ultimately, their performance (Elenkov, 2002; Choi, 2007). Research by Elenkov (2002) supports the idea that democratic leadership enhances organizational effectiveness.

**Autocratic Leadership:** Autocratic leaders are characterized by their rigidity and authoritarianism. They tend to retain decision-making authority, compelling subordinates to follow their directives (Obiwuru et al., 2011). While autocratic leadership may be effective in the short term, it often results in decreased employee satisfaction, motivation, and creativity (Iqbal et al., 2015). Bhargavi and Yaseen (2016) found that authoritarian leadership can

improve organizational performance initially, but it hinders workplace socialization and communication, ultimately leading to conflicts that negatively impact overall performance.

**Bureaucratic Leadership:** Bureaucratic leaders emphasize adherence to established policies and procedures. They focus on routine and procedure rather than on people, often appearing distant from their subordinates (Germano, 2010). This leadership style tends to stifle employee growth and motivation. Ojukuku et al. (2012) assert that bureaucratic leadership has a negative impact on organizational performance as it may not effectively motivate employees to work towards desired outcomes. Sougui et al. (2015) suggest that bureaucratic leadership has no significant impact on employee or business performance, making it suitable only for tasks requiring strict adherence to established routines in a limited time frame.

In a nutshell, leadership style plays a pivotal role in shaping an organization's culture and, consequently, its sales performance. Different leadership styles have varying effects on organizational outcomes, highlighting the importance of aligning leadership approaches with the specific needs and goals of the organization.

### **2.1.6 Concept of Effective Communication**

The concept of effective communication is deeply rooted in the Latin word "Communis," which means "to share" (Ezezue, 2008). Communication is fundamentally about sharing information and ideas, transforming it into a social activity that enables participation and collaboration. However, true communication only occurs when there is a shared understanding facilitated by the transmission of symbols, whether verbal or nonverbal (Musheke, 2021).

Communication is a pivotal and indispensable component of every business, playing a crucial role in fostering collaboration within the workplace, which, in turn, influences organizational performance and decision-making.

Effective communication is essential for the smooth functioning of all businesses. It serves as the conduit for conveying an organization's mission, vision, rules, procedures, responsibilities, and other essential elements to its stakeholders (Farmer, Slater, & Wright, 1998). Research has shown that despite its apparent simplicity, communication can either build or undermine the very existence of an organization. Consequently, a sound communication strategy is imperative for the sustainability of a business, facilitating alignment between decision-makers and all employees.

In today's complex business and market environments, communication has assumed even greater importance. Organizations can derive multiple benefits from developing and implementing an effective communication strategy. These advantages include keeping employees motivated and engaged, delivering clear and consistent messages to employees in a timely manner, and enhancing overall organizational productivity (Musheke, 2021).

### **2.1.7 Effective Communication and Organizational Performance (Sales Performance)**

Effective communication is not just a matter of transmitting information; it is a dynamic process involving interaction and collaboration between management and employees (Pigors, 1949). Research findings highlight the pivotal role of employees in the effectiveness of internal communication, demonstrating its significant positive impact on shaping employee performance within the organization. Effective communication can be harnessed as a catalyst to motivate individuals to enhance their work environment (Antony, 2013). Antony's research showed that seeking clarity in communication and providing timely information about work-related changes had a substantial influence on labor output.

To achieve the desired level of productivity and sales volume, managers should ensure clarity of instructions, provide adequate training, foster workplace collaboration through incentives,

and implement a robust communication plan for timely information delivery regarding work-related changes.

Kube (2014) conducted a project at the Kenya Ports Authority to assess the effects of communication strategies on organizational performance. The study underscored the critical role of communication strategies in high-performance contexts. Open communication was identified as a requirement for effective organizational performance. An open communication environment encourages all members of the organization to comfortably express their thoughts, ideas, and even criticism at any level. To boost sales volume and profitability, organizations should employ effective communication practices to enhance organizational performance.

In a case study conducted on the National Hospital Insurance Fund in Nairobi, Kuria (2008) found that the absence of effective communication acted as a barrier to organizational success. Effective communication, as previously mentioned, fosters a sense of unity within the company, enabling the pursuit of specific goals and thereby enhancing organizational performance, including sales volume and profitability.

### **2.1.8 Concept of Coordination**

Coordination involves the execution of behavioral processes necessary to complete a task and transform team resources into tangible outputs (Sims & Salas, 2007). It can be defined as the sequence and timing of interdependent events (Marks et al., 2001, p. 363). Coordination within teams is about aligning knowledge and behaviors toward a shared goal, using team-level methods (Arrow, McGrath, & Berdahl, 2000; Brannick, Prince, Prince, & Salas, 1995).

Studies from both experimental and field settings have emphasized the significance of coordination in enhancing team effectiveness. Coordination can manifest in various forms, both within individual teams and across multiple teams. Team members may assume similar or

complementary roles with varying degrees of interdependence (Guastello & Guastello, 1998), impacting the organization of effort.

In today's complex organizational structures, particularly in multi-team systems, coordination is crucial. These systems involve multiple teams collaborating to achieve a common objective (Mathieu et al., 2008). Successful collaboration at this level also has a positive ripple effect, improving coordination within individual teams (de Jong, de Ruyter, & Wetzels, 2005; Kirkman & Rosen, 1999; Mathieu & Schulze, 2006).

Effective coordination becomes even more critical in dynamic, multidimensional organizations such as those in the medical and military sectors. To enhance coordination, roles and responsibilities of team members should be clearly defined, striking a balance between clarity and flexibility (Salas, Rosen, Burke, Goodwin, & Fiore, 2006). This approach optimizes each team member's contributions, eliminates redundancy in tasks, and sets expectations regarding individual roles and responsibilities.

Clear processes and assigned responsibilities lead to more effective collaboration (Gersick, 1988; Gersick & Hackman, 1990; Weick & Roberts, 1993). Importantly, teams should maintain a level of adaptability so that if unforeseen challenges arise, team members can step into appropriate roles (Salas et al., 2015). Rosen et al. (2011) emphasized the role of coordination in establishing an index of behavioral indicators for team adaptation, advocating for efficient communication of status and requirements and the use and monitoring of signs indicating behavioral synchronization.

Teams can use post-event debriefing sessions to learn from their experiences and enhance coordination before task execution. After performance episodes, teams can reflect on both positive and negative aspects of their coordination effectiveness (Smith-Jentsch, Cannon-Bowers, Tannenbaum, & Salas, 2008). Research indicates that well-structured debriefs can

improve team collaboration and other performance outcomes by 20%-25% (Tannenbaum & Cerasoli, 2013). Reflection can draw attention to and identify improvement opportunities, especially in terms of effort planning and organization.

## **2.2 Conceptual Framework**

A conceptual framework plays a crucial role in guiding researchers by identifying and emphasizing key variables related to the research objectives and questions (Patton, 2002). According to Kothari (2004), it serves as a concise summary of the components and measures utilized to analyze a program or study of interest.

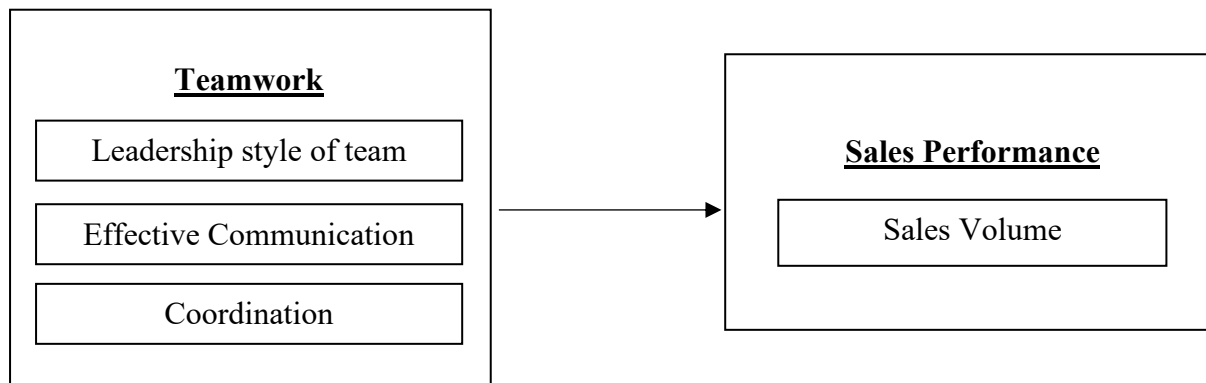
Numerous theoretical explanations have been put forth to elucidate why teamwork may contribute to enhanced organizational sales performance. Some theories underscore the role of individual effort and motivation, positing that individuals work more diligently in a team environment. In alignment with the strategic HRM theory, an effectively designed HR system, often encompassing collaboration, is believed to positively impact employees' job satisfaction, commitment, and motivation, subsequently leading to behavioral changes that enhance organizational performance (Becker et al., 1997; Dyer and Reeves, 1995).

Similarly, self-leadership theory emphasizes the significance of group decisions, individual choices, and cooperation as primary motivators, suggesting that these factors can result in more dedicated employees who strive for improved efficiency and effectiveness (Manz and Sims, 1980; Sims and Manz, 1996).

Work design theory, on the other hand, underscores intra-group processes such as job design, task variety, and interdependence (Hackman and Oldham, 1980; Wall and Martin, 1987), while sociotechnical theory emphasizes structural and process changes within an organization as the primary mechanisms for improving performance (Mueller et al., 2000; Van Hootegem, 2000).

This section explores the concept of teamwork, encompassing aspects such as the leadership style of the team leader, effective communication, and coordination, in relation to marketing performance, specifically sales volume and profitability. The figure below (Fig. 1) illustrates the variation between teamwork and sales performance among food retailers.

**Figure 2.1: Conceptual Framework on Variation Between Teamwork and Sales Performance Among Food Retailer**



Source: Delarue (2008)

From Figure 1, it becomes evident that the study's independent variable is teamwork, which is assessed through the leadership style of the team leader, effective communication, and coordination. On the other hand, sales performance, gauged by sales volume and profitability, serves as the dependent variable.

The provided conceptual framework offers a visual representation of the interconnection between the elements of teamwork (independent variable) and its consequential impact on sales performance (dependent variable). The framework portrays that the leadership style adopted by team leaders, the efficacy of communication, and the level of coordination all exert direct influence on sales performance. In other words:



The leadership style of team leaders can significantly impact the productivity and performance of team members, consequently affecting the sales volume and profitability of the firm. Effective communication, whether among managers, team leaders, subordinates, or colleagues, facilitates overall effectiveness within the organization, which, in turn, has a direct impact on sales volume and profitability. Coordination across different groups and functional areas within the organization fosters synergy, which has a positive influence on sales volume and profitability.

This conceptual framework provides a structured understanding of the relationships between teamwork and sales performance, shedding light on the key variables and their direct effects on organizational outcomes.

### **2.3 Conclusion**

This chapter has provided an extensive review of the literature relevant to the study's dependent and independent variables. Through this conceptual review, it has guided the development of the theoretical framework, touching upon various critical factors. The primary objective of any organization is to achieve significant outcomes or performance.

Given the complexities, both internal and external, associated with running a business, teamwork emerges as a crucial element. Internally, an organization comprises management, employees, tools, and structures. Externally, it interacts with the environment, culture, competitors, and more. Teamwork, particularly focusing on team leaders' leadership styles, effective communication, and coordination, is a vital aspect explored in the network analysis. These aspects contribute to organizations' efforts to enhance their sales volume and profitability.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

In this chapter, the researchers delve into the research approach employed in this study. Research methodology encompasses the systematic and scientific techniques utilized to arrive at conclusions and findings that are rigorously evaluated for their validity (Nachamias et al., 1996). This chapter encompasses various components, including research design, sample size determination, sampling strategy, data sources, data collection techniques, tools for data collection, considerations of validity and reliability, data collection procedures, data analysis methods, ethical considerations, and acknowledgment of study limitations.

#### 3.1 Research Design

Research design, as defined by various researchers, serves as the paradigm or framework that guides the research process. Zikmund (2012) characterizes research design as a structured approach encompassing both the methods and the procedural framework necessary for data collection and analysis to address a research problem. For this study, a descriptive research design was adopted, with the objective of providing insights into the impact of collaboration on organizational (sales) performance in Ghana.

Descriptive research is designed to answer questions related to what, how, and why. It plays a crucial role in generalizing findings from a study to a broader population. In cases where the sample size in descriptive research is sufficiently large, the data collected can be used to make predictions about variables of interest, such as sales (Burns et al., 2014). In this study, a quantitative analysis was conducted to gain a deeper understanding of the outcomes.

In a nutshell, the research design chosen for this study is descriptive, aimed at answering questions about the influence of collaboration on organizational (sales) performance in Ghana, with a focus on quantitative analysis to provide a comprehensive perspective on the consequences.

### **3.2 Population**

Population, as defined by Mugenda and Mugenda (2003), encompasses the complete set of relevant units or elements that a researcher investigates. It can also refer to a group of individuals residing in a specific geographical area and sharing common cultural characteristics. In the context of this study, the population comprises individuals associated with Y&K Limited who reside within Koforidua, New Juaben Municipality.

The targeted population for this study consisted of one hundred and eighty (180) individuals, encompassing management, permanent workers, casual workers. However, the researchers included some stakeholders and some distributors to access their view on the study since all the elements in the sample size could not be reached. The study's sample size was drawn from this specified population.

### **3.3 Sample and Sampling Technique**

A sample is indeed a subset of the entire population chosen to represent that population. It is a well-established principle in research that the larger the sample size, the higher the reliability and validity of the findings, and vice versa (Tailor, 2005).

In this study, a sample size of 123 individuals was selected from the total population of 180. The researchers employed the Krejcie and Morgan table and a specific formula to determine this sample size. Typically, the Krejcie and Morgan table helps researchers determine the appropriate sample size based on factors such as the desired level of confidence and the margin

of error. The researchers selected 123 of 180 people representing the population using the

Krejcie and Morgan table with the formulae expressed as  $S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$

Where:

S= required sample size

$X^2$  = the table value of the chi-square for 1 degree of freedom at the desired confidence level.

N= the population size

P= the population proportion

d= the degree of accuracy expressed as a proportion

In this case, the researchers selected a sample size of 123 individuals from a population of 180 associated with Y&K Limited in Koforidua. This selection was made to ensure that the sample adequately represents the population and that the findings are reliable and valid.

The choice of Y&K Limited in Koforidua as the research focus is justified by its long history in wholesale business, making it a suitable context for measuring the impact of teamwork on sales performance from a wholesaler's perspective.

This comprehensive explanation of the sample size determination and the rationale for selecting Y&K Limited helps provide clarity regarding the research methodology.

A simple distribution table representing the sample size of the study is shown below

**Table 3.1 Showing the Distribution of Sample Sizes**

<b>S/N</b>	<b>Class/group of people</b>	<b>Number of people</b>
1	Management	15
2	Permanent workers	20
3	Casual Workers	75
4	Stakeholders/Distributors	13
	<b>Total</b>	<b>123</b>

Kothari (2004) defines sampling techniques as the process of selecting specific respondents for research purposes. In this investigation, the researchers opted for purposive and convenience sampling approaches. Convenience sampling involves examining elements from the population that are easily accessible to the researcher, cost-effective, straightforward, and readily available (Sakaran, 2003). Purposive sampling refers to a group of non- probability sampling techniques in which units are selected because they have characteristics that you need in your sample.

In this context, employees of Y&K Limited, Koforidua, who were accessible and willing to participate, were individually provided with questionnaires to complete. The researchers took measures to provide the necessary support to respondents, especially those with a lower educational background, to ensure they could complete the questionnaires effectively. This approach acknowledges the practical constraints of the study and seeks to collect valuable insights from both internal and external stakeholders to comprehensively assess the impact of teamwork on organizational performance.

### **3.4 Source of Data**

Data can be described as pieces of information that have been transformed into a format that facilitates transmission or processing (Morgan, 1997). In this study, both primary and secondary data sources were utilized, driven by the need to meet research deadlines and requirements.

#### **3.4.1 Primary Source of Data**

According to Kothari (2002), primary data refers to information that researchers collect for the first time from a direct source. Primary data can be gathered through various means, including interviews, surveys, questionnaires, focus groups, and observations (Sakaran, 2003). For this investigation, questionnaires were employed as the primary data collection method.

#### **3.4.2 Secondary Source of Data**

Secondary data, on the other hand, comprises information obtained from pre-existing sources. Secondary data can be sourced from publications, magazines, journals, and the internet (Sakaran, 2003). Elosie (2001) highlights that the internet provides a new avenue for market researchers to explore. In this study, secondary data was acquired from sources such as journal publications, printed materials, internet pages, annual reports, and more.

This dual approach to data collection allowed the researchers to gather firsthand insights from primary data while also drawing upon existing knowledge and resources through secondary data to enrich the study's findings and analysis.

### **3.5 Technique for Data Collection**

For this study, data were collected through a survey methodology. As defined by Sansoni (2014), a survey is a systematic approach to gathering structured and specific data from participants. Surveys serve as effective tools that enable researchers to collect data anonymously, avoiding the need for personal interaction. The questionnaires employed in this study were structured into five sections: A, B, C, D, and E. Each section focused on specific aspects of the research:

Section A comprised questions related to the biodata of the respondents. Section B consisted of questions designed to measure the leadership style of the team leader and its impact on performance. Section C explored questions concerning effective communication and its influence on performance. Section D examined questions pertaining to coordination within the organization and its impact on organizational performance. Section E included questions aimed at measuring sales performance.

To gauge respondents' attitudes, beliefs, or judgments, a five-point Likert scale was employed. Respondents were asked to indicate their level of agreement or disagreement with each statement, with the following scale: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree, providing a range of responses to assess their opinions.

This comprehensive survey approach allowed for the systematic collection of data from participants and facilitated the exploration of various factors related to teamwork, leadership, communication, coordination, and organizational performance.

### **3.6 Data Analysis Tool**

Data analysis is the process of transforming raw data into meaningful insights. In this study, the data analysis process was conducted using the Statistical Package for Social Sciences (SPSS) version 20. Both descriptive and inferential statistics were employed to analyze the data.

Descriptive statistics, such as frequencies, means, variances, and standard deviations, were utilized to provide an overview of the data and to summarize key characteristics of the responses. This allowed for a comprehensive understanding of the study's findings.

The presentation of findings involved the use of tables and figures to effectively communicate the results. The data analysis process consisted of three phases: organization, analysis, and summarization of the data. Initially, the collected data were edited to ensure accuracy and consistency. Subsequently, the raw data were organized in accordance with the research questions and objectives. Finally, data analysis involved in putting the data into SPSS for computer-based analysis.

This rigorous data analysis approach ensured that the information gathered from the respondents was effectively processed and examined to address the research objectives and questions.

### **3.7 Validity and reliability**

Validity in research refers to the accuracy of the conclusions, interpretations, or actions that can be drawn from test results (Johnson & Christensen, 2014, p. 172). Specifically, it relates to the questionnaire's ability to measure what it is intended to assess. In this study, validity was a key consideration in ensuring the reliability of the research findings.



To assess the validity of the constructed questionnaires, a panel of experts was convened. This panel consisted of three individuals with expertise in research instrumentation and marketing mix variables. Their role was to evaluate the validity of the questionnaires by scrutinizing the constructs, reviewing the content of the questionnaire, and determining whether it effectively represented the intended constructs.

This rigorous validation process, which involved input from experts in the field, aimed to ensure that the questionnaires were capable of measuring the desired variables accurately and reliably.

Reliability, on the other hand, concerns the consistency and stability of research measurements over time (Patten, 2014). While the description of reliability measures is not provided in this section, it is important to acknowledge that ensuring the reliability of the research instruments is an essential aspect of research methodology. Reliable instruments yield consistent results when used repeatedly, enhancing the credibility of the study's findings. The researchers likely conducted reliability tests on their questionnaires, but this specific information is not included in the provided text.

### **3.8 Ethical Considerations**

A summary of the study's objective would be clearly stated in the opening section of the questionnaires to be completed by respondents. The study has duly acknowledged various sources, authors, and publishers of which references and detailed analysis were made for better understanding and clarity. These were done to ensure the authenticity of the research and to avoid any form of deviant act (Plagiarism). The information provided by the respondents was kept confidential and their identities were not disclosed. Additionally, the collected data were not altered or modified, ensuring originality. The complete literature used in this study has been properly cited in the reference list.

### **3.9 Chapter Summary**

This chapter concentrates on the study's research methodology. A descriptive research design was used in the study, and questionnaires were the primary technique of data collection used to acquire relevant data to meet the research objectives. Justifications for the above-mentioned approaches are provided. Quantitative data presentation strategies were employed. The collected data were analyzed using Statistical Package for Social Sciences (SPSS) version 22.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.0 Introduction**

This chapter comprises analyses and findings from the field survey. It also analyzes demographic statistics such as age, gender, and marital status from the respondents of Y&K in the New Juaben Municipality. The chapter also discusses the impact of teamwork on organizational sales performance, and the findings of the study answer the research questions to achieve the research objectives. On average, 3.25% of the questionnaires sent out were not retrievable from respondents for some reason. The data were analyzed using SPSS (version 22) and summarized using tables.

#### **4.1 Respondents Demographics**

This section of the study investigated the respondents' background information. Specifically, the demographics of respondents such as age, gender, marital status, and education level. Among the 123 questionnaires sent out, 119 (96.7%) responses were retrieved from the respondents to clarify the study.

##### **4.1.1 Age of the Respondents**

A study of the bio-data of respondents revealed the following details relating to their age. The ages range from 18–25, 26–35, 36–45, and 46–55 years.

**Table 4.1: Age of the Respondents**

<b>Age (years)</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
18-25	31	26.1	26.1
26-35	55	46.2	72.3
36-45	24	20.2	92.4
46-55	9	7.6	100.0
Total	119	100.0	

Source: (Field Survey, 2023)

From table 4.1 above, the results of the study indicate that the majority of the respondents were between the ages of 26 and 35 years, and thus 55 represented 64%. followed by ages between 18 and 30 of 31 respondents representing 26.1%, followed by 36-45 years of 24 respondents representing 20.2%, and finally followed by ages between 46 and 55 of 9 respondents representing 7.6%. The mean age of the respondents was 26-35 years. The study also revealed that the majority of the respondents were between the ages of 26 and 35 years, and the outcome of this study is probably in favor of this age range.

#### **4.1.2. Gender of the Respondents**

A study of respondent demographics revealed the following details relating to their gender, which comprised males and females.

**Table 4.2: Gender of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Male	53	44.5	36.0
Female	66	55.5	100.0
Total	50	100.0	

Source: (Field Survey, 2023)

From table 4.2 above, the result shows that of the total number of the respondent's male respondents were 53 representing 44.5% and female respondents of 66 representing 55.5%. Females formed a greater proportion of the respondents used in this study; therefore, the outcome of the study is more likely to be formed from a female perspective.

### 4.1.3 Educational Background

A study of respondent demographics revealed the following details relating to their educational background, which included basic education, JHS, SHS, tertiary education, and respondents with no educational background.

**Table 4.3: Education Background**

Education Background	Frequency	Percentage	Cumulative percentage
Basic Level	3	2.5	2.5
J.H.S	3	2.5	5.0
S.H.S	48	40.3	45.4
Tertiary	64	53.8	99.2
None	1	0.8	100.0
Total	119	100.0	

Source: (Field Survey, 2023)

Table 4.3 indicates the educational background of the respondents used in this study. The table shows that 64 respondents representing 53.8% are tertiary graduates, 48 respondents representing 40.3% are SHS graduates, 3 respondents representing 2.5% each are JHS and basic level graduates, and 1 respondent representing 0.8% is illiterate.

This shows that the majority of the respondents of this study were tertiary graduates and literates who understand the effect of teamwork and organizational performance. The table above is represented by the bar chart below.

#### 4.1.4 Employment Background

This aspect of the study presents the employment background of respondents used in the study. the information is presented in table 4 below

**Table 4.4: Employment Background**

<b>Employment Background</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Unemployed	7	5.9	5.9
Employed	102	85.7	91.6
Student	8	6.7	98.3
Retired	2	1.7	100.0
Total	119	100.0	

Source: (Field Survey, 2023)

An analysis of the respondent’s educational background was conducted, and the information is shown in the table above. From table 4 102 respondents representing 85.7% of the respondents used for the study were employed, 8 respondents representing 6.7% were students, 7 respondents representing 5.9% were unemployed, and 2 respondents representing 1.7% were retired. From the analysis, the study concluded that the researchers focused on management, staff, and shareholders, as proposed in the methodology above.

#### 4.1.5 Marital Status of Respondents

Information on respondents relating to their marital status was collected and analysed, and the outcome is shown in the table below.

**Table 4.5: Marital Status of Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Single	69	58.0	58.0
Married	50	42.0	100.0
Total	119	100.0	

Source: Field Survey, 2023

From Table 4.5, 69 respondents representing 58% were single and 50 respondents representing 42% were married. The outcome of the study did not record any divorced or widowed individuals; therefore, per the analysis, the outcome of the study may be in favor of the characteristics of single youths since they constitute majority of the study.

## **4.2 Effect of Team Leaders' Leadership Style on Organizational Sales Performance**

This section of the study provides an analysis and interpretation of the impact of team leaders' leadership style on organisational sales performance at Y&K.

### **4.2.1 Effect of Transformational Leadership Style on Organizational Sales Performance**

The outcome of the information is presented by table 6 below

**Table 4.6: Transformational leadership style improves the overall growth of the follower and hence increases organisational performance**

<b>Transformational Leadership Style</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Strongly Disagree	3	2.5	2.5
Disagree	3	2.5	5.0
Neutral	13	10.9	16.0
Agree	80	67.2	83.2
Strongly Agree	20	16.8	100.0
Total	119	100.0	

Source: Field Survey (2023)

Table 4.6 presents an analysis of the transformational leadership style of team leaders on organizational performance. The outcome of the study shows that 80 respondents representing 67.2 % agreed that transformational leadership style improves the overall growth of followers and hence increases organizational sales performance. Further, 20 respondents representing 16.8% strongly agreed to the statement, 13 respondents representing 10.9% selected neutral to the statement, and 3 respondents each representing 2.5% selected disagree and strongly disagree,

The study revealed that the majority of the respondents agreed that the transformational leadership style of a team leader influences organizational performance.

#### **4.2.2 Effect of Charismatic Leadership Style on Organizational Sales Performance**

This aspect of the study revealed the impact of charismatic leadership style on organisational sales performance, as shown in the table below

**Table 4.7 : Charismatic leadership style does not sufficiently motivate and inspire staff to provide the required sales results.**

<b>Charismatic Leadership</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Strongly Disagree	1	0.8	0.8
Disagree	1	0.8	1.7
Neutral	19	16.0	17.6
Agree	48	40.3	58.0
Strongly Agree	50	42.0	100.0
Total	119	100.0	

Source: Field Survey, (2023)



Table 4.7 presents an analysis of the effect of charismatic leadership style on organizational sales performance. The outcome of the analysis shows that 50 respondents representing 42% strongly agree that charismatic leadership style does not support and motivate employees and hence affects sales performance and productivity. Further, 48 respondents representing 40.3% agreed with the statement, 19 respondents representing 16% selected neutral to the statement.

However, 1 respondent representing 0.8% disagreed and 1 respondent representing 0.8% strongly disagreed the statement. The mean for the table is 4.2, indicating that the majority of the respondents agreed with the statement that charismatic leadership style does not sufficiently motivate and inspire staff to provide the required sales results.

#### **4.2.3 Effect of Transactional Leadership Style on Organizational Sales Performance**

This section provides an analysis of the impact of transactional leadership style on organizational sales performance. The outcome is presented in the table below

**Table 4.8: Transactional leadership style fosters employees’ creativity and innovation.**

**As a result, employees fail to meet the organization’s objectives.**

<b>Transactional Leadership</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Strongly Disagree	1	0.8	0.8
Disagree	2	1.7	2.5
Neutral	15	12.6	15.1
Agree	68	57.1	72.3
Strongly Agree	33	27.7	100.0
<b>Total</b>	<b>119</b>	<b>100.0</b>	

Source: Field Survey, (2023)

Table 4.8 shows the effect of transactional leadership style on organizational sales performance. From the analysis, 68 respondents representing 57.1% agreed that transactional leadership style fosters employees' creativity and innovation.

As a result, employees fail to meet the organisation objectives, 33 respondents representing 27.7% strongly agreed to the statement, and 15 respondents selected neutral to the statement.

In addition, two respondents representing 1.7% disagreed and 1 respondent representing 0.8% strongly disagreed that transactional leadership style fosters employees' creativity and innovation. As a result, employees fail to meet the organizations objectives.

Findings from the study show that majority of the respondents agreed that transactional leadership style fosters employees' creativity and innovation. As a result, employees fail to meet the organisation objectives.

#### **4.2.4 Effect of Democratic Leadership Style on Organizational Sales Performance**

This sub-section of the study provides an analysis of the study in relation to the democratic leadership style and organizational sales performance. The outcome is presented in the table below

**Table 4.9: Democratic leaders concentrate on group debate and group involvement, which favorably improves the sales performance of followers and the organisation as a whole.**

<b>Democratic Leadership</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Disagree	2	1.7	1.7
Neutral	17	14.3	16.0
Agree	57	47.9	63.9
Strongly Agree	43	36.1	100.0
Total	119	100.0	

Source: Field Survey, (2023)

The outcome of the study revealed that 57 of the respondents representing 47.9% agreed that democratic leaders concentrate on group debate and group involvement, which favorably improves the sales performance of followers and the organization; 43 respondents representing

36.1% strongly agreed to the statement; 17 respondents representing 14.3% selected neutral to the statement; and 2 respondents representing 1.7% disagreed that democratic leaders concentrate on group debate and group involvement, which favorably improves the sales performance of followers and the organisation as a whole. None of the respondents strongly disagreed with the statement. The study revealed that the majority of the respondents agreed that a Democratic leader concentrates on group debate and group involvement, which favorably improves the sales performance of followers and the organisation as a whole.

#### 4.2.5 Effect of Autocratic Leadership Style on Organizational Sales Performance

The impact of the autocratic leadership style on organisational sales performance was analyzed, and the outcome is presented by the table below

**Table 4.10: Autocratic leadership style causes organizational disputes that have a detrimental impact on overall performance**

Autocratic Leadership	Frequency	Percentage	Cumulative percentage
Disagree	2	1.7	1.7
Neutral	17	14.3	16.0
Agree	57	47.9	63.9
Strongly Agree	43	36.1	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.10 presents an analysis of the impact of leadership style and organisational performance at Y&K Limited, Koforidua. The table shows that 57 respondents representing 47.9% agreed that autocratic leadership style causes organizational disputes, which have a detrimental impact on overall performance, 43 respondents representing 36.1% strongly agreed to the statement, 17 respondents representing 14.3% selected neutral to the statement, and 2 respondents representing 1.7% disagreed with the statement. None of the respondents strongly disagreed with the statement.

Findings of the study revealed that majority of the respondents agreed that autocratic leadership style causes organizational disputes, which have a detrimental impact on overall performance.

#### 4.2.6 Effect of the Bureaucratic Leadership Style on Organizational Sales Performance

This section provides an analysis of bureaucratic leadership style and organizational sales performance.

**Table 4.11: Bureaucratic leadership does not inspire an organization’s employees to work in the desired manner, which affects organizational (sales) performance.**

Bureaucratic Leadership	Frequency	Percentage	Cumulative percentage
Strongly Disagree	1	0.8	0.8
Disagree	6	5.0	5.9
Neutral	19	16.0	21.8
Agree	47	39.5	61.3
Strongly Agree	46	38.7	100.0
Total	119	100.0	

Source: Field Survey, (2023)

From the information above, 47 respondents representing 39.5% agreed that bureaucratic leadership does not inspire an organization’s employees to work in the desired manner, which affects organizational (sales) performance, 46 respondents representing 38.7% strongly agreed to the statement, and 19 respondents representing 16% selected neutral to the statement. Furthermore, 6 respondents disagreed, and 1 respondent representing 0.8% strongly disagreed.

The study shows that the majority of the respondents agreed that bureaucratic leadership does not inspire an organization’s employees to work in the desired manner, which affects organizational (sales) performance.

### 4.3 Impact of Effective Communication on Organizational Sales Performance

This section provides an analysis and interpretation of the impact of effective communication on organisational sales performance at Y&K.

#### 4.3.1 Effect of Clear Communication on Organizational Sales Performance

The outcome of the information is presented by table 13 below

**Table 4.12: Clear communication and timely information enhance organizational sales performance.**

<b>Clear Communication</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Strongly Disagree	1	0.8	0.8
Disagree	1	0.8	1.7
Agree	58	48.7	50.4
Strongly Agree	59	49.6	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.12 illustrates the impact of clear communication on sales performance. The table indicates that 59 respondents representing 49.6 strongly agreed that clear communication and timely information enhance organizational sales performance, and 58 respondents representing 48.7% agreed with the statement. In addition, 1 respondent each representing 0.8% Disagree and strongly disagree with the statement.

The study shows that majority of the respondents strongly agree that clear communication and timely information enhance organizational sales performance.

### 4.3.2 Effect of Open Communication on Organizational Sales Performance

This section of the study analyses the impact of open communication on organisational sales performance.

**Table 4.13: Open communication dialog between employees (staff) and management improves employee productivity and hence organizational performance.**

Open Communication	Frequency	Percentage	Cumulative percentage
Neutral	2	1.7	1.7
Agree	44	37.0	38.7
Strongly Agree	73	61.3	100.0
Total	119	100.0	

Source: Field Survey, (2023)

From the information above, 73 respondents representing 61.3% strongly agree that open communication dialogue between employees (staff) and management improves employee productivity and hence organizational performance, 44 respondents representing 37% agreed to the statement and 2 respondents representing 1.7% selected neutral to the statement.

The outcome of the study shows that the majority of the respondents strongly agreed that open communication dialogue between employees (staff) and management improves employee productivity and hence the organisational performance

### 4.3.3 Impact of Effective Communication Implementation on Organizational Sales Performance

This subsection of the study provides an analysis of the study in relation to effective communication implementation and organizational sales performance. The outcome is presented in the table below

**Table 4.14: Implementation of effective communication techniques by Y&K Limited**

**will improve organizational sales performance and increase sales volume and profitability.**

<b>Communication implementation</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Strongly Disagree	1	0.8	0.8
Disagree	2	1.7	2.5
Neutral	3	2.5	5.0
Agree	60	50.4	55.5
Strongly Agree	53	44.5	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.14 presents an analysis of the impact of effective communication on organisational sales performance at Y&K Limited, Koforidua. The table shows that 60 respondents representing 50.4% agreed that implementation of effective communication techniques by Y&K Limited will improve organizational performance and, in a way, increase sales volume and profitability. In addition, 53 respondents representing 44.5% strongly agreed to the statement, 3 respondents representing 2.5% selected neutral to the statement. However, 2 respondents representing 1.7% disagreed and 1 respondent representing 0.8% strongly disagreed with the statement. The study revealed that majority of the respondents agreed that implementation of effective communication techniques by Y&K Limited will improve organizational performance and, in a way, increase sales volume.

### **4.3.3 Impact of Bridging the Communication Gap on Organizational Sales Performance**

This sub-section of the study provides an analysis of the study in relation to the impact of bridging communication gaps on organizational sales performance. The outcome is presented in the table below

**Table 4.15: Bridging communication gap between management and employees in an organisation leads to complex workload on employees or team members, resulting in performance gap.**

<b>Bridging Com. Gap</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Strongly Disagree	1	0.8	0.8
Disagree	2	1.7	2.5
Neutral	3	2.5	5.0
Agree	45	37.8	42.9
Strongly Agree	68	57.1	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.15 illustrates the impact of bridging the communication gap on organization's sales performance. The table indicates that 68 respondents representing 57.1% strongly agreed that bridging the gap of communication in an organization leads to complex workload on subordinates or team members, resulting in performance gap, 45 respondents representing 37.8% agreed to the statement, and 3 respondents representing 2.5% selected neutral to the statement. Also, 2 respondents representing 1.7% disagree and one respondent representing 0.8% strongly disagree with the statement.

The study shows that majority of the respondents strongly agree that bridging the gap of communication in an organisation leads to complex workload on subordinates or team members, resulting in performance gaps.

#### **4.4 Impact of Team Coordination on Organizational Sales Performance**

This section provides an analysis and interpretation of the impact of coordination on organisational sales performance at Y&K.



#### 4.4.1 Effect of Team Coordination on Organizational Sales Performance

The outcome of the information is presented in table 16.

**Table 4.16: Team coordination review positive aspects related to the efficiency and effectiveness of teams to improve productivity and performance.**

<b>Team Coordination</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Disagree	1	0.8	0.8
Neutral	6	5.0	5.9
Agree	64	53.8	59.7
Strongly Agree	48	40.3	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.16 presents the analysis of the effect of team coordination on organizational sales performance. The outcome of the analysis shows that 64 respondents representing 53.8% agree that team coordination reviews positive aspects relating to the efficiency and effectiveness of teams to improve productivity and sales performance. Further, 48 respondents representing 40.3% agreed with the statement, 6 respondents representing 5% selected neutral to the statement, and 1 respondent representing 0.8% disagreed with the statement.

Findings of the study revealed that majority of the respondents agreed that team coordination reviews positive aspects relating to the efficiency and effectiveness of teams to improve productivity and sales performance.

**4.4.2 Effect of Team Coordination of Employee Development on Organizational Sales Performance.**

This section provides an analysis of the impact of team coordination of employee development on organizational sales performance.

**Table 4.17: Team coordination highlights key issue areas for employee development and growth that contribute to organizational performance.**

<b>Team Coordination</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Disagree	1	0.8	0.8
Neutral	9	7.6	8.4
Agree	42	35.3	43.7
Strongly Agree	67	56.3	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.17 presents an analysis of the impact of team coordination of employee development on organisational performance at Y&K Limited, Koforidua. The table shows that 67 respondents representing 56.3% strongly agreed that team coordination highlights key issue areas for employee’s development and growth that will contribute to organizational performance, 42 respondents representing 35.3% agreed with the statement, 9 respondents representing 7.6% selected neutral to the statement, and 1 respondent representing 0.8% disagreed with the statement.

The study shows that majority of the respondents strongly agreed that team coordination highlights key issue areas for employee development and growth that will contribute to organizational performance.

#### 4.4.3 Impact of Coordination among Team Members on Organizational Sales

##### Performance.

This aspect of the study revealed the impact of coordination among team members on organisational sales performance, as shown in the table below

**Table 4.18: Coordination among team members increases productivity and organizational sales performance**

Coordination among team members	Frequency	Percentage	Cumulative percentage
Strongly Disagree	1	0.8	0.8
Neutral	5	4.2	5.0
Agree	52	43.7	48.7
Strongly Agree	61	51.3	100.0
Total	119	100.0	

Source: Field Survey, (2023)

The outcome of the study revealed that 61 of the respondents representing 51.3% strongly agreed that coordination among team members increases productivity and organizational sales performance as well, 52 respondents representing 43.7% agreed to the statement, 5 respondents representing 4.2% selected neutral to the statement, and 1 respondent representing 0.8% strongly disagreed that coordination among team members increases productivity and organizational sales performance as well.

Findings of the study that majority of the respondents agreed that coordination among team members increases productivity and organizational sales performance.

## 4.5 Impact of Teamwork on Organizational Sales Performance

This section provides an analysis and interpretation of the overall impact of teamwork on organisational sales performance at Y&K Limited, Koforidua.

### 4.5.1 Effect of the Leadership Style of Team Leaders on Organizational Sales Performance

The outcome of the information is presented in table 20 below

**Table 4.19: Leadership style of team leaders can positively or negatively affect organizational sales performance.**

Leadership Style	Frequency	Percentage	Cumulative percentage
Neutral	1	0.8	0.8
Agree	85	71.4	72.3
Strongly Agree	33	27.7	100.0
Total	119	100.0	

Source: Field Survey, (2023)

From the information above, 85 respondents representing 71.4% agreed that the leadership style of team leaders can positively or negatively affect organizational sales performance, 33 respondents representing 27.7% strongly agreed with the statement, and 1 respondent representing 0.8% selected neutral to the statement.

The mean for the table is 4.26, which shows that the majority of the respondents agreed that the leadership style of team leaders can positively or negatively affect organizational sales performance.

#### 4.5.2 Impact of Effective Communication on Organizational Sales Performance

This sub-section of the study provides an analysis of the study in relation to effective communication and organizational sales performance. The outcome is presented in the table below

**Table 4.20: Effective communication between management or team leaders and team members has a significant impact on organizational sales performance.**

<b>Effective Communication</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Disagree	2	1.7	1.7
Neutral	2	1.7	3.4
Agree	42	35.3	38.7
Strongly Agree	73	61.3	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.20 presents an analysis of the impact of team coordination of effective communication on organisational performance at Y&K Limited, Koforidua. The table shows that 73 respondents representing 61.3% strongly agreed that effective communication among management or team leaders and team members has a significant impact on organizational sales performance, 42 respondents representing 35.3% agreed with the statement, 2 respondents representing 1.7% selected neutral to the statement, and 2 respondents representing 1.7% disagreed with the statement.

The findings of the study revealed that majority of the respondents strongly agreed that effective communication among management or team leaders and team members has a significant impact on organizational sales performance.

### 4.5.3 Impact of Coordination on Organizational Sales Performance

This chapter provides an analysis and interpretation of the influence of coordination on organizational sales performance. The outcome is presented in the table below

**Table 4.21: Coordination is the framework for intergroup performance in an organisation**

<b>Team Coordination</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Neutral	4	3.4	3.4
Agree	37	31.1	34.5
Strongly Agree	78	65.5	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.21 presents the analysis of the impact of team coordination on organisational performance at Y&K Limited, Koforidua. The table shows that 78 respondents representing 65.5% strongly agreed that coordination is the framework for intergroup performance in an organization, 37 respondents representing 31.1% agreed with the statement, and 4 respondents representing 3.4% selected neutral to the statement.

The findings of the study revealed that majority of the respondents strongly agreed that coordination is the framework for intergroup performance in an organization

### 4.5.4 Influence of teamwork on organisational performance

This section of the study reveals information related to the influence of teamwork on organizational performance.

**Table 4.22: Teamwork enhances cross-functional activities, which in turn increases organizational performance.**

<b>Teamwork</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Disagree	1	0.8	0.8
Neutral	4	3.4	4.2
Agree	42	35.3	39.5
Strongly Agree	72	60.5	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.22 presents an analysis of the impact of team coordination of employees' development on organisational sales performance at Y&K Limited, Koforidua. The table shows that 72 respondents representing 60.5% strongly agreed that teamwork enhances cross-functional activities, which in turn increases organizational performance; 42 respondents representing 35.3% agreed with the statement; 4 respondents representing 3.4% selected neutral to the statement; and 1 respondent representing 0.8% disagreed with the statement.

The findings of the study revealed that majority of the respondents strongly agreed that teamwork enhances cross-functional activities, which in turn increases organizational performance.

#### 4.5.5 Impact of Teamwork on Employee Productivity

The outcome of the analysis is presented in the table below

**Table 4.23: Teamwork is a collective effort that allows employees to perform better without feeling pressured.**

<b>Teamwork</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
Disagree	6	5.0	5.0
Neutral	7	5.9	10.9
Agree	42	35.3	46.2
Strongly Agree	64	53.8	100.0
Total	119	100.0	

Source: Field Survey, (2023)

Table 4.23 presents an analysis of the impact of teamwork on organisational performance at Y&K Limited, Koforidua. The table shows that 64 respondents representing 53.8% strongly agreed that teamwork is a collective effort that allows employees to perform better without feeling under pressure, 42 respondents representing 35.3% agreed with the statement, 7 respondents representing 5.9% selected neutral to the statement, and 6 respondents representing 5% disagreed with the statement.

The mean for the table is 4.37, indicating that the majority of the respondents agreed that teamwork is a collective effort that allows employees to perform better without feeling under pressure.



#### 4.5.6 Impact of Teamwork Development on Employee Performance

The outcome of the analysis is presented in the table below

**Table 4.24: Teamwork provides constant development regarding the organization's services and employees' occupational performances**

	Frequency	Percentage	Cumulative percentage
Disagree	1	0.8	0.8
Neutral	3	2.5	3.4
Agree	55	46.2	49.6
Strongly Agree	60	50.4	100.0
Total	119	100.0	

Source: Field Survey, (2023)

The outcome of the study revealed that 60 of the respondents representing 50.4% agreed that teamwork provides constant development regarding the organization's services and employees' occupational performances, 55 respondents representing 46.2% strongly agreed to the statement, 3 respondents representing 2.5% selected neutral to the statement, and 1 respondent representing 0.8% disagreed that teamwork provides constant development regarding the organization's services and employees' occupational performances.

The outcome of the study revealed that the majority of the respondents strongly agreed that teamwork provides constant development regarding the organization's services and employees' occupational performances.

#### 4.5.7 Teamwork Influence on Employee Development

The outcome of the analysis is shown in the table below

**Table 4.25: Teamwork helps employees empower and develop their potential and acquire the correct ways to perform the required duties efficiently.**

Teamwork	Frequency	Percentage	Cumulative percentage
Disagree	1	0.8	0.8
Agree	38	31.9	32.8
Strongly Agree	80	67.2	100.0
Total	119	100.0	

Source: Field Survey, (2023)

The outcome of the study revealed that 80 of the respondents, representing 67.2%, strongly agreed that teamwork helps employees to empower and develop their potential, as well as acquire the correct ways to perform the required duties efficiently, 38 respondents, representing 31.9%, agreed to the statement, 1 respondent, representing 0.8%, disagreed with the statement, and 1 respondent, representing 0.8%, disagreed that teamwork helps employees to empower and develop their potential, as well as acquire the correct ways to perform the required duties efficiently.

The findings of the study show that the majority of the respondents strongly agreed that teamwork helps employees to empower and develop their potential as well as acquire the correct ways to perform the required duties efficiently.

## **4.6 Conclusion**

This chapter focuses on data presentation and interpretation. Based on the data obtained, this chapter provides conclusions and findings. The first section presented an analysis of respondent demographic factors, the second section covered the relationship between the leadership style of team leaders and organizational sales performance, the third section covered the relationship between effective communication and organizational sales performance, and the fourth covered the relationship between coordination and organizational sales performance.

This chapter presents information from the data collected from the fieldwork. The information is presented in frequency tables and represented in bar charts and pie charts for easy understanding and interpretation.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter provides a summary, conclusions, and recommendations of the study. The purpose of this study was to assess the impact of teamwork on organisational sales performance at Y&K Limited, Koforidua. The specific objectives of the study are to assess the impact of the leadership style of team leaders on sales performance at Y&K Limited, Koforidua, to evaluate the effect of effective communication of teamwork on sales performance at Y&K Limited, Koforidua, and to examine the influence of teamwork coordination on sales performance at Y&K Limited, Koforidua.

#### 5.1 Summary of the Findings

This study investigated three main research questions. The outcome of the research indicated the following findings

##### **5.1.1 Research Question One: What is the impact of the leadership style of team leaders on organizational sales performance at Y&K Limited?**

The outcome of the study revealed that transformational leadership style improves the overall growth of followers and hence increases organizational performance. From the study, the majority of the respondents agreed that the transformational leadership style of team leaders supports organizational sales performance. The outcome of the study supports the view of Hasan (2018) that transformational leadership focuses on growing followers and considering their requirements.

The outcome of the study also shows that the Charismatic Leadership style does not support teamwork and has a negative impact on organizational sales performance. It was revealed that the majority of the respondents indicated that charismatic leadership style does not sufficiently motivate and inspire staff to provide the required sales results. The results of this study are in agreement with the view of Germano (2010) that charismatic leadership style does not sufficiently motivate and inspire staff to provide the required sales results and might have a long-term negative impact on organizational performance or sales performance in the marketing unit.

The findings of the study indicate that transactional leadership supports teamwork by making employees creative and innovative but does not have a positive influence on organizational performance. The results of this study support the existing literature proposed by Devanadhen (2015) that transactional leadership has no direct influence on organizational performance.

The outcome of this study revealed that democratic leadership style has a positive impact on organizational sales performance. From the study, the majority of the respondents agreed that a Democratic leader concentrates on group debate and group involvement, which favorably improves the sales performance of followers and the organisation as a whole.

The findings of this study show that autocratic leadership style does not influence organizational sales performance. The outcome of the study is in alignment with the conclusion made by Iqbal et al. (2015) that an autocratic leadership style also causes organizational disputes, which have a detrimental impact on overall performance.

Furthermore, the outcome of the study shows that bureaucratic leadership style does not have a positive impact on organizational sales performance. The outcome of the study supports the existing literature (Ojukuku et al, 2012) that bureaucratic leadership has a negative influence on organizational performance.

In summary, the study revealed that the leadership styles of team leaders that influence organisational sales performance are transformational and democratic leadership styles. The findings of the study also prove that transactional leadership styles support teamwork but have a negative impact on organizational sales performance. However, the study shows that charismatic autocratic, and bureaucratic leadership styles not impact organizational sales performance.

### **5.1.2 Research Question Two: How does effective Communication of teamwork affect sales performance at Y&K Limited?**

The findings of the study reveal that clear communication and timely information enhance organizational sales performance. This supports the existing literature (Musheke, 2021) that clearly and timely communication of information influences organizational performance.

The study reveals that open communication between employees and management improves employee productivity and hence increases organizational performance as a whole. This implies that open communication fosters a culture of trust, collaboration, and continuous improvement that can lead to enhanced organizational sales performance

The outcome of the study also shows that the ability of a firm (Y&K Limited) to implement an effective communication strategy within its internal environment improves organizational performance and hence increases sales and profitability.

The outcome of the study also reveals that bridging the communication gap between management and employees in an organisation leads to a complex workload on employees or team members, resulting in a performance gap. The study shows that when there is a bridge in communication gap, management delegates the majority of their work to employees to

undertake, which may affect productivity and organizational performance in one way or the other.

### **5.1.3 Research Question Three: What is the Influence of teamwork Coordination on Sales Performance at Y&K Limited?**

The majority of the respondents strongly agreed that team coordination highlights key issue areas for employee's development and growth that will contribute to organizational sales performance.

It was further revealed that coordination among team members increases productivity and organizational sales performance

## **5.2 Conclusion**

Teamwork plays a vital role in organizational performance as it has a significant impact on the overall success of a company. Teamwork enhances communication and collaboration among employees, allowing them to share ideas, knowledge, and skills. This leads to a more innovative and creative work environment where employees can learn from each other and come offer better solutions to challenges. In addition, teamwork fosters a sense of belonging and camaraderie among employees, which boosts morale and job satisfaction. The study revealed various leadership styles that support teamwork and enhance organizational sales performance. Furthermore, this study shows that there is a positive influence between communication and organizational sales performance. The study revealed that effective communication increases expectations, facilitates decision making, and increases employee engagement, which has a positive impact on employee performance. In addition, the study revealed that collaboration has a significant impact on organisational sales performance

By investing in teamwork and creating a collaborative work environment, organizations can achieve a higher level of success and competitiveness.

### **5.3 Recommendations**

Based on the findings of the study, management and staff should adopt a transformational and democratic leadership style since the study proves that it has a positive influence on organizational sales performance.

Based on the findings of the study, Y&K Limited should foster a collaborative culture. The company should create an environment that encourages collaboration and teamwork. This can be achieved by promoting open communication, providing opportunities for team building activities, and reorganizing and rewarding collaborative efforts.

Y&K Limited should establish an effective communication strategy and channels. The findings of the study reveal that effective communication among various teams and employees enhances swift flow of information and hence increases organizational sales performance. The company should implement communication strategies, tools, and platforms that facilitate seamless information sharing among team members. This can include project management software, instant messaging platforms, and regular team meetings.

The company should provide training and development opportunities for its employees. Y&K Limited should offer training programs and workshops that focus on enhancing teamwork skills, such as communication, conflict resolution, and problem solving. This will help build a strong foundation for effective collaboration.

By implementing these recommendations, Y&K Limited can create a strong teamwork culture that positively impacts organizational performance and drives success.



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## APPENDIX I

### KOFORIDUA TECHNICAL UNIVERSITY

#### FACULTY OF BUSINESS AND MANAGEMENT STUDIES

#### MARKETING DEPARTMENT

#### QUESTIONNAIRE

This questionnaire assists in data collection for academic purpose. The research intends to give an analysis of the effect of teamwork on organizational performance particularly sales performance at Y&K, Koforidua. All information obtained will be handled with high level of confidentiality. Please do not incorporate identification or names in this questionnaire.

Please answer every question by using either a cross(x) or tick (√) in the option that applies.

#### **SECTION A: RESPONDENT'S DEMOGRAPHICS**

Age: 18 – 25 [ ] 26 – 35 [ ] 36 – 45 [ ] 46 – 55 [ ] 56 and above [ ]

Gender: Male [ ] Female [ ]

Educational background: Basic Level [ ] J.H.S [ ] S.H.S [ ] Tertiary [ ] None [ ]

Employment background: Unemployed [ ] Employed [ ] Student [ ] Retired [ ]

Marital status: Single [ ] Married [ ] Widowed [ ]

**SECTION B: LEADERSHIP STYLE OF TEAM LEADERS AND  
ORGANIZATIONAL (SALES) PERFORMANCE**

This section of the questionnaire is to measure the impact of leadership style of team leaders on organizational sales performance. Please indicate your opinion as per the level of disagreement or agreement by ticking with the outline statement using 1 to 5 scale guidelines.

1= Strongly Disagree 2- Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree

Description/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Leadership style of team leaders</b>					
1. Transformational leadership style improves the overall growth of follower and hence increase organizational performance.					
2. Charismatic leadership style does not sufficiently motivate and inspire staff to provide the required sales results.					
3. Charismatic leadership style does not sufficiently motivate and inspire staff to provide the required sales results. Charismatic leadership style does not sufficiently motivate and inspire staff to provide the required sales results.					
4. Democratic leader concentrates on group debate and group involvement, which favorably improves the sales performance of the followers and organization as a whole.					
5. Autocratic leadership style causes organizational disputes, which have a detrimental impact on overall performance					
6. Bureaucratic leadership do not inspire organization's employees to work in the desired manner, which affects organizational (sales) performance.					

**SECTION C: EFFECTIVE COMMUNICATION AND ORGANIZATIONAL SALES**

**PERFORMANCE**

This section of the questionnaire is to measure the impact of effective communication on organizational sales performance. Please indicate your opinion as per the level of disagreement or agreement by ticking with the outline statement using 1 to 5 scale guidelines. 1= Strongly Disagree 2- Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree

Description/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Effective Communication					
1. Clear communication and timely information enhance organizational sales performance.					
2. Open communication dialogue between employees (staff) and management improves employee’s productivity and hence the organizational performance.					
3. Implementation of effective communication techniques by Y&K Limited will improve organizational performance and, in a way, increase sales volume and profitability.					
4. Bridging the gap of communication in an organization lead to complex workload on subordinates or team members resulting to performance gap.					



**SECTION D: COORDINATION AND ORGANIZATIONAL SALES PERFORMANCE**

This section of the questionnaire is to measure the impact of coordination on organizational sales performance. Please indicate your opinion as per the level of disagreement or agreement by ticking with the outline statement using 1 to 5 scale guidelines. 1= Strongly Disagree 2- Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree

Description/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Coordination					
1. Team coordination review positive aspects relating to the efficiency and effectiveness of teams in order to improve productivity and performance.					
2. Team coordination highlights key issue areas for employee's development and growth that will contribute to organizational performance.					
3. Coordination among team members increase productivity and organizational sales performance as well.					

**SECTION E: EFFECT OF TEAMWORK ON ORGANIZATIONAL SALES**

**PERFORMANCE**

This section of the questionnaire is to measure the impact of teamwork on organizational sales performance. Please indicate your opinion as per the level of disagreement or agreement by ticking with the outline statement using 1 to 5 scale guidelines. 1= Strongly Disagree 2- Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree

Description/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Teamwork and Organizational Performance</b>					
1. Leadership style of team leaders can positively or negatively affect organizational sales performance.					
2. Effective communication among management or team leaders and team members has a significant impact on organizational sales performance.					
3. Coordination among team members enhance efficiency, effectiveness and productivity and hence increase organizational performance.					
4. Teamwork has a positive influence on organizational performance.					
5. Teamwork is a decrease effort that allows employees to perform better without feeling under pressure.					
6. Teamwork provide a constant development regarding the organization's services and employees' occupational performances.					
7. Teamwork helps employees to empower and develop their potentials, as well as acquire the correct ways to do the required duties efficiently.					