

## The Influence of Teamwork Dynamics on Manufacturing Firms' Employee Performance

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### ABSTRACT

The study establishes how leadership, communication within a team, as well as its spirit shape employees' performance in manufacturing firms in Tanzania. Teamwork is becoming a headache not only at the family level but also in organisations. Firms struggle to pull together people from different geographical backgrounds and cultures to ascertain goals. However, conflicts and goals falling short have become a walking stick for most manufacturing firms. A case study of 4 varied manufacturing firms within Mwanza, Tanzania, was used in determining the effect of team dynamics on the performance of manufacturing firms' employees. A quantitative descriptive research design was used. About 169 of 303 staff members of the 4 firms were selected randomly as a sample size, which informed the questionnaire tool. Descriptive and inferential statistics, particularly correlational analysis, were used in analysing data. Inference from the findings showed that team leadership positively correlated with employee performance. The findings also linked team communication and team spirit positively with staff performance. The findings reveal that cooperation was found to be a key determinant of employees' performance. Equally, it was concluded that businesses that embrace teamwork strategies record a higher growth rate. Accordingly, manufacturing firms must encourage employees' cooperation in all activities, besides promoting an atmosphere that emphasises working as a unit. The recommendations include the adoption of different collaborative approaches in a fairly educated group of employees, and a bottom-up management style is imperative.

**Key Terms:** Communication, employee performance, leadership, manufacturing firms, teamwork, team spirit.

## INTRODUCTION

Teamwork plays a crucial role in any manufacturing firm by contributing significantly to its productivity and profitability (Asif et al., 2025; Jo & Shin, 2025; Kalsum et al., 2024). Organisations are increasingly interested in improving the collaboration of workers to achieve common goals. Teamwork promotes the acquisition of values, skills, and attitudes that are central in accepting diversity, besides creating a conducive working environment that enhances employees' growth, void of fear.

Asif et al. (2025) argue that the existence of teams can be traced back many years, following the emergence of civilisations and their embracement in varied countries. Collaboration is lauded as a critical element of teamwork that promotes employees working together. Firms should acknowledge their usefulness in inspiring their employees and achieving their goals (Asif et al., 2025; Mazzetti & Schaufeli, 2022).

Teamwork is widely understood as a collection of people working together towards accomplishing a common goal (Asif et al., 2025). Compared to Asif et al. (2025), Mazzetti and Schaufeli (2022) described employee teamwork as a collection of people with varied responsibilities and assignments that work in unity to improve organisational productivity. Asif et al. (2025) equally acknowledge teamwork's role in increasing the generation of desired output, contrary to individual work.

The appreciation of teamwork in the manufacturing sector is illustrated by project managers' increased use of teams in improving the learning and abilities of employees (Lu & Cheah, 2024; Mazzetti & Schaufeli, 2022). Lu and Cheah (2024) claim that performance measurement needs to be viewed as a multidimensional factor, as also stressed by Hanasi (2023), who insinuates that a firm as a social entity structures its activity system within an absorptive boundary to achieve a desired goal.

Organisations are able to create greater quality output through cooperation than they would have been able to if everyone worked alone and their individual efforts were merged. A sort of synergy is mostly obtained through teamwork (Hanasi, 2023). There has been a lot of research done to demonstrate how

workgroup dynamics affect employees' performance. Among the researchers are Asif et al. (2025), Kebe et al. (2024), Hanasi (2023), and Lu and Cheah (2024) studies. All the studies affirmed the association of teamwork with the output or productivity of workers.

Multiple researchers present teamwork as a collection of individuals, including skilled and qualified, putting their energy, time, and efforts into the same work to generate a greater result (Jo & Shin, 2025; Kalsum et al., 2024; Dabić et al., 2023). According to Dabić et al. (2023), individuals working as a team should demonstrate a willingness to share outputs while working independently. Working as a team involves improving personal capabilities and responding positively to feedback. Ochieng et al. (2023) concur with other researchers by indicating that teamwork members share similar objectives because of their cooperation.

According to Ercantan et al. (2024), coordination of multiple people's performance effectively, respective communication, and completion of assigned tasks collaboratively define effective teamwork. Asif et al. (2025) hold a similar view, as they note that employees who communicate with each other while sharing inputs and helping each other willingly when completing tasks demonstrate their teamwork. Positive synergy generated from the coordination of power derived from working as a team stresses the effectiveness of teamwork (Asif et al., 2025).

Whereas Ercantan et al. (2024) insinuate that the teamwork notion refers to persons working based on cooperation, Hanasi (2023) and Lu and Cheah (2024) show that working as a unity results in higher outcomes compared to individualistic work. Albert (2023) concurs with other scholars by indicating that a group of persons who work as a team in the business world record better performance than multiple individuals working singly in the company. Teamwork provides individuals with opportunities to improve personal potential and knowledge as well as competence (Cho & Kao, 2022; Dabić et al., 2023).

Leadership is a technique through which a manager may influence, lead, and motivate others' actions and activities in order to accomplish particular objectives in a given setting (Albert, 2023; Cho & Kao, 2022).

Leadership is a technique used to get a group of individuals to cooperate toward a shared goal (Anyiko et al., 2018). Also, leadership, according to Desintawati et al. (2024), is an interaction between people in which one displays their resolve and organises it such that the other person is persuaded that their outcomes would be better if they perform in the manner recommended or wanted. Besides, leadership is the method of igniting a group of people's thoughts and imaginations, as well as their aptitude to identify problems and come up with innovative solutions (Desintawati et al., 2024).

Communication is the act of passing along knowledge to another person to foster mutual understanding and enable more effective action (Otoo, 2016). Moreover, communication is the process through which two parties of individuals convey information, accurately receive it, and correctly interpret it, generally to influence behaviour (Otoo, 2016). The fast and secure flow of important information from one party to another via the use of standardised symbols is what communication includes.

According to Darwis and Mohdhaizam (2021), communication is sometimes thought of as the process of transferring messages across numerous platforms and frequently consists of verbal or nonverbal skills. Communication is the act of passing along knowledge to another person in order to foster mutual understanding and enable more effective action (Darwis & Mohdhaizam, 2021). Another perception is, communication is the process through which two parties of individuals convey information, accurately receive it, and correctly interpret it, generally to influence behaviour (Oidine, 2015). Communication is frequently comprised of verbal or nonverbal skills, and it is frequently thought of as the act of exchanging messages across numerous platforms, claims Oidine (2015).

According to Ochieng et al. (2024), team spirit is equally understood as a cooperation process that grants individuals the opportunity to elicit extraordinary outcomes. Research shows that a team is made up of people who cooperate, communicate, and rely on one another to achieve a shared objective (Ochieng et al., 2024)

A strong sense of teamwork and team spirit, comprising positive feelings and attitudes as well as beliefs, enhances the realisation of a common team goal (Ochieng et al., 2024). Accordingly, team spirit enhances the realisation of organisational goals (Albert, 2023). The shared feeling and viewpoint among group members, in addition to consistency of team spirit, encourage the sharing of problems in a work setting (Albert, 2023).

Manaf (2015) deviates from other scholars by describing team spirit as a thought that the occupied rank or position makes an individual develop different feelings besides seeing oneself better among others, and the importance of an organisation supersedes individuals. In this context, team spirit encourages individuals and groups with power as well as knowledge to promote values that they consider useful in strengthening relationships within an organisation.

Performance, as defined by organisational norms, operational standards, operational procedures, criteria, and propositions, is the amount and quality of a person's output while working for an organisation on their primary task or role (Lu et al., 2024; Luo et al., 2024). Employee's performance is measured by how well they accomplish the organisation's goals, how quickly they secure the resources they need, how well they uphold internal agreements, and how well they satisfy their stakeholders (Ochieng et al., 2024). Bahizi and Gray (2023) argue that an employee's performance is defined as the capacity to complete tasks within established boundaries. Many corporate personnel directors evaluate each employee's performance based on efficiency, effectiveness, and timeliness in order to discover areas that may need improvement (Bahizi & Gray, 2023).

Teamwork practices are necessary because organisations succeed when they have a diverse team of people who can contribute unique ideas. Nevertheless, poor collaboration by manufacturing firms' employees contributes to the experienced low productivity and efficiency. Strained relationships influence minimal sharing of information among firms.

Poor collaboration is also responsible for the experienced conflicts, minimal commitment to the

missions of different universities in the country, besides the reduction of employees' morale (Bahizi & Gray, 2023). Both the firms' and the staff's performance is negatively affected by poor cooperation. In support, Ochieng et al. (2023) note that the productivity and efficiency, as well as the innovation of employees, are lowered by minimal collaboration. To link collaboration with the output of employees, the author considered determining the effect of leadership, communication, and spirit, which are key traits of teamwork, on the performance of manufacturing firms.

There is adequate data that demonstrates the effect of teamwork aspects on the productivity and efficiency of employees within an organisation. As an illustration, Kalsum et al. (2024) and Kebe et al. (2024) explored this in their studies and affirmed the drawn conclusion. Aspects such as knowledge sharing, development of trust, responsibility, group spirit, and identification of each other's contributions, rewards, and team leadership influence the performance of employees. Other traits, such as personality and communication, equally influence employees' output.

Kebe et al. (2024), who focused on team abilities, trust, and recognition as well as team spirit and rewards, acknowledged the importance of teamwork traits on the employees' performance. Kalsum et al. (2024) equally researched trust and team spirit, and knowledge sharing and made a conclusion that correlates with what Kebe et al. (2024) derived from their study.

Hanasi (2023) researched the association of motivation with productivity and observed a strong connection compared to Ochieng et al. (2024), who linked cooperation with the employee's output. Hanasi (2023) centred his study on work quality, cooperation, commitment, motivation, and innovation. He also explored the effect of self-confidence, job satisfaction, flexibility, and adaptability. Compared to Bahizi and Gray (2023), who centred their study on recognition, leadership and personality as well as teamwork traits like communication, trust, and reward, Hanasi (2023) focused on team skills, perceptions, conduct and team

spirit. Desintawati et al. (2024), research involved teamwork and training besides employees' motivation, whereas Hanasi (2023) focused on the engagement of employees and leadership in addition to peer support. Other scholars, such as Odunayo and Abe (2024), considered accountability, proficient communication, employees' cohesiveness, and leadership, besides intrapersonal skills, compared to Bahizi and Gray (2023), who dwelt on leadership and trust in addition to performance evaluation and incentives.

The findings regarding the association of leadership and communication with the performance of employees are conflicting. For instance, Odunayo and Abe (2024), who conducted their research in Nigeria, established that two have a detrimental effect on employee performance, contrary to Azad et al. (2024), who observed a positive correlation in Malaysia's manufacturing industry. Consequently, the current research was thought useful in determining the effect of team dynamics such as team leadership and team communication, as well as team spirit, on employees' performance in aforementioned manufacturing firms in Mwanza to refute or confirm prior researchers' findings on organisational management.

The study explores the impact of team dynamics on the performance of employees working in manufacturing firms in Mwanza. Guided by the following study objectives: To assess whether team leadership affects employees' performance; to determine whether team communication impacts employees' performance, and to evaluate the impact of team spirit on the performance or output of employees.

## LITERATURE REVIEW

### Model of the Study

Figure 1 represents the framework for understanding the influence of team dynamics on employees' performance. Employee's performance is a dependent variable, whereas team leadership, communication, and team spirit are independent factors.

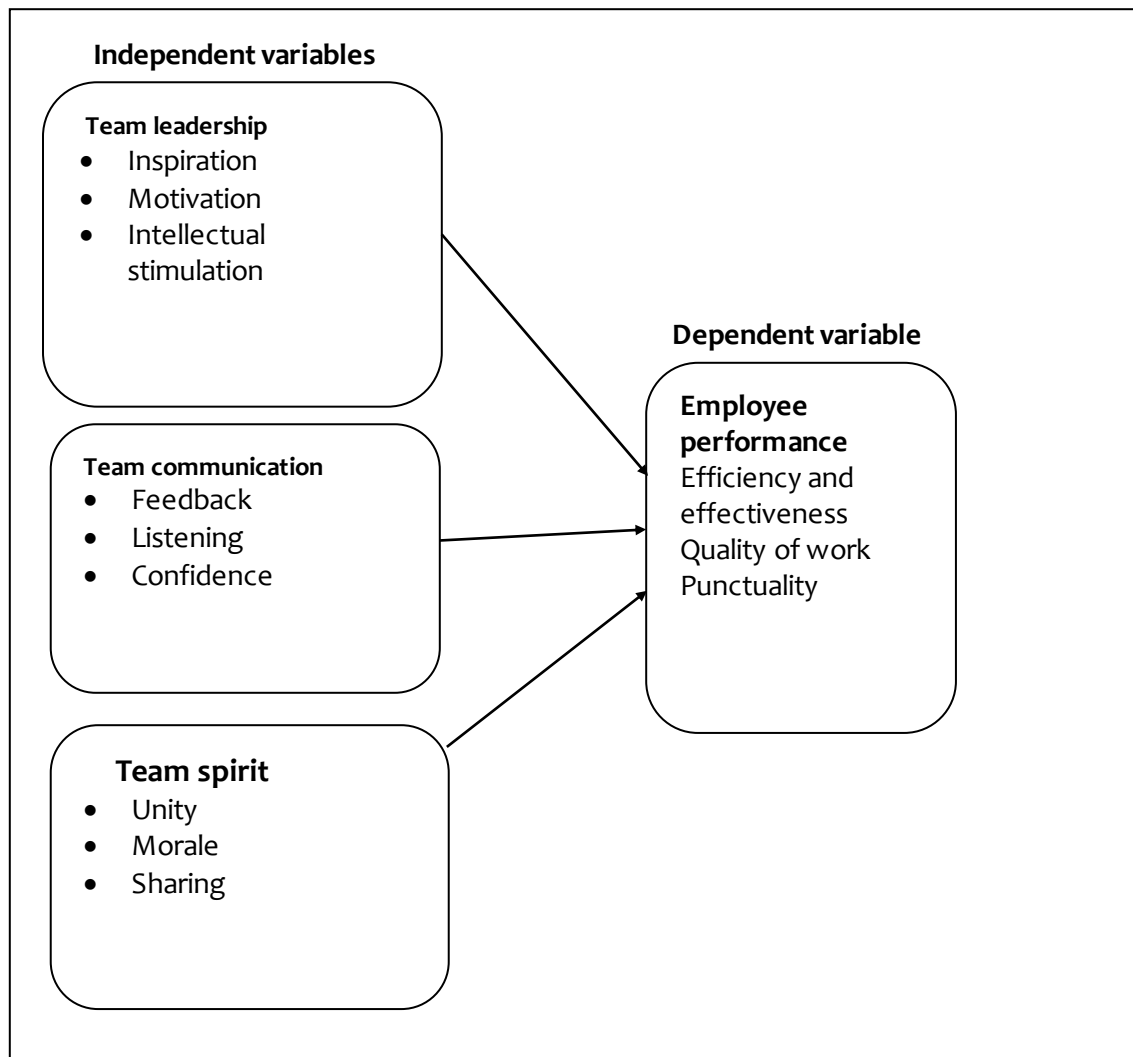


Figure 1: Conceptual Framework

## Theoretical Review

### Leader Member Exchange Theory (LMX)

Leader Member Exchange theory (LMX), which was introduced by Dansereau et al. in 1975 as cited by Kivunja (2018), stresses the usefulness of leaders interacting with other members at work, department, or organisation. This theory emphasises the exchange connection or interaction between a leader and a member as the hallmark of teamwork. Simply, it's a two-way relationship between a leader and each individual employee of a firm as opposed to a generalised leadership style.

Researchers such as Kivunja (2018) appreciate the contribution of LMX in understanding the performance of employees at work. According to Kivunja (2018), this theory is lauded for investigating

leaders' dual relationship with followers. According to Kivunja (2018), the primary defence of this theory is that managers interact with their workforce in a number of ways, with connections varying in quality from bad (out-group) to outstanding (in-group). LMX of high quality is linked with an increased level of communication, trust, and competence. It is also associated with increased assurance, clear roles, work satisfaction, and reduced job fatigue (Desintawati et al., 2024).

On the other hand, poor LMX is associated with minimal engagement, and support, poor conduct, limited interactions, exclusion psychologically, high job stress or fatigue, reduced job satisfaction, and higher turnover among employees (Dabić et al., 2023). Conclusively, LMX contends that the interaction of

leaders and employees at the organisational level has significant implications on the performance of employees as related to the manufacturing firms of the study. The LMX theory is relevant to the current study, as most manufacturing firms have leaders from the top to the bottom level. Exercising the LMX in manufacturing firms will accelerate the easy decision-making process from either part of the firm's staff and employees.

## Empirical Literature Review

### Effect of Leadership on Employee Performance

One of the main elements behind raising employees' performance is leadership. Leadership is at the core of effective and efficient staff performance, making leadership self-perception essential to the success of a business as a whole (Goldman, 2022; Hakim et al., 2023; Shin, Jo & Shin, 2025).

In order to motivate and encourage their subordinates to perform better, thousands of people are selected or elected to carry out the duties of leadership in society. To accomplish the aims of the leader, one person in a leadership role persuades others to work together willingly on related tasks (Hakim et al., 2023). A study should be done on the dynamic process of leadership. A lifelong process of self-study, learning, experience, and training creates a good leader. The relational process incorporates interactions between leaders, participants, and sporadically external stakeholders (Judijanto & Zulfikri, 2024; Hakim et al., 2023).

A leader must have followers, a working relationship with followers, personal qualities, reciprocal relationships, a community of interests, and direction, among other traits. The goals of leadership include fostering a sense of cohesion and coordination, and identifying and offering necessary guidance regarding appropriate conduct and behaviour that may be applicable in society (Kalsum et al., 2024). Other goals are to identify and formulate the fair and justifiable behavioural norm in society and to foster the development of fresh, original, and creative ideas, perspectives, and approaches among individuals (Judijanto & Zulfikri, 2024; Kalsum et al., 2024).

The following are several types of leadership that may be used to guide and encourage people to achieve their goals: transactional leadership, which puts

emphasis on performance monitoring. In this manner, leaders encourage followers' sense of fulfilment through incentives and penalties. Transactional leaders may keep followers engaged in the short term and pique people's attention by using a system of incentives and penalties (Odunayo & Abe, 2024; Judijanto & Zulfikri, 2024). Transformational leadership is a style that encourages followers to engage in a way that promotes corporate success rather than self-interest by appealing to loftier concepts and established internal moral principles.

The traits of a transformational leader include recognition of the followers' needs and working in addition to engaging them fully in achieving the identified needs (Jun et al., 2023; Jo & Shin, 2025). Participative leadership entails speaking with subordinates and weighing their perspectives before the manager makes any decisions. It is the process of making decisions jointly or sharing responsibility in decision-making between the authorities and employees (Jun et al., 2023). Before making important organisational choices, participatory leadership places a strong focus on dialogue with followers. With no common vision, no motivation, dedication, creativity, or innovation, an authoritarian management style places all of the decision-making power in the manager's hands (Jun et al., 2023; Ku et al., 2023).

With laissez-faire leadership, employees make their own decisions on their own while the boss provides their staff the most latitude possible. The Laissez-Faire method is best employed when the group members have specialised information that can be used to solve a complicated problem, are more knowledgeable than the leader, and have that knowledge to share (Odunayo & Abe, 2024; Ku et al., 2023). Conversely, limited and aged research studies have been conducted on the influence of leadership on organisational performance in Tanzania, but not enough case studies in manufacturing firms in Mwanza.

### Effect of Communication on Employee Performance

Robust working relationships within an organisation and high-quality output from employees depend on efficient or effective communication (Darwis & MohdHaizam, 2021). Effective communication increases workers' productivity and ties workers

together. It makes teams become stronger, increases worker productivity, and decreases employees' turnover in the workplace (Darwis & MohdHaizam, 2021); ineffective internal communication will lead to ineffective functioning and a lack of staff confidence. The development of a strong culture within employees' performance to meet the predetermined goals and objectives may be accomplished through team communication. Effective team communication not only helps the team members execute their work successfully but also keeps them informed about their responsibilities and the organisation's goals. Employee's performance rises when there is effective team communication inside the organisation (Kim et al., 2022). Employee's performance may be improved by having staff members who are informed about team activities, such as aims, accomplishments, and goals. This will assist the group in developing characteristics that set it apart from competing groups.

Exchange of information between individuals or groups can be through the use of devices or directly through face-to-face. Communication takes place when the communicator initiates a conversation by sharing their thoughts with the receiver (Kim et al., 2022). Effective communication requires a shared vocabulary and an understanding of universal concepts. A culture's own set of signs and symbols makes up the language used to communicate. It is also important to recognise that a recipient could perceive a message differently from the sender's intended meaning when two parties don't share a common language and culture (Kim et al., 2022).

Common categories of communication include horizontal communication, which entails sharing information between different departments in an organisation (Otoo, 2016). Horizontal communication encourages employees to actively participate in problem-solving sessions, communicate critical information, and work together to successfully carry out all of their given activities and obligations through face-to-face interaction (Otoo, 2016). Downward communication entails the movement of information from leaders to various subordinates within an organisation (Otoo, 2016; Kim et al., 2022). Upward communication entails the movement of information from subordinates to superiors. This form of

communication is frequently utilised when subordinates want alternative perspectives or information from their superiors (Otoo, 2016).

Therefore, efficient communication offers several benefits. Specifically, it helps businesses improve workplace responsiveness and alignment. Additionally, it enhances some of the most important Key Performance Indicators (KPIs) for talent acquisition, engagement, and retention. However, organisational communication in Tanzania is not given the necessary attention; meeting minutes and agendas are not communicated before meetings, and feedback remains absent in most Tanzanian firms. Yet, the influence of communication in manufacturing firms is scarcely explored in Mwanza.

## **Effect of Team Spirit on Employee Performance**

Theng et al. (2024) describe team spirit as a tool for determining an employee's performance that enhances the establishment of a two-way communication environment, which encourages the sharing of experiences or problems among employees. Team spirit impacts job satisfaction positively, which equally influences the employee's outcome (Theng et al., 2024; Lu, 2024; Luo, 2024). Team spirit encourages the development of good attitudes, as well as the completion of tasks efficiently. It also provokes the spirits of assisting teammates to handle work-related issues, minimising the occurrence of conflicts, promoting mediation, and appreciating the achievements of others. According to Bonini et al. (2024) and Liu et al. (2024), the behaviour derived from team spirit boosts the effectiveness of an organisation.

Bonini et al. (2024), who used a descriptive survey in studying teamwork's association with employee performance using team spirit as one of the independent variables, established that the two are positively associated. Manelkar and Mishra (2024), who also adopted a quantitative approach in determining the effect of leadership and team spirit as well as team trust on the output of employees, observed a positive correlation. Kebe et al. (2024), findings based on data that were gathered from the Sierra Leonean banking sector were consistent with those published by Manelkar and Mishra (2024). Despite the existence of multiple studies on the link

between team spirit and employee performance, Tanzania records minimal studies focusing particularly on manufacturing firms in Mwanza.

## METHODOLOGY

### Research Design

Quantitative descriptive research design was adopted. Primary data was collected and analysed statistically using descriptive and regression analysis methods. Descriptive design was considered since it provides the study's picture relating to the association of two or multiple factors, such as team communication, employees' performance, and team spirit. A descriptive research design is lauded by Molina-Azorin (2016), based on the claim that it enhances the research data analysis, besides improving the quality of the collected data.

### Sample Size

The study's population is infinite, considering the size of the region and the complexity of manufacturing firms in Mwanza, which emerge and disappear periodically. A total of 303 employees were contacted from 4 manufacturing firms in Nyamagana and Ilemela (Mwanza), out of 718 employees in all four firms. Then, 169 (56%) employees made up the study sample size compared to a sample frame of 303 employees. A

random sampling approach was used to select respondents from the 4 firms to avoid bias and ensure an equal chance of inclusion for respondents (Kothari, 2004).

A structured questionnaire was formed as a data collection tool, and a total of 169 questionnaires were distributed to employees early in the morning at the entrance gate in all firms. As a result of frequent reminders and follow-up, only 12 (7%) questionnaires were not returned by respondents, making a response rate of 157 (93%) out of 169 questionnaires. Then, the collected data were analysed statistically using SPSS version 25.0, where regression and correlation analyses were tested to establish the association of the study variables.

### Reliability Test

Cronbach's alpha, a commonly utilised indicator of internal consistency, was employed in this study to assess the dependability of items. It is advised that an adequate internal consistency scale has an Alpha value of at least 0.6. According to Table 1 below, the Cronbach's alpha values loaded for the current study are between 0.857 and 0.978. The reliability findings show that all variables of the study are fairly significant and reliable.

**Table 1: Reliability Matrix Table**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Corr.	Squared Multiple Corr.	Cronbach's Alpha if Item Deleted
Team leader.	8.71	3.760	.970	.948	.964
Team comm.	8.74	3.681	.943	.890	.980
Team spirit	8.76	3.249	.968	.948	.967

Source: Field data (2025)

**Table 2: Reliability statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.963	.971	4

Source: Field data (2025)

The overall Cronbach's Alpha results for the four constructs were also excellent, i.e. .971 as it appears on Table 2 above. According to the standard rule that the reliability percentage must be above 0.6, we got .971, confirming the reliability of the research tool.

## FINDINGS AND DISCUSSION

Data analysis was performed as per the study's objectives. A total of 157 staff were able to complete the questionnaire, and the response rate of 92 per cent was attained based on routine reminders.

### Demographic Analysis

The following is the demographic analysis of respondents' age, education and occupation:

**Table 3: Gender**

Gender	Frequency	Percent
Male	68	43.3
Female	89	56.7
<b>Total</b>	<b>157</b>	<b>100.0</b>

Source: Field data (2025)

The analysed data shows that 57 per cent of the staff members who responded to the surveys were female, and the remaining 43 per cent of the personnel who participated in the survey were male.

**Table 4: Education**

Education Level	Frequency	Percent
Secondary	57	36.3
Degree	81	51.6
Vocational/Certificate	19	12.1
<b>Total</b>	<b>157</b>	<b>100.0</b>

Source: Field data (2025)

**Table 5: Age**

Age Group	Frequency	Percent
18-30	25	15.9
31-40	35	22.3
41-50	61	38.9
51-60	29	18.5
Above 60	7	4.5
<b>Total</b>	<b>157</b>	<b>100.0</b>

Source: Field data (2025)

**Table 6: Occupation**

Staff Occupation	Frequency	Percent
Administrators	10	6.4
Production	58	36.9
Sales/Marketing & Distr.	50	31.8
Technicians	36	22.9
Health/social workers	3	1.9
<b>Total</b>	<b>157</b>	<b>100.0</b>

Source: Field data (2025)

The distribution of responders based on their occupation was also examined by the researcher. Production staff formed the majority of survey participants, 36.9 per cent, followed by Sales and marketing team, 31.8 per cent, technicians, 22.9 per cent, and social workers, 1.9 per cent, respectively.

## Findings of Specific Objectives

### Team Leadership on Employee Performance

The first objective that the current project sought to address was to assess whether team leadership affects employees' performance. On measuring the

team leadership factors associated with employee performance, several dimensions were assessed, including inspiration, motivation and intellectual stimulation. Respondents involved in this study were asked to indicate to what extent they agree with the statement regarding the team leadership factors' effect on staff performance. This was demonstrated by the fact that they wholeheartedly concurred with the assertions made. Only 3 per cent of respondents weren't sure whether team leadership influenced worker effectiveness.

**Table 7: Team Leadership on Employee Performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strong Disagree	3	1.8	1.9	1.9
Disagree	7	4.2	4.5	6.4
Neutral	5	3	3.2	9.6
Agree	52	31.5	33.1	42.7
strongly agree	90	54.5	57.3	100
<b>Total</b>	<b>157</b>	<b>95.2</b>	<b>100</b>	

Source: Field data (2025)

### Effect of Team Communication on Employee

The second objective of this study was to find out the effect of team communication on employees' performance. On measuring the team communication factors associated with employee performance, several dimensions were assessed, including feedback, listening and confidence. Respondents involved in this

study were asked to indicate to what extent they agree with the statement regarding the team communication factors that influence employee performance in the institution. This was done by choosing one aspect in the Likert scale from strongly disagree, disagree, neutral, agree, and strongly agree.

**Table 8: Team Communication and Employee Performance**

	Freq.	%	Valid %	Cumulative %
Strongly Disagree	4	2.4	2.5	2.5
Disagree	8	4.8	5.1	7.6
Neutral	2	1.2	1.3	8.9
Agree	56	33.9	35.7	44.6
strongly agree	87	52.7	55.4	100
<b>Total</b>	<b>157</b>	<b>95.2</b>	<b>100</b>	

Source: Field data (2025)

Results showed that most respondents believed that team communication made a good and significant difference in how well employees perform. They fully agreed with the remarks they made, which served as proof of this. Only 2 per cent of respondents weren't sure whether team communication influenced workers' performance, as presented in Table 8.

### Team Spirit on Employee Performance

The third objective of this study was to find out the effect of team spirit on employees' performance. On

measuring the team spirit factors associated with employee performance, several dimensions were assessed, including unity, morale and sharing. Respondents involved in this study were asked to indicate to what extent they agree with the statement regarding the team spirit factors that influence employee performance in the institution. This was done by choosing one aspect in the Likert scale from strongly disagree, disagree, neutral, agree, and strongly agree.

**Table 9: Team Spirit on Employee Performance**

	Freq.	%	Valid %	Cumulative %
Strongly Disagree	8	4.8	5.1	5.1
Disagree	4	2.4	2.5	7.6
Neutral	6	3.6	3.8	11.5
Agree	47	28.5	29.9	41.4
Strongly agree	92	55.8	58.6	100
<b>Total</b>	<b>157</b>	<b>95.2</b>	<b>100</b>	

**Source: Field data (2025)**

The majority of respondents believed employees' performance was positively and significantly impacted by team spirit. They fully agreed with the remarks they made, which served as proof of this. Only 3.6 per cent of respondents were unsure about the effects of spirit on employees' performance.

### Correlation Analysis

To examine the relationships between the variables as suggested by the proposed model. The correlation analysis's findings showed statistically significant relationships between the independent factors (team leadership, team communication, and team spirit) and the dependent variable (employee's performance) in the study's suggested model.

**Table 10: Correlation Analysis**

Corr.		TL	TC	TS	EP
TL	Corr.	1	.936**	.970**	.880**
	Sig.		0.000	0.000	0.000
	N	157	157	157	157
TC	Corr.	.936**	1	.936**	.797**
	Sig.	0.000		0.000	0.000
	N	157	157	157	157
TS	Corr.	.970**	.936**	1	.849**
	Sig.	0.000	0.000		0.000
	N	157	157	157	157
EP	Corr.	.880**	.797**	.849**	1
	Sig.	0.000	0.000	0.000	
	N	157	157	157	157

\*\* . Correlation is significant at the 0.01 level (2-tailed). Team leadership (TL), Team communication (TC), Team spirit (TS), Team spirit, Employee performance (EP)

**Source: Field data (2025)**

Table 10 presents a correlation matrix illustrating that the researched independent variables, including team leadership and communication, as well as team spirit, are directly and significantly associated with employees' performance. Team leadership impacts employees' performance in manufacturing firms, with 0.880 as the statistical significance.

The findings indicate that team communication is significantly associated with an employee's performance based on the statistical significance of 0.797 with a p-value of 0.000. Additionally, the association between employees' performance and sense of team spirit reveals a statistically significant and favourable relationship between variables at 0.849 and statistically significant at p-value of 0.000 in selected manufacturing firms.

### Regression Analysis

Carrying out a regression analysis of the model summary enhances the identification of the independent variables' influence on the performance of staff from manufacturing firms. The Model summary with leadership, communication, and team spirit as key elements is provided in Table 11.

### Model Summary

The relevance of the selected or researched independent variables (factors) was determined using a multiple regression model. The outcome helped determine the appropriateness of the used factors. R-Square results and F-Statistics results, as well as p-values, enhance the assessment of the predictors' relevance.

**Table 11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.884 <sup>a</sup>	0.781	0.777	0.285

a. Predictors: (Constant), team spirit, team communication, team leadership

**Source: Field data (2025)**

Adjusted R-squared presents a variation of sample findings based on multiple regressions from the population, as well as the results' ability. A slight margin between R-squared and Adjusted R-squared is noted in this study at 0.777 compared to 0.781, which is acceptable. Thus, the model had adequate fitness.

## ANOVA Test

The conduct of Analysis of Variance (ANOVA) is often meant to determine the model's goodness-of-fit. The

F-statistics, together with the significance level, help in determining whether the model fit is guaranteed or not. It helps ascertain the reliability of a model to forecast the outcome.

- a. Dependent Variable: Employee Performance
- b. Predictors: team spirit, team communication, team leadership.

**Table 12: ANOVA**

Model	Sum of squares	D f	Mean Square	F.	Sig.
Regression	44.268	3	14.756	181.97	.000 <sup>b</sup>
Residual	12.407	153	0.081		
<b>Total</b>	<b>56.675</b>	<b>156</b>			

Considering that F = 181.978 and significance level = 0.000, which is below 0.05 based on this study's regression analysis, the model fitness was guaranteed or assured.

## Coefficient Test

Table 12 illustrates the strength of the variables' relationship, their significance to the model, and their effect on employee performance, which is a dependent variable.

**Table 13: Coefficients Analysis**

Model	Unstandardised Coefficients		Standardised Coefficients	t.	Sig.
	B.	Std. Error	Beta		
(Constant.)	1.979	0.128		15.472	0.000
Team leadership	0.307	0.112	1.073	6.461	0.000
Team comm.	0.412	0.073	0.827	4.996	0.000
Team spirit	0.29	0.096	0.021	2.127	0.000

**Note:** Sig. value, the number needs to be below the acceptable level of significance in research, 0.05, in order to have a 95 per cent confidence interval. The null hypothesis's validity is declared using the significance value. A Sig of 0.05 leads to rejection of the null hypothesis, but a Significance of >0.05 leads to acceptance of the null hypothesis. The rejection of the null hypothesis implies the existence of an impact. The interpretations in the current research include:

**Team leadership;** it improves the performance of employees significantly, as evidenced by 0.000 as the Sig value that is lower than 0.05. Growth in team

leadership by a single unit boosted the workers' performance by 30.7 per cent.

**Team communication** had a significant implication on the outcome/performance of employees. The Sig. value of 0.000 was lower than 0.05, which is the allowed limit. One unit rise in team communication by one unit boosted employees' performance by 41.2 per cent.

**Team spirit** has a significant implication on the output and performance of an employee. This is evidenced by Sig. Value of 0.000 compared to 0.05, which is the

acceptable limit. One unit growth in team spirit results in a 29.0 per cent boost in the performance of an employee.

Conclusively, evidence from the completed analysis showed that team leadership and communication, as well as team spirit, impacted employees' performance positively and significantly.

## Discussion of Findings

### Effect of Team Leadership on Employee Performance

The gathered evidence, which received considerable empirical data support, illustrated that team leadership had an adequate and positive association with the performance of staff working in manufacturing firms. The findings showed that team leadership equally had positive and substantive implications on the employee's performance. An increase in team leadership was found to boost the performance of an employee by 30.7 per cent. These findings receive considerable support from Asif et al. (2025), as well as Lu and Cheah (2024) and Azad et al. (2024), as they observed that team leadership was favourably and substantively associated with employee performance. Surprising findings were reported by Al Salman and Hassan (2016), who drew a conclusion that team leadership resulted in an insignificant effect on employees' performance. The leader-member exchange theory is equally supported by findings. The primary support for this theory is that there exists numerous relationships between managers and employees.

### Effect of Team Communication on Employee Performance

The findings on the influence of team communication on employee performance were supported by data, showing that team communication and employees' performance at the selected manufacturing firms are positively and significantly correlated. As the statistical significance is 0.797 (p-value 0.000), the results suggest that team communication has a substantive association with employees' performance. Team communication influences the outcome of employees based on the outcome of the regression analysis. Team communication increased employees' performance by 41.2 per cent. Similar observations were made by Darwis and MohdHaizam (2021) and Kim

et al. (2022) as they insinuate that team communication was strongly and positively correlated with employees' performance. However, these findings are contrary to Odine's (2015) findings, as he noted the correlation was not only weak but also insignificant to his study variables. According to Otoo (2016), adequate communication, established trust, competence, confidence, clarity of roles, job satisfaction, and minimal job fatigue have a strong association with high-quality LMX.

### Effect of Team Spirit on Employee Performance

The findings of the study also showed that at the selected firms, employees' performance is strongly correlated with team spirit. The examined data demonstrated the strong and positive relationship between teamwork and productivity. The collected evidence showed that manufacturing firms' variables were substantively and favourably associated, 0.849. Similarly, team spirit influenced significant adjustment in employees' performance, which is evidenced by a Sig. Value of 0.000, lower than the 0.05 threshold. Employee's performance rose by 29.0 per cent with an increase in team spirit by one unit.

The results are in line with research studies (Kebe et al., 2024; Liu et al., 2024; Manelkar & Mishra, 2024; Theng et al., 2024), which found a positive and significant relationship between team spirit and employee performance. These scholars, too, noted that a firm's team spirit had a favourable as well as substantive effect on the employees' performance. Additionally, LMX theory validated the investigation. This principle of management, based on team spirit, illustrates that an organisation must sustain group cohesion through the management of belief and inspiration of staff, encouragement, and promotion of mutual understanding among the staff for the organisational goals to be realised.

### Areas of further study:

The three factors (team leadership, team communication and team spirit) researched in this study on employee performance were derived from Leader Member Exchange Theory (LMX). Recommendations for future research include consideration of other industries as well as enlargement of the sample size.

## CONCLUSION AND RECOMMENDATIONS

**Conclusion:** The study examined the association of teamwork dynamics with the performance of manufacturing firms' employees. The collected evidence illustrated a favourable as well as adequate association between the researched team dynamics (team leadership, team communication, and team spirit) and the performance of workers. The study stressed the usefulness of acknowledging the need for team collaboration on the output of employees. The existence and sustainability of many firms in the competitive world are due to the employees' traits. Based on the collected evidence, it is imperative for organisations to encourage employees' collaboration, besides creating an interactive environment for employees.

**Recommendations:** The findings illustrated that team aspects or dynamics have a significant association with the performance of workers. The team performance was also found to influence the productivity of

employees as well as organisational output and competitiveness. Multiple suggestions can be derived from the findings. First, it is important for the manufacturing firms to endorse a culture that promotes team leadership, which is central in boosting the employees' performance. Regarding the top management and operational level, it is recommended for lower levels to embrace team building depicted by the top management and the upper levels, to promote trust among individuals at the lower levels. Secondly, communication in the manufacturing sector must be streamlined to minimise work-related stress. Openness, social directives, and the provision of information on time should also characterise organisational culture. Moreover, it is recommended for institutions in both the private and public sectors to stress the provision of organisational support in the form of promotions, a conducive working environment, and sustainable teamwork among employees to boost employees' performance.

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