

Effect of Teamwork, Employee Empowerment and Training on Employee Performance

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Abstract

Employee performance is considered as the main and most important HR practice in every organization as it is the key through which organizations achieve their ultimate goals and they can only achieve productivity and efficiency through higher performance of employees. The thesis focuses to study the direct effects of teamwork, employee empowerment and training on employee performance in telecom sector Islamabad, Pakistan. Based on previous research studies, it is clear that only few researches were carried out on employee performance and its relationship with teamwork, employee empowerment and training, especially in telecom sector. Hence, 150 questionnaires were distributed among employees of three cellular companies such as Ufone, Telenor and Mobilink Islamabad, Pakistan to collect data for the study. To analyse the collected data, multiple linear regression was used on SPSS. The results of the findings showed that teamwork has significant positive effect on employee performance. The study also disclosed that employee empowerment has significant positive effect on employee performance. At last, the study concluded that training has significant positive effect on employee performance. Therefore, it is recommended for every organization to implement such practices in their organizations to improve the overall productivity of the organization and gain competitive advantage.

Keywords: Employee Performance, Teamwork, Employee Empowerment, Training.

1. Introduction

The core purpose of every organization is to enhance its overall performance which can only be achieved through efficient performance of employees (Tahir et al., 2014). Hence, performance management came into existence as a management tool to direct and rectify the worries, organizations had about performance (Sharif, 2002). Performance means the achievement of something or working efficiently and effectively (Tahir et al., 2014). To improve the performance of an organization, achieve desired outcome and gain competitive advantage over its competitors, it would not be possible without the efficient and effective performance of employees (Isaac Mwita, 2000). To enhance the overall performance of an organization, it is essential to use the human resources of the organization efficiently and effectively (Hanaysha,

2016). Former journal shows that there are numerous organizational factors such as teamwork, employee empowerment and training that can influence employee performance (Bhat, 2013). Teamwork was studied as a core component that contributes to employee performance (Benrazavi et al., 2013). Alan (2003) described teamwork as a group of members who work precisely on a particular and desired goal using their knowledge and skills. Teamwork is commonly considered as a group of people eager to work together to accomplish a mutual objective (Hanaysha, 2016). (Milliman et al., 2003), employee teamwork comprises of individuals who have different tasks and duties and who share their work for better organizational productivity. Former study expresses that teamwork enable employees to generate more and desired output as compared to individuals (Jones et al., 2007). Recently in the current business world, employees are allotting more team projects by managers in order to improve their learning and enlarge their abilities (Hartenian, 2003).

Employee empowerment is considered as the transmission of authority from management to employees, Randolph (1995). Employee empowerment is to give power and responsibilities to employees for taking decisions relating to their certain organizational duties (Hanaysha, 2106). Zeithaml et al. (1988) described employee empowerment as a process that increases job satisfaction and reduces employee nervousness. Employee empowerment is an important policy that several organizations practice to enhance the capabilities and participation of their employees as empowered employees feel competent in their job responsibilities (Saifullah et al., 2015). Empowered employees use their knowledge and skills to perform the tasks appropriately as expected mostly by enhancing their capabilities (Jacquiline, 2014).

Training is a continuous practice due to which employees get necessary knowledge and skills and has the ability to realize how to perform better in the company (Hanaysha, 2106). An organization which creates an atmosphere where training is necessary and employees give importance to training, the organization will have more committed people (Hanif, 2013). Organizations not only accomplished performance of their employees but they also achieved job satisfaction and commitment among employees and gained competitive advantage through proper and effective provision of training (Voegtlin et al., 2015; Ajibade et al., 2014; Sung et al., 2014). According to Landale (1999), training is provided to employees in order to enhance their current knowledge and to advance the necessary skills and capabilities for their future tasks. Training is very important for obtaining organizational goals in collaboration with the importance of personnel and corporation (Stone, 2002).

1.1 Research Objectives

The main purpose of this study is to examine the effects of teamwork, employee empowerment and training on employee performance in cellular companies i.e. Ufone, Telenor and Mobilink Islamabad, Pakistan.

1.2 Significance of the Study

The study provides significant direction to concerned authorities with a motive of improved performance by adopting teamwork, employee empowerment and training. Along with that,

the study will be having importance for management especially HRM students, university teachers and researchers.

1.3 Scope and limitation of the Study

1. The study was limited to only three telecom companies because of few cellular companies in Pakistan.
2. This is a capital based investigation and due to limited resources and time issues, we face some limitations.
3. The questionnaire was used to collect information from the respondents which is too costly and time consuming.
4. A more detail examination with large sample size and by selecting more companies will be much helpful.
5. There are many other employee's performance indicators which are not defined in this study.

2. Literature Review

2.1 Employee Performance

Employee performance is related to employees who accomplish their tasks and goals up to the standard as defined by the organization and they are appraised on the basis of their performance against defined performance standards (Chen, 2011). According to Darden and Babin (1994), employee performance is a rating system used in many organizations to evaluate the capabilities and efficiency of employees. Pfeffer (1994) identifies that highly trained employees are a greater source of attaining high performance and productivity and also make the organization to gain competitive advantage. According to (Ramlall 2008), for every organization employee performance is important, meanwhile organization success is dependent on employee creativity, loyalty and training. Better employee performance is essential for balanced economy because high performance improves the living standards of employees, their salaries increase due to which the consumption of good increases, since employee performance is essential for overall society (Griffin et al., 1981).

2.2 Teamwork

According to Richard (1991), teamwork as a group of two or more persons who share their work and responsibilities in order to carry out a particular goal. Teamwork was earlier studied as employees combine their efforts to achieve a common objective by keeping in view the interest of the overall group instead of individual interests (Chukwudi, 2014). Cook et al, (1998) stated that many scholars in the world are agreed that organizations may achieve goals or objectives through individuals, but their major accomplishment remain in the goals achieved by teams (teamwork). "Teamwork is a mutual effort in which each person delivers his or her individual efforts and views to the effectiveness of overall group". The above statement does not indicate that individuals are no more valuable for organizations, but it does indicate that achievements through valuable and efficient teamwork are not possible through individuals

(Reenen, 2007). Teamwork facilitate employees to cooperate with each other, improve their skills and deliver useful response without any dispute between them (Jones et al., 2007).

Beyond that, employees feel empowered in teamwork and this make them independent which is the basis of job satisfaction and minimum stress level (Oso, 2002). In an environment of belief and honesty, employees feel free due to which new and productive ideas arise and the team feels that ultimate goal being achieved (Aydin et al., 2009). The organizations have increased employee performance, higher productivity and efficiency and have the ability to solve problems quickly which mainly and mostly focus on teamwork (Cohen et al., 1999). (Manzoor et al., 2011) assumed that employees work confidently in teams as they are supported by the upper level management and as a result, this increases their productivity. Furthermore, (Gallie et al., 2009) described that teamwork encourage employees to use their knowledge, skills, capabilities and cooperate with their co-workers in order to maximize the performance of overall organization. The past study concluded that teamwork has significant positive effect on employee performance (Manzoor et al., 2011). (Janet, 2013) also concluded that teamwork has significant positive effect on employee performance. Based on the above discussion, the following hypothesis is presented:

H1: Teamwork has significant positive effect on employee performance.

2.3 Employee Empowerment

Employee empowerment was described as giving power to employees to make necessary and essential decisions whenever required (Hunjra et al., 2011). (Dewettinck et al., 2011), organization should empower their employees in order to make them determined, loyal and pleased so in turn they will utilize their skills and capabilities to achieve overall organizational objectives. Employee empowerment is considered as one of the best policies that are considered to be most essential in developing the interactive qualities of employees to achieve larger amount of assistance, teamwork attitude, innovative skills, self-confidence and unbiased thinking (Elnaga et al., 2013). Moreover, Daft (2001) explained employee empowerment as proposing employees the power, liberty and occasions to engage them in organizational affairs and making decisions.

In today's business competitions, it is essential for almost every organization to focus on employee empowerment in order to enable the competent employees to solve the problems that may arise and make essential decisions in the business environment (Hanaysha, 2016). Employee empowerment is created by planning an environment where employees feel free and are allowed to make their own decisions based on their work related situations (Elnaga et al., 2013). According to (Wadhwa et al., 2015) employee empowerment is a procedure where managers share power, authority and responsibility with their subordinates in order to accomplish specific tasks. Employee empowerment increased the employee responsibility, employee confidence, reduce the stress and improve the work life balance (Hanaysha, 2106). Employee empowerment has known as a mean to the organization efficiency, many researchers experienced a positive relationship between the employee empowerment and employee performance (Hanaysha, 2106). Dobbs (1993) described that employee empowerment creates better work environment for employees which in turn increases

employee performance. The employee empowerment gives employees feeling of self-respect and value ability, which ultimately increases their performance and reduces turnover (Hanaysha, 2016). On the basis of the above discussion, the following hypothesis is presented:

H2: Employee Empowerment has significant positive effect on Employee Performance

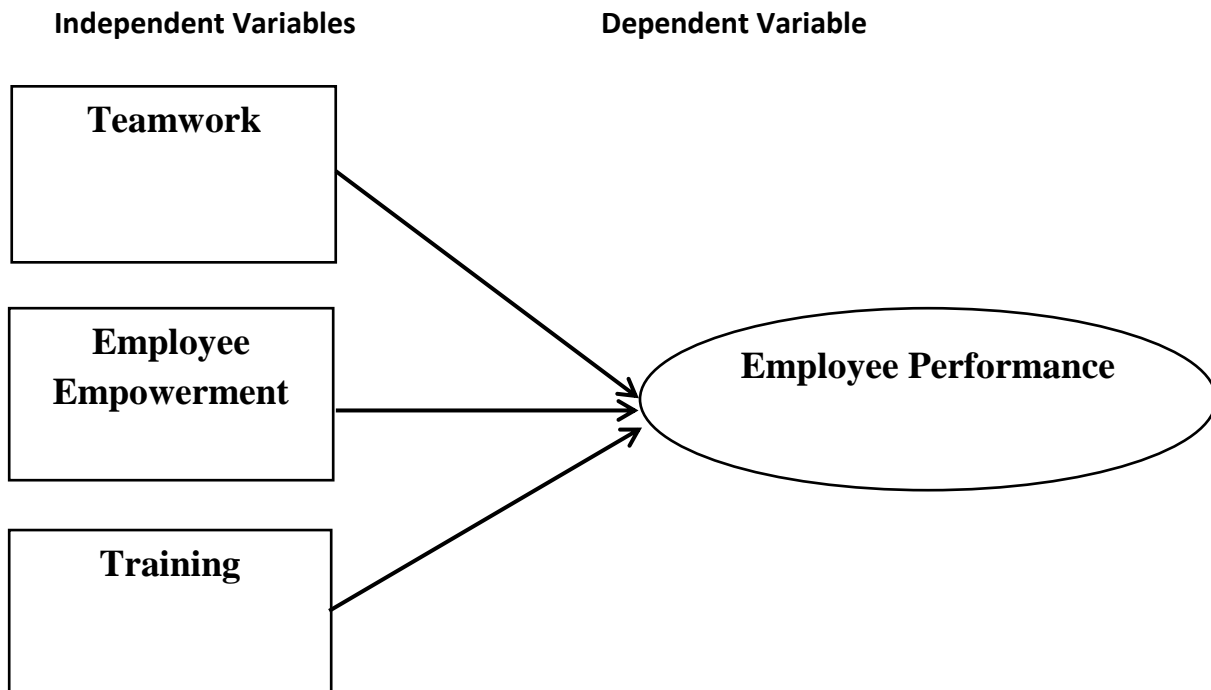
2.4 Training

Ngirwa (2009), described training as process of learning thorough which employees improve their current level of understanding, abilities and capabilities that they need to carry out their duties well for the achievement of organizational goals. According to Cole, (2002), training is provided to employees for the acquisition of certain knowledge and skills for the purpose of achieving a desired goal or objective. Organizations get desired results by providing effective and essential training programs corresponding to the need of employees and organizations (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). In other words, training is a learning process which mainly focuses on the gaining of knowledge, enhancement of skills, identifying the rules, or correcting the attitude or behaviour to enhance employee performance (Sabir et al., 2014). Due to fast increase in business competitions, it is almost significant for every organization to develop the knowledge and skills of employees to achieve everlasting performance, gaining competitive advantage and achieving continuous development (Singh et al., 2012). Training not only improves the skills of employees but also enhances their thinking capacity and vision to take better and fruitful decision in no time and in a creative manner (David, 2006).

Training is considered as the course of empowering employees to accomplish their tasks with in less time and with higher efficiency, hence believed to be the most important element for administering of employees performance (Lawler, 1993; Delaney and Huselid, 1996). Nowadays, the existence of any organization stays that how well the employees of the organization are trained to be imaginative, productive who will consistently improve performance and gain competitive advantage (Falola et al., 2014). More productive employees are generated when the organization begun to invest on training to improve and develop the knowledge and skills of employees and it also creates useful relationship between the employer and employees (Andy Smith). Training also enables employees to overcome their nervousness or irritation initiated due to high work load (Chen et al., 2004). Training is considered as an important tool for increasing the overall performance and productivity of an organization (Hanaysha, 2016). Earlier conducted studies verify that there is a significant positive relationship between human resource management systems such as training and managerial outcomes (Purcell et al., 2003). (Elnaga et al., 2013) determined in his study that there is a significant positive relationship between training and employee performance. The study of (Raja et al., 2011) explained that there exists strong positive relationship between training and employee performance. On the basis of the above discussion the following hypothesis is presented:

H3: Training has significant positive effect on employee performance

3.5 Conceptual Framework



(Hanaysha, 2016)

3. Research Methodology

The main purpose of this research is to test the effects of teamwork, employee empowerment and training on employee performance of telecom companies in Pakistan. The population includes both middle and high level employees of three cellular companies i.e. Ufone, Telenor and Mobilink. This study based on quantitative approach and questionnaires were distributed to gather the appropriate data from respondents. The gathered data was uploaded in SPSS (Statistical Package for Social Sciences) version 20 software and normality of data was checked. After transformation of data to normality, multiple linear regression was calculated between the Dependent Variable (Employee Performance) and Independent Variables (Teamwork, Employee Empowerment and Training) for analysing the data.

Study Population

The employees of telecom sector in Islamabad (Pakistan) were taken as population in order to collect and initiate results about these companies (Ufone, Telenor and Mobilink). The population of this study covered middle and upper level employees of these cellular companies. As per the information the employees at Ufone in Islamabad were 165 out of which 130 were male and 35 were female. The total number of employees at Telenor Islamabad were 160 out of which 127 were male and 33 were female. While Mobilink Islamabad comprised of 170 employees out of which 132 were male and 38 were female. The total population of these three cellular companies was comprised of 495 male and female.

Sample Size

Sample of the research is a small part of population having features of representing the entire population. Choosing suitable sample size depends on researcher's capability, time and finances. (Khan et al., 2011) led a study on the "impact of training and development on organizational performance" by taking an example of 100 employees to achieve the required goal. To choose a sample of 150 employees from these three cellular companies (50 from each), convenience sampling technique was used, as these companies are easily available to provide information and employees were conveniently accessible. The study was limited to three companies of telecom sector for the collection of primary data. Total 150 questionnaires were distributed among these cellular companies. Fifty employees were considered as a sample size for each company. In Ufone main office 50 questionnaires were distributed out of which 47 usable questionnaires were returned, giving a response rate of 94%. In Ufone 35 respondents were male and 12 were female. In Telenor 50 questionnaires were distributed out of which 46 questionnaires were returned, giving a response of 92%. In Telenor 36 respondents were male and 10 were female. While in Mobilink 50 questionnaires were distributed out of which 42 questionnaires were returned, giving a response of 84%. In Mobilink 34 respondents were male and 08 were female. The final sample consists of 135 both male and female employees. The age of respondents ranged from 21 to over 50, even though the majorities were between 21-30 years. The male represents 105 of the total sample 135 which shows 77.8% while female represents 30 of the total sample 135 which shows 22.2%. Men were more as compared to female in sample.

Primary Data

Primary data was collected with the help of defined questionnaires. Some items of defined questionnaires were adopted from the study of (Mulika, 2010) while some were adopted from the study of Hanaysha, 2016). The defined questionnaires consisted of two segments with part "A" and part "B". Part "A" consisted of items representing demographic data such as age, gender, education level, management level and professional experience with no score assigned to it. While part "B" consisted of items which accumulate information about Independent Variables (Teamwork, Employee Empowerment and Training) and their effect on Dependent Variable (Employee Performance). Part "B" measured on five point Likert Scale ranging from (1=Strongly Disagree to 5=Strongly Agree).

4. Results and Discussions

The study examined employee teamwork, employee empowerment and training and their impact upon employee performance in telecom companies Islamabad, Pakistan. This chapter explains the results of the demographic variables analysis in terms of gender, age, management level, education level and professional experience as well as the statistical analysis of the data collection for study questions and hypotheses. The background information was included to view if such variables had an effect on teamwork, employee empowerment and training in regard with employee performance.

Demographics of the respondents

Though studying the background information of respondents, variables such as gender, age, management level, education level and professional experience were of great significance as given below.

Table 1 Demographics of the respondents

1.	Gender	Frequency	Percentage
	Male	105	77.8
	Female	30	22.2
	Total	135	100
2.	Age (in years)	Frequency	Percentage
	21-30	85	62.96
	31-40	40	29.62
	41-50	09	6.66
	51-60	01	0.74
	Total	135	100
3.	Management level	Frequency	Percentage
	Middle Level	92	68.14
	High Level	43	31.85
	Total	135	100
4.	Education level	Frequency	Percentage
	Graduate	78	57.77
	Master/MPhil	55	40.74
	Doctorate	02	1.48
	Total	135	100
5.	Experience in years	Frequency	Percentage
	1-5	88	65.18
	6-10	38	28.14
	11-15	07	5.18
	16-20	02	1.48
	Total	135	100

According to table 4.1, the study comprised of both male and female respondents. It was observed that men were more than women. Results showed that 78.8% (105) were men while 22.2% (30) were women. Further in the table several age sets were created. The study comprised of age groups such as; 21-30 years, 31-40 years, 41-50 years and 51-60 years age. Age groups help to reserve the secrecy of respondents mainly female who barely disclose their age but a variety makes them cheerful. In above table, more than half of the respondents both male and female were in the age group of 21-30 years giving the percentage of 62.96% (85) respondents. Moreover 29.62% (40) respondents were in the age group of 31-40 years. While 6.66% (08) respondents were in the age group of 41-50 years and the last age group 51-60 represents only 0.74% (01) respondent. It is also specified that 68.14% (92) respondents were

middle level hence the study has more than half of middle level management respondents. The study also found that 31.85% (43) respondents were higher level management respondents. The study indicated that the higher level respondents are less as compared to middle level management respondents because every organization comprised more of young employees and few higher level employees. The table further showed that after graduation, respondents who completed master were 40.74% (55) and doctorate level comprised of 1.5% (02) respondents. More than half 65.18% (88) respondents had professional experience between 1-5 years, 28.14% (38) respondents were between 6-10 years, 5.18% (07) respondents worked between 11- 15 years and 1.48% (02) had 16-20 years of professional experience.

Hypothesis Testing of the Study

The multiple linear regression analysis was used in order to examine the effect of the independent variables on dependent variable. Further, the study hypotheses were examined as per rule of thumb that offer to accept the hypotheses if its calculated value was higher than its tabulated value. The multiple linear regression model is given below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots (1)$$

Where Y is employee performance (dependent variable)

α is constant

X is the other factors which affecting performance

β is the regression coefficient which may positively or negatively affect the dependent and independent variables.

$$EP = \alpha + \beta_1 TW + \beta_2 EE + \beta_3 TR + \epsilon \dots \dots \dots (2)$$

Where EP = employee performance (dependent variable), TW = teamwork (I.V),

EE = employee empowerment (I.V) and TR = training (I.V).

Table 2

Model summary of employee performance, teamwork, employee empowerment and training
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.137	3	2.379	41.153	.000 ^b
Residual	7.573	131	.058		
Total	14.710	134			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Teamwork, Empowerment, Training

Table 1 shows the correlation matrix of employee performance (EP), Teamwork (TW), empowerment (EM) and training (T). As the value of F is 41.153 and is significant because the F calculated value is greater than the F tabulated value which is 2 and the significance level is .000 which is less than $P \leq 0.05$. This suggests that overall regression model is positive statistically significant, valid and fit. The valid regression model means that teamwork, employee empowerment and training (independent variables) are impacting the employee

performance (dependent variable) positively. It also states that there is positive and significant relationship between the dependent and independent variables.

Table 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.485	.473	.240

a. Predictors: (Constant), Teamwork, Empowerment, Training

In table 2, the regression coefficient 'R' = .697 which means that 69.7% relationship exists between dependent and independent variables. The coefficient of determination 'R²' = 48.5 which shows that 48.5% of variation in employee performance is explained by teamwork, empowerment and training.

Table 4

Table summary of teamwork, empowerment, training and employee performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.680	.337		2.022	.045
	Teamwork	.278	.077	.244	3.583	.000
	Empowerment	.082	.038	.135	2.132	.035
	Training	.490	.064	.529	7.668	.000

a. Dependent Variable: Employee Performance

Table 8, specifies the regression coefficient for teamwork of the respondent (β_1) = .28 which indicates that one percent increase in employee teamwork increases 28.0 percent employee performance if other variables are kept constant. The T value is 3.583 which is significant at .000 because significance level is less than $P \leq .05$. It means that the null hypothesis should be rejected while alternative hypothesis should be accepted that is: Teamwork has significant positive effect on employee performance. The regression coefficient (β_2) = .082 which means that one percent increase in empowerment increases 8.2 % employee performance if other variables are kept constant. The T value is 2.132 which is significant at .035 which is less than $P \leq .05$. It means that null hypothesis should be rejected while alternative hypothesis should be accepted that is: Empowerment has significant positive effect on employee performance. The regression coefficient (β_3) = .490 which means that one percent increase in training increases 49% employee performance if other variables are kept constant. The T value is 7.668 which is significant at .000 which is less than $P \leq .05$. It means that null hypothesis should be rejected while alternative hypothesis should be accepted that is: Training has significant positive effect on employee performance.

5. Conclusions

The study discovered that teamwork, employee empowerment and training has significant positive effect on employee performance. The multiple regression model expresses significantly powerful relationship between teamwork, employee empowerment and training (I.V's) and employee performance (D.V). Though in this study training was discovered to be very significant independent variable having great relationship with employee performance. Regression coefficient R shows value of .697 which indicates that 69.7% relationship exists between teamwork, employee empowerment, training and employee performance and coefficient of determination R^2 is .485 which implies that 48.5% of variation in employee performance is due to the independent variables. Teamwork, employee empowerment and training described 27.8%, 8.2% and 49% variation in employee performance. The result exposed that teamwork, employee empowerment, training and employee performance were positively correlated. (Hanaysha, 2016) confirmed positive significant relationship between teamwork, employee empowerment, training (independent variables) and employee productivity (dependent variable). (Manzoor et al., 2011) also confirmed positive significant relationship between teamwork and employee performance. Training was found to be the most important variable among the three variables, if suitably applied. Furthermore, training programs have positive effect on employee performance which results in higher productivity, improved organizational performance and gives competitive advantage over competitors. If the volume of training is increased, the employers would be able to increase the organizational performance in a better way. But to get the desired results, they must offer better quality and necessary training to employees which needed it most. Training in the organization is very fruitful and essential and it directly effects employee performance. If employees are provided with proper and essential

training, they will be satisfied with the job and their performance will be increased. But with this, the other two practices would not be eliminated because without teamwork tasks, the organization would not achieve its desired outcome. Employee empowerment is also very much essential for employees, as they feel free and powerful they will work efficiently and effectively to achieve organizational goals. The result of the research study visibly proved that there is positive and great relationship exists between dependent and independent variables and teamwork, employee empowerment and training has significant positive effects on employee performance.

Recommendations and Future Directions

Teamwork, employee empowerment and training should be adapted in every organization whether that is public sector or private sector organization through which organizations increase their productivity and efficiency. It is essential for every organization to create an environment where employees cooperate with each other and are satisfied with their jobs. This will help them to consume their full capabilities for better organizational performance. In the light of the above findings and discussions, I came up with the suggestion that companies need to provide teamwork tasks, empower their employees and provide better quality of training for enhanced organizational productivity.

So, my recommendations are:

1. It is suggested that cellular companies should focus on teamwork tasks and activities in order to get better and desired results.
2. It is suggested that these companies should empower their employees in order to take necessary decisions whenever they need for achieving organizational goals and objectives.
3. It is suggested that cellular companies should conduct training on regular basis in order to increase the skills and capabilities of their employees for higher organizational efficiency and productivity.

There are some limitations in this study that need to be directed in future researches. First of all, the sample belonged to employees working in cellular companies. Therefore, it may not be generalizable to the whole industry or other industry without further study or inspection. Moreover, in this study only three cellular companies with small sample size were considered. Therefore, it is advised for future researches to cover huge area with large sample size. Likewise, this study explored the direct link between the dependent and independent variables. Future research may include moderating variables, such as size of organization, marital status of employee etc. For data collection, quantitative approach was used. It is assumed that if qualitative approach is used for future research, it will be fruitful to find new strategies in order to improve employees performance and organisational productivity.

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