

TEAM BUILDING AND ITS INFLUENCE ON TEAM EFFECTIVENESS: AN EXAMINATION OF CONCEPTUAL AND EMPIRICAL DEVELOPMENT AT BOTSWANA DEFENCE FORCE (BDF)

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ABSTRACT

Team building boosts morale, fosters mutual trust, and clarifies organizational objectives for all employees. The general objective of the study was to investigate the impact of team building on team effectiveness of the Botswana Defence Force (BDF). Team building boosts morale, fosters mutual trust, and clarifies organisational objectives for all employees. The study set out to investigate the dynamics between team building and efficiency in the Botswana Defence Force. A quantitative descriptive research design employing a cross-sectional survey was adopted. Simple random sampling was used with 300 respondents from the 1500 serving Botswana Defence Force officers at Gaborone Headquarters. Data was collected using semi-structured questionnaires and analyzed using Statistical Package for the Social Sciences (SPSS). The study found that teamwork can greatly improve group performance. Additionally, the study also revealed that an organization can use strategies like employee appreciation, pleasant working conditions, good compensation, and employee promotions to get the best teamwork results possible. The study also revealed that the company used strategies like employee appreciation, pleasant working conditions, good compensation, and employee promotions to get the best teamwork results possible. There is a need for organizations to establish procedures to deal with internal environmental changes, which improve team cohesion. The study recommends holding team-building exercises more frequently to improve the team's performance, and to keep measuring how well the members work together.

Keywords: *Team Building, Botswana Defence Force, Teamwork, Team Dynamics, Team Cohesion.*

INTRODUCTION

More than ever before, organizations understand the necessity of teamwork in today's climate of rapid technological advancements and cutthroat competition (Pahuja, Mahlawat, Kumar, Sah, Paliwal, Singh & Kumar, 2024; Chen, 2023). According to Lacerenza, Marlow, Tannenbaum, & Salas (2018), teamwork makes better use of resources and can lead to greater improvements in individual performance. Employees' self-esteem, prowess, and social abilities benefit by being part of a team. Investing in one's workforce has been shown to boost productivity and decrease employee turnover (Ogbonnaya, 2019). Recent research has revealed that the most effective way for an organization to increase employee productivity is to emphasize building strong teams (Ahmad & Manzoor, 2017). The significance of teamwork in today's business climate cannot be underestimated, as more and more organizations move towards team-based structures to improve output, earnings, and employee and customer satisfaction (Schwertner, 2017).

All leaders in organizations are always on the hunt for more efficient methods of managing human resources to ensure organizational performance. It is argued that team-based organizational structures are the best way to get everyone on board subsequently making the company successful (Luiters, 2023). Improved outcomes are achieved via collaborative efforts to increase customer satisfaction. Workplace productivity may be increased through a variety of team-building activities (Kang & Hwang, 2017). According to this notion, employees are not considered as singular entities but rather as crucial cogs in well-oiled machines. Andersén & Ljungkvist (2021) stress the value of teamwork in developing members' potential as people, as communicators, as leaders, and as problem-solvers.

Productivity may increase if employees work together towards a shared objective, and this can be achieved with the support of effective team-building skills (Karpenko, Doronina, & Karpenko, 2022). This runs counter to the conventional wisdom that employees should be rewarded and recognised for the progress they make towards their personal goals at work. Without teamwork, employees can only do duties on an individual basis, but via teamwork, workplace groups become cohesive units that share standards for executing group activities as well as trust, support, and respect for individual variety. According to Ozigbo, Idegbesor, Ngige & Nwakoby (2020), organisational structures based on teams have replaced hierarchical ones in the workplace since the 1980s. Investment in developing strong and successful production and managerial teams is widely believed to result in benefits in productivity and employee happiness, which has fueled the rapid expansion of collaboration. More people working together might create synergies. It is the responsibility of managers to foster harmonious team dynamics.

Like its individual members, a team has its distinct personality and needs nurturing to succeed (Bushe, 2017). When employees work together towards a common goal, everyone benefits. They are a cohesive team that works to achieve its objectives. They work together to fulfill the group's broad goals notwithstanding their distinct responsibilities and departments. They base their actions and decisions on the bigger picture. Teams perform best when members are treated with dignity and compassion rather than pushed about or used. Spirituality and love are the bedrock of team building because they foster kindness, empathy, and humanity in the workplace (Luis-Daniel, 2010).

Team building boosts morale, fosters mutual trust, and clarifies organizational objectives for all employees. If used kindly, it can lead to increased productivity and improved teamwork (Muthoni, 2017). The cost-effective solution to the company's ongoing problems appears to be team-building exercises. Several studies corroborate this notion; for example, Pattnaik & Jena (2020) state that engaging in team-building activities improves workers' ability to collaborate, communicate, stay on goal, and solve problems. When team building is intentionally pursued with a focus on attaining certain goals, it can boost employee performance, as stated by Khan & Wajid (2019). Team building is a great place to start when trying to improve the cohesiveness of a group since it encourages members to take stock of the group's strengths and faults. Park (2017) argues that team members perform better when they are aware of how their efforts benefit the total. Therefore, the dedication and foresight of the team's members affect the team's overall effectiveness. Recent research has shown that when employees work together more effectively as a team, productivity increases by 42%, disputes are reduced by 69%, and cooperation improves (Dennis, Lakhiwal & Sachdeva, 2023; Alves, Dimas, Lourenço, Rebelo, Peñarroja & Gamero, 2023).

There are many state-owned companies and organizations in Botswana, and the Botswana Defence Force is just one that has recently made efforts to cultivate a culture of teamwork within its ranks in the hopes that this "spirit of the corps" will help them accomplish their goals and fulfill their mission (Kabelo, 2019). Government institutions are looking at new approaches to make their task force more cohesive, strategic, and customer-focused even though total revenue growth has not been very constant in the previous five years commencing in 2016 (Rasetshwane, 2021). The Botswana Defence Force has started using team-building seminars and other nontraditional methods of training. According to the research, the Defence Force's lauded success can be directly attributed to its collaborative staff.

However, other studies show that team-building exercises do not necessarily result in better output. According to Morrison-Smith and Ruiz (2020), 57% of these meetings are called when problems in the workplace need to be resolved. Focusing on employees' behaviour rather than the underlying problems, these programmes strive to reestablish harmony and tolerance in the workplace. It may appear at first that a solution has been discovered, but until the underlying problem is addressed, the original issue will resurface.

Modern team-building tactics, according to Van Tulder & Lucht (2019), are reactive rather than proactive in working out long-term adjustments that might prevent prospective workplace problems. However, it seems that the focus of contemporary methods of team building has shifted from increasing productivity to calming interpersonal tensions (Salas, Reyes & McDaniel, 2018; Lacerenza et al., 2018). These days, team building exercises are more like a work party than a serious attempt to strengthen employees' capacities to work together for the long haul. That is how the participants view it, and few companies have formal follow-up procedures to find out if the exercises enhanced team performance. While several studies have looked at how effective teams are formed in both developed and developing countries, few have zeroed in on Botswana or the BDF. Research on the efficacy of team building as a strategy for organizational success is therefore essential.

PROBLEM DEFINITION

Successful team development interventions are likely to produce desired outcomes, however, team members must demonstrate effective processes to achieve these outcomes. While there has been some study on the benefits of team building, notably in the Defence Force, more work must be done to confirm its efficacy in developing countries. The problem is that many men and women in the Botswana Defense Forces put short-term goals ahead of long-term strategic planning. Unfortunately, financial objectives are seen as a success indicator and are used to place undue pressure on employees.

Workplace tensions increase and teamwork dwindles as everyone focuses on their career objectives to please their superior. From a different angle, there is weaker evidence that team building is an effective way to encourage individuals to focus on their jobs. The opposite is claimed to be true for team building, which is that it improves things like group cohesion, social accountability, productivity, mission commitment, and outcomes. There is also room for development in areas such as leadership, teamwork, and problem-solving abilities. As a result, the study set out to investigate the dynamics between team building and team effectiveness in the BDF.

RESEARCH OBJECTIVES

- To assess the influence of team building on team effectiveness of the Botswana Defence Force.
- To evaluate challenges faced in improving the effectiveness of team building in the Botswana Defence Force.
- To investigate cost-effective ways of enhancing the effectiveness of team building in the Botswana Defence Force.

LITERATURE REVIEW

Theoretical Framework

The theoretical framework underpinning this study is Tuckman's Team Theory which was first proposed by psychologist Bruce Tuckman in 1965. The theory stated that teams would go through five main phases: forming, storming, norming, performing, and adjourning. For a long time now, organizations have been using Tuckman's concept of teams widely (Casper, 2017). Team theory, as stated by Largent (2016), is widely accepted as the foundation for effective team building. Cooperation and productive cohesion underpin performance, making it a crucial aspect of the success of an organization as a whole. Tuckman's notion of the team can help organizations better define and internalize their aims and ambitions. One important element of the "team theory" is the need for exercises meant to promote collaboration and camaraderie among employees by giving them a common understanding of the

project's objectives. Further, it aids managers in adapting to shifts in team members' social networks and encouraging behaviour modifications that boost teams' resilience (Siregar, Pane, & Ruman, 2018).

Influence of Team Building on Team Effectiveness

One of the main goals of team-building activities is to improve communication both inside and across teams. Building a strong team may help employees work together towards similar goals by enhancing operational policies and procedures. Employees will have clear assignments, and the organization will emphasize cooperation and problem-solving. Loyalty and trust in one another are built via teamwork exercises. Team building exercises help workers of various backgrounds collaborate better and have a better time at work.

Based on findings from Kiernan, Ledwith & Lynch (2020) study on effective team building in the workplace, "team building" is a catch-all word for the many strategies used by various organizations to address interpersonal issues within teams. Team building, as argued by Lacerenza et al. (2018), is a powerful method for fostering the growth of key competencies that boost individual and group output on the job. Despite its major focus on establishing interpersonal connections, team building urges members to work together, accept responsibility for their actions, and be loyal to the team as a whole. Team building is an excellent performance approach for organizations who are looking to hire the best and brightest employees, as is reaffirmed by Kiernan et al., (2020). According to their findings, well-executed team-building exercises and training may have a significant impact on a business's productivity and efficiency.

Raziq and Maulabakhsh (2015) found that teams of all types, including sports, students, soldiers, and pilots, benefited from team-building activities. Researchers found that a growing trend in corporate America is the use of team-building exercises to boost employee morale and productivity. Multi-service and product providers have more collaborative experience than their competitors. Sales are a key metric for these businesses, and employee commitment plays a major role in determining how successful a company is (Larson & DeChurch, 2020; Kozlowski, 2018) Raziq and Maulabakhsh (2015) found that companies that encourage employee collaboration saw more financial success than those that put more emphasis on individuals. The research also found that high-performing companies regularly include team-building exercises in their sales training for workers.

Research by Gilson, Maynard, Jones Young, Vartiainen & Hakonen (2015) shows that team building is still a prevalent method of organisational development. Researchers discovered that teams with strong team-building practices have better communication, members learn new abilities, and everyone feels more responsible for the project's success. As team members learn to make allowances for one another's weaknesses and strengths, the team's cohesion and production improve. It was thought that delegating tasks to smaller teams would allow them to work more autonomously and provide better results for the organisation as a whole. They often depended on team leadership rather than constant oversight from above.

The benefits of team building, as demonstrated by Osabiya's (2015) meta-analysis, go well beyond the immediate spheres of reduced stress and workplace dispute resolution. Osabiya (2015) argues that effective teams are the product of a well-planned strategy that encourages members to identify and capitalize on their unique skills. Therefore, team-building exercises may be used to hone communicative abilities rather than analytical ones. Therefore, preemptive approaches are better than reactive ones when it comes to building a strong team, as shown by the research of Osabiya (2015). Instead of seeing team building as a way to prevent problems in the workplace, businesses can utilize it to boost employee output.

Challenges Faced in Team Building

According to Morrison-Smith and Ruiz (2020), there are a number of prevalent causes for teams to be unproductive and unable to make choices. As was said before, it is important to have clear goals because the team may not have a shared vision. Team decision-making can be time-consuming and, as a result, disruptive to the flow of work. Problems with groupthink and peer pressure are also possible, as is increased friction throughout the decision-making process.

It is exceedingly unlikely that a group will be able to establish and achieve a common objective without first receiving the appropriate training and preparation. The issues are exacerbated by poor communication, interpersonal conflict, and an excessive focus on establishing and maintaining mutually beneficial relationships. The goal of team building is to improve group performance through strengthening relationships within a group and fostering open lines of communication. It may be necessary to reduce some of their activities or modify the compensation and incentive structure when cooperation increases workloads (Birley & Stockley, 2017).

Some workers may feel excluded by working in teams, which might result in decreased output, increased turnover, and general dissatisfaction in the workplace. There are exceptions in the self-efficacy of teams, and to mitigate the challenges training in team development or internal transfers to new departments can prove effective. Moreover, when assembling a team, losing the trust of a key player is one of the major concerns. Real-world challenges should be a part of any team development exercises. If team members believe their efforts at the team building event were in vain, they may lose trust in the organization, suffer a drop in morale and productivity, and be less motivated to provide their best effort at work (Ford, Piccolo, & Ford, 2017).

The inability of teams to make important choices and decisions is another issue that can reduce productivity throughout an organization. When ideas have to be approved before being executed, ownership is slowed. Van Bunderen, Greer & Van Knippenberg (2018) posits that when teams are tasked with coming up with ideas that are unlikely to be accepted, creativity is stifled. Another way managers might damage morale is by giving the impression to employees that they simply pretend to care

about collaboration. Teams that lack the autonomy to make their own decisions take longer to complete tasks than the method they were designed to replace. This is a common phenomenon whenever there is a requirement for collaboration and several groups are interdependent. To achieve this goal, team members must continuously educate themselves.

Cost-Effective Ways of Enhancing the Effectiveness of Team Building

To be effective, team-building activities need to be executed with pinpoint accuracy. This is made possible by first establishing clear, attainable objectives for the team as a whole and each member. Therefore, without this, people will spend their time-solving problems that do not matter. The importance of this tactic was emphasized by Siregah et al. (2018). The authors recommended that all members of a team must participate in formulating a strategy so that they might learn more about what contributed to the group's success or failure and how to achieve their goals. The authors emphasize that this will increase morale and a sense of accomplishment.

According to Mehta and Mehta (2018), team behaviour characteristics demonstrate that team behaviours fall into evident and recognizable patterns that represent both individual contributions and defects that appear under duress. Belbin's 'Team Role Model' identifies nine key clusters of behaviour that characterize both individual and group activity on a team, as alluded to by Manning, Parker & Pogson (2006). According to Belbin, there are nine distinct personality types: the plant, the resource investigator, the shaper, the monitor evaluator, the team worker, the implementer, the completer finisher, and the specialist. These patterns, if recognised, would aid teams in overcoming their weaknesses and making the most of their strengths, particularly when prejudices form as a consequence of working pressures. It is for this reason that Bednár & Ljudvigová (2020) advocated for using Belbin's technique to improve the efficacy of performance-oriented team development. A different perspective was presented by Flores-Parra, Castañón-Puga, Evans, Rosales-Cisneros & Gaxiola-Pacheco (2018) who argued that it is critical to categorize team roles as task-oriented, relationship-oriented, or self-oriented. Professionalism and intellectualism in the workplace, say these scholars, may be fostered through task-oriented occupations that promote teamwork and communication.

Team members in positions that rely on interpersonal connections, on the other hand, would be able to use their differences in viewpoint to their advantage (Gicovi, 2018). Similarly, when employees are trusted with more responsibility, they respond positively and with a sense of pride in their job. This plan, if carried out as intended, would heighten the value placed on cooperation and encourage a more concerted effort to assist the company in meeting its objectives with fewer means at its disposal. Kipkosgei, Kang & Choi (2020) argue that team building should centre on proactive problem-solving activities. Team members would therefore be in a better position to investigate the origins of any conflicts and come up with lasting solutions. Consequently, Waweru (2018) emphasized how this approach may help members of the group learn to work together to solve new challenges in the workplace and enhance their critical thinking skills. They also find creative ways to overcome obstacles that would have slowed them down. If you want your employees to care more about the team and its success, you need to invest in proactive team-building aspects.

Team performance can be negatively impacted by factors including office politics, competition for promotion, and fights for dominance, as cautioned by Ajega and Genga (2019), despite frequent team development. Siregah et al. (2017) acknowledged that conflicts might arise when team members have vastly different personalities and life experiences. Because of this, there is a greater potential for interpersonal conflicts and misunderstandings among team members. Particularly tense relationships between coworkers might create an uncomfortable working environment. Issues like these can have a detrimental effect on customer service, relationships, devotion, and morale if they are not handled. If this kind of conflict is not settled amicably, it might have a detrimental effect on an employee's output. According to Change, Linge & Sikalieh (2019), team building is more effective when it is designed to fulfill participants' needs for peaceful cohabitation, improved communication, and collective fortitude.

All of these elements contribute to improved team performance, as confirmed by the study by Ahmad and Manzoor (2017). Notably, even if well-planned team development was implemented, performance may still be hindered in the absence of managerial assistance. One way to boost team effectiveness is through encouraging trust and open communication among team members. Andersén and Ljungkvist (2021) showed that teams may be effective when there is a common commitment to success, but the success of team-building activities varies depending on the context. Groups whose members are already skilled, seasoned, and reliant on one another will get the most benefits from team-building exercises. They concluded that the most important factor in team building's success as a tool for boosting worker performance was the establishment of a leadership structure that encouraged the growth and development of both individual team members and the group as a whole. The ideas of Kang and Hwang (2017), which emphasize the significance of clear goals, the development of sympathetic leadership, and the maintenance of intrinsic motivation at work, are consistent with this outlook.

METHODOLOGY

Research approach and research design

A quantitative descriptive research design employing a cross-sectional survey was adopted. A quantitative descriptive research design was appropriate for this study because of its strength in making it easier to gather and analyze data, uncover patterns and outliers, and put connections and other discoveries in perspective. This research design helped the researchers assess the significance of team building, its relationship with team effectiveness in the military, and the success rate of its implementation with little outlay of resources.

Target population and sampling design

Simple random sampling was used with 300 respondents from the 1500 Botswana Defence Force officers at Gaborone Headquarters. The sample size was arrived at after applying the Yaro Yamane Statistical Formula. The formula is:

$$n = N / [1 + N (e)^2]$$

Where:-

n = the sample size

N = the finite population

e = the level of significance or limit of tolerable error (0.05)

1 = unit or a constant

The formula gave a calculated figure of 315. Questionnaires were issued to the 315 subjects out of which 300 were returned filled in without omissions giving a response rate of 95%.

Measuring instrument

Data was collected using a survey method that adopted semi-structured questionnaires. The questionnaires were appropriate for addressing the research objectives on the strength that data is collected from many participants who provided first-hand responses. The flexibility of the questionnaire originates in the many ways in which questions were formulated. There were a combination of either open-ended, closed, or even multiple-choice. The open-ended questions gave respondents a chance to answer in their own words and elaborate on the issue in whatever way they saw fit (Ivey, 2017). Closed questions provided several detailed choices for answering that question. The respondents selected the one that most closely matched their point of view. The study relied heavily on closed-ended survey questions. Respondents were given the full range of choices in surveys that relied on Likert-scale questions and closed-ended questions.

Data collection procedure

A pilot study was undertaken to test whether or not the questionnaire's questions were sufficiently targeted and comprehensive. Ethical research practices were adopted by seeking respondents' permission to administer questionnaires through an introduction letter and signed consent forms.

Data analysis

The data was analyzed using Statistical Package for the Social Sciences (SPSS) Version 26 applying descriptive and inferential statistics. For the causality between the study variables, the researchers used regression and correlation analysis. Statistical Package for the Social Sciences was used to analyze the data. Pearson's Correlation Matrix was carried out to establish the significance of the relationships of the variables namely how technology affects training and skill development and the relationship between training and skills development during the Fourth Industrial Revolution.

Validity and reliability of the study

The researchers promoted the validity and reliability of the information gathered by the data collection instrument through the use of research experts to clean up ambiguous and vague questions. Moreover, pilot testing of the questionnaire was done to ensure that the questions were well-suited to the subject under study. Both feedback from research experts and pilot testing were used to edit vague questions and avoid misinterpretation of questions. The privacy and confidentiality of the data collection encouraged respondents to provide data that has less error from bias. The use of simple random sampling has a strength in avoiding selection biases in participants thereby increasing the study's validity and reliability.

Ethical considerations

The researchers sought the appropriate clearance and approval from BDF before beginning their inquiry. The researchers also ensured that all participants gave their informed permission before taking part in the study, as they had to sign consent forms denoting their voluntary participation and freedom to withdraw from the study. The research subjects' anonymity and confidentiality were protected by informing them that the respondents must not give their names in the questionnaires and that the study was for academic purposes. The study was approved by the Botswana Open University Ethics Clearance Committee under Ethical clearance reference number: 9987285072358.

RESULTS OF THE STUDY

This section presents and analyses the results of the data gathered from staff of the Botswana Defence Forces (BDF) on the impact of team building on team effectiveness within their organization. The results address the research objectives of the study.

Descriptive Statistics

Respondents were asked to indicate the level to which they agreed or disagreed with some statements relating to study variables. A 5-point Likert scale was used, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, and 5- Strongly agree. The results are presented in subsections below;

Frequency of Team Building Programs

Table 1.1 Team Building Practices

	N	Mean	Std. Deviation
Once per month	300	4.1000	1.21198
Once per quarterly	300	3.4833	.98717
Once per 6 months	300	3.1417	1.42779
Once per annum	300	3.7417	1.56911
Valid N (listwise)	300		

Source Primary Data (2023)

The goal of this research was to assess the efficacy of BDF’s team-building initiatives. According to Table 1.1, the average rating for monthly team-building programs was 4.10, the average rating for quarterly programs was 3.48, the average rating for six-month programs was 3.14, and the average rating for annual programs was 3.74. The standard deviation for the four periods assessed gives a highest of 1.569 and a lowest of 0.987 showing a low standard deviation that indicates that the values tend to be close to the mean suggesting that the majority of the respondents agreed that the BDF invested significantly in team development initiatives.

The Impact of Team Building on Team Effectiveness

Respondents were asked to indicate how strongly they agreed or disagreed that team-building programs influenced team effectiveness. Table 1.2 provides descriptive statistics as illustrated below;

Table 1.2 The impact of team building on team effectiveness.

ITEMS	SD	D	N	A	SA
Skills Development	6.0	5.3	5.0	27.3	56.3
Team Cohesion Improves	8.3	4.7	3.0	39.0	45.0
Interpersonal Relations improve	12.3	8.3	4.7	30.7	44.0
To break Monotony	6.7	4.3	3.3	74.0	9.3
To enhance Team Spirit	12.0	4.7	3.7	55.3	24.3
To Ease Workplace Tension	6.0	7.3	0	38.3	48.3

Source Primary Data (2023)

The purpose of this analysis was to determine how team-building activities affected the performance of the teams that participated. According to the results, the vast majority of participants (83.6%) agreed that team-building activities improved skill development, while only 11.33% disagreed and 5.0% were unsure. Team building increased team cohesion, according to 84% of respondents, who also agreed that it did so. While the majority (74.7%) believed that team development led to better relations between coworkers, 20.6% held the opposite view, and 4.7% were unsure. Moreover, 83.3% of respondents agreed that team building has helped alleviate workplace monotony, while 11% disagreed and 3.3% were unsure. More than eighty-nine per cent (89%) of respondents agreed that team-building activities boosted morale, while only sixteen per cent (16%) disagreed and three per cent were agnostic. In conclusion, 86.6% of respondents believed that team building reduced stress in the workplace, whereas 13.3% disagreed.

Similar results were found by Lacerenza et al. (2018), who determined that 75% of respondents still consider team building to be a popular performance technique. The necessity and preference for team building as a performance approach in the military industry were positively influenced by organizational goals and conditions of the work environment. It was proven to be excellent at teaching people how to work together as a team, to remain positive under pressure, and to improve their chances of reaching their sales goals. About 56.4 percent arrived at this conclusion: team building is an efficient method of improving productivity. The

results of the study also showed that team building helped military workers do their jobs better. For team building to be more cost-effective, however, the study suggests that it be fashioned as an ongoing program with well-defined goals and observable outcomes. The results must be noticeable, substantial, and long-lasting. The report also suggests that comparison studies across industries be conducted to determine where team building is most effective and important, and that more research be conducted on the obstacles affecting the efficacy of team building.

Challenges Affecting Team Building Programs

When respondents were asked to give their opinions of the challenges affecting team building programs on a scale of 1-5 where 1 is strongly disagree; 2 is disagree, 3 is neutral; 4 agree and 5 is strongly agree, findings are presented in table 1.3.

Table 1.3 Challenges Affecting Team Building Programs

ITEMS	SD	D	N	A	SA
Employee resistance	12.0	4.7	3.3	55.3	24.3
Interpersonal conflict	0	8.0	5.3	78.7	8.0
Poor communication	0	0	9.0	26.0	65.0
Poor organizational culture	4.7	6.7	4.0	24.0	60.7
Limited funds for team-building projects	8.3	4.7	3.0	39.0	45.0

Source Primary Data (2023)

When questioned about obstacles to team development, 79.6 percent of respondents said that employee resistance was a problem, while 16.7 percent disagreed and 3.3 percent were agnostic. Although 8% of respondents strongly disagreed, and 5.3% were unsure, 86.7% of respondents believed that interpersonal disputes hampered team building. Following that, 91% of people said that bad communication was the biggest obstacle, while 9 percent were unsure. Only 11.5 percent of respondents strongly disagreed that weak organizational culture had an impact on team-building initiatives, while 4.0 percent were agnostic. Last but not least, 84% agreed that there were insufficient finances for team building activities, while 13% disagreed and 3% were ambivalent.

In contrast to the findings by Keith, Anderson, Gaskin & Dean (2018), who concluded that cooperation, role clarity, and clear decision procedures were the most critical elements determining goal achievement post-merger, these data suggest that other aspects may be more essential. Prioritizing team building before, during, and after a merger or purchase of public agencies can help mitigate some of the most typical problems that arise. Morrison-Smith and Ruiz (2020) have discovered that common challenges faced by teams can compromise their overall efficiency and decision-making ability. As was previously noted, the team may not have a single set of goals, hence they must be clearly defined.

Cost-effective ways of enhancing the effectiveness of team building

When respondents were asked to give their opinions of the cost-effective ways of enhancing team building effectiveness on a scale of 1-5 where 1 is strongly disagree; 2 is disagree, 3 is neutral; 4 agree and 5 is strongly agreed, findings are presented in table 1.4.

Table 1.4 Cost-effective ways of enhancing the effectiveness of team building

ITEMS	SD	D	N	A	SA
Strategic Planning of Team Building	0	0	0	33.3	66.7
Involving external and Professional Coaches	7.7	5.0	8.0	50.3	29.0
Increase the Frequency of Team building	5.0	6.0	4.3	72.0	12.7
Synchronize Training & Team building Objectives	8.0	0	0	61.3	30.7
Improve the Internal Work Environment	26.0	0	8.0	8.0	66.0

Source Primary Data (2023)

One hundred (100%) percent of respondents agreed that strategic planning of team building was a major finding in a study that aimed to explore cost-effective approaches to enhance team building at BDF. The majority (79.3%) also believed that hiring outside and expert coaches was an economical option (12.7%), while the remaining 8% were unsure. The majority (84.7%) believed that increasing the number of team-building exercises was important in ensuring their efficacy, whereas the minority (11.1%) did not. Additionally, 92 percent of respondents agreed that training and team building should be synchronized, while 8 percent disagreed.

Seventy-four (74%) percent thought it would assist anyway if the internal work atmosphere was improved, while twenty-six percent disagreed and eight percent were unsure.

Office politics, competitiveness for promotions, and battles for supremacy are all variables that Ajega and Genga (2019) found to be adverse to productive team functioning. Siregah et al. (2017) agreed that disparities in personality and life experiences can lead to tensions in a team setting. As a result, there is a higher risk of misunderstandings, misinterpretations, and interpersonal friction within the team. In particular, strained interpersonal connections can make for an unsettling workplace. When problems like these are not addressed, they can have a negative impact on customer service, relationships, dedication, and morale. Conflicts like this might have a negative impact on an employee’s productivity if they are not resolved peacefully. As a result, Change et al. (2018) found that team building is most successful when it is tailored to meet the requirements of harmonious coexistence, enhanced communication, and team resilience.

Inferential Statistics

Using inferential statistics like correlation and regression, we examined the relationship between team performance and factors like open lines of communication, clear roles, positive reinforcement, and a shared vision.

Correlations

The researcher performed a Pearson correlation analysis to determine the relationship between team effectiveness (the dependent variable) and the independent variables of good communication, taking on tasks as a group, having each other’s backs, and working toward a common objective. Correlations are displayed in Table 1.5.

Table 1.5 Correlations

		Team effectiveness	Effective communication	Collective responsibilities	Common goals	Moral support
Team effectiveness	Pearson Correlation	1	.634**	.960**	.878**	.893**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
Effective communication	Pearson Correlation	.634**	1	.627**	.582**	.504**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	300	300	300	300	300
Collective responsibilities	Pearson Correlation	.960**	.627**	1	.906**	.918**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	300	300	300	300	300
Common goals	Pearson Correlation	.878**	.582**	.906**	1	.881**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	300	300	300	300	300
Moral support	Pearson Correlation	.893**	.504**	.918**	.881**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	300	300	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).						

It is clear from the data that there is a strong link between those two groups of influences. Team performance improves when members can effectively communicate with one another (r=0.878, p-value=0.000), take on joint responsibilities (r=0.960, p-value=0.000), and work toward shared objectives (r=0.634, p-value=0.000). Finally, we find that morale boosts correlate strongly with team performance (r=0.874, p=0.0001). These results imply that team success is boosted by factors including open lines of communication, shared accountability, a shared vision, and positive reinforcement.

Regression

The study employed multiple regression models to examine the associations between the variables (team building and team effectiveness) at a 5% level of significance. The results are presented in the following tables, which will be discussed in detail below.

Panel Regression

When analyzing panel data, the Hausman test was employed to decide whether to adopt a random effects model or a fixed effects model. The following theory will be investigated using a Hausman test.

H₀: The preferred model is random effects.

H₁: The model is fixed effects.

Correlated Random Effects-Hausman Test

Pool: Untitled

Test cross-section random effects.

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f	Prob.
Cross-section random	6.247766	2	0.0440

The test determines whether there is a correlation between the unique errors and the model’s regressors. The null hypothesis states that there is no relationship between the two. We reject the null hypothesis since the p-value is less than 0.05, which means that the model has fixed effects.

Normality Tests

The study employed a normality test to determine if a sample of data was drawn from a population with a regularly distributed distribution. The Shapiro-Wilk test was used to verify normality. The ensuing theory was examined.

H₀: The data is not normally distributed.

H₁: The data is normally distributed.

Table 1.6 Test of Normality

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Team Building	.326	40	.120	.744	40	.120
Team Effectiveness	.278	40	.090	.748	40	.083

a. Lilliefors Significance Correction

The p-values for the variables are greater than 0.05 and substantially deviate from the normal distribution (0.120, 0.083, 0.061, and 0.102, respectively), leading us to conclude that the study’s data are regularly distributed and leading us to reject the null hypothesis.

Heteroskedasticity Test

The notion that the residuals are distributed with equal variance at each level of the predictor variable is one of the fundamental ideas of linear regression. The Breusch-Pagan test, a formal statistical test, was used to determine if heteroskedasticity was present. Examining the theory above.

H₀: Homoscedasticity is present (the residuals are distributed with equal variance)

H₁: Heteroscedasticity is present (the residuals are not distributed with equal variance)

Table 1.7 Heteroskedasticity test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.136	3	.045	.383	.766 ^a
Residual	9.336	37	.118		
Total	9.471	40			

We are unable to reject the null hypothesis because homoscedasticity cannot be ruled out. After all, the p-value is higher than 0.05. We conclude that the residuals have an equal variance distribution as a result.

Model Summary

What percentage of variation in the dependent variable can be explained by shifts in the independent variables is displayed in the model summary. Table 1.8 provides a summary of the findings.

Table 1.8 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics		
						R Square Change	df1	Sig. F Change
1	.962 ^a	.925	.924		.25575	.925	4	.000

a. Predictors: (Constant), effective communication, collective responsibilities, sharing a common goal and moral support

The research indicated that effective communication, collective responsibilities, sharing a common goal, and moral support accounted for 92.5% of the variation in team effectiveness (using an R square value of 0.925). High values of the correlation coefficient (R), such as 0.962, indicate a strong and positive connection between the variables under study.

ANOVA

The accuracy of the created model is evaluated by analysis of variance. The model’s importance is put to the test. The model’s significance was examined at the 5% level of significance in this study.

Table 1.9 Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	239.622	4	59.905	915.902	.000 ^a
	Residual	19.295	295	.065		
	Total	258.917	299			

b. a. Predictors: (Constant), effective communication, collective responsibilities, sharing a common goal, and moral support
b. Dependent Variable: Team effectiveness

The model is statistically significant with a p-value of 0.000 for the population parameters in the ANOVA test. Since the p-value was less than 0.05, we can infer that the results apply to the entire population. Strong teams are marked by open lines of communication, shared accountability, and commitment to a common objective, and emotional support for one another.

Coefficients

A regression model was $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon_0$ where - β_0 is the coefficient regression, - β_1 , β_2 , β_3 and β_4 are the regression coefficients; Y is team effectiveness; X1 is effective communication; X2 is collective responsibilities; X3 is moral support; X4 is a common goal and ϵ_0 is the error term.

Table 1.10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.022	.165		3.712	.000	.288	.937
	Effective communication	.127	.042	.064	3.049	.003	.045	.209
	Collective responsibilities	.189	.038	.054	3.043	.002	.037	.108
	Sharing a common goal	.661	.041	.816	16.166	.000	.580	.341
	Moral support	.085	.038	.098	2.258	.025	.011	.159

a. Dependent Variable: team effectiveness

Source Primary Data (2023)

The efficacy of a team is shown to be 0.22 at 0 when all other factors are considered (see Table 1.10). With all other factors held constant, it was shown that an increase of one unit in effective communication increased team effectiveness by 127 (p=.209). Increasing shared workloads boosts team performance by 189 (p=.108) if all other factors remain constant. Keeping all else equal, a 0.661 (p=.341) increase in team performance can be expected for every unit spent on communicating common goals. Finally, if all other factors remain constant, a rise in morale would lead to a 0.085 (p=.159) increase in team effectiveness.

DISCUSSION OF FINDINGS

The main goal of the study was to investigate the impact of team building on team effectiveness at the Botswana Defence Force. The study discovered that team building has an impact on team building among the forces of the BDF. The overwhelming majority of participants concurred that team building exercises enhanced skill development, team cohesion, team development led to better coworker interactions, team building assisted in breaking up workplace boredom, and activities raised morale. The findings confirmed a similar paucity of literature findings that alludes to the notion that team building is still regarded as a key driver of both individual and team performance competition (Pahuja, Mahlawat, Kumar, Sah, Paliwal, Singh & Kumar, 2024; Chen, 2023; Lacerenza, Marlow, Tannenbaum, & Salas (2018). Organizational objectives and workplace conditions have a beneficial impact on the demand for and preference for team building as a performance technique in the military industry.

With regards to the challenges faced in improving the effectiveness of team building in the Botswana Defence Force, the research revealed that the Botswana Defence Force team building initiatives were impacted by elements like employee resistance, interpersonal conflict, poor communication, a dysfunctional organizational culture, and a lack of funding for such initiatives. These data imply that other factors might be more crucial than those identified by Keith et al. (2018), who concluded that cooperation, role clarity, and transparent decision-making processes were the most important factors affecting objective achievement after the merger. A study that sought to investigate cost-effective methods to improve team building at BDF also found that strategic planning of team building was a key conclusion. Similar findings were made by Change et al. (2018), who discovered that team building is most effective when it is specifically designed to suit the needs of peaceful cohabitation, improved communication, and team resilience. Additionally, the study discovered that in the Botswana Defence Forces, moral support, effective communication, collective responsibility, and having a shared purpose all had a favourable impact on team effectiveness.

Organizations should aim to guarantee that all employees have access to a successful internal communication system to promote exceptional leadership that can impose effective command over their teams and boost the latter's production. Since a well-motivated workforce boosts output, human resources should conduct effective monitoring of compensation and benefits.

CONCLUSION

Building a strong team has been proven to be a successful strategy for improving performance in an organization. Teamwork is a tactic that can be used to increase individual productivity in a project as well as performance, effectiveness, and efficiency of work. Team members at BDF are obligated to dedicate themselves to the project objectives. They must be well-versed in the organization's goals and make sure that the team's values are congruent with accomplishing those goals. To prevent overlap in responsibilities, team leaders must clearly define each team member's roles and responsibilities.

To foster a feeling of community and bring everyone together for work, a team leader inside an organization must also have strong leadership abilities. Team members must work together throughout the project and advise one another on any issues that are not clearly outlined. To ensure ongoing improvement in cooperation, it is vital to continuously track the progress of teams and develop a system of evaluating each team member's output.

Researchers found that each of the four factors affected team output. At BDF, team performance is boosted by strong channels of communication, shared accountability, shared purpose, and positive reinforcement. The study did find that issues including a lack of communication and a hostile workplace contributed to the issue. Team performance suffered due to resource constraints, employee pushback, and friction within the group. Thus, results revealed that frequent team building programs, strategic management of team building effectiveness, and improved communication were all important approaches to increasing team effectiveness at a low cost.

As a result, this study provides a practical contribution to the utility of team building as a means of improving the performance of defence force teams. The results of the study can be used by policymakers in the military and possibly other countries to promote teamwork, which in turn would improve the effectiveness of teamwork in the armed forces. Findings from this study have a theoretical contribution by adding to the literature on the dynamics of team building strategy and its impact on improving workforce performance in an organization. The study's results shed light on the benefits of team building and the steps that different parties may take to steadily boost its effectiveness.

Limitations of the Study

This study focused exclusively on the Botswana Defence Force, a single branch of government and the sole subject of research. The findings may not be generalizable to other fields in Botswana due to the unique characteristics of the organization as a security entity and the roles played by its workers (soldiers). A larger study would be needed to generalize the findings to other public and private organizations. It is possible that some of the respondents did not share the information because doing so would have violated the organization's confidentiality policy. To mitigate the constraint, the researchers provided the respondents with the institution's permission letter to conduct the study to allay their fears. The interviewees were also asked by the researcher to protect their anonymity when answering questions. Botswana Defence Force personnel have demanding schedules between job and home responsibilities, thus meetings were scheduled with strict time limits to accommodate their hectic lives.

Recommendations of the study

To foster excellent leadership that can exert effective command over their teams and increase the latter's output, BDF's upper echelons (High Command) should work to ensure that all employees have access to an effective system of internal communication. Human resources should exercise good oversight over pay and benefits since a well-motivated workforce increases output. The organization has established procedures to deal with internal environmental changes, which has improved team cohesion. Thus, to improve the team's performance, management needs to keep measuring how well the members work together.

The study findings recommend holding team-building exercises more frequently to encourage the desirable actions from teams. Positive interpersonal relations are critical for an organization to achieve its goals, thus management needs to promote positive interpersonal relations through adopting staff-driven team-building initiatives. These responsibilities are typically given to employees since the company has faith in their ability to come up with creative solutions on their own. Rather than simply enforcing predetermined policies, organizations should assess these facets of employee empowerment to give workers the impression that their opinions matter.

Areas of further study

Future research needs to be carried out to assess the concept of trust and respect across teams. This emanates from the findings that rank poorly in areas such as ability recognition, skill use, decision-making freedom, and conflict resolution. These aspects of motivation warrant additional study. Furthermore, to generate more knowledge, there is a need to broaden the scope of the study and include public and private organizations.

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