

# **Project Report**

## **“IMPACT OF TEAMWORK ON ORGANIZATIONAL PRODUCTIVITY ON MOIL LTD.”**

**Submitted to  
G.S. College of Commerce & Economics  
Nagpur**

In partial fulfilment for the award of the degree of  
**Bachelor of Business Administration**

**Submitted by  
Krutika R. Tikhe**

**Under the Guidance of  
Dr. Afsar Sheikh**

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**G.S. College Of Commerce & Economics, Nagpur.**

**Academic Year 2021-22**

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G.S. College Of Commerce & Economics, Nagpur.

Academic Year 2021-22



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## **CERTIFICATE**

This is to certify that “**Krutika R. Tikhe**” has submitted the project report titled “**(Impact Of Teamwork On Organizational Productivity)**”, towards partial fulfilment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he/she has ingeniously completed his/her project as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

**Dr. Afsar Sheikh**  
**(Project Guide)**

**Dr. Sonali Gadekar)**

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G.S. College Of Commerce & Economics, Nagpur.

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## **DECLARATION**

I here-by declare that the project with title “Impact Of Teamwork On Organizational Productivity” has been completed by me in partial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

**KRUTIKA R. TIKHE**

**Place:Nagpur**

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G.S. College Of Commerce & Economics, Nagpur.

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**KRUTIKA R. TIKHE**

**Place:Nagpur**

# INDEX

Sr.No.	PARTICULARS	PAGE No.
1.	Introduction	6-8
2.	Company Profile.	9-11
3.	Research Study.	
	• Problem definition.	12-14
	• Objectives.	15-16
	• Hypothesis.	17-18
	• Scope of the study	19-20
4.	Research Methodology	21-22
5.	Literature Review	23-35
6.	Data Analysis & Interpretation.	36-39
7.	Conclusion	40-42
8.	Recommendations & Suggestions.	42
9.	Bibliography	43
10.	References	44-46
11.	Appendices	
	• Questionnaire	47-50

# INTRODUCTION

Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. The external factors of teamwork are the political, economic, social and technological factors that affect teamwork while the internal factors of teamwork constitute leadership style, diversity (culture, talent and personalities) communication, cohesiveness etc. which affects teamwork.

Teamwork is as old as mankind, and many organizations use the term teamwork in either one sense or the other, such as in the production, marketing processes, etc. Management team, production team or an entire organization can be referred as a team. Cook (1998) claimed that there is a growing consensus among scholars in the world that organizations may be getting works done through individuals, but his super achievement lies in the attainment of set goals through teams (teamwork). It is a well-known fact that teamwork is not only the foundation of all successful managements, but the means of improving overall results in organizational productivity. Wage (1997) described Teamwork as an idea of working together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of

service (productivity). Ruth (2007) claimed that employees' teamwork is seen as constituting a larger group of people than what job position describes. The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. Alan (2003) defined teamwork as a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills. Employees take many steps toward accomplishing key action items and nothing important is finished. Teamwork is the ability to work together towards a common vision. It is a fuel that allows common people to attain uncommon results.

Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals or organization is a systematic arrangement of people to accomplish the same specific purpose. Every organization is composed of three elements i.e. people, goals and system. The purpose is expressed as goals generally. Each organization has a systematic structure that defines members and some members are managers and some are operatives.

Productivity is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability and financial capital to produce goods and services.



# COMPANY PROFILE



# MOIL LIMITED



MOIL is a Schedule “A” Miniratna Category-I Company. It was originally incorporated as Manganese Ore (India) Limited in 1962. Subsequently, name of the Company was changed from Manganese Ore (India) Limited to MOIL Limited during the financial year 2010-11.

MOIL was originally set up in the year 1896 as Central Province Prospecting Syndicate which was later renamed as Central Provinces Manganese Ore Company Limited (CPMO), a British Company incorporated in the UK. In 1962, as a result of an agreement between the Government of India and CPMO, the assets of the latter were taken over by the Government and MOIL was formed with 51% capital held between the Govt. of India and the State Governments of Maharashtra and Madhya Pradesh and the balance 49% by CPMO. It was in 1977, the balance 49% shareholding was acquired from CPMO and MOIL became a 100% Government Company under the administrative control of the Ministry of Steel.

At present, MOIL operates 11 mines, seven located in the Nagpur and Bhandara districts of Maharashtra and four in the Balaghat district of Madhya Pradesh. All these mines are about a century old.

It has been ranked #486 among the 500 top companies in India and 9th in the Mines and Metals Sector of the Fortune India 500 list for 2011.

In December 2010, the government divested about 20% of its equity through an IPO. Of the 20%, the Government of India's share will be 10%, and the governments of Maharashtra and Madhya Pradesh will each divest 5% of the total equity .The central government holds 54% and the two state governments hold about 11% shares in MOIL and the public holds about 35% shares.

# **PROBLEM DEFINITION**

Every organization, either large or small, struggles to acquire productivity so as to achieve success and maintain a valuable image in this present world of organizational competitions and it is the wish of organizations to see the input they use (resources) and the output (goods and services produced) they have at the end.

The population of workers in an organization may be very large and yet that organization achieves a very low productivity and with no improvement in their products. This could occur as a result of absence of teamwork in such organizations and if so, then there are other organizations that have teams and yet achieve little or no productivity at all. It may be as a result of the following problems:

- Lack of Teamwork in the Organization: That is the failure of an organization to coordinate works into work groups in order to tap from the respective human resources the organization possesses.
- Poor Leadership Styles in the Organization: It may be as a result of the leadership style of the organization possibly not favourable to teamwork.

- **Poor Leadership of the Work Teams:** Different work teams may exist, but lacks the persons with the team leading acumen to lead them.
- **Lack of Motivation of the Workforce:** The way in which organizations reward their workforce may also lead to low organizational productivity even when their staff work in teams.
- **Prevailing Conditions that hinder growth in an Organization:**  
The conditions permanently occurring in an organization (lack of picking-up of innovative ideas) thus, absence of designing motivational programs, educational growth, bonuses, job rotation and the use of old technologies, etc., may be the cause of low organizational productivity.

# **OBJECTIVE**

The general objective of this study is to investigate the contributions of teamwork on organizational productivity. The specific objectives of this study are as listed below:

- Determine the effect of teamwork on organizational productivity.
- Investigate the ways of leadership styles used by the organizations affect organizational productivity.
- Determine the effect of poor leadership on work team's leadership.
- Investigate the benefits of motivation to the workforce.
- Determine the prevailing conditions that hinder growth to organizational productivity.



# **HYPOTHESIS**

The following hypothesis were formulated for the study :

- HO: Teamwork has no effect on employee performance
- H1: Teamwork has positive effect on employee performance

# **SCOPE OF STUDY**

The study will cover an extended points on the impact of teamwork on organizational productivity. The study reviews opinions on the concept of teamwork in workplace as well as the key factors influencing team effectiveness and factors militating against teamwork in workplace.

The study also covers how effective and efficient teamwork is, in an organization and also takes into consideration the importance of teamwork in an organization.

# **RESEARCH METHODOLOGY**

Descriptive research design that reduces the data to manageable form has used to deal the fundamental issues associated with organizational productivity due to teamwork effect of Moil Ltd. Nagpur ,and has also used casual comparative research design to examine the relationship between teamwork and productivity. The required data are collected from 50 respondents of organization through structured questionnaire and the questionnaire is divided into two sections where first section is related to basic information of the respondents and second section is concerned with questions about the quality variables that affect organizational productivity which scale ranges from 1 (Strongly agree) to 5 (Strongly disagree). It is assumed that the organizational productivity depends on teamwork, team trust, working environment, training & development and esprit de corps.

# **LITERATURE REVIEW**

➤ **Theoretical Literature Review :**

One of the broad approach to effectiveness of teams in any organization includes the diversity of outcomes which is critical in setting the organizational objectiveness. Research done has shown that any outcome can occur at the various levels at the individual performance, also at the group group level at the business unit and finally at the administrative levels. Argote (2011) in a study established that conclusions can be related to one another in compound and contradictory ways .The study also concluded that effectiveness of teamwork at one level of analysis is most likely to interfere with effectiveness of teamwork at another level of the organization. Therefore it is important to have perfect dimensions of effectiveness of teamwork that is being considered at the extent at which they are being considered to enable improve on organizational overall productivity and profitability.

➤ **Belbin's Team Roles Theory:**

Belbin Associates retrieved 20 February 2012 brought the concept of a theory on the characters of the specific team members which describes each team



participant to be exceptional in the group performance. Belbin also argued that individuals in a team tend to embrace very special behaviour which can sometimes affect the performance of the organization.. To support this argument, he used self-perception some questionnaire in his research in order to identify the various team roles in the group in the organization. Out of his research, Belbin found nine 12 different roles that form very unique characteristics of individual in a team. Belbin in additional determined that every team's role has strengths and weaknesses which must be clearly understood by all the leaders. To drive great teams, it is imperative for the team leader to clearly understanding every role played by the team member. According to him the highly performing teams members had to apply all the combinations of team characters in order to increase team overall organizational productivity and profitability. According to another analysis by Belbin, the team forms the observation that displayed that team characters have important roles in building productive teams in every organization. According to Myers- Briggs he helped the team coordinator to find the behaviour of teams and accordingly place them in relevant groups to drive the organizational performance. According to this, all the above theories are supported.

## **Empirical Literature Review :**

The significance of organizational communication skills have been well recognized during the years. During the past decades, several communication skills studies relating to the teamwork have been conducted from the different viewpoints as cited by Terrion, (2014) on communication in everyday life.

The research analytically reviews literature related to the communication skills in every organization. Coaching the team by the leader has an impact as a key condition of effective team performance which go along with the benefits of individual coaching, or the peer coaching and team other team building activities. According to other new case studies, team coaching results in interactive and communication benefits while the empirical studies indicated improved team performance. Other writers recommended future researchers to focus more on management and leadership of team coaching.

Peters (2013) concludes that real teamwork settings help established effectiveness to improve on productivity in an organization. (Danish et al., 2010) cited that effective implementation of favorable compensation management in an organization will not only aid in stabilizing and retaining employees but will also help in reducing the employee turnover in an organization. Employees' compensation includes all forms of financial benefits that are tangible which the employees receive as part of his or her

employment. Employee's compensation can be referred to as the totality of the financial and non-financial rewards given by the employer. According to others researchers in this area, 13 Compensation management refers to the process of establishing the Structure of remunerations level for the various positions in the organization and designing incentive systems, setting individual Wages and incentives within the established structures. Employee compensation is an integral part of human resources Management that end up affecting the performance of the employees because it institutes the degree of Relationship between employer and the employee in an organization.

Effectiveness of the team can, also be referred to as team cohesion, is a team's capacity to achieve its goals and objectives. The capacity to achieve goals and objectives of an organization leads to improved outcomes for the team members. Team member satisfied and are willing to remain together in team (Cummings et al., 2012).

## **Communication and productivity :**

Arthur (2013) defined communication as giving, receiving or exchanging information, opinions or ideas by writing, speech or visual means so that the material communicated is completely understood by everyone concerned in the organization. Thus communication is the transfer of meaning or understanding from one mind to another in an organization. This can be accomplished orally, in writing, gesturing and facial expression of the message to be communicated. Through communication, a firm can make contacts with its customers both internal and external, suppliers and the various internal essentials of the organization. Through communication, the organization will also get more information from external sources which end up helping in making informed decision and taking appropriate actions as cited by (Arthur, 2013). In any organizations people typically spend over 75% of their time in an interpersonal situation; leading to a large number of organizational problems as result of poor communications (Koprowska (2008). Research done has shown that effective communication without barriers is key is an essential element of every organizational achievement at every of management across the business land scape. The best teams improve their communication skills to allow sustenance of the organizational goals and objectives. Effective team get adequate training which help the

employees to share their input also suggest ways through which the organization can solve these problems through offering the solutions to these problems. Through the spirit of teamwork improvement opportunities help improve the quality of work to be done by team members in the organization leading to improved productivity and profitability. Everyone in the team is held accountable through connecting well with people in the organization. By establishing a culture of team building communication gives the team the words to use when others are not performing up to the expected expectations. Kakkad (2011) argued that, businesses often ask employees to complete jobs that require they work as a team to improve the organizational productivity. Working as a team has many benefits, which includes possibility of creating new relationships, a sense of group achievement and distribution of tasks. Equally, teamwork also causes tension and anxiety among employees because of poor communication from the group members. Effective communication can eradicate much of the stress and negative feelings sometimes connected with working closely as a team. Gluck (2011) argued that, business owners should inspire their employees to communicate with one another clearly when working together in the organization. This becomes very important for smaller companies, where employees often work closely with one another in the spirit of teamwork. Effective communication in a team requires a direct component on one's interactions, employee's

promotion, the expected pay raises, hold them accountable to help improve their career perspective. Through effective communication the management is able to give a clear direction where proper feedback is given to all the employees in the organization. It has also been concluded that effective communication and teamwork in the organization helps to improve productivity in every level of performance. This helps in sharing information where every employee is clearly informed on their expectations in the whole organization. This environment assists in resolving certain problems in the organization hence making critical decisions that help the organization to move forward. Through this approach, agreements are reached which help resolve the organizational conflicts from the day to day running of the organization objectives. According to the statistics conducted, 70% of the organizational mistakes at the workplace are caused by ineffective communications. Also communication survey has shown to have 70% of verbal, 38% of the tone of voice while 55% is through the body language. Douglas (2013) in his survey argued that how one starts to transfer message from one media to the next governs the outcome of the communication process in every organization. The way a message is delivered always affects the way it is received by the recipient. For communication to become effective how, one says something in a group becomes more important than what one communicates to an individual. Effective communication is as

result of the message received from the sender and not the message intended to be delivered to the receiver. This therefore means effective communication ends up helping to the imperative of what is being communicated to the other person and also find out the previous experience even before the communication takes place. Communication can be perceived to be a two-way traffic where information is given on one way while one receives the information on the return from the person communicating. Kakkad (2011) in his survey cited that effective communication in a team or between a group of people forms a key benefit to the organization performance and profitability. Barriers in Communication sometimes may occur in communicating with others forms the difficulties inside the individual who tends to monitor information and messages hence ending up limiting his understanding and communication competence. This will however end up in the self-beliefs and mind sets which prevent the individual from getting the bigger picture of the whole organization hence affecting his performance. Some of the physical communication barriers like noise, make attention on what is being communicated rather difficult. The compatibility between the communicators tends to make it tight and difficult to communicate hence introducing barriers to the two parties where (Kakkad, 2011) cited that the tendency evaluate, judge, and approve or even criticise the performance of an organization. In communication, one should limit jokes, personal stories and over explaining

to effectively communicate. In an organization, the team leader should avoid giving a speech to the team he leads, but instead guide them to deliver the results. This will enable honest feedback and positive exchange among all members of the team. A study conducted by Nancarrow (2013) concluded that that at the beginning of the work and throughout, everyone should be able to clearly communicate with one another about the expected objectives. In order to manage the organization well the managers requires effective communication to enable the team members to perform the basic functions of organization (DE McNamara, 2009). In every organization, effective communication supports every managers to perform their duties 16 in and responsibilities well hence improving the overall organization performance and profitability. This therefore help the manager to communicate all the significant information where in-turn he must communicate the strategies to help improve the business as per organization policy. Proper organizing requires effective communication with others in the team to enable the tasks to be effectively done. Leaders and managers must communicate effectively with their subordinates so as to achieve the team goals. For controlling to be possible written and oral communication in very important (Gluck, 2011). Only presence of another individual promotes communication in today's life. It is also argued that one cannot survive without communication in day to day activity. It also helps in the controlling of the organizational member's



behaviour in various ways. All the Team members in the organization has the responsibility of complying with organizational policies and procedures in order to perform their duties. This will also help them to clearly know their rolls and effective communicate any work related problems and conflicts to their line managers , Arthur (2013) in hid study argued that effective communication helps in controlling the various function of management in every organization. Good managerial input is key for every effective communication system in the organization. Boyle (2011) in his research determined that the major obligation of every manager is to develop and maintain an effective communication system for the whole group. Hence the critical position of effectiveness teamwork and communication end up providing a good working environment where every employee enjoys job security hence improving their performance. The effective communication is position or atmosphere dependent on other high consistency fields, such as commercial engineering medical, manufacturing, aviation where information relayed helps majorly in make key decision in delivering the expected results.

Leadership and productivity Yukl (2013) concluded that leadership refer to the process of leading people through a shared vision, those entities that perform one or more functions of leading, or the ability to affect human behaviour so as to achieve a mission entitled by the leader.

## **Team compensation and productivity :**

According to study by Bob (2011) he described compensation as a efficient method to where employees are rewarded with monetary compensation to motivate them on the return of the work they do for the organization. Bob Further argued that compensation will help the employee to achieve several personal purposes which on the return helps them get the job satisfaction. A good compensation management system will help the employee increase their performance hence create a more engaged workforce that in the organizational hence improved performance across . Such kind of systems should be clearly defined and uniform and should apply in all the levels of the organization as a general system that can acts as a guide. These systems will also help the individual employee to improve on their performance when it comes to making very critical decisions on reward planning. Pearce (2010) in his study concluded that effective compensation 19 management helps the employee to enjoy stronger visibility in the team when it comes to making critical compensation planning decisions. Effective compensation management systems helps employee to get more motivated and hence improve their performance. Performance appraisals assist organizations in determining compensation and their benefits to the employees. These appraisals are also influential in identifying ways to help the individuals

improve their current positions and prepare for future opportunities within the organization. Research done has shown that human resource is the most vital resource for any organization. It involves every decision taken, and each and every work done to drive the results in the organization. In order to improve on performance, Employees should be managed properly and motivated by providing best remuneration and compensation as per the business standards. Harrison et al., (2008) in their study on rewarding compensation concluded that good compensation and rewarding will help attract and retain the best employees in an organization.

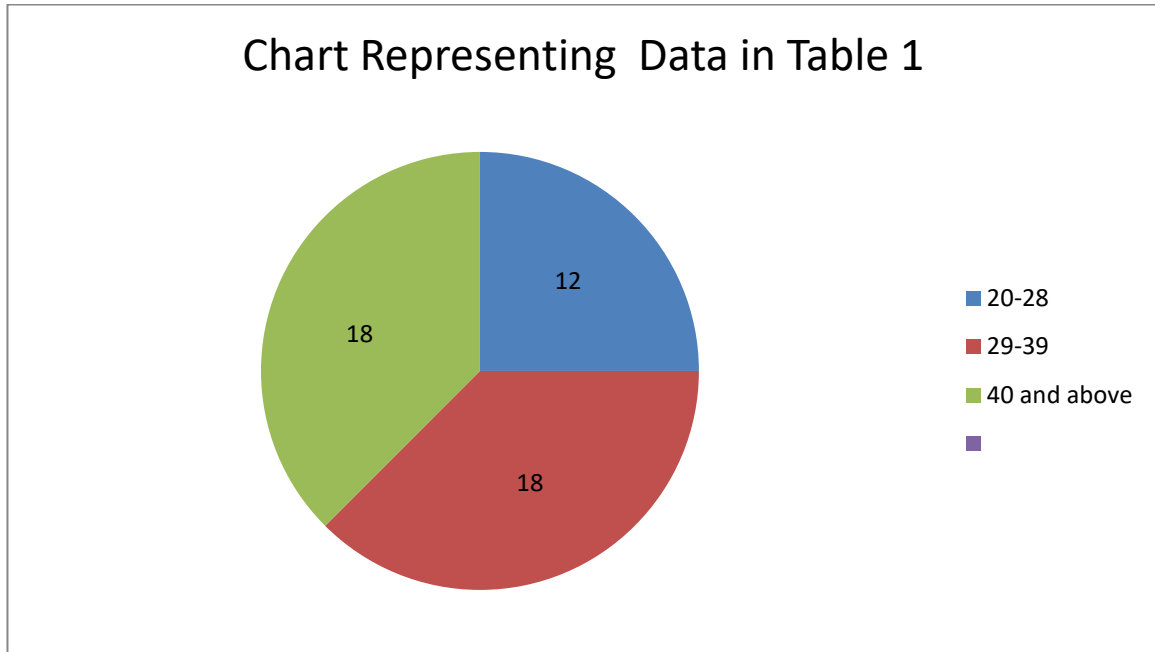
**DATA ANALYSIS AND  
INTERPRETATION**

**TABLE 1 :Age and Gender Cross Tabulation**

AGE	GENDER		
	FEMALE	MALE	TOTAL
20-28	15	5	12
29-39	10	6	18
40 and above	10	4	20
	35	15	50

The above table shows the cross tabulation of age and gender. The male and female respondents represents 15 and 35 of the total sample respectively, thus majority of the employees of the organization constituting 70% of the total sample are females between the age of 29-39 years.

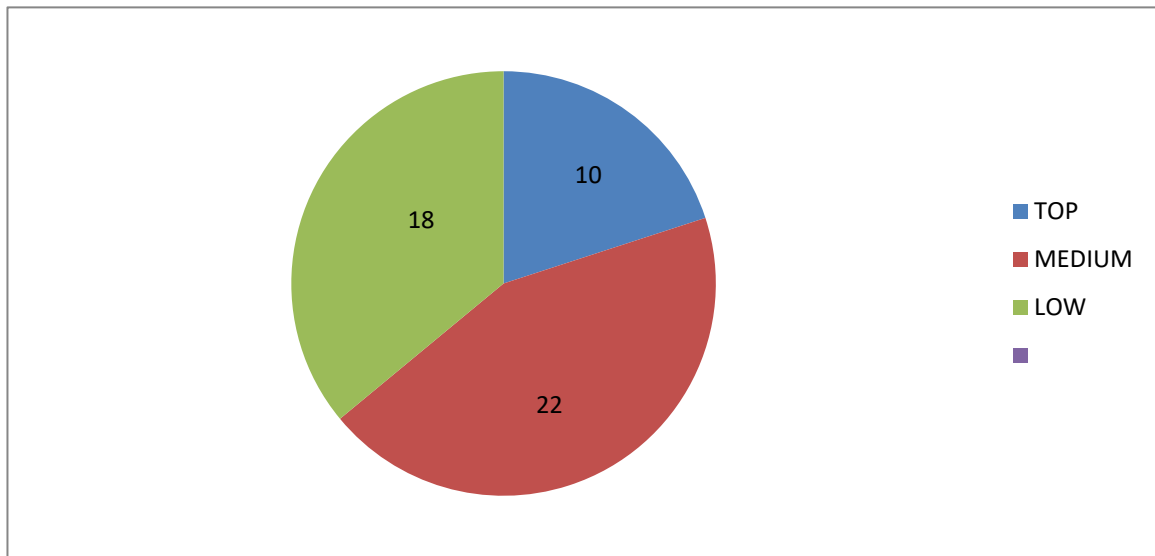
Chart Representing Data in Table 1

**TABLE 2: Teaching Staff Level and Gender Cross Tabulation**

AGE	GENDER		
	FEMALE	MALE	TOTAL
TOP	10	0	10
MEDIUM	12	10	22
LOW	8	10	18
TOTAL	30	20	50

The above table shows the cross tabulation of age and gender and teaching staff level. The male and female respondents represent 0 and 10 Top level, 10 and 12 of medium level, 10 and 8 of low level, sample respectively, thus majority of the employees of the organization constituting 60% of the

sample are females out of all 50 respondents.



- INTERPRETATION OF THE FINDINGS :

The general objective of this study was to determine the effects of teamwork on productivity of the sales and marketing departments of Moil limited. The specific objective of the study was to determine the influence of communication, leadership, employees' has an impact on team productivity in sales and marketing departments of moil Ltd.

# **CONCLUSION**



## SUMMARY :

- **IMPACT OF COMMUNICATION ON TEAM PRODUCTIVITY :**

This study concluded that communication impact to team productivity. In the sense that Lack of effective communication in the organization, lack of employee's empowerment on communication and various barriers in communication teamwork will be affected in a great extent.

- **IMPACT OF LEADERSHIP ON TEAM PRODUCTIVITY :**

Leadership positively impact team productivity in sales and marketing department of MOIL Ltd.. This is to the fact that poor styles of leadership, poor financial control, inefficient operational processes and lack of innovativeness and creativity impact on team productivity negatively. Quality leadership ensure that staff are well informed, quality financial management, processes are controlled and there room for creativity and innovativeness.

- **IMPACT OF TEAMWORK ON ORGANIZATIONAL PRODUCTIVITY :**

Teamwork has a positive impact on organizations productivity. teamwork is as important as the employees in the organization. Its is very crucial for not only this but every company to have teamwork .

- **CONCLUSION :**

The study concluded that all the three independent variables influence team productivity. Communication, leadership positively impact the team productivity in the sales and marketing department of Moil Ltd.

The study concludes that continuous monitoring of progress, evaluation, control and feedback is shared then team productivity would be enhanced. Adherence to the approved strategic plan and budget preparation is based on strategic plan would lead to productive teams due to involvement of the staff in the processes. Quality management systems impact on the team productivity due to the control measures in place. The quality management systems include procurement on line systems, human resource management system, leveraging on management information systems and financial management Systems. Thus leaders must understand how team cohesiveness works and how bonding in a team will build energy. Leaders must inspire team members through reinforcing the sense of belonging, empathy in bonding and mutual respect, in addition to giving people choice, quality communication structure and power over what they can do. Once that sense of support, that foundation, is created, the result is limitless creativity.

# RECOMMENDATIONS

The management of Moil Ltd. should ensure that the communication structure is well aligned to all the staff this creates quality leadership that are able to control their team and grow the team productivity.

Employees' compensation should be well managed by the human resources as the staff are motivated by the compensation that they get which leads to productivity. The company has systems in place on how to mitigate against internal 50 environmental changes through enhancing the right culture, this leads to the team cohesiveness. Thus the management should continue assessing the team cohesiveness in order to grow the productivity

- **SUGGESTED AREAS OF FURTHER RESEARCH :**

Further studies should be done on the strategic factors that impact on team productivity. A study can be done on the effects of teamwork on productivity of the Moil limited. A study can also be done on the effects of information technology on staff productivity.

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# QUESTIONNAIRE

**INSTRUCTION:** For all sections, please tick against what best reflects your feelings.

**SECTION 1**

Demographic Information

1. Please tick your gender

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>				
Tick one only							

What is your highest Education level

Education level	Primary	Secondary	Diploma	Undergraduate	Post Graduate
Tick one only					

2. Which is your Age group?

Age (years)	Below 19	20-29	30-39	40-49	Above 50
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3. Tick the name of your Sales region

Region	Capital	Northern	Western	Southern	Key accounts	
Tick one only						

4. How long have you been working for Moil Ltd?

Membership	Less than 1 year	1-5 years	6-10 years	11-15 years	Over 15 years
Tick one only					



5. Please indicate your current job title in Moil Ltd?

Responsibility	Accounts developer	Area Retail Manager	Regional Sales manager
Tick one only			

**SECTION II:**

**A) Communication and team productivity**

1. Do you agree lack of proper communication affect teamwork in your region? (Tick one)

Strongly Agree     Agree     Uncertain     Disagree     Strongly Disagree

2. Do you agree lack of employee's empowerment on communication impact on teamwork in your region? (Tick one)

Strongly Agree     Agree     Uncertain     Disagree     Strongly Disagree

3. Do you agree barriers in communication affect teamwork in the various regions in sales and marketing department of Moil Ltd? (Tick one)?

Strongly Agree     Agree     Uncertain     Disagree     Strongly Disagree

4. How often do the following factors impact teamwork in sales and marketing department due to poor communication is sales and marketing department of Moil Ltd?

Factors	Very Often	Often	Quiet Often	Rarely	Never
Unfavorable Organizational Culture					
Lack of training for the sales employees					
Unfavorable Company Structures					
Lack of Implementation Strategy					
Lack of Expertise Skills in the company					
Lack of proper Management Systems (including Human Resources)					

Lack of proper Procurement Systems					
Lack of proper Integrated Management Information Systems (IMIS) in all the regions					
Lack of engagement in Formulation of teamwork.					
Not releasing the benefits of teamwork					
Lack of monitoring, evaluation and control of agreed set of goals					