

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
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**Assessing the Impact of Teamwork on Project Success in the Real Estate
Industry in Ghana**

By

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Management,
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DECLARATION

I hereby declare that, this thesis submission is my own work towards the MSc. Project Management and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university except where due acknowledgement has been made in the text.

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ABSTRACT

In today's society, there have been so much emphasis on pride and personal achievement at the work place. Where by the concept of teamwork seems to be overlooked by managers and employees, due to this management sees less essence of teamwork as a major tool of performance which has led them to poor performance and productivity in the industry market. The aim of this study was therefore to assess the impact of teamwork on the success of projects in the real estate sector in Ghana. The study therefore explored and investigated the following: to identify the key characteristics of teamwork in the real estate industry in Ghana; to identify the positive effects of teamwork on employees of real estate industries in Ghana; and to identify the negative effects of teamwork on employees of real estate industries in Ghana. This study employed the purposive sampling in collecting primary data from the respondents of 62 professionals around the Real Estate industry. The relative importance index and the one sample t test as well as the mean score ranking analytical tools aided in the realization of the findings of the study. The findings indicate that there are some pertinent teamwork characteristics of professionals into the real estate practice. Also, there are some key positive and negative effects of teamwork on the practitioners in the real estate industry. It was concluded that, the characteristics identified bring to knowledge the sections or aspects which can be utilized effectively to the advantage of the practitioners and the success of the project as a whole. Teamwork has influence on the employees and the output of the team and the study outlined the best measures to handle the positive and negative impacts to yield the expected results as a team. The study therefore recommend that the real estate practitioners consider the relevance of the team composition for a task since they can pose a positive or negative effect on the success of the projects they engage in.

Keywords: Assessing, Impact, Teamwork, Projects, Real Estate, Industry

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DEDICATION

I dedicate this work to the almighty God for his marvellous grace granted unto me during the period of my studies. Also to family and friends through whose sacrifice, support and encouragement I have come this far.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

Most real estate firms in Ghana want to live on and increase the efficiency of operations in a changing atmosphere. In achieving this, these firms must recognise factors like training, upper support from management, authorisation of workers, employee authorisation as well as team cooperation as the main features of innovation. Teamwork is based on the simple realization that the results of a business are expected to increase if the individuals who formed the organisation perform as a team and not as individual aggregate (Santa et al., 2009). An empirical study conducted on factors that influence the work of an efficient and effective group is enormous (Kozlowski and Ilgen, 2006; Salas et al., 2004). One important element of the development companies of real estate is teamwork real estate development companies owing to the nature of fulfilling several functions and numerous parties.

Several scholars have shown that the connection between teamwork and its impelling issues is intricate, which has led empirical research to lure additional consistent conclusions on type and strength. To be specific, most relationships between drivers and teamwork seemed to be toned-down by other variables like variety or type of task, or seemed to have an active appeal (Zellmer-Bruhn and Gibson, 2006) and therefore requires long- term studies. Taking into consideration the development of real estate demands very little research to be done relating to this topic. This research therefore seeks to close the research gap by investigating the significance of working in a team in the development of a project and how working in a team will be employed in Real estate development companies in Ghana.

Cohen and Bailey (1999) explained a team to be a group of persons dependent on their responsibilities and share accountability for results, appreciate themselves and are appreciated by others as a complete shared body entrenched in larger social structures and have control over your relations in all parts of the company. Also, Katzenbach and Smith (1993), points out that “teams outperform individuals acting alone or in larger organizational teaming, especially when performance requires multiple skills, judgments and experiences.”

Generally, the significance of a highly effective team for the achievement of businesses in the current economy is highlighted by a lot of professionals and research done by scholars or academics (Glassop, 2002; Kozlowski and Ilgen, 2006). The values and co-operation of team work must be developed and culture of teamwork and co-operation must be developed all through the organization. Therefore organizations yielding high productive results by making sure team work is efficient and effective is gradually turning into a normal practice. Dahlgaard et al. (1998).

1.2 STATEMENT OF THE PROBLEM

The construction industry being part of a project has numerous but exact characteristics and sluggish since it delays in meeting deadlines and realizes production with minimal expenditure and pleasing quality. (Latham 1994; Egan 2005)

Helen Keller makes it clear that we can do so little alone and we can do much together. This means that teamwork can achieve what a person cannot do alone. Teamwork is defined as "a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable." (Katzenbach and Smith, 1993).

Currently, a greater emphasis has been placed on arrogance and selfish gains in the workplace; where managers and employees overlook the concept of teamwork, management sees less essential teamwork as an important performance tool that has led to poor performance and productivity in the industrial marketplace. Focusing on the real estate development in Ghana, a greater part of individuality exists whilst very few people work alone in real estate commercials operate by themselves in commercial real estate. However, making sure a group works on a project doesn't guarantee that it's going to be a sustainable project. For that reason, the study strives to recognise effect teamwork has on projects in the real estate sector.

1.3 RESEARCH QUESTIONS

The study addressed these key research questions;

1. What are the key characteristics of teamwork in the real estate industry in Ghana?
2. What are the positive effects of teamwork on employees of real estate industries in Ghana?
3. What are the negative effects of teamwork on employees of real estate industries in Ghana?

1.4 AIM AND OBJECTIVES

1.4.1 Aim

The aim of this study was to assess the impact of teamwork on the success of projects in the real estate sector in Ghana.

1.4.2 Objectives

The study therefore explored and investigated the following:

1. To identify the key characteristics of teamwork in the real estate industry in Ghana.
2. To identify the positive effects of teamwork on employees of real estate industries in Ghana.
3. To identify the negative effects of teamwork on employees of real estate industries in Ghana.

1.5 SIGNIFICANCE OF STUDY

Many researchers have done much research into the concept of teamwork. This research is no deviance from all other work done on the concept. This study seeks to understand how important teamwork is and its impact on the success of the development of projects. At the end of this study, it will successively assist project managers in construction relating to the real estate sector in Ghana to agree if teamwork is to be encouraged more than individuals working alone on projects. Employees should be able to tell whether it is best to work alone or as a group, and ultimately, this study will function as a stepping stone for other scholars wishing to undertake their study based on this thought.

1.6 RESEARCH METHODOLOGY

This segment gives a summary and details on the methods used in the research. This study employed secondary and primary data collection techniques. Primary data would be collected to meet exact research needs whilst the secondary data are retrieved from publications, books, journals as well as the reviewing of international literature.

The development and designing of questionnaires are used as a primary data together with the secondary data since the statement problem of this study was not effectively examined in the Ghanaian perspective. The primary data from the respondents through the questionnaire as well as the secondary data was analysed and the results was used to resolve the problem at hand.

1.7 SCOPE OF STUDY

This research was centered on a limited number of real estate's company in the country even though there is quite a number of real estate companies in Ghana as a result of the limitation of time frame given. Also, the concentration was in Accra which could be termed as the hub of real estates in Ghana at the moment.

1.8 STRUCTURE OF THE STUDY

The study is divided into five (5) main chapters; Chapter one throws more light on the study which comprises of the statement of problem, research questions, aim, objectives, methodology, and limitations of the study. Chapter two gives an overview of the existing and past literature on real estate firms in Ghana relating to teamwork performance. Chapter three captured the methodology that was employed in the research. Chapter four deals with the discussions of the findings, analysis and the presentation of data. Chapter five presents the summary, conclusion and recommendation drawn from the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter two deals with the review of several literatures from different researchers or scholars relating to the topic. The issues and areas highlighted in this section are as follows: Definition of Teamwork, Attributes of Effective Teamwork, Existing theories of Teamwork, Description of Real Estate, Impression of Real Estate Development, Overview of Real Estate Sector in Ghana and Effect of Teamwork on the Performance of the Organization.

2.2 DEFINITION OF TEAMWORK

Teamwork is a way to increase the workload and increase the performance not only of the individual, but ultimately of the institution as it can increase the return of individuals through coordinated efforts. Employees working in groups become the standard for the facility (A8lie, et al 1998). Getting the support of management enables the employees to work safely in groups to increase productivity. Nowadays, project managers refer more team projects to employees with the opportunity to strengthen their knowledge and develop their skills (Hartenian, 2003). Teamwork can improve employee and institution performance, but should be maintained after a while (Ingram, 2000).

2.3. ATTRIBUTES OF EFFECTIVE TEAMWORK

Teamwork is characterized by Scarnati (2001) as a helpful procedure that enables standard individuals to accomplish unprecedented outcomes”. Harris and Harris (1996) also make it clear that a team has a common goal or a common cause where peers can create strong, shared connections to achieve team goals. Teamwork responds

to people who cooperate in a comfortable state to achieve plain goals of the team through shared learning and skills. The letter consistently indicates that one of the basic elements of a team is its focus on a common goal and a distinctive cause (Fisher et al., 1997; Johnson and Johnson, 1995, 1999; Harris and Harris, 1996; Parker, 1990). Teams are part of many linked association and should be consolidated as a major aspect of the conveyance of tertiary units. Fruitful teamwork depends on the interaction between all peers that form an area in which they are generally keen to add to and take part in advancing and supporting a powerful and positive team. Luca and Tarricone, (2001) explains that Associates must be adaptable to fine-tune to helpful workplaces where objectives are achieved through a joint effort and social relationship as opposed to achieving objectives individually.

There is a very wide range of literature that shows a positive relationship between performance of employee and team work. The prominence on teamwork highlights the fact that the market value of the company depends less on material resources than on immaterial resources, in particular on teamwork (Stiles and Kulvisaechana, 2005). Conti and Kleiner (2003) stated that teams compromise good contributions, challenges and performance. Companies with teams will entice and keep the finest people. Resulting in a high level of performance in the company, where it is, adjustable, competent and profitable.

There is evidence in Western culture that higher organizational performance can be directly accredited to effective team coordination (Katzenbach and Smith, 1993). The main factor in running an organization is teamwork. Members of a team improve their abilities, abilities, and familiarity when working in groups (Fröbel & Marchington, 2005). However, organizations that focus very much on the groups result in increased performance of employee, higher output, and improved problem solving at work

(Cohen and Bailey, 1999). Ingram (2000) highlights that, teamwork is an approach that has the possibility to enhance individual and organisation's performance, even though it wishes to be promoted.

Organizations have to consider multiple approaches to performance improvement in a highly competitive atmosphere. Top managers must have the vision to incorporate teamwork into their organizations, the thoughtfulness to nurture them, and the valour to allow teams to play a significant role in making decisions. An operational performance of a team might be attributed to effective management and internal team processes. However, Katzenbach and Smith (1993) argue that teams are the essential organizational elements for attaining the outcome of their performance and speeding up personal growth. Schermerhorn et al. (1995) claim that the teams can aid in completing vital and compound jobs, the Ringelmann effect advises that people in groups fail to work hard like they do alone (Fielder 1967). Even if team building is often endorsed as a desired approach, most reporters argue that it may be inappropriate in some situations, unproductive or irrelevant. On the other hand, Schein (1988), for instance, notes that the issue of whether problems can best be solved by individuals or groups has not yet been definitively responded. He proposes that groups take perilous decisions than persons, although the procedure takes a while. Leavitt (1975) proposes that groups take good decisions than individuals most of the time, but depending on the task chosen. Lawler (1986) argues that groups can assist companies in achieving cooperation in fulfilling important tasks, specifically when there is no person who is an expert in completing difficult jobs which can be grouped and when a risk is expected. Lawler's work infers that some kinds of task; Composite, "unique" or rewarded with high potential can be effectively addressed by a team. Building teams is thus a probable rewarding job for management and must be tackled with sensitivity

and knowledge. Dyer (1987) contended that, a small number of organizations put efficient team building processes in order. This method can only be successful if it is supported entirely by the managers who have counted on changing. Blake and Mouton (1964) compares the process of building a team to the development of a sports team where expert athletes train separately and later work together exhibiting a productive team.

Schultz (1958) explored teamwork and he brought about the idea of togetherness amongst the group members. He discussed that it is possible to foresee how well a group will get together with respect to the togetherness of the members of the group. He suggests that there is an unspoken agreement about the level of proximity of the teams relating to the personal feelings of the group members. This is thus considered vital to tailor the different temperaments of individuals and balance of skills, knowledge and expertise to minimize possible conflicts (Brindle, 1992). Moreover, Zaltman and Duncan (1977) suggested that groups can deter the process of change by eliminating and countering changes that are not in line with the standards and values of the groups. This narrow-minded thinking is an interrelated task group popular in a friendly company where work is organized. Intergroup opposition is necessary to foster unity between groups and should be managed carefully (Staw, 1986). Tuckman (1965) points out that, aside the importance of an effective teamwork, employing a team building program is not an easy thing to do. McKenna (1994) reinforces this opinion by pointing out that an equally supporting setting cannot be desired. However, Kinlaw (1992) position is that despite the difficulties of satisfied external customers, reputations, market share, cost-effectiveness, performance and competition are generated by the numerous projects of nonstop improvement by the team. According to Wright et al., (2003), team building which aims to increase skills of employees has an effect

on the attitudes of the employees directly such as enthusiasm, commitment and satisfaction. Especially in a large degree program, motivation is predicted as the main element of the performance of the employee (Hardre, 2003). The approaches and behaviors of employees are highly dependent on the organisation's teamwork. Lee and Bruvold (2003) noted that working in a team affects the productivity of the employee in a positive manner; minimizes the idea of the staff leaving and the success and efficiency of the organisation. Relating to the theory of job performance, Campell (1990) identifies that the attitudes of employees has an effect of their conduct which also affects the performance of the organization. It has been argued that income is extensively affected by the organisation's commitment, motivation and the jubilation in executing a job, as not even one worker would want to work in a company which does not appreciate the work done by its employees (Chiu and Francesco, 2003). Though it is discussed that fulfilment commonly involves organizational motivation and engagement, it is proposed that job fulfilment and incentives from the organisation and engagement are closely interlinked (Bartlett, 2001). Much of the job satisfaction feeling among employees is due to teamwork learning opportunities (Rowden and Conine, 2003).

The following are some requirements for a productive teamwork; Pledging to commit to team performance and mutual goals, co-workers should pay close attention to the team's performance and their shared goals for the job at hand. Fertile teams are influenced, associated with and intend to reach the most unusual amount; Interdependence - Colleagues need to build a common area where they can make more contributions than humans. Constructive, relevant team conditions play the most part in everyone, enabling teams to achieve their goals at an unparalleled level (Johnson and Johnson, 1995, 1999). People promote and support their individual colleagues in

make, contribute and learn; Interpersonal skills include the ability to directly review issues with colleagues, be straightforward to be straightforward, reliable and strong and pays respect and commitment to the team and to its employees. It is important to promote a conscious workplace including the ability to work well with other colleagues. Open Communication and positive input - the concerns and needs of colleagues are constantly considered and respecting their commitments and communication resulting in a high-performance workplace. Colleagues should give and receive valuable feedback and exercise real criticism; Proper team synthesis is the foundation for building effective team. Colleagues should be aware of their respective teamwork and understand what is expected of them when it comes to their commitment to the team and the task at hand. Commitment to team forms, power and responsibility - colleagues are responsible for their commitment to the team and the mission. They should understand team forms, best practices and new thoughts. Convincing governance is a prerequisite for team success, including shared basic leadership and critical thinking.

2.4 EXISTING THEORIES ON TEAMWORK

Belsan (2014) describes teamwork as an incredible way to accomplish things. There are some tensions about the interface of personal gatherings and all those who work hard for an extreme goal. In any case, this can be an overpowering task that is performed according to the degree of the goal. This is a place to think effectively about teamwork speculation. Collaborative assumptions are a classification method used to understand certain conditions, strategies, and practices. Here is a summary of the top ten hypotheses created by respected people.

2.4.1. Bruce Tuckman's Model of Team Stages

The Bruce Tuckman theory was born in 1965, plays a role in numerous organizations and scenarios. The theory has four core stages namely forming, storming, norming, and performing, and often referred to as the origin for successful team building.

2.4.2. Belbin's Theory of team roles

Belbin formed a list of nine characteristics that all team should have. These characteristics are Plant, Resource investigator, Coordinator, Shaper, Monitor Evaluator, Team Worker, Implementer, Completer-Finisher, and Specialist.

2.4.3. Abraham Maslow's Theory of Hierarchy of Needs

Maslow has created a pyramid of inspiration in humans. The base starts with physiological things like food. The following area is safety as well as the safety and health. The third area is love or if there is a place, it would be family. The fourth is Esteem, which means respect for others. The last segment is self-fulfilment, which is an insightful quality.

2.4.4. Isabel Briggs-Myers and her MBTI theory

The Myers-Briggs Type Indicator (MBTI) is an identity test that shows how individuals perceive the world. This is useful for collaboration because it allows the team to see each other better.

2.4.5. John Adair's Leadership theory

This theory is a perfect model of what leadership and management should look like.

2.4.6. Carl Jung's Colour theory

Jung's theory explains how colour is an element of human behaviour. Understanding this will help you understand why people on your team are doing what they are doing.

2.4.7. Tajfel's theory on Social Identity

This theory proposes the cause of social identity as a as a good way to define behaviour between groups.

2.4.8. X and Y theory developed by Douglas McGregor

The X and Y theory is describing humans' motivation. This is also one of the paramount theories that managers and employees should know.

2.4.9. Strength Theory

The idea is that as the best teamwork, you must keep working hard and become strong, like muscle.

2.4.10. Team Analysis Theory

This theory is that your team will collapse eventually, so you have to re-evaluate the situation and analyse the mistakes.

Through a keen understanding of these teamwork theories, Belsan (2014) added that one can get the most out of a group of people. Even if this theory is for a manager making an effort to generate team co-ordination, or a sports team seeking teamwork, these theories are perfect for your goals.

2.5 OVERVIEW OF REAL ESTATE DEVELOPMENT

Zuckerman and Blevins (2012) believed real estate to be the process of action in response to the needs of the society, as well as building and financing a product that meets the wants. It is known to be a multifarious process, which indulges partakers from various fields, including marketing, research, public relations, law, design, construction, finance and accounting, as well as real estate management. According to Soyuer (2008), this is a multidisciplinary procedure, which normally involves managers mostly in marketing, legal and environmental consultants, brokers, mortgage brokers, bankers, lenders, engineers, contractors, architects, land planners, advertising agencies and real estate.

Zuckerman and Blevins (2012) believe that, real estate is a business that is concerned with physical properties and forms that are manufactured in water, land and air. They respond to technological modifications, socio-economics, architecture, demography, laws, recreation, entertainment and production. Beyond it being a business, its art that is inventive, multifaceted, partly natural and logical. It also creates income like any other businesses. Real estate development is a creative and complex system. The significant success element in the business is appreciating the procedure (Peiser & Schwanke, 2009). Peiser and Schwanke (2009), came out with a process that consist of the following stages: Planning and initiation phase: In this phase, project goals and development priorities are defined, development team defined, preliminary draft drawn up. Feasibility phase: This is the phase in which market analyses and projections are carried out to determine the performance of the project, to carry out the site assessment, to complete the development and to provide a cost and financial analysis. Commitment phase: Final planning and costs are performed here; Project team formed and funding acquired. Construction phase: At this stage, planning is complete, the selection of contractors is also complete, required authorisations and permits are

acquired, and construction is completed and operational. Management and operational phase: Here begins the operation and management of the development as well as the generated profit.

Some of these phases happen concurrently while others take place in sequence. Each step is dependent on the preceding step, meaning certain phases have to be finalized before the succeeding phase. It is worth noting that, the order of phases as well as the phases themselves may vary frequently in the process of development. It is very vital to appreciate these phases during decision-making. A typical example is getting hold of comprehensive working drawings before a market feasibility survey is finalized is a waste of money and time. In addition, if the healthiness of the market is absent then the decision would be specified at any phase of the process. There are various forms of real estate development and these can be joined according to their purpose as follows: Retail developments, Residential developments, Specially developments, Commercial developments and Mixed-use developments.

2.5.1 Definition of Real Estate

Many authors define Real Estate as the land along with any physical property or development involved with the land, which includes buildings, fencing and landscaping. Zuckerman and Blevins (2012) defined real estate to be a method of action which tends to react to society's need for real estate by building and investing in a product that meets their desires.

2.5.2 The Real Estate Sector in Ghana

The real estate sector in Ghana is growing faster and faster as new homes and commercial properties are emerging everywhere. Everyone today has the highest command to own a house. Owning a property is considered one of the most compelling projects one would do in daily life, and it is considered an achievement. The political

and economic condition in Ghana has developed and is more stable than in preceding years.

A report on real estate market in Ghana in 2016 suggested that, Ghana possesses more cultural tolerance than other African countries, meaning that, more immigrants troop the country. This results in permitting more retail and viable properties moving into the country. The emergence of the Accra Mall in 2007, quite a lot of new and smaller malls are springing up.

The residential real estate industry in Ghana is thriving on strong economic progress. The total cost of houses in Ghana and the country is always higher than in preceding years. Several middle class people in Ghana sell their property and are purchased by non-residents and foreign investors. An additional reason for the fast incomings with numerous real estate is due to the fact that, property for lease and sale by owners are more publicized online, which decreases the need for print advertising. Investors are now able to find real estate properties in seconds, for which they are interested in buying.

Housing has been the most important worry for individuals, businesses and governments due to rapidly growing urbanization, population growth and limitations on the housing structure in Ghana (Atta-Poku, 2001). Atta-Poku (2001) stated that, housing for low and middle-income citizens has grown into one of the key challenges facing the country in recent times. The key aspects of the housing provision system, which include the facility's capabilities, the provision of land, financing, the availability of materials and skilled labor and infrastructure, have significant limitations on the country's serious housing problem, in particular the regional capitals (UN Habitat, 2011, Boamah, 2010).

The Ministry of Labor and Housing (2000) claims that Ghana's housing sector in rural areas of the country is generally considered below average, that the physical

characteristics of homes are deteriorating, that social facilities are lacking, there is a lack of funding, and poor sanitation facilities are available are. Nearly half of the Ghanaian population reside in the cities. The overwhelming urbanization and quick growth of these cities, such as Accra, Kumasi, Takoradi and Tema have influenced high property prices in those cities where housing legislators are currently located (Bank of Ghana, 2007, Quayson, 2007). Housing demand has overcompensated housing supply over the years due to the slow development of the industry.

According to UN Habitat (2011), in excess of 75% of persons living in cities, depend on rental housing making the rental market a key player in the real estate market in recent times. In most of these accommodations, amenities like toilet and taps are shared among the people renting the house. In Ghana, about 55% of urban people reside in compound houses, 24% live in residential apartments, while 21% also live in individual dwellings (UN Habitat, 2011). According to UN Habitat (2011), the rich and middle class are people who inhabit their own homes and enjoy the basic services of toilet and water.

2.6 CHARACTERISTICS OF TEAMWORK IN REAL ESTATE

The impact of teams on the performance of organizations has been the subject of much research done by scientists and practitioners in recent years (Jones et al, 2007). The main reason for this focus is the certainty that teams can affect the performance of organizations. The work of a team is considered very vital by some researchers to achieve organizational objectives and to generate the performance of subordinates. Quite a few explanations show that there should be a link between teamwork and performance. Intellectuals and experts recommend that an effective team behaviour can assist in improving performance as organizations cross paths with new challenges. It is significant to value the power of teamwork on performance because teamwork is

considered by some researchers to be one of the main elements of improving a company's performance (Jones et al, 2007).

2.6.1 Teamwork gives employees a sense of ownership and encourages cooperation

Teamwork is thought to be the concept of people who work collaboratively in different teams, such as sales teams, sports teams, etc. Teamwork has become so important that many large companies have introduced specific tests to measure the teamwork of potential employees. Therefore, in most workplaces, it has become an important goal for teamwork to give employees a sense of ownership and cooperation (Adeleke, 2008).

2.6.2 Working in Teams is the basic method used to get work done in Organizations

Teamwork exists as long as anyone can remember, and there are a small number of institutions that have not made use of a "team" in one sense or another. It is constantly easy to hear that management teams, service teams, production teams or even entire organizations are called teams. This means that many companies today pursue a "team-oriented" approach, meaning that working in groups is the grassroots approach used to get work done in these organizations. As a result, employers emphasize the importance of employees working as a team and promote employees who are able to do so.

2.6.3 Teams are replacing individuals to yield performance

McShone (1998) assumed that teams replace individuals as a basic organizational structure - French-language television programs have shifted to team-based projects, giving teams more recognition than individuals do. Organizations are just in search of for technical skills, but also looking for people who can fit in teams as well as have the ability to decipher problems.

2.6.4 Teams are more than the tradition corporate structure for making decisions efficiently

Brown et al (1996) found that managers disclose the great amount of research that suggests that teams can be more than the traditional corporate structure to make decisions rapidly and resourcefully. He also recommended that teams are required for the restructuring and reengineering progressions of the future, giving examples that modest changes, such as promoting worker input and feedback on the line bring dramatic developments.

2.6.5 Teamwork was present in the ancient's days and was having a greater impact on the performance

From the conception of creation, God used the idea of teamwork when he said, "Let us make man our own image" (Genesis 1: 26, KJV). This statement states the fact that God has worked with other celestial beings in the process of creation, hence the essence of the team to bring productivity. This shows that teamwork prevailed in antiquity and impacted the performance of almost all organizations at that time. (Osei boakye, 2015)

2.6.6 Interpersonal team skills and self-management team enhances employee performance

Bacon and Blyton (2006) have defined the two main variables. These are interpersonal team skills and self-management team. These variables improve the correspondence and, in addition, the relational connection between team members and also support employee performance in the workplace.

2.6.7 Team members always have in mind the end goal

Another study found that it should be possible to outline an outline of team building in each association for employees, taking into account the ultimate goal of promoting and applying best practices and increasing returns. The main emphasis in sketching

and realizing such a framework is ultimately to improve representative instructions (Washer, 2006).

2.6.8 Team work with other elements increases performance.

Studies by Appelbaum et al. (2000) and later by Bailey et al. (2001) establish that mutual benefits from implementing teamwork and other elemental systems were very beneficial for enhancing performance within organizations.

2.6.9 Managers in team-oriented organizations have an increased performance

Bacon and Blyton, found in 2003, found that improving organizational performance and customer satisfaction are important motivators for managers in team projects or organizations. These drivers have replaced human care to improve the quality of work life (Buchanan, 1994). The positive impact of teamwork is limited to the factors that managers explicitly focus on by introducing the team. Then, we expect that many current teamwork programs emphasize the contribution of employees to achieving organizational goals, rather than empowering team members.

2.6.10 Employees teamwork is vital to organizational performance

Ayaz, (2016) completed a study conducted by Costa (2003), which means that a high level of teamwork is critical to organizational performance and quality and productivity. It has been observed that employees working in teams rather than traditional workplaces have higher benefits. Employees receive team training to achieve organizational goals related to their tasks (Erdem et al., 2003).

Table 2.1: Summary of characteristics of teamwork

No.	Characteristics of teamwork	Source
1	Teamwork gives employees a sense of ownership and encourages cooperation	Adeleke, (2008)
2	Working in Teams is the basic method used to get work done in Organizations	Richard (1991)
3	Teams are replacing individuals to yield performance	McShone (1998)
4	Teams are more than the tradition corporate structure for making decisions efficiently	Brown et al. (1996)
5	Teamwork was present in the ancient's days and was having a greater impact on the performance	Osei-boakye (2015)
6	Interpersonal team skills and self-management team enhances employee performance	Bacon and Blyton (2006)
7	Team members always have in mind the end goal	Washer (2006)
8	Team work with other elements increases performance	Appelbaum et al. (2000), Bailey et al (2001)
9	Managers in team-oriented organizations have an increased performance	Bacon and blyton (2003)
10	Employee's teamwork is vital to organizational performance	Bin Ayaz, (2016); Costa (2003)
11	Effective team members transmit information freely	Rousseau et al (2006)
12	Effective team members help coworkers maintain positive and healthy psychological states.	George and Brief (1992)
13	Skills and motivation to solve dysfunctional disagreements among team members	Lunenburg (2011)
14	Teamwork blends complementary strengths	McCabe (2006)
15	Teamwork encourages healthy risk-taking	Grinyer and Singleton, (2000) Titterton (2004)

2.7 THE POSITIVE EFFECTS OF TEAMWORK ON EMPLOYEES

2.7.1 Teamwork enhances skills, knowledge and other abilities of employees.

Team members expand the skills, knowledge and skills through teamwork (Froebel and Marchington, 2005). This shows that employees working on a team can improve their skills, knowledge, and abilities by learning from each other while working in a team, so they can effectively produce organizations compared to employees who work alone. Teamwork settings improve the knowledge, skills and abilities of employees to work effectively (West and Allen, 1997)

2.7.2 Personality characteristics

In fact, various studies have shown that extroversion, tolerance, emotional stability and responsibility have positive relationships with all aspects of situational teamwork (Hogan & Holland, 2003, Hurtz & Donovan, 2000, Organ & Ryan, 1995). Each of these different aspects of personality is influenced by teamwork in different ways. In highly interdependent teams, individual contributions are critical to the success of the entire team, and the success of the workers will benefit those who are diligent and reliable.

2.7.3 Social Skills

The main feature of the team is that individuals must be able to work effectively with others Cohen (1995) suggest that when people work in teams, shared interpersonal skills are increasingly important. In particular, “A person must be able to communicate with others, listen to others and influence others (p. 384). The collection of skills is called social skills and includes things like social perception, coordination, negotiation, teaching, advice, and others (Mumford, Peterson and Stroller, 1999) Social Roller is used as a key, one of the team's cohesiveness and the support of forwarding effective team functions. (Bag, 1950, Stewart, Fulmer and Barrick, 2005)

Strong social skills Let individuals, takeovers, respond with conflicts to coordinate their work and work, otherwise collaborate and integrate social roles with others.

2.7.4 Incremental Prediction

Another important question is whether these structures will gradually predict performance in team settings. This is important because if no incremental predictions occur, unnecessary redundancy with other structures and measures can occur, wasting the candidate's time and organizational resources. The concept of incremental validity has become an important topic in the context of traditional choices, with a primary interest in transcending cardiac intelligence measurements (Cortina, Goldstein, Payne, Davison & Gilliland, 2000, Schmidt & Hunter, 1998). However, because these personality traits are often significantly related to each other, incremental predictions of accountability, extroversion, tolerance, and emotional stability are more complex. (Witt et al., 2002).

2.7.5 Teamwork influence team members intrinsic motivation

Bacon and Blyton (2003) have studied Goodman et al. (1988) found that teams promote employee participation in goals, thereby increasing the intrinsic motivation of team members. These issues emphasize that teamwork can help expand the pool of trained employees to promote employee engagement, participation and cohesion in the workplace.

2.7.6 Team work has a positive impact on employees pay and job satisfaction

Appelbaum et al. (2000) and later Bailey et al. (2001) found that teamwork means that employees, for example, increase wages and job satisfaction, as if teamwork and other systems do not exist. Appelbaum and his contemporaries found that workers in more team-oriented systems were more likely to receive formal and informal on-the-job training than colleagues in traditional work systems organizations.

Table 2.2: Summary on the positive of teamwork on employees

No	Positive effects of teamwork	Source
1	Teamwork enhances skills, knowledge and other abilities of employees	Froebel and Marchington, (2005), West and Allen, (1997)
2	Personality characteristics	Hogan & Holland, (2003), Hurtz & Donovan, (2000)
3	Social skills	Mohrman and Cohen (1995), Mumford, et al, (1999), Stewart et al, (2005)
4	Incremental prediction	Cortina, et al, (2000), Schmidt and Hunter, (1998)
5	Teamwork influence team members intrinsic motivation	Bacon and Blyton (2003)
6	Team work has a positive impact on employees pay and job satisfaction	Appelbaum et al (2000); bailey et al (2001)
7	It reduces the rate of work injuries	McCaughey et al., 2014
8	Fewer absences from work	Heywood, J. S., & Jirjahn, (2004), Heywood et al., 2008
9	Increased work productivity	Tohidi and Tarokh, 2006
10	Working at very high speed and to tight deadlines	Bauer, 2004; Brenner et al., 2004; Askenazy, 2001
11	Well-preparation to engage in various debates around ideas	Sanyal, S., & Hisam, 2018, Mohanty, 2018
12	It focusing on achieving collective results	Sanyal, S., & Hisam, (2018), Mohanty (201)8
13	Employees feel empowered in teamwork	Hanaysha, 2016
14	Job satisfaction and minimum stress level	Oso, Y.W 2002; Ahmad, I., & Manzoor, 2017
15	Employees work confidently in teams as they are supported.	Gallie et al., 2009; Ahmad, I., & Manzoor, 2017

2.8 THE NEGATIVE EFFECTS OF TEAMWORK ON EMPLOYEES

2.8.1 Negative practices of individuals as result of teamwork

Boakye (2015) with the emergence of positive and valuable group roles, there may be negative and harmful plans that undermine the work and performance of individual groups. Conflict and harmful parts develop for a variety of reasons, including personal

plans, prevention of change, adolescence and lack of inspiration, and team leadership and management. One of the real roles of the pioneers is to look at individual colleagues and look for dangerous and negative practices. When problems arise, they must push the group to everything they perceive and treat them in a group state. If this situation becomes flat, then the Blazers should move with the guilty. Pioneers should pay attention to the negative parts and practices that accompany their respective groups:

The aggressor blames everything that is said in the team environment and is therefore a positive opponent. He or she can hinder the presentation of new ideas and ideas by limiting and squashing the status of other colleagues and creating a sense of intimidation. Failure to review this behavior and members will reduce the team's general inspiration and resulting membership inclusion.

Blocker; The blocker is an overwhelming identity, of rejecting others' opinions and perspectives. This person hinders the team's ability to conceptualize and explore the benefits of new ideas and ideas. Like an aggressor, this person may be very unrealistic because it threatens individual members, limits their participation, and rejects the inspiration and association of the general team.

Withdrawer; Withdrawers mostly repress their involvement and refuse to actively participate in the team. This person focuses the team on his or her young behavior and seeks to resolve the conflicts and difficulties it causes, successfully limiting the team's ability to participate in the problem and assign projects.

Recognition Seeker; People seeking recognition seek personal considerations and personal attention, and therefore monopolize the dialogue by persistently interpreting his own ideas, suggestions and opinions. Identifying searchers also seeks to win the team's thoughts and feelings. Unfortunately, this behavior limits the input of other colleagues, which hinders overall teamwork, association, and inspiration.

Topic Jumper; Topic jumpers cannot check topics or topics in detail. He or she has limited ability to concentrate and participate in communication by trying to change the subject. These ongoing disruptions can reduce efficiency by unbalanced team members.

Dominator; Dominator shows unbearable and annoying behaviours in a team environment. This person uses threats and restrictive behaviours to control the team and control all discussions. Dominator usually "sieve" the team by putting pressure on them to find their own plans.

Devil's Advocate; While the Devil's Advocate is a positive team function, it brings a different perspective into the sense of team function, but when used to prevent team progress or agreement, it can become a negative cause. In this way, the devil's advocates are essentially an opponent who refuses to advance the team.

2.8.2 The five dysfunctions of a team

Jessica Zartler (2017) discussed five failures of the Lencioni team. Five dysfunctions are stacked in pyramids and hierarchies, much like Maslow's hierarchy of needs. If you do not build a solid foundation, you cannot achieve higher-level goals.

Dysfunction 1: Lack of Trust

This is the case when team members are unwilling to be vulnerable and unwilling to admit their mistakes, weaknesses or need help. If there is no level of comfort between team members, there is no basis for trust.

Dysfunction 2: Fear of Conflict

Unreliable teams cannot discuss key issues of unclassified and passionate, making team conflicts easy to turn into disguised discussions and return to channel comments. In a work environment where team members do not express their opinions publicly, a lot of pretending and precious time is wasted, leading to poor decisions.

Dysfunction 3: Lack of Commitment

Without conflict, it is difficult for team members to make decisions and create a vague environment. Lack of direction and commitment can upset employees, especially stars.

Dysfunction 4: Avoidance of Team Accountability

When the team does not commit to a clear plan of action, even the most focused and motivated people are reluctant to refer to their colleagues as actions and actions that appear to be counterproductive to the team's overall well-being. This makes mediocrity, underperforming people and leaders the only source of discipline.

Dysfunction 5: Inattention to Team Objectives

Team members tend to set their own needs. That is, when an individual is irresponsible, self, career development, recognition, and others who exceed the team's collective goals. When a team ignores the need for performance, the organization will eventually suffer losses.

2.8.3 Social Loafing

The 2004 Architecture of Excellence magazine found that when a team falls into a false sense of satisfaction and loses its key purpose, “group thinking” emerges. Team members can waste time and energy on disputes, and some members may exclude themselves. This process, known as social wandering, allows others to do all the work. This happens especially when people feel unnecessary.

2.8.4 Team work leads to a deterioration of the quality of working life.

The study found that teamwork led to a decline in the quality of work and life. These critics see it more as a mechanism to strengthen control, because when multinational companies continue to compare the feasibility of future work, they can't stop the team's implementation. Some authors believe that as peer pressure increases, workers are more actively involved in their work and develop normative rules to observe their own team behavior (Barker, 1999, Sewell, 1998).

2.8.5 Working in a team is inappropriate and therefore a negative influence.

One study shows that teaching individuals how to work in a team is not easy, because teaching individual teamwork is not appropriate (Crosby, 1991).

2.8.6 Role conflict in teams results in frustration, stress and negative feelings

A team study showed that role conflicts in the team caused negative feelings about the project, frustration and stress. (Grayson, 2007). These feelings in turn affect the morale, commitment and satisfaction of team members (Barczak and Wilemon, 2003). Under great pressure, employees are more prone to anxiety, fatigue and burnout.

2.8.7 Team Incompatibility

Every basketball team needs five players on the court during a game. What happens if two of those key players don't want to share the spotlight? The team won't function to its highest capacity. There are some people who aren't designed to be team players, and there are some teams whose team members just don't get along. Either of these cases makes for a problematic scenario in the workplace team concept. If people are selfish and are trying to shine on their own, that person is not communicating with the other people on the team, and so the team members are not getting the information and resources necessary to do their jobs well (Chiocchio et al., 2011; Lingard et al., 2007).

2.8.8 Time-Consuming Considerations:

Creating a team scenario in the office can lead to time-consuming meetings, in which team members disagree about a course of action. Unless there is a specific person leading the discussion with the ability to make the final decision, the team could deliberate on issues for extended periods of time, getting stuck in deciding rather than getting out there to contribute. Business leaders can avoid this by making sure that team members know their roles and that they understand the vision, and who, ultimately, is in charge of decisions (Barry et al., 1999; Rousseau et al., 2006).

2.8.9 The Lazy Team Member

There is the possibility that one team member might want to live off the success of the entire team. Employee reviews might not be all that effective in team scenarios, because during an employee review, it can be difficult to specify contributing team members. If a person feels he can get away with the least amount of contribution, he could freeload off of the team. Business leaders can mitigate this by having regular peer evaluations from the team that are done in confidence, so that no one fears suffering any ramifications for telling on a co-worker. Left unchecked, the lazy team member might create resentment among the rest of the team, which, in turn, hurts productivity through negative morale (Sirias et al., 2007).

2.8.10 Resistance to Leadership Directives

When everyone is part of the team and is making decisions, the vision and authority of the actual leader can become blurred by the power of the team. If the team members feel that they have a strong say in major decisions, then they can resist higher level directives, because they feel the team's solution is better. This can drive a company away from the main mission, in which they have convoluted what everyone is trying to accomplish. Leaders should consult teams, while making it very clear that they have the ultimate decision and the team is there to support the mission, as led by management (Yun et al., 2007).

Table 2.3 Summary on the negative effects of team work on employees

No.	Negative effects of team work on employees	Source
1	Negative practices of individuals in groups	Boakye, (2015)
2	The five dysfunctions of a team	Zartler (2017)
3	Social Loafing	Construction excellence journal (2004)
4	Team work leads to a deterioration of the quality of working life	Barker, (1999), Sewell, (1998).
5	Working in a team is inappropriate and therefore a negative influence	Crosby, (1991)
6	Role conflict in teams results in frustration, stress and negative feelings	Grayson, (2007)
7	Risk of health problems	Bauer (2004)
8	The risk of occupational hazards	Brenner et al. (2004)
9	Insufficient time to get the job done	Askenazy (2001)
10	Resistance to Leadership Directives	Yun et al., 2007)
11	The Lazy Team Member	Sirias et al., 2007
13	Time-Consuming Considerations	Barry et al., 1999; Rousseau et al., 2006
14	Team Incompatibility	Chiocchio et al., 2011; Lingard et al., 2007

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The chapter discusses the methodology adopted for the research work. The research approach is discussed followed by the research strategy and a look at the tools for the analysis. The population and sample size determination are also explained in this chapter. The development and distribution as well as the collection of the survey instrument are also discussed below.

3.2 RESEARCH APPROACH

There are two basic reasoning to research and these are the deductive and the inductive approach. It is key for every researcher to initially state the approach being adopted. The choice of the use of these two types have been captured by several researchers including, (Perry, 2001). Deductive research is a study in which theory is tested by empirical observation. The deductive method is referred to as moving from the general to the particular and it often requires considerable data (Hussey and Hussey 1997). Perry (2001) also captured that it is a study in which a conceptual and theoretical structure is developed which is then tested by empirical observation; thus, particular instances are deducted from general influences. The inductive research approach is a study in which theory is, developed from the observation of empirical reality; thus, general inferences are induced from particular instances, which is the reverse of the deductive method since it involves moving from individual observation to statements of general patterns or laws (Soiferman (2010). This research adopted the deductive approach since it is being developed from the basics of an already existing theory specifically teamwork effectiveness to contribute to the exiting body of knowledge.

3.3 RESEARCH STRATEGY

They continued that there are two types of research strategies, namely, quantitative research and qualitative research. Deciding on which type of research to follow, depends on the purpose of the study and the type and availability of the information which is required (Bouma and Atkinson, 1995). Mark et al. (2005) noted that qualitative and quantitative research approaches differ basically in some major areas, including: their analytical objectives; types of questions posed; types of data collection methods used; types of data produced; degree of flexibility in study. The quantitative approach is one in which the investigator primarily uses post positivist claims for developing knowledge and employs strategies of inquiry such as experiments and surveys and collects data on predetermined instruments that yield statistical data (Creswel, 2009). Quantitative data is, therefore, not abstract, they are hard and reliable; they are measurements of tangible, countable, sensible features of the world (Bouma and Atkinson), it uses structured tools to generate numerical data and uses statistics to interpret, organize and represent the collected data (Burns et al., 2001). Qualitative research emphasizes the process of discovering how the social meaning is constructed and stresses the relationship between the investigator and the topic studied (Denzin and Lincoln 1998). Berg (2001) added that qualitative research refers to the development of meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things. This study adopted the quantitative method because it used mathematical or statistical means in the development and interpretation of the results.

3.4 DATA AND INFORMATION SOURCES

There are two main sources or categories of data and information. It is namely the primary and the secondary sources of information. Patton (2002) noted that using more than one data collection instrument strengthens and gives credibility to the study. The

researcher used multiple sources of data because of the added benefits (such as the validity of the data gathered) associated with multiple sources (Owusu, et al., 2007). The approach for collecting data in this study was divided into two main parts desk survey and field survey.

3.4.1 Desk Study

The desk survey (literature review) forms an essential aspect of the research since it sets the pace for the development of field survey instruments using questionnaires, and interview (Fadhley, 1991 and Owusu, 2008). Secondary sources of information were identified and collected in books, articles, technical journals and from databases. The secondary source of information for this research was collected from two sources; mainly internal and external sources.

3.4.2 Field study

Fieldwork can be associated with three practical approaches; the survey approach, the case study approach and the problem-solving approach i.e. action research (Naoum, 2007). A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit et al., 1993). The researcher used surveys because according to Robson (2002), surveys are used for relatively large number of respondents within a limited time frame.

3. 5 POPULATION AND SAMPLING TECHNIQUE

A research population refers to a well-defined collection of individuals with similar or binding characteristics or traits (Castillo, 2009). Hence to collect data from all the members of a population is considered impractical until peculiar cases where Census is required. (Aaker 2010; Bryman & Bell, 2011). This is to say that the advantage of selecting a sample is that it is less costly and time saving than collecting information from a large group of respondents. The selected sample should therefore, have similar

characteristics to the population under study to allow generalizability of the results to represent the population (Burns et al., 2001, Polit et al., 2006). There are two types of sampling, namely probability and non-probability sampling (Burns et al., 2006). In this study non- probability sampling is used for the study due to lack of a definite population or database to sample from. Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. The non-probability sampling technique was used because the researcher was bounded by time, money and workforce and because of these limitations, it is almost impossible to randomly sample the entire population

3.5.1 Purposive sampling

Purposive sampling refers to strategies in which the researcher exercises his or her judgment about who will provide the best perspective on the phenomenon of interest, and then intentionally invites those specific perspectives into the study (Palys, T. 2008). To save time, money, workforce and other resources in general, the purposive sampling was appropriate. The study sampled key practitioners in the real estate development sector. They were sampled from the belief of the researcher that based on their experience and activities in the real estate industry.

3.6 DEVELOPMENT OF SURVEY INSTRUMENT

The survey questions were developed based on the subject matter of the study. After the analytical review of literature, the information obtained were drafted into reasonably close ended questions. The questionnaire was developed into two main parts. The first part talks about the demographic data of the respondents and the second part tackles the objectives of the study. The first part was developed with nominal and ordinal scales while the second part was developed with a five-point Likert scale. The

Likert scale developed for the study works solely on the objective where the scale reads 1 as strongly disagree, 2 as disagree, 3 as neutral, 4 as Agree and 5 as Strongly agree.

3.6.1 Questionnaire administration.

The questionnaire was self-administered by the researcher to enhance the response rate. Also due to the purpose of non-probability sampling, specifically purposive, it is ideal for the researcher to submit the questions personally. This is to ensure that the professional who meet the approved criteria will be contacted.

3.7 DATA ANALYSIS

The data retrieved will not make sense if it not analyzed and interpreted to yield the desired results and attainment of research aim. The study applied the use of descriptive statistics for the demographic data and the use of relative importance index, mean score ranking and the one sample t test. The analysis was done using SPSS (Statistical Package for Social Sciences) software and the Microsoft Excel computer programs to aid in the computations. The objectives will be analyzed using the above-mentioned analytical tools and interested into comprehensive. The completed questionnaires will be edited to ensure completeness, consistency and readability. Once the data has been checked, they will be arranged in a format that enabled easy analysis. Quantifiable data from the questionnaires was coded into the software for analysis. Relative Importance Index (RII) method is used to determine the relative importance of the competencies as ranked by the respondents. $RII = \text{Sum of weights } (W_1 + W_2 + W_3 + \dots + W_n) / A \times N$, Where W = weights given to each factor by the respondents and ranges from 1 to 5 from the scale.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.1 INTRODUCTION

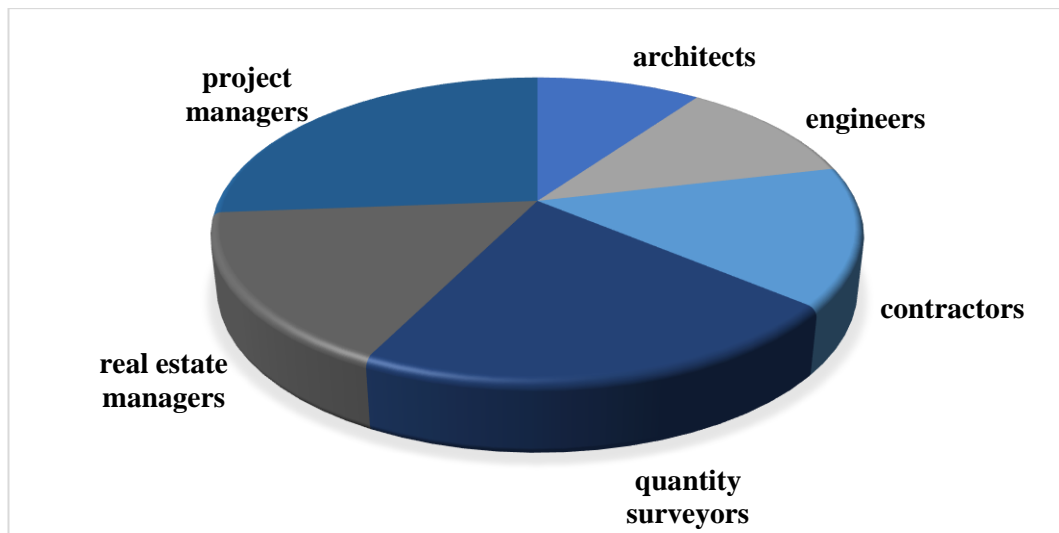
The chapter four of the thesis presents information on the interpretation of the data received. It captures the results from the analysis done and the discussion. The types of analysis done in this section include the relative importance index, the one sample t test and descriptive statistics.

4.2 THE DEMOGRAPHIC INFORMATION OF RESPONDENTS

The survey instrument which was developed to address the research objectives were submitted to respondents for their opinions. The respondents initially had to provide some background information. The background question touched on the educational level, their profession and the working experience or practice in the field of study.

4.2.1 Profession of Respondents

The professional expertise of the respondents was sought to ensure that the right people were answering the questions for reliability. The professional who were contacted included project managers, real estate managers, quantity surveyors, contractors, engineers and architects. This is because these professionals are all involved in the developmental projects that is engaged by the real estate sector and they will one way or the other be working as a team. The figure below reflects the further details of the results.



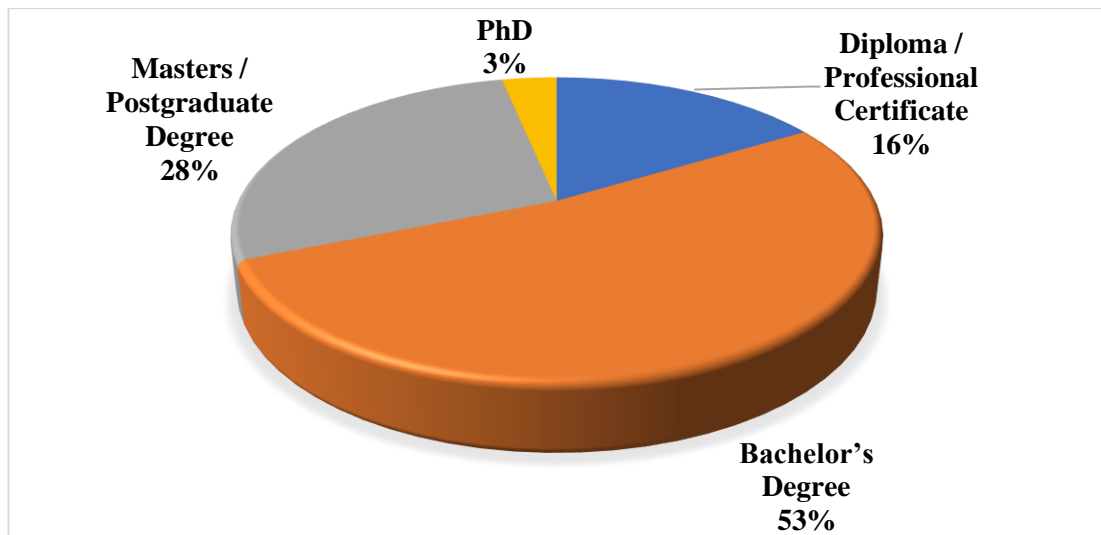
Profession of Respondents

Source: Field Survey (2018)

The figure above indicates that majority of the respondents were project managers, having a frequency of 16, followed by quantity surveyors who were 13, then real estate managers 10 in number, 6 architects, 7 engineers, and 9 contractors. They all represent the following percentages of the respondents 9.84, 11.48, 14.75, 21.31, 16.39, 26.23.

4.2.2 Level of Education

The educational level obtained by the respondents were asked. This was to assess the credibility of the opinions as well as depict their level of comprehension of the survey instrument. The questionnaire scaled a range from diploma certificates, bachelor's degree, master's degree and PhD. The results are shown in the fig below.



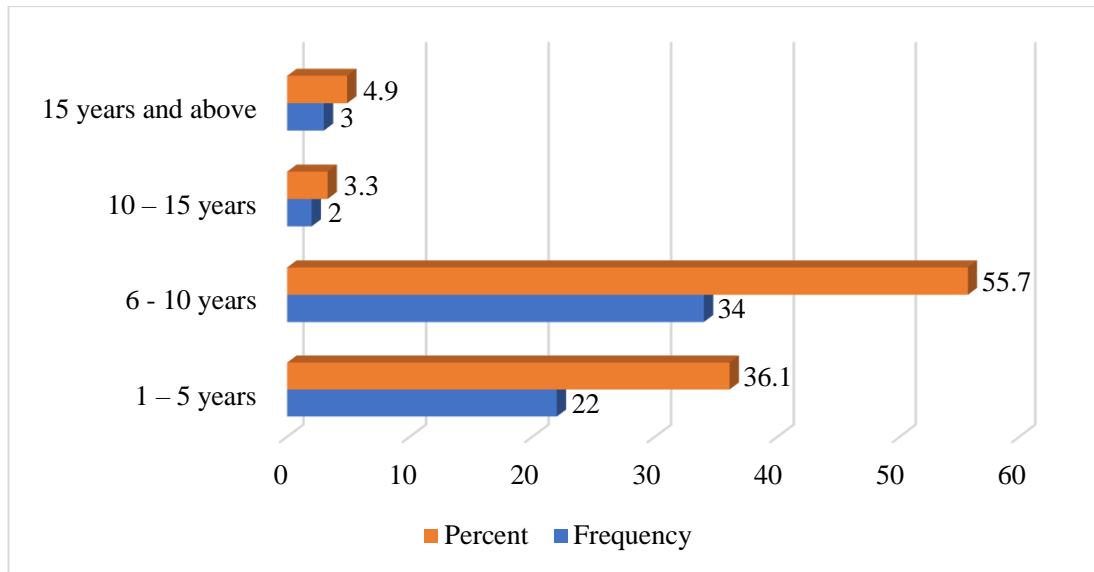
Level of Education

Source: Field Survey (2018)

From the above figure the respondents mostly had attained bachelor's degree which was followed by the masters or pros graduate, them the diploma or certificate courses and PhD respectively. The measures or results from the respondents include that they could easily understand the set questionnaire variables.

4.2.3 Years of working experience

The questions also touched on their years of experience as practitioners in the real estate practitioners. The development of the questions was such that they were given a scale based on which they can tick the one that applied to them.



Work Experience

Source: Field Survey (2018)

From the figure above, the majority of the respondents had obtained above six years to ten years working experience followed the below 5 years' experience as well. The survey sampled respondent who are well vexed in the real estate environment or industry. This helped as an indicator that the opinions provided by the respondents are reliable for the study.

4.3 SCALE RELIABILITY TEST

Reliability is seen as the degree to which a test is free from measurement errors, since the more measurement errors occur the less reliable the test (Fraenkel and Wallen, 2003; McMillan and Schumacher, 2001,). It simply reflects consistency and replicability over time thus how far the same test would produce the same results if it was administered to the same respondents under the same conditions.

4.3.1 Cronbach's Alpha

The Cronbach's alpha measures the internal consistency of a scale which is the extent to which all items measure the same context of show interrelatedness. It is usually expressed as a figure between 0 and 1 with an acceptability range between 0.7 and 0.9. (Tavakol and Dennick, 2011). They further captured that 0.7 is acceptable for exploratory research while 0.8 and 0.9 are for basic and applied studies and it is mandatory for researchers to measure to add accuracy and validation to data interpretation.

Table 4.1: Cronbach's Alpha

Objectives	Cronbach's Alpha	No. of Items
Team work characteristics in the real estate industry	0.839	15
The positive effects of teamwork on employees of real estate industries in Ghana	0.802	15
The negative effects of teamwork on employees of real estate industries in Ghana	0.876	13

Source: Field Study (2018)

4.4 TEAMWORK CHARACTERISTICS IN THE REAL ESTATE INDUSTRY

The initial objective was to explore the team work characteristics in the real estate industry. Literature review enabled the identification of some variables based on which a five-point Likert scale of close ended questions were developed. This was done from agree to disagree to strongly agree. The Analysis run was one sample t test and mean score ranking.

Table 4.2 The key characteristics of teamwork (One sample t test)

Test Value = 3

	Team Characteristics	t	df	Sig. (2-tailed) (P value)
1	Teamwork gives employees a sense of ownership and encourages cooperation	11.371	60	.000*
2	Working in Teams is the basic method used to get work done in Organizations	9.649	60	.000*
3	Teams are replacing individuals to yield performance	10.313	60	.000*
4	Teams are more than the tradition corporate structure for making decisions efficiently	6.891	60	.000*
5	Teamwork was present in the ancient's days and was having a greater impact on the performance	7.606	60	.000*
6	Interpersonal team skills and self-management team enhances employee performance	8.417	60	.000*
7	Team members always have in mind the end goal	6.106	60	.000*
8	Team work with other elements increases performance	6.745	60	.000*
9	Managers in team-oriented organizations have an increased performance	6.633	60	.000*
10	Employee's teamwork is vital to organizational performance	4.186	60	.000*
11	Effective team members transmit information freely	8.146	60	.000*
12	Effective team members help coworkers maintain positive and	6.681	60	.000*
13	healthy psychological states.	11.432	60	.000*
14	Skills and motivation to solve dysfunctional disagreements among team members	6.035	60	.000*
15	Team work blends complementary strengths	6.331	60	.000*

* *Significant*

Source: Field Study (2018)

Table 4.1 presents the results of the one sample t test. The one sample t test is done is a study to examine significance of the identified variable to the study hence they must be accepted. In the analysis, the null hypothesis and the alternative hypothesis are used the analysis of the variables when is a null hypothesis shows that it is not significant

and the alternative shows that it is significant. The (H₀; U=U₀) and (H_A; U>U₀) show the null and alternative hypothesis respectively where the U₀ is the mean test rating above which the variable will be considered important. The significance level was 95% and mean test rating that was used for this objective was 3.0 because the respondents were presented with a 5-point scale for ranking. The results presented in the above table indicates that the identified variables through literature are very significant to the objective because all the p values were less than 0.05.

Table 4.3 The key characteristics of teamwork (Mean Scores)

Characteristics	Mean score	Standard deviation	Mean rankings
Teams are replacing individuals to yield performance	4.279**	0.968	1
Teamwork gives employees a sense of ownership and encourages cooperation	4.230**	0.844	2
Skills and motivation to solve dysfunctional disagreements among team members	4.180**	0.806	3
Teamwork was present in the ancient's days and was having a greater impact on the performance	4.131**	1.162	4
Interpersonal team skills and self-management team enhances employee performance	4.115**	1.034	5
Teams are more than the tradition corporate structure for making decisions efficiently	4.049**	1.189	6
Working in Teams is the basic method used to get work done in Organizations	4.033**	0.836	7
Effective team members transmit information freely	4.016**	0.975	8
Effective team members help coworkers maintain positive and healthy psychological states.	4.000**	1.169	9
Team members always have in mind the end goal	3.984	1.258	10
Team work blends complementary strengths	3.934	1.209	11
Teamwork encourages healthy risk-taking	3.934	1.153	12
Team work with other elements increases performance	3.902	1.044	13
Managers in team-oriented organizations have an increased performance	3.754	0.888	14

Employee's teamwork is vital to organizational performance	3.590	1.101	15
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**** Key Characteristics.**

Source: Field Study (2018)

The Table above shows the results from the test as part of the analysis for this objective. From the table Teams are replacing individuals to yield performance obtained a mean of 4.279 and standard deviation of 0.968. Teams are replacing individuals to yield performance obtained a mean of 4.230 and standard deviation of 0.844. Skills and motivation to solve dysfunctional disagreements among team member obtained a mean of 4.180 and standard deviation of 0.806. Teamwork was present in the ancient's days and was having a greater impact on the performance obtained a mean of 4.131 and standard deviation of 1.162. Interpersonal team skills and self-management team enhances employee performance obtained a mean of 4.115 and standard deviation of 1.034. Teams are more than the tradition corporate structure for making decisions efficiently obtained a mean of 4.049 and standard deviation of 1.189. Working in Teams is the basic method used to get work done in Organizations obtained a mean of 4.033 and standard deviation of 0.836. Effective team members transmit information freely obtained a mean of 4.016 and standard deviation of 0.975. Effective team members help coworkers maintain positive and healthy psychological states obtained a mean of 4.000 and standard deviation of 1.169. Team members always have in mind the end goal obtained a mean of 3.984 and standard deviation of 1.258. Team work blends complementary strengths obtained a mean of 3.934 and standard deviation of 1.209. Teamwork encourages healthy risk-taking obtained a mean of 3.934 and standard deviation of 1.153. Teamwork with other elements increases performance obtained a mean of 3.902 and standard deviation of 1.044. Managers in team-oriented organizations have an increased performance obtained a

mean of 3.754 and standard deviation of 0.888. Employee's teamwork is vital to organizational performance obtained a mean of 3.590 and standard deviation of 1.101.

To further explain and interpret the results of the means of the variables were measured. The means obtained will not yield the more pressing characteristics hence a criterion was set for the purpose of the study. The mean criterion was set at 4.00 whereby all the characteristic that have passed the t test will be checked if they meet or exceed. From table the follow are the key team work characteristics include; Teams are replacing individuals to yield performance, Teams are replacing individuals to yield performance, Skills and motivation to solve dysfunctional disagreements among team members, Teamwork was present in the ancient's days and was having a greater impact on the performance, Interpersonal team skills and self-management team enhances employee performance, Teams are more than the tradition corporate structure for making decisions efficiently, Working in Teams is the basic method used to get work done in Organizations, Effective team members transmit information freely, Effective team members help coworkers maintain positive and healthy psychological states.

According to McShone (1998), teamwork can replace the efforts of individuals in an organization and yield even more successful results. This to say that more recognition can be given to individuals than to employees. Also, employees feel a sense of belongingness or ownership in teams and it influences their productivity (Egan, 2005). Another teamwork characteristic captured by Hartenian, (2003) also captures that, there is the motivation and easy transfer of skill when people work in teams. They can easily learn from each other to attain the set objective between them. It can be said that teamwork has a great impact on the performance and productivity in general. A study by Appelbaum et al (2000) and later bailey et al (2001) found out that mutual gains

from the introduction of teamwork and other element systems were better for organizations increasing performance. Bacon and Blyton (2006) also established that interpersonal team skills and self-management team as a team characteristic aids to improve the correspondence and in addition relational connection between team members and furthermore help employee performance at the work place.

4.5 THE POSITIVE EFFECTS OF TEAMWORK ON EMPLOYEES

This survey instrument for this objective was developed based on a Likert scale of five. The variable identified from literature and brainstorming were presented to the respondents for them to opine on. The relative importance index analysis was run on the results and interpreted below.

Table 4.4: Positive effects of teamwork

No	Effects	(ΣW)	Mean	RII= $\Sigma W/(5*N)$	Rank
1	Personality characteristics	241	3.951	0.79**	1
2	Job satisfaction and minimum stress level	240	3.934	0.787**	2
3	Employees work confidently in teams as they are supported by the	240	3.934	0.787**	3
4	Teamwork enhances skills, knowledge and other abilities of employees	235	3.852	0.77**	4
5	Well-preparation to engage in various debates around ideas	233	3.82	0.764**	5
6	It reduces the rate of work injuries	228	3.738	0.748	6
7	Working at very high speed and to tight deadlines	227	3.721	0.744	7
8	Fewer absences from work	223	3.656	0.731	8
9	It focuses on achieving collective results	223	3.656	0.731	9
10	Increased work productivity	220	3.607	0.721	10
11	Team work has a positive impact on employees pay and job satisfaction	219	3.59	0.718	11
12	Social skills	216	3.541	0.708	12
13	Incremental prediction	213	3.492	0.698	13
14	Teamwork influence team members intrinsic motivation	211	3.459	0.692	14
15	Employees feel empowered in teamwork	204	4	0.669	15

Source: Field survey (2018)

The results from the relative importance index presented above illustrates that, Personality characteristics obtained mean of 3.951 and RII of 0.79. Job satisfaction and minimum stress level obtained mean of 3.934 RII of 0.787. Employees work confidently in teams as they are supported by the obtained mean of 3.934 RII of 0.787. Teamwork enhances skills, knowledge and other abilities of employees obtained mean of 3.852 RII of 0.77. Well-preparation to engage in various debates around ideas

obtained mean of 3.82 RII of 0.764. It reduces the rate of work injuries obtained mean of 3.738 RII of 0.748. Working at very high speed and to tight deadlines obtained mean of 3.721 RII of RII of 0.744. Fewer absences from work obtained mean of 3.656 RII of 0.731. It focuses on achieving collective results obtained mean of 3.656 RII of 0.731. Increased work productivity obtained mean of 3.607 RII of 0.721. Team work has a positive impact on employees pay and job satisfaction obtained mean of 3.59 RII of 0.718. Social skills obtained mean of 3.541 RII of 0.708. Incremental prediction obtained mean of 3.492 RII of 0.698. Teamwork influence team members intrinsic motivation obtained mean of 3.459 RII of 0.692. Employees feel empowered in teamwork obtained mean of 4.00 RII of 0.669.

In relation to the criteria that was set a study by Ingram (2000) highlighted that there are positive effects of team work and captured Personality characteristics and Job satisfaction and minimum stress level as part of them. This is to buttress the results which captures them as the top two positive effects. There is also a positive effect such that employees work confidently in teams because they are supported by other members toward reaching their goals (Scarnati 2001). The analysis also fished out the fact that teamwork enhances skills, knowledge and other abilities of employees to be a positive effect and the study by stiles and Kulvisaechana (2005) affirms it. This is to say that if the team strategies its activities it will benefit from the above positive effects.

4.6 THE NEGATIVE EFFECTS OF TEAMWORK ON EMPLOYEES

The objective was to tackle the negative effects of employee's teamwork in the real estate industry. The question developed for this objective was put on a five-point Likert scale. The questions were developed based on brainstorming literature. The results of the relative importance index are being presented below.

Table 4.5: Negative effects of teamwork

No	Effects	(ΣW)	Mean	RII= $\Sigma W/(5*N)$	Rank
1	Social Loafing	261	4.279	0.856**	1
2	Role conflict in teams results in frustration, stress and negative feelings	257	4.213	0.843**	2
3	The five dysfunctions of a team	254	4.164	0.833**	3
4	Team Incompatibility	252	4.131	0.826**	4
5	The risk of occupational hazards	242	3.967	0.793**	5
6	Working in a team is inappropriate and therefore a negative influence	241	3.951	0.79**	6
7	Team work leads to a deterioration of the quality of working life	237	3.885	0.777**	7
8	The Lazy Team Member	237	3.885	0.777**	8
9	Negative practices of individuals in groups	236	3.869	0.774**	9
10	Time-Consuming Considerations	227	3.721	0.744	10
11	Risk of health problems	226	3.705	0.741	11
12	Resistance to Leadership Directives	226	3.705	0.741	12
13	Insufficient time to get the job done	213	3.492	0.698	13

Source: Field survey (2018)

The table above also displays the results on the Role conflict in teams results in frustration, stress and negative feelings with mean of 4.213 had RII of 0.843. The five dysfunctions of a team with mean of 4.164 had RII of 0.833. Team Incompatibility with mean of 4.131 had RII of 0.826. The risk of occupational hazards with mean of 3.967 had RII of 0.793. Working in a team is inappropriate and therefore a negative influence with mean of 3.951 had RII of 0.79. Team work leads to a deterioration of the quality of working life with mean of 3.885 RII of 0.777. The Lazy Team Member with mean of 3.885 0.777. Negative practices of individuals in groups with mean of 3.869 RII of 0.774. Time-Consuming Considerations with mean of 3.721 RII of 0.744. Risk of health problems with mean of 3.705 RII of 0.741

Resistance to Leadership Directives with mean of 3.705 RII of 0.741. Insufficient time to get the job done with mean of 3.492 RII of 0.698.

The team effects corporates both the positive and the negative. The negative ones are mostly not highlighted in recent studies as compared to the positive (Boakye 2015). This is not to say that teamwork is devoid of negative influences which can affect the productivity of the team. In the real estate sector, the teams working for the development projects encounter some negative impact which this study has successfully outlined. Lathan (1994) in a study highlighted that though teamwork is positively inspired it can result in negative effects which includes role conflict in teams results in frustration, stress and negative feelings and the incompatibility of the team members. One cannot be forced to blend with others in a team and this therefore creates negative vibes amongst them. There also the negative effect of the risk of occupational hazards, members can also develop individual laziness with the constant interdependence on other members in the team (Zartler ,2017). The negative influences that can be poses as a result of team work as captured by this study can be managed such that the real purpose of team will be achieved in this case to enhance the success of real estate developmental projects.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The final chapter of the theses captures in brief the summary of findings, the recommendations made from the study as well as the conclusion. The chapter also, presents a summary of the findings based on the achievement of the objectives.

5.2 REVIEW OF RESEARCH OBJECTIVES

This section of the chapter briefly describes how the objectives that was set for the study was achieved. This further outlined the salient results obtained from the analysis of the objective.

5.2.1 To identify the key characteristics of teamwork in the real estate industry in Ghana

In the attainment of thesis objective. The issues on team work and its effectiveness was examined coupled with literature on their characteristics of properties. Through the examination of studies documented by experts in the field of teams, the usual characteristics were identified to and scaled into a questionnaire with close ended questions. The professionals in the real estate industry who were contacted were tasked to express their level of agreement given the scale that was provided. The t test analysis was done, and the results showed that they had attained the required p values, but for further interpretation the mean score ranking was done based on which a criterion of 4 was set. The study obtained the key Team work characteristics of the real estate industry in Ghana include teams are replacing individuals to yield performance, skills and motivation to solve dysfunctional disagreements among team members, teamwork was present in the ancient's days and was having a greater impact on the performance, interpersonal team skills and self-management team enhances employee performance,

teams are more than the tradition corporate structure for making decisions efficiently, working in Teams is the basic method used to get work done in Organizations, effective team members transmit information freely, Effective team members help coworkers maintain positive.

5.2.2 The positive effects of teamwork on employees of real estate industries in Ghana

The thesis also researched into the effects of teamwork on employees of the real estate practitioners and industry as a whole. The objective was tackled by comprehensively assessing the studies documented in literature on the effects of teamwork. The positively impacting variables were placed into the questionnaire and then given to the real estate experts to opine on. The relative importance index was also used for the analysis. The results presented RII values which were high, and measures were closely ranged. The results further produced the critical positive effects based on a criterion of 0.750 and above. Out of the identified fifteen effects, five obtained the values more than the 0.75. they include; Personality characteristics, Job satisfaction and minimum stress level, Employees work confidently in teams as they are supported by the, Teamwork enhances skills, knowledge and other abilities of employees, and well-preparation to engage in various debates around ideas.

5.2.3 The negative effects of teamwork on employees of real estate industries in Ghana

The negative side of the teamwork in the real estate sector was also addressed. There were established studies that proved that they were negative effects of the team work as well as the development of the questions capitalized on these documented literatures on the issue. The respondents were also made to show their agreement with their experiences as a real estate practitioner. The data from the survey was also analyzed

with the relative important index to ascertain the more pressing effects that negatively impacts the practitioners in the real estate industry. According to the findings, the negative effects that passed the criterion of 0.75, include; Social Loafing, Role conflict in teams results in frustration, stress and negative feelings, The five dysfunctions of a team, Team Incompatibility, The risk of occupational hazards, Working in a team is inappropriate and therefore a negative influence, Team work leads to a deterioration of the quality of working life, The Lazy Team Member and Negative practices of individuals in groups

5.3 GENERAL FINDINGS

The findings of the study come of very much importance as it reinforces the conclusion and recommendations section of the study. Deduction of the findings were made using descriptive frequencies to tackle the demographics of the respondents. The relative importance index and the one sample t test as well as the mean score ranking analytical tools aided in the realization of the findings of the study. From the findings on the demography of the respondents who were purposively sampled to suit the study. They included real estate managers, project managers, architects, contractors, quantity surveyors and real estate agents. The majority of the respondents had contained bachelor's degree and had experience between six to ten years and few above fifteen years. The objectives of the study were also achieved and hence recommendation can be drawn from the study's findings. Generally, the findings indicate that there are some pertinent teamwork characteristics of professionals into the real estate practice. Also, there are some key, positive and negative effects of teamwork on the practitioners in the real estate industry.

5.4 LIMITATION

The study was limited to the respondents that was being contacted due to the unavailability of an updated database providing information on the practitioners into the real estate business or in the industry in general. This made contacting the respondents difficult and also the sample didn't hit across the country. The retrieving of the responses was also challenged as most of the respondents took long in returning their responses.

5.5 CONCLUSION

The real estate industry is one that is fast growing in Ghana and hence must be given much attention. In the improvement of the industry the professionals and practitioners must consider aspects and issues pertinent to the running of their activities which could improve the industry. Team work effectiveness is one important driver that can aid in the improvement of the real estate industry if harnessed properly. The findings from the study which was aimed at examining the impact of teamwork on the success of projects in the real estate industry. The set objectives identified some key team characteristics as well as the effects of teamwork that influences the success of the project. The characteristics identified bring to knowledge the sections or aspects that can be utilized effectively to the advantage of the practitioners and the overall success of the project. Teamwork has influence on the employees and the output of the team and the study outlined the best measures to handle the positive and negative impacts to yield the expected results as a team.

5.6 RECOMMENDATION

The study therefore recommend that the real estate practitioners consider the relevance of the team composition for a task since they can pose a positive or negative effect on employees which will affect the success of the projects they engage in. Also, the

establishment of strategies to highlight the benefits of team effectiveness to the professionals or employees and how to effectively manage them towards achieving the desired success in the projects. Further recommendation is to practically study the positive effects of teamwork such that management strategies can be established that will aid or bring out the full effect of the positive effects while minimizing the negative.

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APPENDIX

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ART AND BUILT ENVIRONMENT
FACULTY OF BUILT ENVIRONMENT
DEPARTMENT OF CONSTRUCTION TECHNOLOGY AND
MANAGEMENT**

RESEARCH QUESTIONNAIRE

The Impact of Teamwork in the Real Estate Industry in Ghana

Dear Sir/Madam,

These set of questions are intended for the research work on ‘The Impact of Teamwork on Real Estate Projects in Ghana’. The aim of the study was to assess the impact of teamwork in the real estate industry. The work will be submitted to the Department of Construction Technology and Management, Kwame Nkrumah University of Science and Technology, in partial fulfillment for the award of Master’s Degree in Procurement Management. All information will be solely used for academic purposes and would be treated as confidential.

Yours sincerely,

Kwabena Kissiedu fianko

SECTION A: RESPONDENTS CHARACTERISTICS

Please **tick** [✓] where appropriate and provide brief answers where necessary.

1. What is your educational level?

Diploma / Professional Certificate []

Bachelor's Degree []

]

Masters / Postgraduate Degree []

PhD []

2. How many years of working experience do you have in the field of procurement?

1 – 5 years []

6 - 10 years []

10 – 15 years []

15 years and above []

3. What is your professional background?

Architect []

Civil/Structural Engineer []

Project Manager []

Quantity Surveyor []

SECTION B: THE KEY CHARACTERISTICS OF TEAMWORK IN THE REAL ESTATE INDUSTRY

Rate the statements below; **strongly disagree-1, disagree-2, neutral-3, Agree-4, strongly agree-5.**

Key Characteristics						
Please tick [√] under your choice of rating		1	2	3	4	5
1	Teamwork gives employees a sense of ownership and encourages cooperation					
2	Working in Teams is the basic method used to get work done in Organizations					

3	Teams are replacing individuals to yield performance					
4	Teams are more than the tradition corporate structure for making decisions efficiently					
5	Teamwork was present in the ancient's days and was having a greater impact on the performance					
6	Interpersonal team skills and self-management team enhances employee performance					
7	Team members always have in mind the end goal					
8	Team work with other elements increases performance					
9	Managers in team-oriented organizations have an increased performance					
10	Employee's teamwork is vital to organizational performance					
11	Effective team members transmit information freely					
12	Effective team members help coworkers maintain positive and healthy psychological states.					
13	Skills and motivation to solve dysfunctional disagreements among team members					
14	Team work blends complementary strengths					
15	Teamwork encourages healthy risk-taking					
Other, please specify						
16						
17						
18						

SECTION C: POSITIVE EFFECTS OF TEAMWORK ON EMPLOYEES OF REAL ESTATE INDUSTRIES IN GHANA

4. Rate the statements below; **strongly disagree-1, disagree-2, neutral-3, Agree-4, strongly agree-5.**

Positive Effects						
Please tick [√] under your choice of rating		1	2	3	4	5
1	Teamwork enhances skills, knowledge and other abilities of employees					
2	Personality characteristics					
3	Social skills					
4	Incremental prediction					
5	Teamwork influence team members intrinsic motivation					
6	Team work has a positive impact on employees pay and job satisfaction					
7	It reduces the rate of work injuries					
8	Fewer absences from work					
9	Increased work productivity					
10	Working at very high speed and to tight deadlines					
11	Well-preparation to engage in various debates around ideas					
12	It focusing on achieving collective results					

13	Employees feel empowered in teamwork					
14	Job satisfaction and minimum stress level					
15	Employees work confidently in teams as they are supported by the top management					
Others, please specify						
17						
18						
19						

SECTION D: NEGATIVE EFFECTS OF TEAMWORK ON EMPLOYEES OF REAL ESTATE INDUSTRIES IN GHANA

5. Rate the statements below; **strongly disagree-1, disagree-2, neutral-3, Agree-4, strongly agree-5.**

Negative Effects						
Please tick [√] under your choice of rating		1	2	3	4	5
1	Negative practices of individuals in groups					
2	The five dysfunctions of a team					
3	Social Loafing					
4	Team work leads to a deterioration of the quality of working life					
5	Working in a team is inappropriate and therefore a negative influence					
6	Role conflict in teams results in frustration, stress and negative feelings					
7	Risk of health problems					
8	The risk of occupational hazards					
9	Insufficient time to get the job done					
10	Resistance to Leadership Directives					
11	The Lazy Team Member					
12	Time-Consuming Considerations					
13	Team Incompatibility					
Others, please specify						
17						
18						
19						

THANK YOU