ADITUM
Enrich your Research

International Journal of Business Research and Management

Research Article

Team Collaboration Strategy and Employee Performance in a Public Sector Organization in Uganda: Evidence from NSSF Headquarters

Atuhaire Precious[1*], Ongesa Tom [2], Nakayiso Eseza [3]

[1] Masters Student, Department of Business Administration, Kampala International University, Western Campus, Uganda.

[2] Senior Lecturer, Department of Business Administration, Kampala International University, Western Campus, Uganda.

[3] Lecturer, Department of Business Administration, Kampala International University, Uganda.

Article Information

Received: October 20, 2026
Accepted: October 30, 2026
Published: November 12, 2026

***Corresponding Author:** Atuhaire Precious, Masters Student, Department of Business Administration, Kampala International University, Western Campus, Uganda.

Citation: Precious A, Tom O, Eseza N., (2026). "Team Collaboration Strategy and Employee Performance in a Public Sector Organization in Uganda: Evidence from NSSF Headquarters". International Journal of Business Research and Management 5(3); DOI: 10.61148/3065-6753/IJBRM/110.

Copyright: © 2026. Atuhaire Precious. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Abstract:

Background: Employee performance is critical to the effectiveness of public sector organizations. Team collaboration can facilitate communication, coordination, knowledge sharing, and collective problem-solving, which may contribute to improved employee performance. However, empirical evidence on the relationship between team collaboration and employee performance in Uganda's public sector remains limited. This study examined the relationship between team collaboration and employee performance at the National Social Security Fund (NSSF) Headquarters in Kampala, Uganda.

Methods: The study employed a quantitative approach using a descriptive and correlational research design. From a target population of 559 employees, data were obtained from 183 respondents using a structured five-point Likert-scale questionnaire. Data were analyzed using descriptive statistics, Pearson correlation, and simple linear regression.

Results: The findings revealed a moderate positive and statistically significant relationship between team collaboration and employee performance ($r = 0.481$, $p < 0.01$). Regression results showed that team collaboration explained 23.1% of the variation in employee performance ($R^2 = 0.231$). Team collaboration had a positive and statistically significant association with employee performance ($B = 0.304$, $\beta = 0.481$, $p < 0.001$).

Conclusion: Team collaboration is an important organizational factor associated with employee performance at NSSF Headquarters. Strengthening teamwork, communication, coordination, shared decision-making, and collective problem-solving may support improved employee performance. Public sector organizations should therefore strengthen collaborative work practices as part of broader strategies for improving employee performance.

Keywords: Team collaboration, employee performance, public sector, National Social Security Fund, Uganda

Introduction

Employee performance is central to the effectiveness of public sector organizations because employees are responsible for translating organizational plans and public policies into services and measurable outcomes. Performance is reflected in employees' ability to accomplish assigned tasks, meet targets, maintain service quality, and contribute to organizational objectives. However, employee performance is shaped not only by individual knowledge and skills but also by the organizational environment in which employees work. In particular, workplace practices

that support interaction, communication, knowledge sharing, and employee participation can influence how effectively employees perform their responsibilities.

Team collaboration has consequently become an important organizational practice because many contemporary work activities require employees to coordinate tasks, exchange information, solve problems collectively, and work toward shared objectives. Effective collaboration can facilitate knowledge sharing and coordination while creating opportunities for employees to support one another in accomplishing work. Recent research provides evidence that collaborative workplace practices are associated with organizational performance, although the strength of this relationship may depend on the institutional context in which collaboration occurs (Rizov et al., 2025). Similarly, Brahm et al. (2026) demonstrate that collaboration between managers and employees can be important for the successful adoption of performance-enhancing workplace practices. These findings suggest that collaboration is not simply an interpersonal activity but can form part of the organizational processes through which performance is supported.

The relationship between collaboration and performance can also be explained by **Self-**Determination Theory (SDT), developed by Deci and Ryan. SDT proposes that individuals function more effectively when their psychological needs for autonomy, competence, and relatedness are supported. A collaborative workplace can strengthen relatedness by enabling employees to interact with colleagues, receive support, and develop meaningful workplace relationships. Collaboration can also strengthen competence through knowledge exchange, feedback, and joint problem-solving, while participation in decisions can provide opportunities for autonomy. Recent research applying SDT in workplace settings confirms that satisfaction of these basic psychological needs is associated with adaptive work outcomes, including employee performance and work engagement (Moore et al., 2024; Tiffin et al., 2024).

Recent empirical studies further support the relevance of collaborative and supportive work environments to employee outcomes. Moore et al. (2024), using data from employees across different sectors, found that satisfaction of autonomy and competence needs was associated with improved task accomplishment and goal attainment, while relatedness satisfaction was associated with positive organizational behaviour. Similarly, research grounded in SDT indicates that supportive workplace environments that encourage interaction and employees' participation can promote collaboration and higher-quality task performance (Niu et al., 2024). Evidence from Uganda also suggests a positive relationship between teamwork and employee outcomes. For example, Wamani et al. (2024) reported a positive and significant relationship between team spirit and employee performance among employees of FINCA Uganda, while recent research at Jinja Town Council examined teamwork dimensions including shared values, mutual trust, and team roles in relation to employee productivity.

Despite this emerging evidence, an important empirical and contextual gap remains. Existing studies have examined collaboration and teamwork in different organizational settings, including financial institutions and local government, but there is limited empirical evidence on how team collaboration relates to employee performance within Uganda's national public institutions. Moreover, some recent studies have focused on particular elements of teamwork, such as team spirit, trust, or team roles, rather than examining collaboration more broadly through communication, coordination, shared decision-making, and collective problem-solving. The extent to which these dimensions of team collaboration are associated with employee performance in a large national public organization therefore remains insufficiently established.

This study addresses this gap by examining the relationship between Team Collaboration and Employee Performance at the National Social Security Fund (NSSF) Headquarters in Kampala, Uganda. The study focuses on collaboration practices including communication, coordination, shared decision-making, joint problem-solving, and teamwork. Guided by Self-Determination Theory, the study provides empirical evidence on whether collaborative workplace practices are significantly associated with employee performance within a Ugandan public-sector institution.

Study Objective

The study aimed to examine the relationship between team collaboration and employee performance at NSSF Headquarters in Kampala, Uganda.

Research Hypothesis

H_{01}: There is no statistically significant relationship between team collaboration and employee performance at NSSF Headquarters.

Theoretical Review

This study is anchored in Self-Determination Theory (SDT), developed by Deci and Ryan (1985, 2000) and further advanced by Ryan and Deci (2017). SDT posits that human motivation and effective functioning are influenced by the satisfaction of three basic psychological needs: autonomy, competence, and relatedness**.** When these needs are adequately supported within the work environment, employees are more likely to experience positive motivation, engagement, and effective performance.

SDT provides a relevant theoretical lens for understanding team collaboration, particularly through the relatedness dimension. Relatedness refers to individuals' need to experience meaningful interpersonal connections, acceptance, and a sense of belonging within their social environment. In organizational settings, collaborative teams can create opportunities for employees to communicate, exchange knowledge, provide mutual support, and participate in achieving shared goals. These interactions can strengthen employees' sense of belonging and facilitate more positive work experiences.

Team collaboration may also support the needs for competence and autonomy**.** Through knowledge sharing, joint problem-solving, and peer support, employees can develop their skills and confidence in performing work-related tasks. Similarly, participation in team discussions and shared decision-making can provide employees with opportunities to exercise initiative and influence work processes. Thus, collaboration can create a work environment that simultaneously supports relatedness, competence, and autonomy.

From an SDT perspective, satisfaction of these psychological needs can enhance employees' motivation and facilitate effective functioning, thereby contributing to improved employee performance. The theory therefore provides a coherent explanation of how collaborative work environments may influence employee outcomes. In this study, SDT is used to explain the theoretical

Copyright © Atuhaire Precious

relationship between team collaboration and employee performance**,** with the expectation that stronger collaborative practices create conditions that support employees' psychological needs and, consequently, their performance.

Empirical Review

Empirical research generally indicates that collaboration within work teams is associated with improved employee and organizational performance. Team collaboration facilitates communication, knowledge sharing, coordination, mutual support, and joint problem-solving, which can improve employees' ability to accomplish work-related tasks. Recent research also suggests that effective teamwork is particularly important in contemporary organizations where employees increasingly depend on one another to achieve shared objectives.

Recent evidence supports a positive association between teamwork and employee performance in public-sector settings. Nyambura et al. (2024), for example, examined teamwork and employee performance in state corporations in Kenya and reported that effective teamwork contributed to improved employee performance. Similarly, Hafizan and Nasution (2024) found that teamwork had a positive influence on employee performance in a banking institution, particularly through coordination and collaboration among employees. These findings suggest that collaborative work practices can enhance performance across different organizational contexts.

More recent research has also examined the mechanisms through which collaboration contributes to performance. Rietze and Zacher (2025) found that regular team coordination through daily stand-up meetings was positively associated with psychological safety and, in turn, with perceived team performance. Their findings suggest that collaboration does not improve performance merely through the frequency of interaction; rather, the quality of interpersonal relationships and the psychological conditions created within teams may be important. This is consistent with the argument that employees are more likely to contribute effectively when they feel supported and able to communicate openly within their teams.

At the broader team level, Grenier et al. (2024) argue that effective teamwork depends on the interaction between motivation and team processes, including coordination and collective action. Drawing on Self-Determination Theory, they propose that satisfaction of employees' psychological needs can contribute to the emergence of team-level motivation and effectiveness. Their review is particularly relevant to the present study because it connects interpersonal relationships and team processes with employee motivation and performance.

Evidence from recent organizational research further indicates that collaborative practices can influence performance through employee motivation and psychological need satisfaction. McAnally and Hagger (2024), in their review of Self-Determination Theory in workplace contexts, found consistent evidence linking satisfaction of the needs for autonomy, competence, and relatedness with positive workplace outcomes, including employee performance, engagement, and job satisfaction. Similarly, Moore et al. (2024) found that satisfaction of autonomy and competence needs helped explain the relationship between employees' strengths use and subsequent task accomplishment and goal attainment.

However, the empirical evidence also suggests that the relationship between collaboration and performance may not always be linear or universally positive. Carrasco-Farré and Hakobjanyan (2024), using a large dataset of more than 140,000 team matches, found that the relationship between team behavioural interdependence and performance was curvilinear and varied according to team experience. More recently, Yao et al. (2025) reported an inverted U-shaped relationship between collaborative stability and project performance, indicating that excessive or poorly managed collaboration may eventually constrain performance. These findings imply that collaboration is most beneficial when it is effectively coordinated and aligned with organizational tasks rather than simply increased in intensity.

Overall, the empirical literature provides substantial support for a positive relationship between team collaboration and employee performance. Nevertheless, much of the recent evidence has focused on private organizations, specialized teams, virtual work environments, or team-level outcomes, while comparatively less attention has been given to collaboration and individual employee performance within public-sector organizations in developing-country contexts. The present study addresses this gap by examining the relationship between team collaboration and employee performance among employees at the National Social Security Fund (NSSF) Headquarters in Uganda. This context provides an opportunity to assess whether the positive relationship identified in previous studies also holds within a Ugandan public-sector organization.

Materials and Methods

The study adopted a quantitative approach using a descriptive and correlational research design to examine the relationships between training and development strategies team collaboration, job engagement, and career advancement and employee performance at the National Social Security Fund (NSSF) Headquarters in Kampala, Uganda. The target population comprised 559 employees from 11 departments. Using Slovin's formula at a 5% margin of error, a sample of 233 employees was determined. Proportionate stratified sampling followed by simple random sampling was used to select respondents. Of the 233 questionnaires distributed, 183 usable responses were obtained, representing a response rate of 78.5%.

Data were collected using a structured self-administered questionnaire measured on a five-point Likert scale. Team collaboration, job engagement, career advancement, and employee performance were measured using items reflecting the respective dimensions of each construct. A pilot study involving 23 employees at NSSF Mbarara Branch was conducted to assess the clarity and reliability of the instrument, with pilot participants excluded from the main study. Content and construct validity were assessed through expert review and Principal Component Analysis (PCA), respectively. The KMO value of 0.671 and significant Bartlett's Test of Sphericity, $\chi^2(378) = 3949.802$, $p < 0.001$, indicated suitability for factor analysis. The extracted components explained 75.438% of the total variance. Cronbach's alpha coefficients ranged from 0.748 to 0.844, indicating acceptable internal consistency.

Data were analyzed using SPSS version 29. Descriptive statistics were used to summarize the study variables, while Pearson's correlation analysis examined the direction and strength of relationships between the variables. Multiple linear regression was

Copyright © Atuhaire Precious

used to assess the joint and individual effects of team collaboration, job engagement, and career advancement on employee performance. Regression assumptions, including normality, linearity, multicollinearity, and homoscedasticity, were assessed before analysis. Statistical significance was evaluated at the 5% level ($p < 0.05$).

Results

Demographic Characteristics of Respondents (N = 183)

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	76	41.5
	Female	107	58.5
Age	20–29 years	52	28.4
	30–39 years	82	44.8
	40–49 years	25	13.7
	50 years and above	24	13.1
Education	Diploma	52	28.4
	Bachelor's degree	105	57.4
	Master's degree	25	13.7
	PhD	1	0.5
Organizational tenure	Below 1 year	42	23.0
	1–3 years	86	47.0
	4–6 years	28	15.3
	7–10 years	21	11.5
	Above 10 years	6	3.3

Source: Primary data, 2026

Table 1 summarizes the demographic characteristics of the 183 respondents. Females constituted the majority (58.5%), while males accounted for 41.5%. The largest age group was 30–39 years (44.8%), followed by 20–29 years (28.4%). Regarding education, 57.4% of respondents held a bachelor's degree, 28.4% held diplomas, 13.7% held master's degrees, and 0.5% held PhDs. In terms of organizational tenure, 47.0% had worked at NSSF for 1–3 years, followed by 23.0% who had served for less than one year. Overall, the respondents represented a diverse workforce with varying demographic and organizational characteristics, providing a suitable basis for examining training and development strategies and employee performance.

Descriptive Statistics

Descriptive statistics were used to summarize respondents' perceptions of team collaboration. The analysis focused on mean scores and standard deviations, with higher mean values indicating stronger agreement with the respective statements. As shown in Table 2, the overall mean for team collaboration was 3.97 (SD = 0.72), indicating generally positive perceptions of collaborative practices at NSSF Headquarters.

The highest-rated item was that effective teamwork contributes to improved service quality (M = 4.28, SD = 0.96). This was followed by the view that team collaboration reduces conflicts and improves workplace harmony (M = 4.13, SD = 0.82) and that open communication among team members improves work performance (M = 4.08, SD = 1.04). Respondents also agreed that collaborative work increases their motivation to perform better (M = 3.98, SD = 0.95) and that joint problem-solving enhances creativity and innovation in service delivery (M = 3.87, SD = 1.02).

The comparatively lower mean scores were observed for shared decision-making increasing commitment to organizational goals (M = 3.73, SD = 0.86) and team collaboration enhancing task-completion efficiency (M = 3.71, SD = 1.28). Nevertheless, both scores remained above the scale midpoint, indicating general agreement. The relatively low overall standard deviation (SD = 0.72) suggests limited variation in respondents' perceptions of team collaboration.

Overall, the descriptive findings indicate that employees generally perceived team collaboration positively, particularly in relation to service quality, workplace harmony, communication, and employee motivation. However, the relatively lower ratings for shared decision-making and task-completion efficiency suggest areas where collaborative practices could be further strengthened.

Team Collaboration Items	N	Mean	SD
Team collaboration enhances task completion efficiency	183	3.71	1.28
Open communication improves work performance	183	4.08	1.04
Shared decision-making increases commitment to organizational goals	183	3.73	0.86
Joint problem-solving enhances creativity and innovation	183	3.87	1.02
Collaborative work motivates employees to perform better	183	3.98	0.95
Effective teamwork improves service quality	183	4.28	0.96
Team collaboration reduces conflicts and improves workplace harmony	183	4.13	0.82
Overall	**183**	**3.97**	**0.72**

Source: Primary data, 2026

Employee Performance at NSSF

Copyright © Atuhaire Precious

Statement	N	Mean	Std. Deviation
I consistently meet the performance targets set by my department	183	4.21	0.714
My work contributes to increased productivity in the organisation	183	4.33	0.735
I always strive to deliver high-quality work	183	4.34	0.730
I am committed to achieving customer satisfaction in service delivery	183	4.21	0.674
I manage my workload efficiently to meet deadlines	183	4.29	0.636
My performance has improved as a result of organisational support and training	183	4.11	0.798
I contribute effectively to the overall success of my department	183	4.11	0.750
Grand Mean & Standard Deviation		**4.2292**	**0.45491**

Source: Field Data, 2026

Correlation Analysis

Pearson correlation analysis was conducted to examine the direction and strength of the relationships among Team Collaboration (TC), Job Engagement (JE), Career Advancement (CA), and Employee Performance (EP). The strength of the correlations was interpreted using Mukaka's (2012) guidelines, where coefficients of 0.40–0.69 indicate moderate relationships, 0.70–0.89 strong relationships, and 0.90–1.00 very strong relationships. The results are presented in Table 14.

Correlation Matrix

Variable	TC	JE	CA	EP
TC	1.000	0.600**	0.555**	0.481**
JE	0.600**	1.000	—	—
CA	0.555**	—	1.000	—
EP	0.481**	—	—	1.000

Source: Primary Data

Note: p < 0.01; N = 183.

The results indicate that Team Collaboration was positively and moderately correlated with Job Engagement ($r = 0.600$, $p < 0.01$), Career Advancement ($r = 0.555$, $p < 0.01$), and Employee Performance ($r = 0.481$, $p < 0.01$). These findings suggest that higher levels of team collaboration were associated with higher levels of job engagement, career advancement, and employee performance. The positive and statistically significant correlation between Team Collaboration and Employee Performance provided preliminary support for further regression analysis.

Regression Analysis

Simple and multiple linear regression analyses were conducted to examine the relationship between the training and development strategy dimensions Team Collaboration (TC), Job Engagement (JE), and Career Advancement (CA) and Employee Performance (EP) at NSSF Headquarters. Simple regression was used to assess the individual contribution of each predictor, while multiple regression examined their combined contribution to employee performance. Statistical significance was assessed at the 5% level.

Team Collaboration and Employee Performance

The objective examined the relationship between Team Collaboration and Employee Performance. The null hypothesis stated:

H_{01}: There is no statistically significant relationship between Team Collaboration and Employee Performance at NSSF Headquarters.

Model Summary for Team Collaboration and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.481	0.231	0.227	0.40001

Source: Primary Data 2026

Predictor: Constant, TC; Dependent variable: EP.

The model produced a moderate positive relationship between Team Collaboration and Employee Performance ($R = 0.481$). Team Collaboration explained 23.1% of the variance in Employee Performance ($R^2 = 0.231$), while the remaining 76.9% was attributable to factors outside the model.

ANOVA for Team Collaboration and Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.702	1	8.702	54.388	<0.001
Residual	28.961	181	0.160		
Total	37.664	182			

Source: Primary Data 2026

Predictor: Constant, TC; Dependent variable: EP.

The ANOVA results show that the regression model was statistically significant, $F(1,181) = 54.388$, $p < 0.001$. This indicates that Team Collaboration significantly predicted Employee Performance.

Regression Coefficients for Team Collaboration and Employee Performancc

Copyright © Atuhaire Precious

Model	B	Std. Error	Beta	t	Sig.
Constant	3.022	0.166	—	18.159	<0.001
TC	0.304	0.041	0.481	7.375	<0.001

Source: Primary Data 2026

Predictor: Constant, TC; Dependent variable: EP.

The coefficient results show that Team Collaboration had a positive and statistically significant association with Employee Performance ($B = 0.304$, $\beta = 0.481$, $t = 7.375$, $p < 0.001$). The positive coefficient indicates that an increase in Team Collaboration was associated with an increase in Employee Performance. The null hypothesis was therefore rejected.

The regression equation was: $EP = 3.022 + 0.304TC + \varepsilon$ where EP represents Employee Performance, TC represents Team Collaboration, and ε represents the error term. Overall, the findings indicate that stronger team collaboration was associated with higher employee performance at NSSF Headquarters.

Discussion of Findings

The findings indicate that Team Collaboration has a positive and statistically significant relationship with Employee Performance at NSSF Headquarters. Team Collaboration was moderately associated with Employee Performance ($R = 0.481$), and the regression results showed that it explained 23.1% of the variation in employee performance. The positive coefficient further indicates that employees who experience stronger collaboration are more likely to report higher levels of performance. This finding suggests that effective communication, coordination, shared decision-making, joint problem-solving, and teamwork can contribute to improved employee performance in a public-sector organizational setting.

The finding is consistent with Self-Determination Theory (SDT), which emphasizes the importance of relatedness, competence, and autonomy in supporting employee motivation and effective functioning. Team collaboration can strengthen employees' sense of relatedness by creating opportunities for interaction, mutual support, and participation in shared activities. Collaborative work can also enhance competence through knowledge sharing and joint problem-solving, while participation in team decisions may strengthen employees' sense of autonomy. These conditions can promote motivation and consequently support better work performance.

The finding is also consistent with previous empirical evidence showing that collaborative work environments can enhance employee effectiveness by improving communication, knowledge sharing, coordination, and mutual support. The positive relationship observed in the present study therefore suggests that teamwork is not merely a social feature of the workplace but an organizational practice that can support employees in accomplishing tasks and meeting performance expectations.

However, the finding that Team Collaboration explained 23.1% of the variation in Employee Performance also indicates that employee performance is influenced by other factors beyond collaboration. This is important in interpreting the result because performance in public-sector organizations may also depend on employee motivation, leadership, job resources, organizational support, skills, workload, and career opportunities. Thus, while strengthening collaboration may contribute to improved performance, it should form part of a broader employee development strategy.

Overall, the findings support the view that NSSF Headquarters can enhance employee performance by strengthening collaborative work practices. Particular attention should be given to open communication, joint problem-solving, effective coordination, and meaningful employee participation in team decisions. Such practices can create a supportive work environment in which employees feel connected, competent, and motivated to contribute to organizational goals.

7. Conclusion

The study concludes that Team Collaboration is positively and significantly associated with Employee Performance at NSSF Headquarters. The findings indicate that effective teamwork, open communication, coordination, shared decision-making, and collective problem-solving are important organizational practices associated with higher employee performance. The regression results further show that Team Collaboration explains 23.1% of the variation in Employee Performance, highlighting its relevance within the organizational context studied. However, the remaining variation suggests that other organizational and employee-related factors also contribute to performance.

8. Practical Implications

The findings have practical implications for NSSF and other public-sector organizations seeking to improve employee performance. Management should strengthen collaborative work practices by promoting cross-functional teamwork, improving communication across teams and departments, and encouraging employees to participate in joint problem-solving and decision-making. Organizations should also create opportunities for knowledge and skills sharing and incorporate teamwork and collaboration into employee training and development programmes. These practices can help create a supportive work environment that facilitates employee engagement and effective performance.

9. Limitations and Areas for Further Research

The study was conducted at NSSF Headquarters in Kampala, which may limit the generalizability of the findings to other public-sector organizations and geographical settings. In addition, the cross-sectional design provides evidence of relationships at a particular point in time and therefore does not establish changes in employee performance over time or definitive causal relationships. Future studies could employ longitudinal or mixed-methods designs to provide deeper understanding of how collaboration and other organizational factors influence employee performance. Further research could also examine leadership support, organizational culture, employee motivation, and other factors that may explain variations in employee performance.

References

1. Akoglu, H. (2018). User's guide to correlation coefficients. *Turkish Journal of Emergency Medicine, 18*(3), 91–93.

Copyright © Atuhaire Precious

doi:10.1016/j.tjem.2018.08.001
2. Carrasco-Farré, C., & Hakobjanyan, N. (2024). Experience shapes non-linearities between team behavioral interdependence, team collaboration, and performance in massively multiplayer online games. *Scientific Reports, 14*, 7850. doi:10.1038/s41598-024-57919-w
3. Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum Press. doi:10.1007/978-1-4899-2271-7
4. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry, 11*(4), 227–268. doi:10.1207/S15327965PLI1104_01
5. Grenier, S., Gagné, M., & O'Neill, T. (2024). Self-determination theory and its implications for team motivation. *Applied Psychology, 73*(4), 1833–1865. doi:10.1111/apps.12526
6. Hafizan, A. F., & Nasution, I. (2024). The influence of supervision and teamwork on employee performance at Bank Rakyat Indonesia Durian Medan Kedai unit. *Journal of Islamic Philanthropy & Social Finance, 6*(S1), 48–60. doi:10.24191/JIPSF/v6nS12024_48-60
7. McAnally, K., & Hagger, M. S. (2024). Self-determination theory and workplace outcomes: A conceptual review and future research directions. *Behavioral Sciences, 14*(6), 428. doi:10.3390/bs14060428
8. Moore, H. L., Bakker, A. B., van Mierlo, H., & van Woerkom, M. (2024). Daily strengths use and work performance: A self-determination perspective. *Journal of Occupational and Organizational Psychology, 97*(1), 190–208. doi:10.1111/joop.12466
9. Mukaka, M. M. (2012). A guide to appropriate use of correlation coefficient in medical research. *Malawi Medical Journal, 24*(3), 69–71. doi:10.4314/mmj.v24i3
10. Nyambura, J., Kahuthia, J., & Karuiru, M. W. (2024). The role of teamwork on employee performance: A survey of state corporations in the energy sector in Kenya. *International Journal of Research and Innovation in Social Science, 8*(10), 2037–2049. doi:10.47772/IJRISS.2024.8100175
11. Rietze, S., & Zacher, H. (2025). Relations between daily stand-up meetings, work satisfaction, and team performance perceptions: The role of psychological safety. *European Journal of Work and Organizational Psychology, 34*(5), 565–582. doi:10.1080/1359432X.2025.2508178
12. Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.
13. Yao, Z., Chen, S., Zhang, S., & Zhang, Z. (2025). The balance between collaborative stability and performance in scientific funding project teams: The role of leader power. *Humanities and Social Sciences Communications, 12*, 1507. doi:10.1057/s41599-025-05765-0.

Copyright © Atuhaire Precious