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## Teamwork and Organizational Productivity: A study of Lord's Mint Technology Nigeria Limited

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### **Abstract:**

*The study investigated the impact of teamwork and organizational productivity on the staff member of lord's mint technology Nigeria limited. The main objective of the study is to examine the contribution of teamwork on organizational productivity. The study adopted a survey design. A structured questionnaire was chosen as the research instrument. A sample size of 154 was drawn from a population of 250 employees of Lord's Mint technology Nigeria limited, Ogun State with the use of Taro Yamane formula. The data was analyzed descriptive statistics and the hypotheses were tested using regression and correlation analysis through the Statistical Package for Social Science (SPSS) version 21. The findings of the study revealed that there is a strong positive and significant relationship between teamwork and organizational productivity ( $p < 0.05$ ). The study therefore concluded that teamwork has a direct impact on organization productivity. Based on the findings, it was recommended that factors that influence teamwork such as good leadership should be encouraged by organization management in order to increase productivity*

**Keywords:** Teamwork, organization productivity, poor leadership, team work culture, motivation

### **1. Introduction**

Sonal and Theophilus (2016) defined teamwork as a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills. Team work is the ability to work together towards a common vision. It is a fuel that allows common people to attain uncommon results. Teamwork is as old as mankind, and as such many organizations use the term 'team' in either one sense or the other i.e. such as in the production, marketing processes. Iftikhar and Sheik (2017) describe teamwork as a group of member who work precisely on a particular and desire goal using their knowledge and skill. Teamwork is commonly consider as a group of people eager to work together to accomplish a mutual objective.

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

The population of workers in an organization may be very large and yet that organization may achieve a very low productivity and with no improvements in its products. This may be as a result of lack of teamwork, poor leadership, lack of proper motivation of the work teams and prevailing conditions that hinder growth in an organization.

If these challenges are not effectively tackled, they may end up becoming an albatross to the organization's success. Thus, there is a need to investigate the challenges caused by team ineffectiveness in an organization.

It is against this background that this study is embarked upon to explore the relationship between teamwork and organizational productivity.

The broad objective of this study is to investigate the contribution of teamwork on organizational productivity. However, specific objectives are to:

- Examine the effect of leadership on teamwork culture
- Ascertain the impact of teamwork on organization productivity

### **2. Literature Review**

According to Okechukwu (2015), teamwork is a strategy that has the potential of improving the performance of individuals and organizations, though it needs to be nurtured over time. Organizations need to look at various strategies of improving performance in the light of increasingly competitive environments. Katzenbach and Smith (2016) argue that teams are the essential organizational units for achieving performance results as well as accelerating personal growth. Writers differ on the choice of individuals or groups for different work tasks.

Leavitt (2016) suggests that groups sometimes make better decisions than individuals do, but this depends upon the task selected. Lawler (2015) contends that groups can help organizations gain synergy in the accomplishment of

important tasks, especially when no individual 'expert' exists, for complex tasks that can be subdivided and when risk is desirable.

The benefits of teamwork apply across all industries – some jobs simply cannot be done alone, while others will be enhanced by the efforts of more people. Individuals all have their own strengths, their own skills and their own ideas to bring to the table and, when they work together as a team, will create something far more powerful than anything that is turned out by one single person.

According to Rahul (2015) Productivity is useful as a relative measure of actual output of production compared to the actual input of resources, measured across time or against common entities. As output increases for a level of input, or as the amount of input decreases for a constant level of output, an increase in productivity occurs. Productivity is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability and financial capital to produce goods and services.

### 2.1. Theoretical Framework

The study is hinged upon Tuckman's teamwork theory. Tuckman's model recognizes the fact that groups do not start off fully-formed and functioning. He suggests that teams grow through clearly defined stages, from their creation as groups of individuals, to cohesive, task-focused teams. Tuckman's describes working with a team of social psychologists. From this he identified that groups evolved into teams via four common stages; forming, storming, norming and performing stages. The value of Tuckman's model is that it helps us understand that teams evolve. It also helps us to consider how they may encounter different problems at different stages of their development.

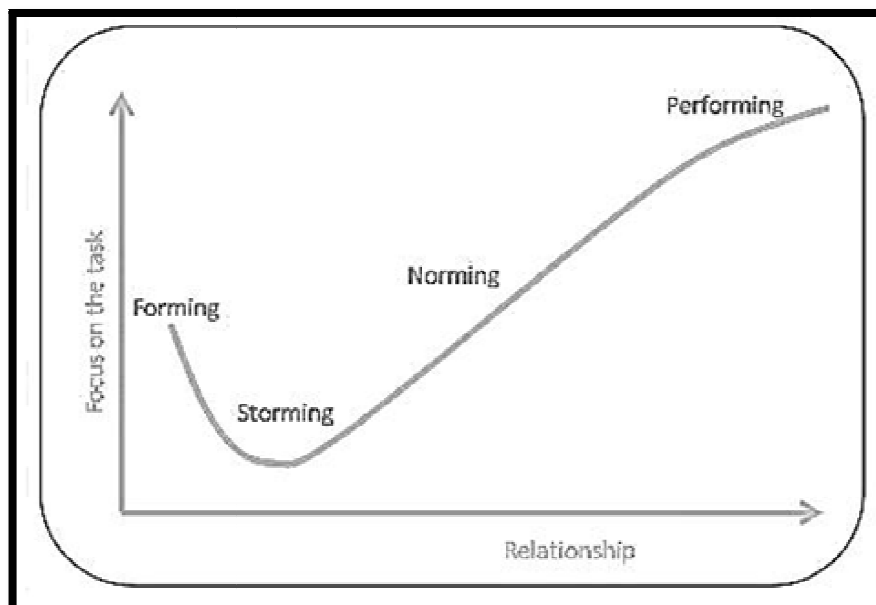


Figure 1: Four Phases of Tuckman's Teamwork Theory  
Source: Bruce Tuckman's 2018

### 2.2. Empirical Review

Manzoor, Ullah, Hussain and Ahmad (2018) examined the effect of teamwork on employee performance, using the staff of higher education department of Khyber PakhtoonKhawa, Peshawar Province of Pakistan. The study which was designed as descriptive survey design found that positive and significant relationship exist between teamwork and employee performance.

In another study carried out by Conti and Kleiner (2018) on how to increase teamwork in an organization, it was found that teams offer greater participation, challenges and feeling of accomplishment. It was concluded that organizations with team will attract and retain the best people as employees.

Walid and Zubair (2016) carried out a study on impact of effective teamwork on employee performance, using the entertainment company in Kuala Lumpur capital of Malaysia as the study area. The study adopted descriptive and exploratory research design. The result showed that efficient communication, level of trust, leadership and accountability, has positive and significant impact on employee performance while 181 intrapersonal skills and cohesiveness has no influence on employee performance.

In a study carried out by Boakye (2015) on the impact of teamwork on employee performance, using Komfo Anokye Teaching Hospital and Ejisu Government Hospital, several measures of team performance were analyzed including team trust, recognition and rewards. The study used correlational techniques in order to analyze the relationship between the two variables, which is teamwork and organizational performance. The study found that teamwork is positively and significantly related to organizational performance.

### 3. Methodology

The study adopted a survey design. A structured questionnaire was chosen as the research instrument. A sample size of 154 was drawn from a population of 250 employees of Lord's Mint technology Nigeria limited, Ogun State with the use of Taro Yamane formula. The validity of the constructs in the questionnaire was tested using face validity and content validity while Cronbach alpha's test was applied to ascertain the validity of the research instrument. The data was analyzed descriptive statistics and the hypotheses were tested using regression and correlation analysis through the Statistical Package for Social Science (SPSS) version 21.

The model describing the relationship between the dependent and independent variable are divided into three on the basis of the hypothesis:

*Model for Hypothesis I*

$$(TWC = \beta_0 + \beta_1 PL)$$

Where:

TWC= Teamwork culture

$\beta_0$ = Regression coefficient of the constant

PL= Poor leadership

*Model for Hypothesis II*

$$(MTV = \beta_0 + \beta_1 TW)$$

Where:

MTV= Motivation

$\beta_0$ = Regression coefficient of the constant

TW= Teamwork

### 4. Results

Cronbach's Alpha	Valid Number	Number of Items
0.866	144	26

Table 1: Summary of the Reliability Test

Source: Researcher's Computation, 2021

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 <sup>a</sup>	.416	.407	2.66282

Table 2: Model Summary

a. Predictors: (Constant), Poor leadership

Source: Researcher's Computation, 2021

Table 2 shows the percentage of variation in the dependent variable (teamwork culture) that is explained by the independent variables (poor leadership). The independent variable studied, explain 41.6% of variance to investigate teamwork culture as represented by the R Square value. This consequently means that other factors not considered herein contribute 58.4% of variance in the dependent variable.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	489.621	1	489.621	88.526	.000 <sup>b</sup>
	Residual	785.379	142	5.531		
	Total	1275.000	143			

Table 3: ANOVA<sup>a</sup>

a. Dependent Variable: Teamwork Culture

b. Predictors: (Constant), Poor leadership

Source: Researcher's Computation, 2020

The F critical value at 5% level of significance was 88.526 shows that the overall model was significant. The significance (0.000) is less than 0.05, thus indicating that the predictor variable (poor leadership), explain the variation in the dependent variable (teamwork culture). If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.330	.625		5.325	.000
	Poor leadership	.645	.069	.645	9.409	.000

Table 4: Coefficients<sup>a</sup>

a. Dependent Variable: Teamwork Culture

Source: Researcher's Computation, 2021

The regression equation (TWC =  $\beta_0 + \beta_1 PL$ ) was interpreted to mean

$$TWC = 2.3.330 + 0.645PL$$

PL = Poor Leadership

TW = Teamwork Culture

According to the equation, taking the predictor factor constant at zero, overall teamwork culture will be .000. The data findings also show that a unit increase in poor leadership will lead to 0.645 increases in teamwork culture. Consequently, it is observed that the independent variable significant with it value less than 0.05 at 0.000.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644	.415	.401	2.41920

Table 5: Model Summary

a. Predictors: (Constant), Teamwork

Source: Researcher's Computation, 2021

Table 5 shows the percentage of variation in the dependent variable (organization productivity) that is explained by the independent variables (teamwork). The independent variable studied, explain 41.5% of variance to investigate teamwork culture as represented by the R Square value. This consequently means that other factors not considered herein contribute 58.5% of variance in the dependent variable.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	447.583	1	447.583	76.477	.000 <sup>b</sup>
	Residual	831.056	142	5.853		
	Total	1278.639	143			

Table 6: ANOVA<sup>a</sup>

a. Dependent Variable: Motivation

b. Predictors: (Constant), Teamwork

Source: Researcher's Computation, 2021

The F critical value at 5% level of significance was 76.477 shows that the overall model was significant. The significance (0.000) is less than 0.05, thus indicating that the predictor variable (teamwork), explain the variation in the dependent variable (motivation). If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.335	.641		5.207	.000
	Teamwork	.627	.072	.644	8.745	.000

a. Dependent Variable: Motivation

Table 7: Coefficients<sup>a</sup>

Source: Researcher's Computation, 2021

The regression equation (MTV =  $\beta_0 + \beta_1 TW$ ) was interpreted to mean

$$MTV = 3.335 + 0.627TW$$

MTV = Motivation

TW = Teamwork

According to the equation, taking the predictor factor constant at zero, overall teamwork culture will be .000. The data findings also show that a unit increase teamwork will lead to 0.644 increase in motivation. Consequently, it is observed that the independent variable is significant with it value less than 0.05 at 0.000.

#### 4.1. Test of Hypotheses

- Decision criteria: if the value of probability is greater than 5%, accept the null and reject the alternative and if the value of probability is less than 5%, reject the null and accept the alternative.
- $H_{01}$ : Poor leadership does not have any significant relationship with teamwork culture in an organization.
- $H_{02}$ : Teamwork does not help to motivate employee for increase in organization productivity

##### 4.1.1. Decision

- The coefficient table shows that poor leadership and teamwork culture with probability value of 0.000 is statistically significant which denote that we reject null hypothesis and conclude that Poor leadership have significant relationship with teamwork culture in an organization.
- The coefficient table shows that teamwork and organization productivity with probability value of 0.000 is statistically significant which denote that we reject null hypothesis and conclude that is significant relationship between teamwork and organization productivity.

#### 5. Conclusion and Recommendations

The findings of the study revealed that teamwork and organizational productivity with probability value of 0.000 is statistically significant. The study then concluded that there is significant relationship between teamwork and organization productivity. This is in line with the study of 'Impact of teamwork on employee performance' (Boakye, 2015), which argued that Top managers need to have the vision to introduce teamwork within their organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making because effective team performance may result to both effective management and effective internal team processes.

Based on the discussions and the conclusion drawn so far, the study makes the following recommendations.

- Leadership style that will allow for good interpersonal relationship among superiors and subordinates should be encouraged because employees feel more interested to work as a team when there is a good leader to lead the team.
- Furthermore, the study recommends that adequate recognition and rewards should be given to employees because recognition and rewards are the main focus in individuals who are working in teams
- The study also recommends that upcoming researchers should bother on areas other than teamwork as there are other possible factors that can influence organization productivity.

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