THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

How Team Culture Affects Corporate Performance: A Literature Review

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Abstract:
This study examined the relationship between team culture and corporate performance. The objectives of the study are to examine how dimensions of team culture, such as collaboration, interdependence, and shared goals, affect the dimensions of corporate performance, such as product quality, time minimization, and waste minimization. A survey of literature was used as a source of data collection. The following were the findings:

- *Collaboration improves product quality,*
- *Interdependence enhances time minimization, and*
- *Shared goals enhance waste minimization*

The study concluded that team culture improves the unity of employees toward achieving corporate performance in organizations. Sequel to the findings, the study recommends that organizations should create teams to achieve stipulated targets.

Keywords: *Corporate performance, collaboration, interdependence, shared goals, product quality, time*

1. Introduction

Organizations educate their members on the way work should be done to achieve stipulated organizational goals. To achieve these goals, there must be maximum corporation amongst team members through the sharing of common beliefs and values, cohesiveness, and other objectives aligned with the goals of the group or team. As such, the team uses a tool to achieve this objective, known as team culture (Duel, 2010). According to Maynard, Rapp, and Wilson (2008), team culture is an essential aspect of teamwork, which reflects on the levels of an individual's willingness to work with others cooperatively, and commitment to group goals and interpersonal relationships. This means that team orientation is the process of working collaboratively with a group of people in order to achieve a goal.

However, since organizations are more interested in improving performance, they apply different measures and dimensions to see how to achieve this goal (Iyang, 2008). Among the different organizational cultures adopted, team orientation has been chosen as a strategic tool to improve corporate performance because it is believed to be one of the major factors influencing corporate performance and other organizational outcomes (Amstrong, 2012). Besides, since corporate performance is a broad concept that incorporates financial, strategic, and operational parameters to expand productivity in all these areas, it is undoubtedly true to say that every organization, whether large or small, desires improved productivity, especially in the face of competitions (Dahan & Shoham, 2014; Zeb-Obipi, 2015; Lau, 2011). Hence, to be productive, organizations must give equal, if not more, of the output (goods and services produced), as compared to the input (resources used in the production process) (Baridam & Nwibere, 2018). In addition, the strategic fitness between the manpower needs and competencies and corporate values are a factor imperative to corporate performance. This is correct as the volume or population of workers in a firm, may not directly have a positive influence on its productivity. Thus, this may be due to the absence of team orientation or spirit, with the organization's failure to coordinate group works to make the best use of the human resources it possesses. This assertion was supported by the two dimensions of productivity offered by Zeb-Obipi (2015), such as product offering and resource utilization. Six measures of productivity were obtained from these: output level, product line, product quality, cost minimization, time minimization, and waste minimization, amongst which three were employed in this study due to their assumed close relationship with team orientation.

Conversely, while examining team culture as one of the vital variables for measuring corporation performance, this study looked at measures such as:

- Collaboration with its indicators such as shared resources, shared responsibilities, and joint participation,
- Interdependence with its indicators such as need cohesiveness, mutual support, and reciprocation,
- Shared goals with its indicators such as the unity of purpose, shared objectivity, and single directionality

However, among other studies, Willams (2012) notes that team orientation has been found to improve many individual outcomes, such as the willingness to cooperate with team members to facilitate individual and group learning and, as a result, improve performance toward achieving organizational goals. Also, Inyang (2008) observes that since teams serve several benefits, organizations are always encouraging team orientation as it is any formal activity or process which intends to improve the development and functioning of work teams. He further explains that team orientation leads to team cohesiveness, enables work groups to be more effective in their work, and helps improve performance. Team culture has been argued to facilitate effective team performance because it increases team members' task involvement, information sharing, and willingness to engage in mutual performance monitoring (Salas, Sins, & Burke, 2005; Duel, 2010).

Considering the importance of team culture in the organization as revealed by the studies above, this paper seeks to examine the relationship between team culture and corporate performance using the dimensions illustrated in the conceptual framework below.

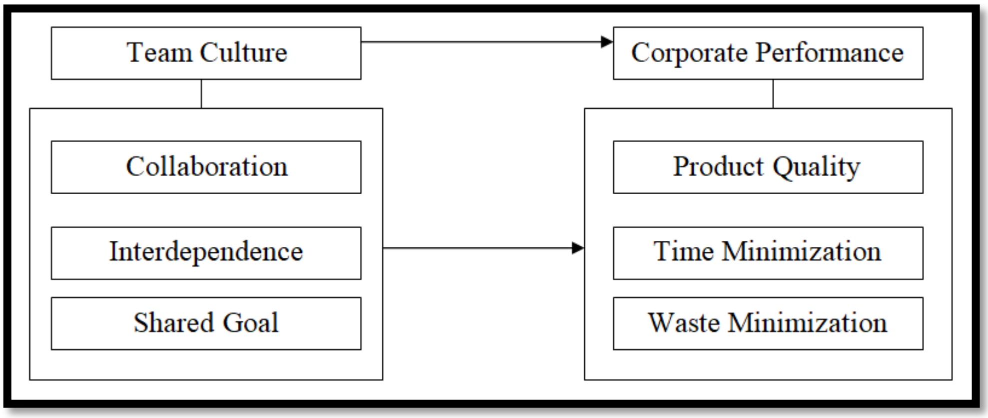

Figure 1: Conceptual Framework of Team Orientation and Corporate Performance
Source: Research's Conceptualization (2022)

1.1. Purpose and Objectives of the Study

The purpose of this study is to investigate the relationship between team and corporation performance while the objectives include the following:

- To examine how collaboration affects corporate performance
- To investigate the influence of interdependence on corporate performance.
- To examine how shared goal influences corporate performance.

2. Literature Review

2.1. Concept and Dimensions of Team Culture

Team culture is defined as the degree to which organizational members stress collaboration and cooperation in performing business activities and making business decisions (Hult & Nichols, 1999). It implies properly sharing and utilizing relevant information amongst team members in terms of aims, policies, and decision–making in the team. Organizations that stress a spirit of teamwork and collaboration can capitalize on the individual strengths of their employees (Elgen, 2018). She further opines that when effective teams are in place, the collective product outcomes are greater than the sum total of the individual effort.

Fajana (2002) defined team culture as the integration of resources and inputs working in harmony to achieve organizational goals, where roles are prescribed for every organization member, challenges are equally faced, and incremental improvements are sought continually.

From the above definitions, team culture can be defined as a tendency of team members to collaborate, given their interdependency to achieve shared goals. The relevance of team orientation has become popular and imperative in organizations to such an extent that it not only brings about skills and competencies fitness but also helps to facilitate cooperation and improve employees morale, improve quality, nurtures organizational democracy, facilitates employee participation in decision – making affecting team activities, enhances flexibility and open-door policies and helps to boost organizational productivity (Inyang, 2008). He observes that understanding the importance of team orientation justifies the interdependency and collaborativeness of team members to achieve common goals. Such as assembling of product, providing a serious or making an important decision. This paperwork focuses on team cultures, such as collaboration, interdependence, and shared goals.

2.2. Collaboration

The term 'collaboration', as used in this work, has to do with the collection responsibility of team members towards the realization of stipulated objectives or goals. Members of a team collaborate on sets of related tasks that are required to achieve predetermined goals. As such, each member is responsible for contributing to the team, but the entire team is responsible for the success of the team. Team collaboration helps members of a group to work together in order to complete shared processes effectively and efficiently. Putmik and Cumha (2014) opined that collaboration involves a process in which entities share information, resources, and responsibilities to jointly plan, implement and evaluate a program of activities to achieve a common goal. Coming together in collaboration is a tool that can also predict the corporate performance of firms (Li, Lam, & Qian, 2010). The techniques that are employed to promote integrity in work to avoid conflicts, as a whole, is known as collaborative management. According to Verbeke and Gavino (2013), collaboration is thus a framework within which all strategies pertaining to conflict management and business development are included and thus brings about effective organizational corporate performance. Since it is one of those team orientation strategies, collaboration aims to integrate solutions for the purpose of building a sound relationship between employers, employees, customers, clients, and vendors (Fisher & Alford, 2015). Collaboration in this paper involves the type of working practice where individual team members work together to share resources and responsibilities and jointly participate in the organization's affairs to achieve a common purpose of the business. It enables individuals to work towards a defined target and strive against all odds to achieve it.

Thus this paper adopts some of the collaborative activities of a team to include shared resources, shared responsibilities, and joint participation.

2.3. Interdependence

Interdependence team culture is the process through which team members interact and relate with each other, drawing from each person's contributions to achieve a greater goal (Keith, 2007). It is described as two or more entities being mutually dependent on each other. According to Anna (2015), interdependence is the solution to either dependence or independence, as both represent extremes that come with disadvantages. She observed that individuals working dependently or independently would not be able to accomplish the goals of the organization successfully because of the imbalance created by not utilizing everyone's sets of skills appropriately. She further explains that a dependent worker would be unable to complete a task on his own without constant input or support from another co-worker or supervisor, and conversely, an independent worker would be unable to work well as part of a team, since he can only perform his tasks successfully but others not successful. However, for teams to be interdependent, they must have such indicators as need cohesiveness, mutual support, and reciprocation, amongst others.

2.4. Shared Goals

Shared goals articulate what a team stands for and its shared vision. Shared goals are the unique, collective approach to settling, tracking, and managing business objectives and purpose (Delarne et al., 2008). In an effective team, members share a high level of commitment to achieving common or shared objectives. David (2005) argues that by setting and sharing goals, team members develop goals that match the objectives of the organization at large. However, while it is the responsibility of the team leaders to imitate the process of goal setting, it is also the responsibility of the team members to share the team's goal with other team members to ensure commitment and morale to perform (Armstrong, 2012). Thus, some of the indicators of shared goals in this study are unity of purpose, shared objectivity, and single directionality.

3. The Concept and Dimensions of Corporate Performance

Corporate performance is analyzed through the use of a subset of business analytics or business intelligence that is concerned with the evaluation of the health of the organization and is traditionally measured in terms of financial performance (Rouse, 2018; Zeb-Obipi & Maduabuchi, 2021). However, many researchers have argued that corporate performance cannot be measured with any single universal indicator but a compendium of indicators, including profitability, productivity, adaptability, growth innovation, effectiveness, and efficiency (Harrim, 2010; Zeb-Obipi, 2015). Besides, performance could be estimated in both subjective and objective methods, such as financial and non-financial indicators (Kaplan & Norton, 1992; Fey, 2003). In addition, Zehir and Karaboga (2015) stressed that financial performance indicators weaken due to manipulations that reflect changes in a competitive environment, and as such, recommend that non–financial performance indicators should be used to fill the gap. Zeb-Obipi (2015) considered corporate performance to be measured in terms of product offering and resource utilization. From these, six measures of productivity were obtained:

- Output level,
- Product line,
- Cost minimization,
- Product quality,
- Time minimization, and
- Waste minimization

Three of these are employed in this study.

From the above definitions, corporate performance can be described as the evaluation of an organization's records of activities to achieve its resources using product quality, time minimization, and waste minimization.

However, Zeb-Obipi (2015) developed six measures in his harmonist framework, namely:

Output level,

- Product line,
- Product quality,
- Cost minimization,
- Time minimization, and
- Waste minimization

Three of these are employed for this study.

3.1. Product Quality

A product can be defined as any offering that can satisfy a need or want Kotler (1999) in Zeb- Obipi (2015). He described it as the most basic tool in marketing; he asserts that customers will judge the product based on three elements:

- Product features and quality,
- Service mix and quality, and
- Price appropriateness

A product can also be seen as anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. It includes physical objects, services, persons, places, organizations, and ideas.

The growth of any organization depends on the quality of the products they produce. The better the product is produced and useful, the more consumers will enjoy it, especially to meet their daily needs (Romdonny & Rosmadi, 2018). The quality of products that is in great demand by consumers can be seen from several factors including packaging, price, quality, and benefit obtained by consumers (Almaamari, Hashemi, Bassam & Abdo, 2017). A good product quality will have a great impact on increasing customer's loyalty and revenue for the organization. Moreover, Johnson, Ignatius & Chinyere (2018) assert that the survival of any business, to a great extent, depends on the service quality or quality service delivery and that quality service is essential for any business to survive and succeed.

The researcher conceptualizes product quality as the degree to which a product satisfies customers' wants in terms of product rating, percentage defects, and error detection. Product quality can be measured by using three indices:

- Percentage of defects,
- Customer product rating, and
- Error detection (Zeb-Obipi, 2015)

3.1.1. Percentage of Defects

A defect rate is the percentage of defective rate to the total number of units tested, considering the deferred defects. The indices to measure the Percentage of defect can be indicated through:

- Amount of defective products,
- Number of tested products, and
- Number of defects deferred

3.1.2. Customer Product Rating

Customer product rating as an indicator of product quality is a process that results in customers' expectations of a product, and its performance significantly influences the ratings that the customers assign to the product. Customer product rating can be measured through:

- Customer satisfaction survey,
- Customer satisfaction score, and
- Net promoter score

3.1.3. Error Detection

Another indicator of product quality is error detection. Error detection is the discovery of errors resulting from deficiencies.

3.2. Time Minimization

Time minimization as a measure of corporate performance means the degree to which an organization reduces the total time spent in delivering a particular product or service (Zeb-Obipi, 2015). It is the first and most timely design, execution, response, and delivery of results. Bateman and Snell (2007) emphatically stressed that organizations must respond to market needs as quickly as possible by introducing new products fast, quality delivery, customers' orders, and responding quickly to customers' requests. Zeb-Obipi (2015) opined that speeds are vital measures of performance, as such organizations seek to maximize speed and minimize the time to achieve targets and gain a competitive advantage over rival firms. He defined time as the amount of man-hour spent or duration taken to accomplish a task. Considering this definition, it is obvious that many competing businesses today fight for quality and time to meet market demand. Thus, the ability of a firm to get its products to the target market as fast as possible gives it an edge over its competitors. The minimization of time of production or service delivery amongst firms entails the successful use of limited time to achieve stated objectives. In fact, most organization experts would refer to it as productivity performance. Time is an essential element for every individual, group, and organization because it is used to employ other resources toward attaining a given goal (Loveday, Chibuzor & Kingsley, 2016).

Therefore, the researcher conceptualizes time minimization as the capacity of an organization to render services and products according to the design of the market time, bearing in mind the job completion time and product delivery time. Organizations must seek to identify reports, financially value sustainable time and wasted time, and convert wasted time into productive time. Corporate performance can be dependent on the impact of time minimization as one of its measures. Effective use of time management will enhance the performance of any organization (Morgenstern, 2010). However, ensuring that decisions are made correctly and implemented promptly depends on the individual's time management capability.

Humes (2012) asserts that an organization cannot excel without the employment of effective time management. The goal of time management is to maximize output with minimum input. Moreover, a delay in making a decision or reacting to a problem can be a costly business mistake where the actualization of goals and objectives would be distorted, thus leading to the winding up of such an organization. All objects begin, develop and end in time, and that holds true not only for us, the human beings, but also for the stars and the universe (Zakari, & Owusu-Ansah, 2013). The minimization of time among firms entails the successful use of limited time to achieve stated objectives. In the view of Kaplan and Norton (2002), many corporate firms today spend more time bringing to reality a new product that is efficient in its entirety, but this does not necessarily mean that time exists in reality. Most organizational experts refer to it as productivity performance. Zeb-Obipi identifies three indices:

- Design to market time,
- Job completion time, and
- Product delivery time

3.2.1. Design to Market Time

Design to market time in this context is defined as a time frame between product conception and product realization. The indices to measure design to market time include:

- Product accessibility,
- Product conception, and
- Product realization

3.2.2. Job Completion Time

Job completion time is the series of activities/tasks from the moment a project begins to the point when it ends. The indices to measure job completion are as follows:

- Project initiation,
- Work plan, and
- Job sequence

3.2.3. Product Delivery Time

Product delivery time in this context is basically the time when products or services get to the customer. Product delivery time can be indicated through:

- Customer's expectation,
- Customer's order, and
- Customer's order reception

3.3. Waste Minimization

Waste minimization in the context of corporate performance is the act of reducing the level of waste or wastage in the production of goods or services (Zeb-Obipi & Maduabuchi, 2021). Waste or wastage refers to the less than maximum use of resources in the production process or service delivery (Zeb-Obipi, 2015). He argues that organizations embrace waste minimization because with fewer mistakes, fewer delays, and better use of machine time and materials, performance will improve, and wastage will be minimized.

Prajogo (2006) defined waste minimization as a practice or process through which the quantity of generated waste is reduced with the main objective of producing the least unwanted by-products through the optimal use of raw materials, water, and energy; that reduces the amount of waste entering the environment. As Hitt (2001) argued, strategic competitiveness can best be achieved by firms through waste minimization. It supports any company's aim for a 'Clean technology' production, which means full utilization of resources, cost savings in storage, treatment, and disposal of generated waste by reducing its volume and its strength or concentration, improving environmental compliance, ensuring profit, and promoting good corporate image (Ojo, 2014).

Armstrong (2012) opines that waste management helps firms to evaluate their productivity performance in the business. Waste minimization in this context can be defined as the organizations' ability to reduce idle capacity, excess items, and quality failure (Zeb-Obipi & Maduabuchi, 2021). Zeb-Obipi (2015) identifies three categories of wastage, namely:

- Quality failure,
- Idle capacity, and
- Excess items

3.3.1. Quality Failure

Quality failure as an indicator of waste minimization in this context can be defined as the inability of organizational products to meet or satisfy specified standards. Quality failure can be measured through:

- Lack of reliability,
- Lack of standard specifications, and
- Poor raw material

3.3.2. Idle Capacity

Idle capacity in the context of this work can be defined as the percentage ratio of rated capacity to actual capacity utilization. Idle capacity can be measured through:

- Rated capacity,
- Capacity utilization, and
- Market expectation

3.3.3. Excess Items

Excess items is another indicator of waste minimization. Excess items in this context of waste minimization imply that products are more than a particular or desired amount. When items are produced in excess in a company, a tendency of wastage will occur. Excess items can be measured when there are:

- Improper recycling techniques,
- Poor segregation method, and
- Poor control practices

4. Relationship between Team Culture and Corporate Performance

Our first research objective deals with how collaboration affects corporate performance. According to Alan (2003), team spirit is a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability, and complementary skills. Team spirit is the ability to work together collaboratively towards a common vision. Agarwal and Adjirackor (2016) assessed the impact of team spirit on organizational productivity in some selected basic schools. Their study utilized quantitative techniques to analyze the relationship between the variables that are:

- Teamwork,
- Esprit de corps (Team spirit),
- Team trust,
- Recognition and rewards, and
- Organizational productivity

They found a significant positive impact of the predictors on the response variable with an adjusted R2 of 70.5%. Therefore, they recommended that teamwork should be adopted to enhance Organizational Productivity.

Cook (1998) recorded a growing consensus among scholars in the world that organizations may be getting work done through individuals. However, super achievement lies in the attainment of set goals through teams (teamwork). He further pointed out that team spirit is not only the foundation of all successful managements but the means of improving overall results in organizational productivity. Davis (2007) claimed that employers always stress the need for employing those (employees) that can be able to work with a team and they (employers) generally talk of teamwork when they want to emphasize the need to tap from various talents possessed by different employees. The organizations, however, coordinate the employees into different teams, such as the management team and production team.

Nnesochi, Chiekezie, & Nzewi (2015) studied the nature of the relationship between teamwork and organizational performance in Anambra State. The specific objective was to determine the type of relationship that exists between team members' commitment and the performance of the focused transport companies. They employed a descriptive survey research design, and Pearson Product Moment Correlation Coefficient was used to analyze data from two hundred and nineteen respondents. The result revealed a positive significant relationship between commitment and revenue generation of the selected transport companies. It was recommended that service industries, such as the transport sector, should encourage and sustain the use of teamwork as part of their operational strategies. Managers and team leaders should offer and encourage sound team commitment.

Xin (2010), in his study, examined how to motivate people working in teams in China. A secondary research was conducted using information sources such as the Journal of Organizational Change Management, the Journal of Management, Leadership & Organization Development Journal, Management Development Review, The International Journal of Human Resource Management, and Personnel Review. The findings show that team performance can be improved through motivation. These include objective-based team training, voluntarily formed teams, team-based leadership, and communication system.

Our second research objective deals with the relationship between interdependence and corporate performance. Femi (2014) examined the significant relationship between communicative behaviours and workers' performance in some selected organizations in Lagos State, Nigeria. The result of this study reveals that a relationship exists between effective communication and, thus, that effective communication increases team interdependence among workers, productivity, and commitment. The study recommends members' interdependence and, as such, enhances that managers will need to communicate with employees regularly to improve workers' commitment, interdependence, and performance.

Orpen (1997) established that people must come together, think together, work together, and learn together through communication. Therefore, interdependence has a vital role in the failure or accomplishment of any organization; it is used for the purpose of helping one another in work organization to enhance performance. Human interaction enables man to follow new horizons and explore new possibilities. Thus, by meeting people with different skills and competencies, they can depend on themselves to effectively achieve targets. The variety of communication aids/ techniques used in an organization depends on the nature of the organization, its kind, and the range of personnel that best suits the management and also the location of the workplace.

Stack (2015), in his study on the effect of team interdependence on employee performance in the banking industry, employed Spearman's rank order correlation coefficient and found that there is a positive correlation between team interdependence and employee performance. Therefore, the study recommends that organizations strictly adhere to the interdependence of team members in work performance to realize predetermined targets.

In another study conducted by Keith (2010) on team interdependence and performance, it was found that there is a very strong relationship between team interdependence and performance. The study concludes that team interdependence enhances efficiency and effectiveness in employee performance. As such, the study recommends that team members should blame and praise, as that will boost their efforts towards achieving targets.

Our third research objective deals with how shared goals influence corporate performance. Cohen and Bailey (1997) conducted a study on teamwork and corporate performance. The result found that there is a positive relationship between teamwork and performance. The study concludes that teamwork, such as collaboration, interdependence; resource sharing, goal setting, and unity of purpose, has a very strong positive relationship. Besides, the study recommends that collaboration and teamwork should be strategic tools for enhancing corporate performance. It implies that working together helps team members share skills, resources, competencies, and experiences to improve performance.

Brown (1995) carried out a study on the effect of team spirit on employee performance of industrial workers in a production company. The study was conducted on 205 employees and regression analysis was used to analyze the data. The study found that team spirit enhances the overall performance of workers. The study then concludes that working as a team enhances the smooth operation of production processes. It increases efficiency and effectiveness and, as a result, enhances productivity. The study, therefore, recommended that team spirit should be adopted by teams through team members' interdependence and collaboration.

Another study by Bookye (2015) analyzed the impact of teamwork on the organizational performance of the employees of Komfo Anokye Teaching Hospital and Ejisu Government Hospital. Several measures of teamwork were analyzed, including team trust, recognition, rewards, shared goals, and collaboration. The findings are that there is clear evidence that teamwork and other measures of team performance are positively related to corporate performance. The result of the study shows that there was a significant positive impact of teamwork in terms of shared goals and interdependence on corporate performance.

5. Conclusion and Recommendations

There is a high relationship between team culture and corporate performance, as the unity of employees improves the company's performance. It was, therefore, deduced that corporate performance could simply be improved through team culture (collaboration, interdependence, and shared goals). Managers should learn how to recognize the potential of employees through team orientation. Employees' participation in the decision-making process will make them more courageous and enthusiastic about working in the organization. On the other side, the periodic salary increments, allowances, bonuses, fringe benefits, and other compensations on regular and specific periods keep their spirit high and make them more motivated.

Effective communication helps team collaboration and interdependence and, as such, creates mutual understanding between management and workers, thereby building a genuine relationship between both parties in the organization. In addition, this study reveals that teamwork affects corporate performance. As the performance of individuals enhances that of the team, the team affects the performance of the entire organization.

Based on the findings, the following recommendations have been made:

- Organizations should create teams to achieve the stipulated target.
- They should inculcate a collaborative policy amongst the teams so that a team member can work cohesively and build spirit de corps.
- Management should also build the spirit of interdependence amongst team members so they can share collective responsibilities, which helps them cover lapses for team members and achieve more.
- Management should also build the policy of collectively setting and sharing goals with and amongst employees within their various teams. This will make them get committed to the goals and work towards achieving them within the stipulated time.

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