
EFFECT OF TEAM WORK ON ORGANIZATIONAL PERFORMANCE: A STUDY OF COSHARIS RICE MILL IGBARIAM

JACOBS, Chineze Justina (Ph.D)

¹Department of Entrepreneurship

Chukwuemeka Odumegwu Ojukwu University Igbariam, Anambra State, Nigeria

ARINZE, Emeka Stephen (Ph.D)

¹Department of Business Administration

Chukwuemeka Odumegwu Ojukwu University Igbariam, Anambra State, Nigeria

ABSTRACT

The study examined the effect of team work on organizational performance in Coscharis rice mill Igbariam. The researcher developed three objectives such as: To examine the effect of team members' abilities on organizational performance of Coscharis rice mill Igbariam. To analyze effect of team members' esprit de corps on organizational performance of Coscharis rice mill Igbariam. To ascertain effect of team members' trusts on organizational performance of Coscharis rice mill Igbariam. However, three research questions and hypotheses are formulated in line with the objectives. The study is anchored on Belbin's Team Roles Theory that was propounded in 2012. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of Coscharis rice mill. The sample size of the study is three hundred and seventy-six (376). The hypotheses were tested using ANOVA method at 0.05% level of significance. The findings of the study revealed Team members' abilities have significant effect on organizational performance of Coscharis rice mill Igbariam, Team members' esprit de corps has significant effect on organizational performance of Coscharis rice mill Igbariam, Team members' trust has significant effect on organizational performance of Coscharis rice mill Igbariam. The study recommends that; team members' abilities have positive effect on employees performance in an organization, Managers should therefore endeavour to ensure that each team compose of the necessary skills that will enable the team to perform effectively without having too much of each skill to the disadvantage of others. Team's esprit de corps is a situation in which a group of people jointly depend on one another. This should be strengthened by making sure that people of like minds are put together in a team so that the organization can enjoy the full potential of such teams.

Keywords: Team members' abilities, organizational performance, team work, team members' esprit de corps, team members' trusts

1.1 Introduction

Teamwork is usually an integral part of the work place. Basic teamwork involves everyone working together to support the organization and complex forms of teamwork could involve “work teams” chosen to complete a project by working closely. Teamwork enhances productivity through joint and collective effort. Allowing team members to bring their specific education and training to a project or a work task, which maximizes the variety of work the team can accomplish as well as the number of tasks completed without additional research. It is true that more minds can sometimes work better than a single one (Okoh, 2016).

Teamwork is the actions of individuals, brought together for a common purpose or goal, which subordinate the needs of the individual to the need of the group. In essence, each person on the team put aside his or her individual needs to work towards organizational objectives. The interaction among the members and the work they complete is called teamwork. Effective teamwork is essential to the success of any business. As “no man is an island”, the positive effects of productive teamwork can energize an entire organization, just as the negative effect of a lack of team work can cripple an organization. An essential ingredient to effective teamwork is attracting and keeping the right team members that would facilitate productivity in an organization. As such most human resource approaches lay so much emphasis on teamwork due to its importance to organizational productivity.

Team work is an important agendum in the current business climate as organizations are looking to team-based structures to stimulate further improvements of their performance. The importance of teamwork for improving employee performance has been a major topic of many researches done by academics and practitioners for the past decades. One possible reason for this interest is the widespread belief that teamwork can influence the performance of the employees of organizations such as, in the areas of service delivery, competitive advantage, organizational responsiveness, and market value creation for its products and services among others. The composition of a team is considered by some researchers (Oloyede, 2019, Evans & Lindsay, 2013; Brun & Dugas, 2018) to be particularly important in achieving organizational goals and in evoking performance among subordinates.

In Nigeria, especially in the South East, some manufacturing companies including rill mills such as Cosharis rice mills, Igbariam seem to have imbibed the culture of team work, which have accounted for their success, though not yet established and the essence of this study. Osterman (2014) and Waterson (2017) posit that teamwork has emerged in recent years as one of the most important ways of organizing work. Harris and Harris (2012) define team work as creating a work group with a common purpose for the achievement of goals/tasks. It implies that individuals work in a co-operative environment in the interest of a common goal by sharing knowledge, skills and being flexible enough to serve multiple roles. Hence, emerging work culture features more autonomy and control by workers for greater involvement in the company. From the early 1980s, team-based structures have been replacing the highly formalized, centralized, and departmentalized mechanistic structures that were previously the norm in work organizations. The use of teams has spread rapidly arising from the belief that the development of strong and effective production and managerial teams will lead to the potential for higher performance and increased job satisfaction as there are synergies to be gained from greater levels of involvement in the workforce (Shanks 2015; Bessel, 2013; Eshun & Duah, 2016). Teamwork aims at increasing employees’ skills that have a direct impact on their attitudes and as well, lead to motivation, commitment and

satisfaction (Wright, 2013). The inability to harmonize and allow participation of the employees in organizational decisions might undoubtedly produce sub-optimal results, thereby jeopardizing the chances of the organizations realizing their set goals and objectives efficiently. It therefore becomes important to examine the effect of team work on organizational performance, a study of Cosharis rice firm Igbariam.

1.2. Statement of the Problem

A major feature of organizational life is team, and it can have significant influence on the successful implementation of change. Most change can disrupt teamwork. Unless people are involved, committed and prepared to adapt and learn; if not, objectives, plans, and future desired state may likely be resisted. The danger of domination of the team by some powerful members, the difficulty in placing responsibility for a bad team decision, the effects of selecting poorly qualified persons as members and team decisions may result from compromise; poses great challenges to team approach to change management. A major team problem may be that of conformity, which raises its head in a number of cases, ranging from groupthink to social loafing. With the wide use of teams, personal and inter-group conflict may arise. The ability of the leader to persuade and influence his followers, which in turn, depends largely on how much power the leader possesses, will determine how effective team-oriented approach to change management will succeed.

Organizations are increasingly becoming dynamic and unstable. This evolution has given rise to greater reliance on teams and increased complexity in terms of team composition, skills required, and degree of risks involved. Uzohuo (2016) opines that the major challenges of teamwork in Nigeria are the differences in the level of competence, energizing employees, and capability of team members. While highly competent team members try to increase the work pace in service delivery and organizational responsiveness, the lowly competent ones try to slow down the work pace. This leads to the over working/stressing of highly competent team members while the less competent ones are relaxed. In addition, individual and socio-cultural differences among team members constitute a challenge to effective teamwork. The existence of lack of harmonization, communication, cultural exchange, trust, and loyalty, may lead to lack of cohesion among team members resulting to loss of organizational service delivery, market value creation, and profitability.

More so, differences in the employment contract of team members constitute another impediment to effective teamwork as this creates a feeling of inequality among team members resulting in loss of team spirit. The zeal to participate in accomplishing performance such as service delivery and profitability diminishes. The aforementioned inconsistencies among team members may result in loss of organizational profitability, competitive advantage and corporate benchmarking. It is against this backdrop that this study seeks to examine team work and organizational performance a study of Cosharis rice mill Igbariam.

1.3 Objective of the Study.

The main objective of the study is to examine the effect of teamwork on organizational performance: A study of Cosharis rice mill Igbariam. Specifically, the study seeks to examine:

1. The effect of team members' abilities on organizational performance of Cosharis rice mill Igbariam.

2. The effect of team members' esprit de corps on organizational performance of Cosharis rice mill Igbariam.
3. The effect of team members' trust on organizational performance of Cosharis rice mill Igbariam.

1.4. Research Questions.

The following research questions were raised in the course of this study:

1. What is the effect of team members' abilities on organizational performance of Cosharis rice mill Igbariam?
2. To what extent does team members' esprit de corps affect organizational performance of Cosharis rice mill Igbariam?
3. What is the effect of team members' trust on organizational performance of Cosharis rice mill Igbariam?

1.5: Research Hypotheses

The following null hypotheses have been formulated to guide the study and provide answers to the research questions.

1. H_{01} : Team members' abilities have no significant effect on organizational performance of Cosharis rice mill Igbariam.
2. H_{02} : team members' esprit de corps has no significant effect on organizational performance of Cosharis rice mill Igbariam.
3. H_{03} : team members' trust has no significant effect on organizational performance of Cosharis rice mill Igbariam.

REVIEW OF RELATED LITERATURE

2.1. Theoretical Framework

Belbin's Team Roles Theory

Belbin Associates retrieved 20 February 2012 brought the concept of a theory on the characters of the specific team members which describes each team participant to be exceptional in the group performance. Belbin also argued that individuals in a team tend to embrace very special behaviour which can sometimes affect the performance of the organization..To support this argument, he used self-perception some questionnaire in his research in order to identify the various team roles in the group in the organization. Out of his research, Belbin found nine different roles that form very unique characteristics of individual in a team. Belbin in additional determined that every team's role has strengths and weaknesses which must be clearly understood by all the leaders. To drive great teams, it is imperative for the team leader to clearly understanding every role played by the team member. According to him the highly performing teams members had to apply all the combinations of team characters in order to increase team overall organizational productivity and profitability.

According to another analysis by Belbin, the team forms the observation that displayed that team characters have important roles in building productive teams in every organization. According to Myers-Briggs he helped the team coordinator to find the behaviour of teams and accordingly place them in relevant groups to drive the organizational performance. According to this, all the above theories are supported.

2.2 Empirical Review

Boakye (2015) examined 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, that is teamwork and organizational performance. The study found that teamwork is positively and significantly related to organizational performance. In another study, Manzoor, Ullah, Hussain and Ahmad (2011) worked on the effect of teamwork on employee performance, using the staff of higher education department of Khyber Pakhtoon Khawa, 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.

Jones, Richard, Paul, Sloane and Peter (2017) examined the effect of team building in the organization, it was found that employees working within the team can produce more output as compared to individual effort. Also, in another study carried out by Ingram (2010) on linking teamwork with performance. It was found that a good manager is the one who assigns responsibilities to his/her employees in a form of group or team in order to take maximum output from the employees. In another study carried out by Conti and Kleiner (2013) 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 intrapersonal skills and cohesiveness has no influence on employee performance. Similarly, Agwu (2015) conducted a study to determine the effect of teamwork on employee performance in the Liquefied Natural Gas Plant, Bonny, Nigeria. The study adopted descriptive research design. Result from data analysis indicates that significant relationship exist between teamwork and employee performance. It was concluded that the current team building in the plant should be sustained.

Ooko (2013) did a study on impact of teamwork on the achievement of targets in organizations in Kenya, using SOS children's village, Eldoret was the study area. The study adopted descriptive research design. The study found that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. This was to impact team performance if it was done correctly. It was concluded that there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams. Also, Teseema and Soeters (2016) did a study on promotion practice of teams in an organization and found that there is positive relationship between promotion practice for teams and perceived performance of employees.

Salamatu (2014) studied the role of team building on employee performance. The study focused on harmonization and service delivery of employees in Kaduna. Cross-sectional survey design was adopted for the study which had a sample size of 150 participants of a bottled water manufacturing firm. The data were collected from both primary and secondary source. T-test was used to test the hypotheses. It was found that team building focuses on and integrates harmonization and helps to increase service delivery of a firm. Ayopo (2011) examined the effect of teamwork on employee service delivery in Osun State. Qualitative and survey designs were used in gathering data from 243 employees of micro enterprises. Data collected were analyzed with mean values and simple percentages. The results show predictors (teamwork) have positive impact on the response variable (service delivery).

Karrem, Arigbabu, Akintaro and Badmus (2012) examined the impact of team building on employee performance using a survey data collected from 240 employees of two confectionery firms in Accra, Ghana. Descriptive survey design was adopted. One way ANOVA was used to test the hypotheses. Based on the findings, it shows that team building improves employee performance more especially, their service delivery. Nanor (2010) carried out a descriptive research on the impact of team building on achievement of service delivery in bottling companies in Canada. The study has a population of 280 participants. Data collected were analyzed with the aid of SPSS version 20 in which correlation and regression analysis were conducted. The study established that team building that encourages harmonization increases service delivery of employee.

2.3 Gap in Literature

Majority of the empirical studies reviewed such 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. Result from data analysis indicates that significant relationship exist between teamwork and employee performance. It was concluded that the current team building in the plant should be sustained. Ooko (2013) did a study on impact of teamwork on the achievement of targets in organizations in Kenya, using SOS children's village, Eldoret was the study area. It was concluded that there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams. Salamatu (2014) studied the role of team building on employee performance. It was found that team building focuses on and integrates harmonization and helps to increase service delivery of a firm. Mba (2012) carried out a survey study on teamwork and employee performance in the Bonny Nigeria Liquefied Natural Gas Plant Port Harcourt. The study concluded that teamwork influences employee performance especially in service delivery. Oni and Daniya (2013) conducted a survey study on the impact of empowerment and teambuilding on employee service delivery: From the findings of the study, it was concluded that teambuilding brings about empowerment and thereby increasing employee service delivery

From the analysis above, it is evident that there is gap in literature through varies of findings from different experts; this could be from the method of analysis used, model adopted and geographical location. This study will complement the existing literature by using ANOVA Method of analysis to examine the true situation of team work on organizational performance. Secondly, the study will choose rice mill because no study have taken consideration in that aspect.

METHODOLOGY

3.1: Research Design

According to (Adams,2010), research design describes a number of decisions which need to be taken regarding the collection of data before ever the data is collected; A schematic guide which directs a researcher in solving research problem. The research design used in this study is survey design; the researcher used it to seek clarifications and convenience on the part of the respondents given schedules.

3.2: Sources of Data

With respect to this research work, the researcher made use of primary and secondary sources of data. The primary sources of data include the questionnaire and the personal interview, while the secondary sources of data include the journals, magazines, textbooks and internet.

3.2.1 Primary Data

The primary source of data was the sampling or study unit regarding in (or form) which information is collected on first hand basis. The researcher did not adopt any rigid method in the collection of data; rather data was collected as the problem demanded creativity and judgment also played a vital role at this stage of the project, knowing that the final judgment will be partly constrained by the type and value of the information collected.

3.2.2 Secondary Data

Library materials provided the bulk of the secondary research data collected by the researcher. These resources reviewed extensively the fact leadership style and employee performance. For the purpose of obtaining these secondary data, I used the following:

- Information from textbooks.
- Information from journals and periodicals.
- Information from magazines and company records.

3.3: Population of the Study.

The population of interest therefore consists of all the employees of Cosharis rice mill in Igbariam. However the total Number of staff in that organization is 376. This population figure was derived from human resources department of that firm.

3.4: Sample Size and Sampling Technique

Given the nature of this study, since the population is not up to 1000 respondents the research will utilize the entire 376 population

Sampling Technique

The research adopts purposive sampling. Purposive sampling enables the researcher to choose at respondents that were of interest to the study while the stratified random sampling permits each of the different respondents in the states to be selected without bias.

3.5: Method of Data Collection.

Questionnaire will be used to generate the data needed for the study. The questions will be organized on issue-based structured pattern following the sub-elements of the stated research questions, so as to ensure completeness. The questions are closed-ended in nature and five point Likert scale will be used to generate data for data analysis. The scale is 5(Strongly

Agree), 4(Agree), 3(Undecided), 2(Disagree), 1(Strongly Disagree). These scaled responses are adopted because it permits the measurement of intensity of respondents' answers compared to multiple choice responses. The questionnaire is structured into two sections with the first section eliciting response on the personal information of respondents, while the second section covers questions relating to the objectives of the study.

3.6: Method of Data Analysis.

Statistics such as frequency count and percentages were put to use in the analysis of research questions while research hypotheses were tested using correlation analysis and simple regression analysis. The research hypotheses were tested at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This section presents the data obtained from the respondents through the administered questionnaire. Three hundred and seventy-six (376) were administered among the staff of Coscharis rice mill. However; Three hundred and forty-seven (347) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were only based on the returned questionnaire. The method used was percentage table technique and t-test for the hypotheses. The method was adopted because it possesses a unique estimating property which includes unbiased, efficiency and consistency when compared with other linear unbiased estimates.

Table 4.1: Respondents' Demographic Variables

4.1.1 GENDER

	Frequency	Valid Percent	Cumulative Percent
Valid male	172	49.6	49.6
female	175	50.4	100.0
Total	347	100.0	

Sources: SPSS Output 2021

The above table reveals that the one hundred and seventy-two of the respondents which represents 49.4 persons were male respondents, while one hundred and seventy-five (175) respondents which represent 50.4% were female respondents. By implication, female respondents were more than male respondents by 3 respondents in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 AGE

	Frequency	Valid Percent	Cumulative Percent
Valid 18-30	50	14.4	14.4
31-40	108	31.1	45.5
41-50	125	36.0	81.6
51-above	64	18.4	100.0
Total	347	100.0	

Source: Field Survey 2021

Table 4.1.2 above depicted the age bracket of the respondents. The distribution shows that 14.4% of the respondents are between the age brackets of 18 to 25 years while 31.1% respondents are within the age bracket of 31-40 years. On the same note, 36.0% of the respondents are within the age bracket of 41 - 50 years. On the same note, 18.4% of the respondents are within the age bracket of 51 - Above years.

4.1.3 Marital status

	Frequency	Valid Percent	Cumulative Percent
Valid single	65	18.7	18.7
married	266	76.7	95.4
divorced	16	4.6	100.0
Total	347	100.0	

Sources: SPSS Output 2021

In the table above, out of the three hundred and forty-seven (347) respondents, two hundred and fifty-two (252) of the respondents were married, while ninety-five (95) respondents which represent 27.4 percent are single. It is therefore glaring that the majority of the respondents are married as at the time of this study. Thus marital status table helps us to know the number of single, and married, and respondents that answered the distributed questionnaire

4.2 Hypotheses Testing

Hypothesis One

H₀₁: Team members' abilities have no significant effect on organizational performance of Cosharis rice mill Igbariam.

Table 4.2.1: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	6.911	5	1.382	7.613	.000 ^b
Residual	80.589	342	3.358		
Total	87.500	347			

Source: SPSS, Version, 20 2021

However, from the Anova table above, it was observed that the probability value of hypothesis one is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative is accepted, meanwhile, Team members' abilities have significant effect on organizational performance of Cosharis rice mill Igbariam.

Hypothesis Two

H₀₂: Team members' esprit de corps has no significant effect on organizational performance of Cosharis rice mill Igbariam.

Table 4.2.2: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	22.507	3	4.501	6.952	.002 ^b
Residual	64.993	344	2.708		
Total	87.500	347			

Source: SPSS, Version, 20 2021

However, from the Anova table above, it was observed that the probability value of hypothesis two is less than 0.05% level of significance (0.002), as a result null hypothesis will be rejected and alternative accepted, meanwhile, team members' esprit de corps has significant effect on organizational performance of Cosharis rice mill Igbariam.

4.3 Hypothesis Three

H₀₃: Team members' trust has no significant effect on organizational performance of Cosharis rice mill Igbariam.

Table 4.2.3: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	881.762	3	25.193	213.295	.000
Within Groups	3.511	344	3.511		
Total	885.274	347			

Source: SPSS, Version, 20 2021

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 213.295 with a significance of .002 is less than .05 (i.e .002<.05), Team members' trust has significant effect on organizational performance of Cosharis rice mill Igbariam.

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The result of data analysis and the discussion thereafter has revealed the importance of team work arrangement in the organization. Team work was found to have positive and significant impact on organizational performance and this brings benefits in terms of higher productivity, better organizational performance, competitive advantages and increased product quality and quantity. When an employee is in a team, his or her performance is automatically improved and invariably, job satisfaction is also enhanced. Team offers better utilization of skills and reduces the tendency to quit. For teams to perform effectively there is need for some team members to possess levels of skills such as technical expertise, problem solving and decision-making as well as interpersonal skills. No team can achieve its performance potential without developing all three types of skills mentioned above.

5.2 Recommendation

Based on the analysis of data, the results and the discussion of the results, the conclusions that were drawn, we were able to make the following recommendations:

1. Team members' abilities have positive effect on employees' performance in an organization. Managers should therefore endeavour to ensure that each team compose of the necessary skills that will enable the team to perform effectively without having too much of each skill to the disadvantage of others.
2. Team's esprit de corps is a situation in which a group of people jointly depend on one another. This should be strengthened by making sure that people of like minds are put together in a team so that the organization can enjoy the full potential of such teams.
3. Team trust has the highest coefficient in the model thus showing the relative importance of trust in a team. When all appearances of mistrust, distrust and suspicion are reduced, the right atmosphere for increased/enhanced productivity from the employees will prevail.

References

- Agbonna, C., Yusuf, A., & Onifade, O. (2019). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Agwu, M.O. (2015). Teamwork and employee performance in Bonny Nigeria Liquefied Natural Gas Plant. *Strategic Management Quarterly*, 3(4): 39-60.
- Ajayi, Z. & Modupe, R. (2014). Impact of culture on human resource management practices: a 10-country comparison. *Applied Psychology*, 49(1), 192-221.
- Ayopo, L. (2011). Effect of teamwork on employee service delivery. *Public Productivity and Management Review*, 29, 256-277.
- Becker, B.E. and Huselid, M.A. (1998). High performance work systems and firm's performance: a synthesis of research and managerial implications. In G.R. Ferris (Ed.), *Research in Personnel and human resource*. Stamford, CT: JAI.
- Brower, M. J. (2015). Empowering Teams: What, Why and How. *Empowerment in Organizations*, 3(1), 13-25.
- Brun, P. & Dugas, D. (2018). Organizational commitment: Antecedents and outcomes in public organizations. *Public Productivity and Management Review*, 29, 256-277.
- Burn, S.M. (2014). *Group: Theory and Practice*. Canada: Wadsworth. How to increase teamwork in organizations. *Journal of Quality*, 5(1), 26-29
- Dianna, N.(2016). *Teams: Teamwork and Teambuilding*, Prentice Hall, New York.
- Eshun, P. & Duah, S. (2016). *Human Resource Management in Developing Countries*. London: Routledge, pp. 1-15
- Evans, V. & Lindsay, S. (2013). Impact of performance appraisal justice on employee engagement: a study of Indian professionals. *Employee Relations*, 35(1), 61-78.
- Kareem, N., Arigbabu, L., Akintaro, P., & Badmus, T. (2012). Impact of teambuilding on employee performance. *Employee Relations*, 18 (1), 36-49.
- Katzenbach, J. R. & Smith, D. K. (2013). *Follow this Path: how the world's greatest organizations drive growth by unleashing human potential*. New York: The Wisdom of Teams, McKinsey & Company.
- Long, P. & Shields, J. (2010). On the dimensionality of organizational justice : a construct validation of a measure. *Applied Psychology*, 86(3), 425-445.
- Lopez, S.P., Peon, J.M.M. and Ordas, C.J.V. (2005). Human resource practices, organizational learning and business performance. *Human Resource Development International*, 8(2): 147-164.
- Salamatu, H. (2014). The role of teambuilding on employee performance. The Kaduna case. *Journal of Management Development*, 27(7), 708-726.
- Schultz, W. (2018). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
- Shanks, J. (2015). A review and meta-analysis of the antecedents, correlates, and consequences of organisational commitment. *Psychological Bulletin*, 108, 171-194.
- Staw, B. M. (2011). Organizational psychology and the pursuit of the happy/productive worker. *California Management Review*, 6(3), 40-53.
- Tirmizi, M.A. and Shazad, M.H.S. (2019). Is it industry productive: a performance based investigation of IT Sector firms operating in Pakistan? *International Journal of Business Management*, 4(5): 29-44.
- Tracy, B. (2016). *Successful Leader, Moulds Sixth*, Translator: Suharsono Delapatrasa Pustaka, Jakarta.
- Uzohuo, A. U.(2016). Effect of gender diversity on organizational performance. Nnamdi Azikiwe University, Awka. Unpublished Thesis.

- Vilain, S. S. (2013) Organizational Structure and Employee's Performance: A Study of Brewing Firms in Nigeria. *American Research Journal of Business and Management* 3(1) 2379-1047
- Walid, A.S. and Zubair, H. (2016). Impact of effective teamwork on employee performance. *International Journal of Accounting, Business and Management*, 4(1): 77-86.
- Waterson (2017) *The Use and Effectiveness of Modern Manufacturing Practices in the United Kingdom*. Sheffield: Institute of Work Psychology.
- Wright, D. (2013). Servant leadership and paternalistic leadership styles in the Turkish business context: a comparative empirical study. *Leadership & Organization Development Journal*, 33(3), 300-316.
- Zaltman, G. & Duncan, R.(2017) *Strategies for Planned Change*.New York: Wiley.